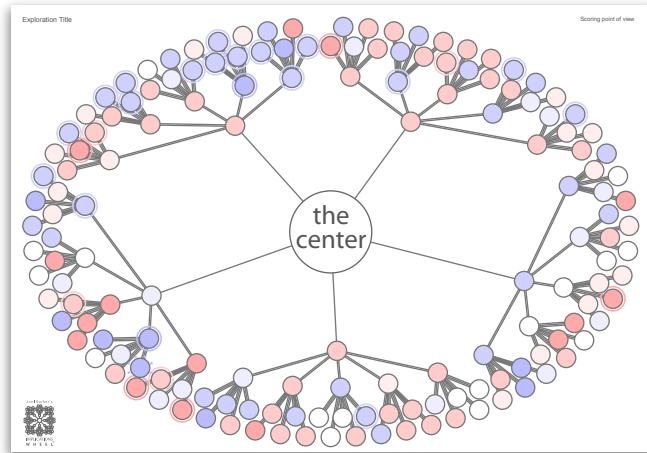




The Implications Wheel®

Reading an Exploration



Start by assuming that **the center** happens. The circles connected to the center are possible consequences of the center. These are called **1st order implications**.

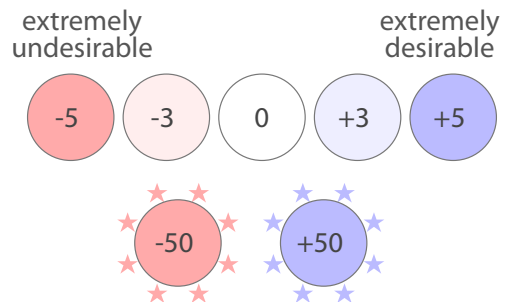
Then assume that the 1st order implications happen. The **2nd order implications** are possible implications of the 1st orders.

Finally, the **3rd order implications** are possible implications of the 2nd orders.

Scoring for Desirability

The desirability or undesirability of an implication **depends on one's point of view**. The point of view from which these implications were scored is printed in the upper-right corner of the exploration.

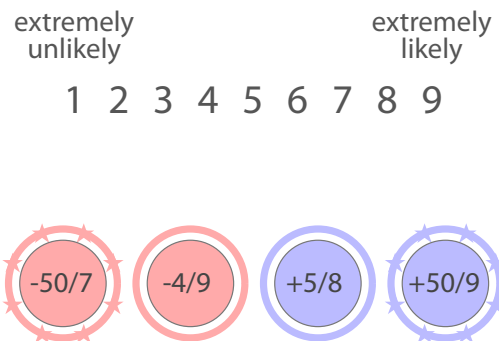
The desirability scale goes from -5 to +5, with two special scores (+/-50) for extraordinary situations.



Scoring for Likelihood

Each likelihood score **assumes the occurrence of the preceding implication**. The likelihood scale is from 1 to 9.

If you see a red or a blue implication that is circled, the circle indicates that the implication received a 7, 8, or 9 likelihood.



St Paul Intercultural Project Final

Center:

What are the possible implications of Saint Paul becoming a model Intercultural city that draws national interest?

Details of the Center:

Timeline: Launch Fall, 2011; Complete Summer, 2014

Details/Assumptions

By September 1, 2014, we further assume that some very specific changes have occurred, including:

The Saint Paul Foundation has made a ten-year commitment as lead funder for the Intercultural City Initiative, directing its funding via the oversight of the Multicultural Endowment. They have already contributed \$1 million annually for the first three years to the realization of the dream, with another \$1 million allocated annually through 2020. The Multicultural Endowment has a multicultural board educated in ethnic cultural tourism and intimately close to their own communities. They grant the \$1 million to program-related investments that make meaningful contributions to ethnic destinations throughout Saint Paul.

Following the lead of 21 other countries, the Ethnic Cultural Tourism Destinations Collaborative (ECTD) and its allies have written the U.S.' first Intercultural City Resolution that provides the city of Saint Paul with the rationale and a meaningful foundation for developing specific economic, social, cultural, and planning policies that draw on the potential of increased intercultural exchange, activity and dialogue.

Saint Paul City Council, Mayor's Office, all departments, and all public/private groups of which the city is a part, have each officially adopted ECTD's Intercultural City Resolution and implemented internal policies and actions that support the intention and goals of the resolution in both their organizations and in the wider city.

All distinct neighborhoods (as identified according to their district councils) have launched intercultural initiatives within their jurisdictions that connect and contribute to the city. Major and minor commercial

corridors (Payne, West Seventh, Selby, Grand, Robert, Ford Parkway, etc.) have distinct identities that highlight ethnic culture prevalent in the area today, or for which the area has been known in the past.

Each district council has competitively-paid, full-time staff specifically tasked with heading its intercultural initiative within its jurisdiction. That person is paid in part through matching grant funding from the Saint Paul Foundation.

Neighborhoods are receiving 40% of cultural and neighborhood Saint Paul Sales Tax Revitalization (STAR) funds annually supporting the development of their neighborhoods as visitor destinations.

Union Depot is a major intercultural transit hub, where millions of visitors of varied ethnic backgrounds are welcomed into the city, and then connected on to neighborhood destinations via taxi, guided tour buses, light rail, rental car, etc.

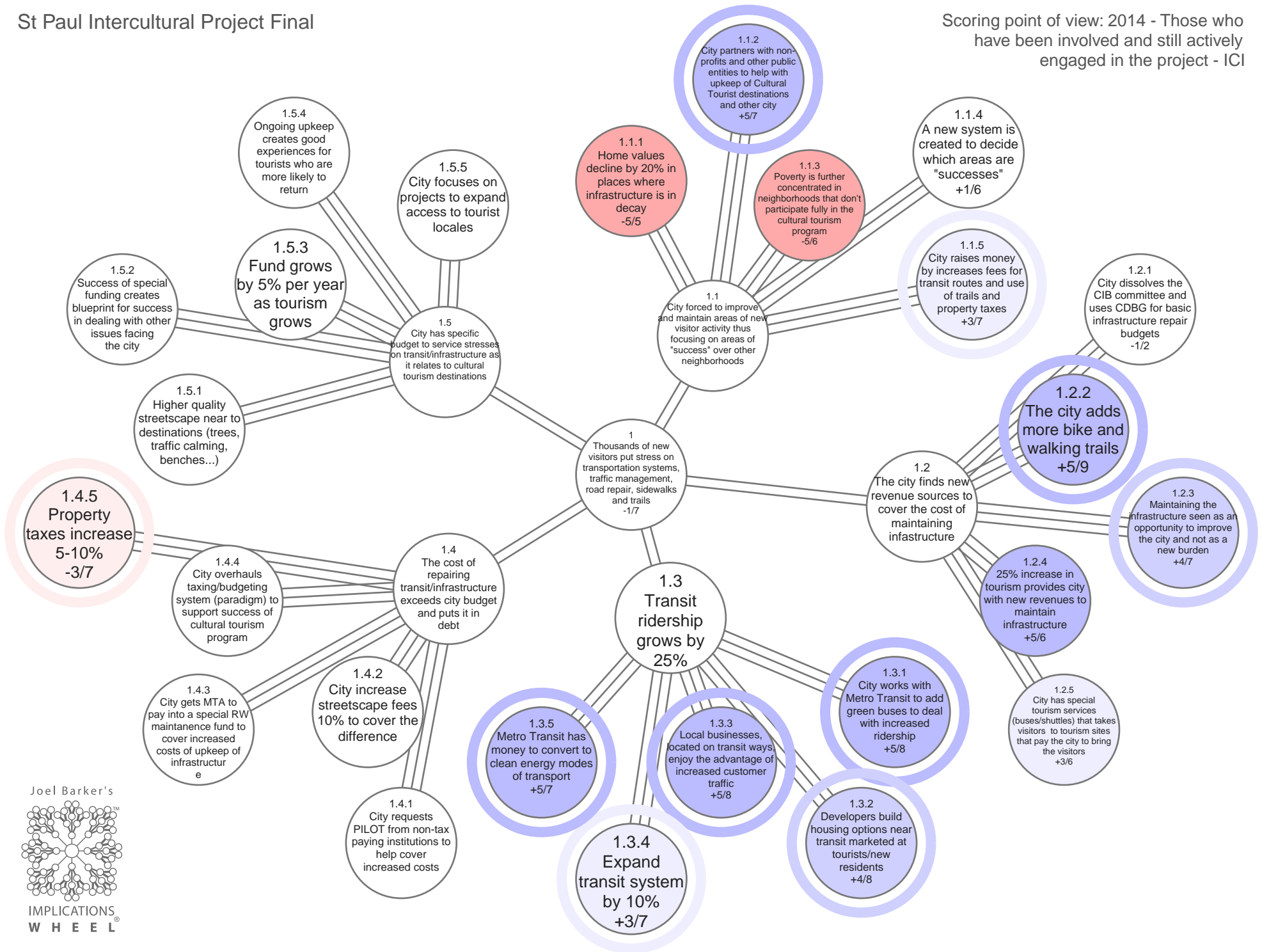
Neighborhoods are part of a network that radiates across the city, connecting to each other (for residents) and to the Union Depot (for visitors). Several places serve as key visitor hubs – Union Depot (ground travel), RiverCentre Complex (meetings/conventions), Capitol Complex (politics).

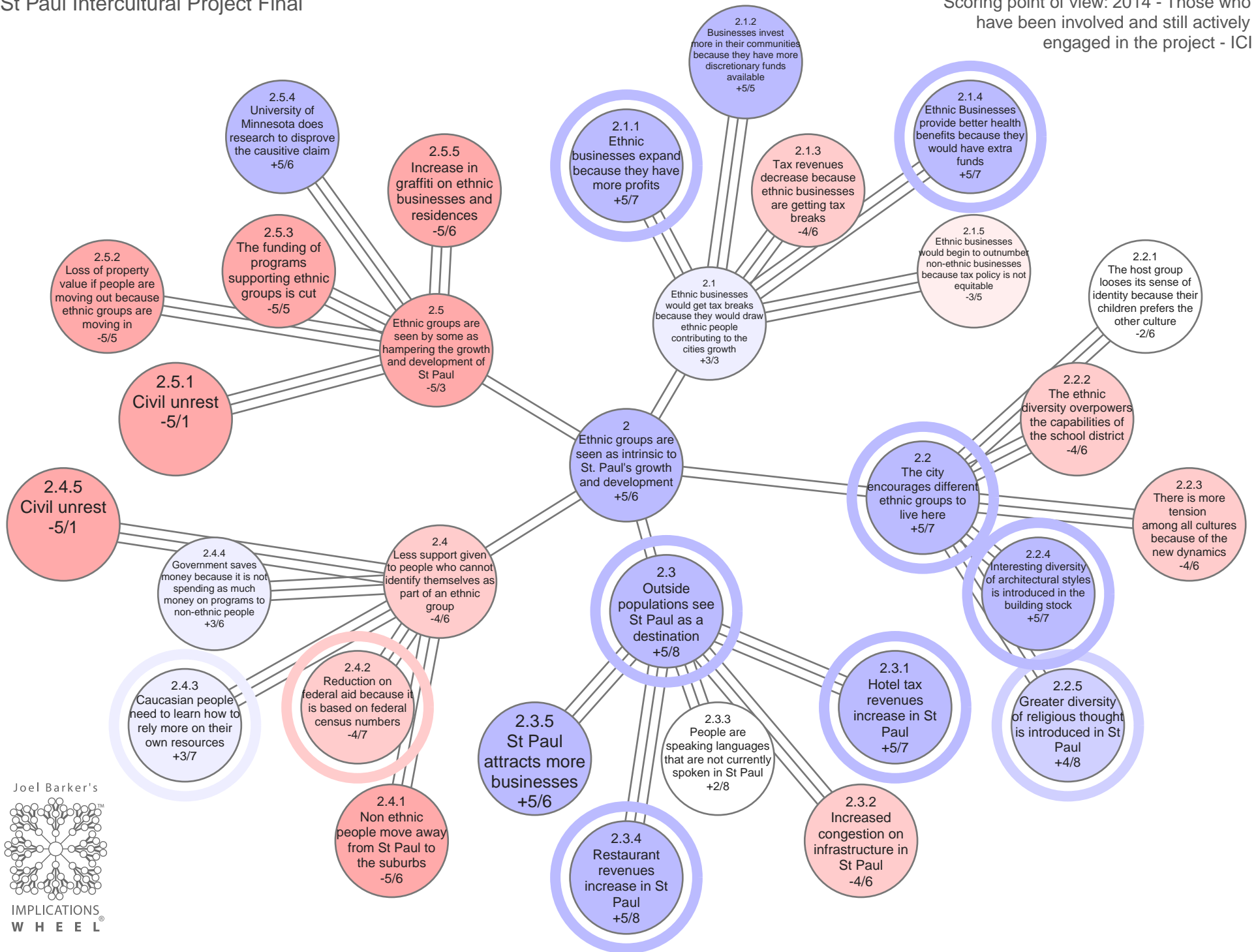
There are major international events as big as 100,000 attendees and as small as 100 attendees occurring across the city – not just in downtown. Events are occurring in educational facilities, parks and green spaces, community centers, hotels, restaurants, social clubs, libraries, conference centers, galleries, commercial spaces, places of worship and in the streets. These events enhance the state and regional event scene and do not conflict with each other. The events feature cultural sharing, abundant opportunities for minority business and neighborhood marketing.

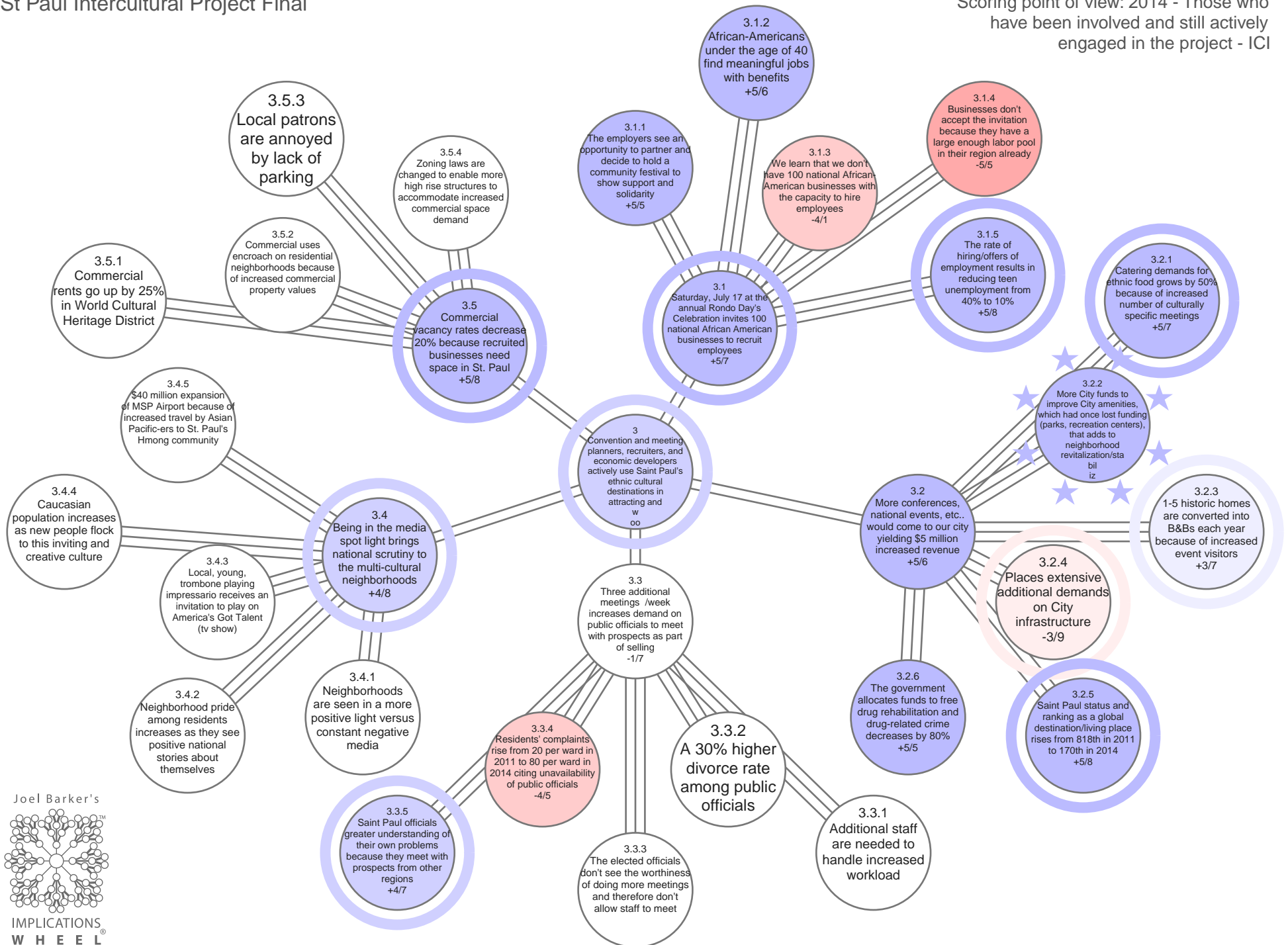
There are major ethnic conferences occurring in Saint Paul generating \$5 million in additional revenue to the city (and ultimately increasing the STAR fund pot).

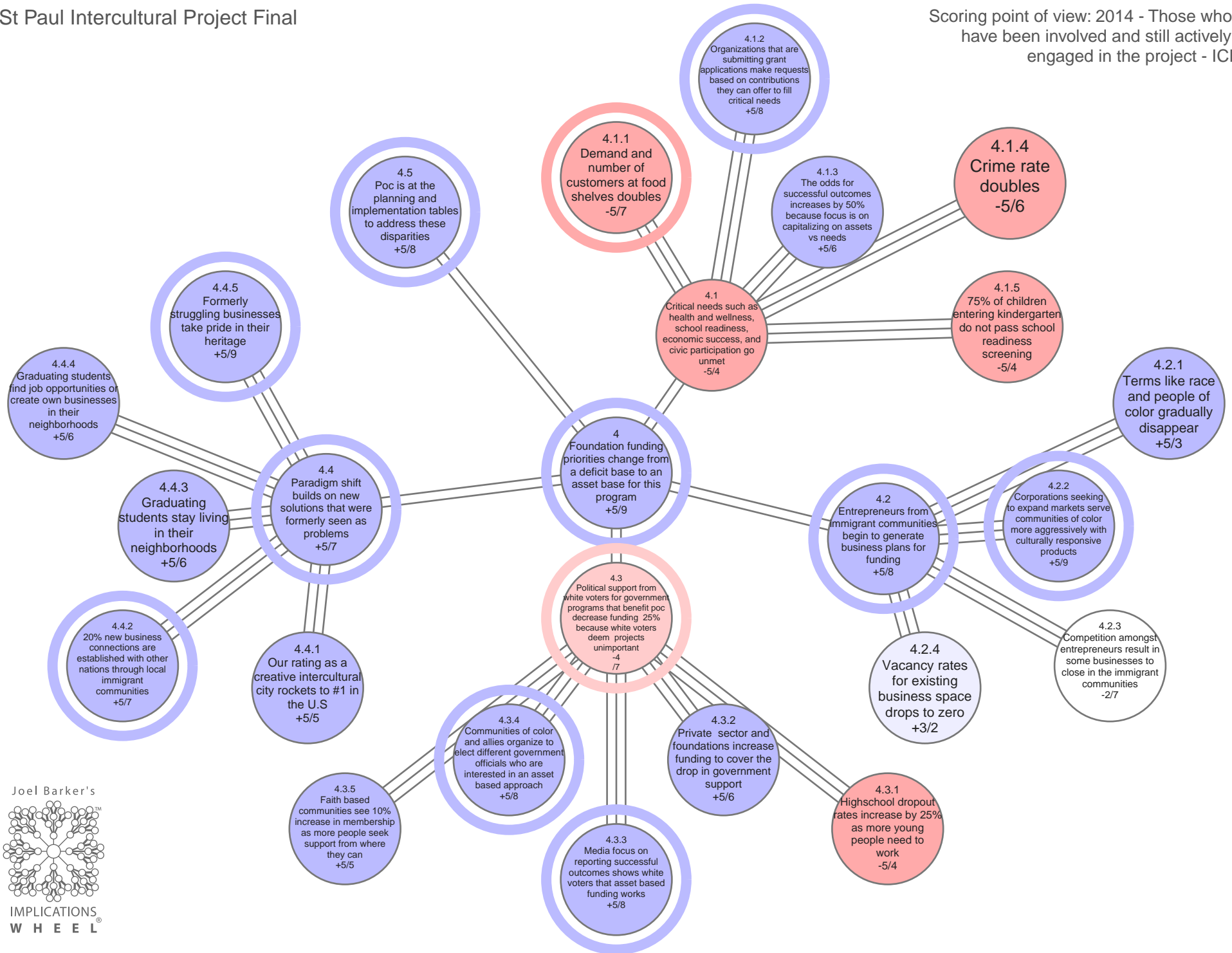
1,000 new jobs have been created as a direct result of the ethnic cultural tourism efforts. 50% of these new jobs are a result of minority business growth. Minority workforce participation in the tourism and hospitality industry has increased 25% at all levels –entry & management. Annual job growth is projected at 5% thereafter.

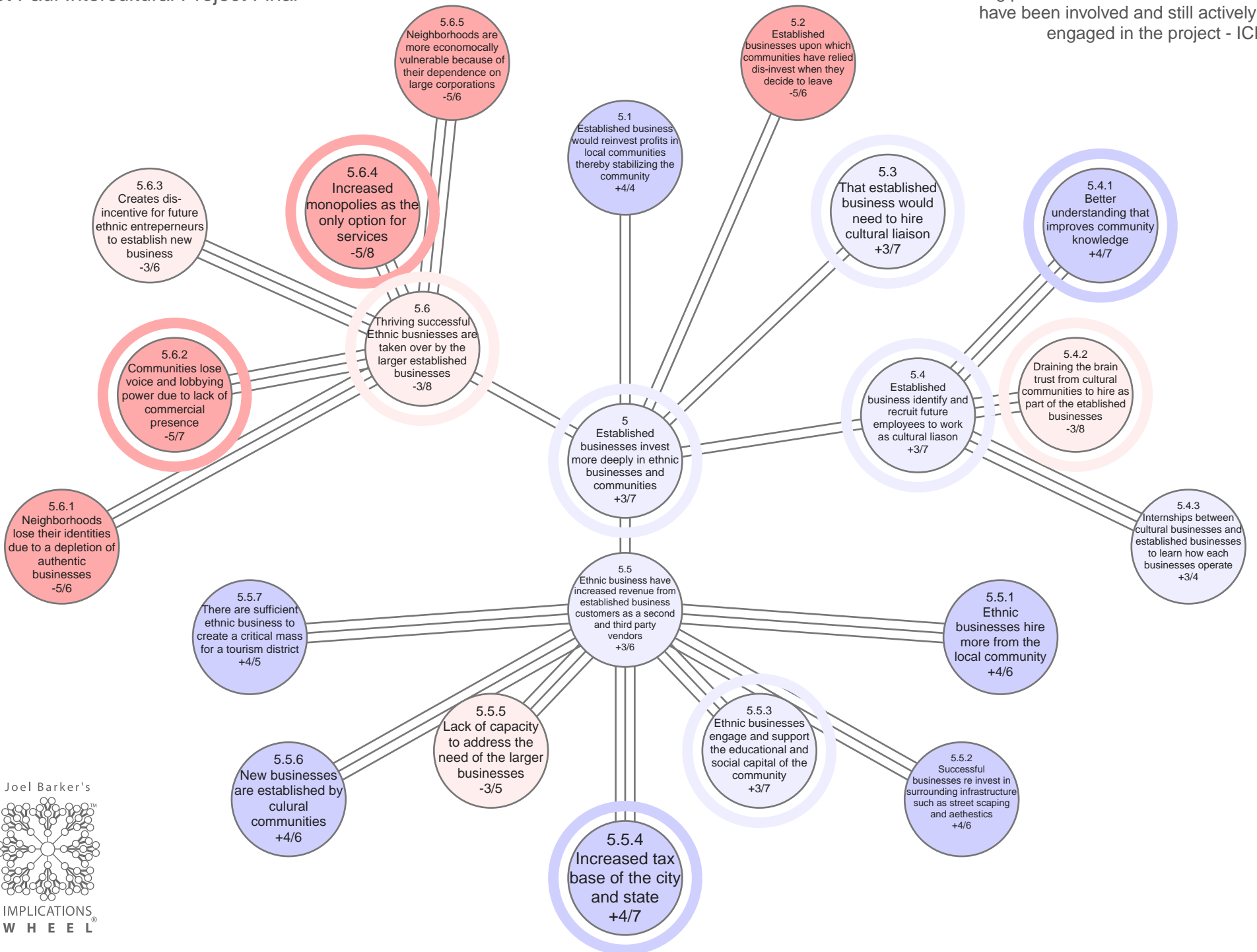
Everyone - business owners, workers, elected officials, philanthropists, etc. – understands, encourages and makes room for the authentic expression of different cultural viewpoints.

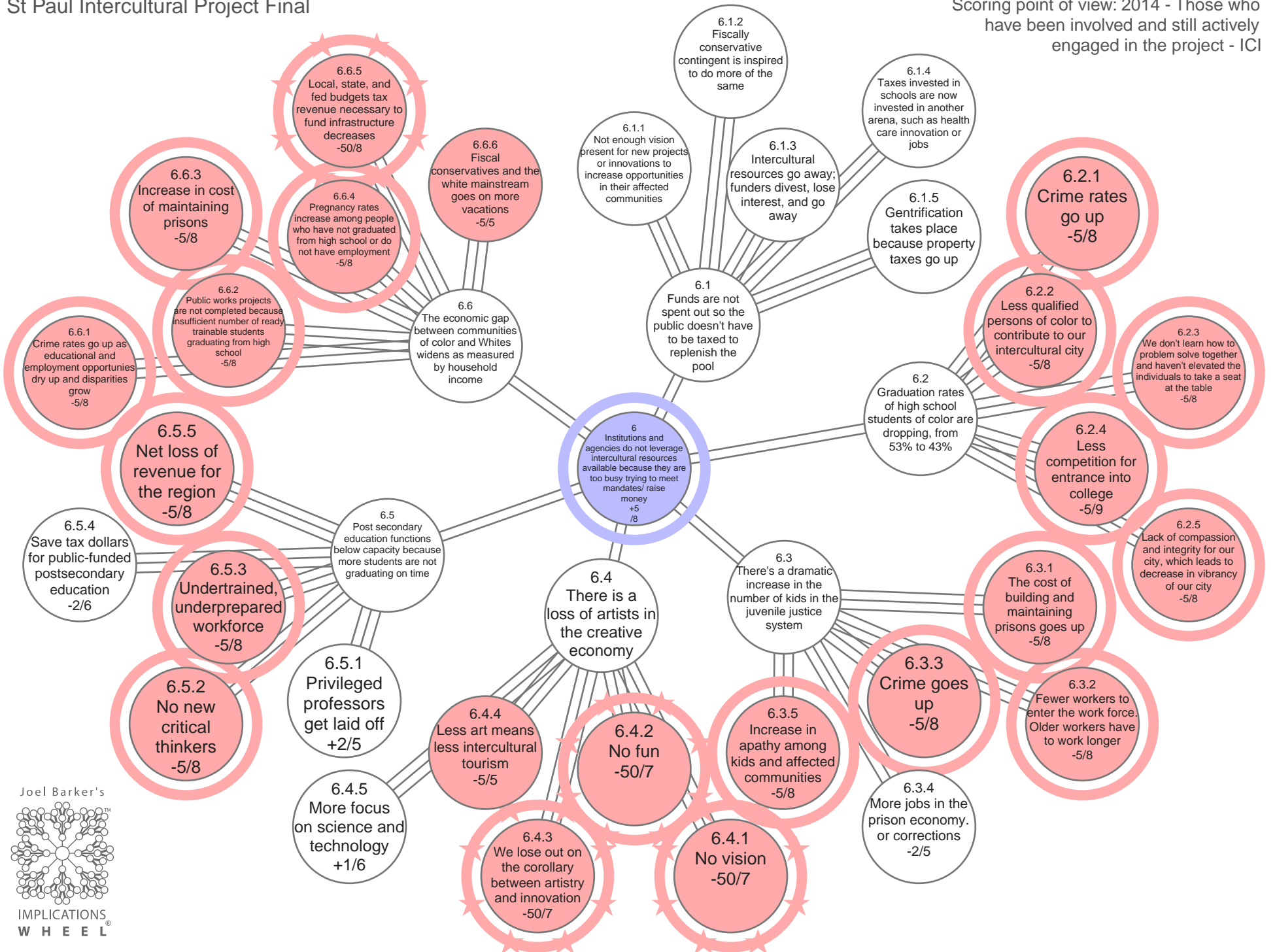


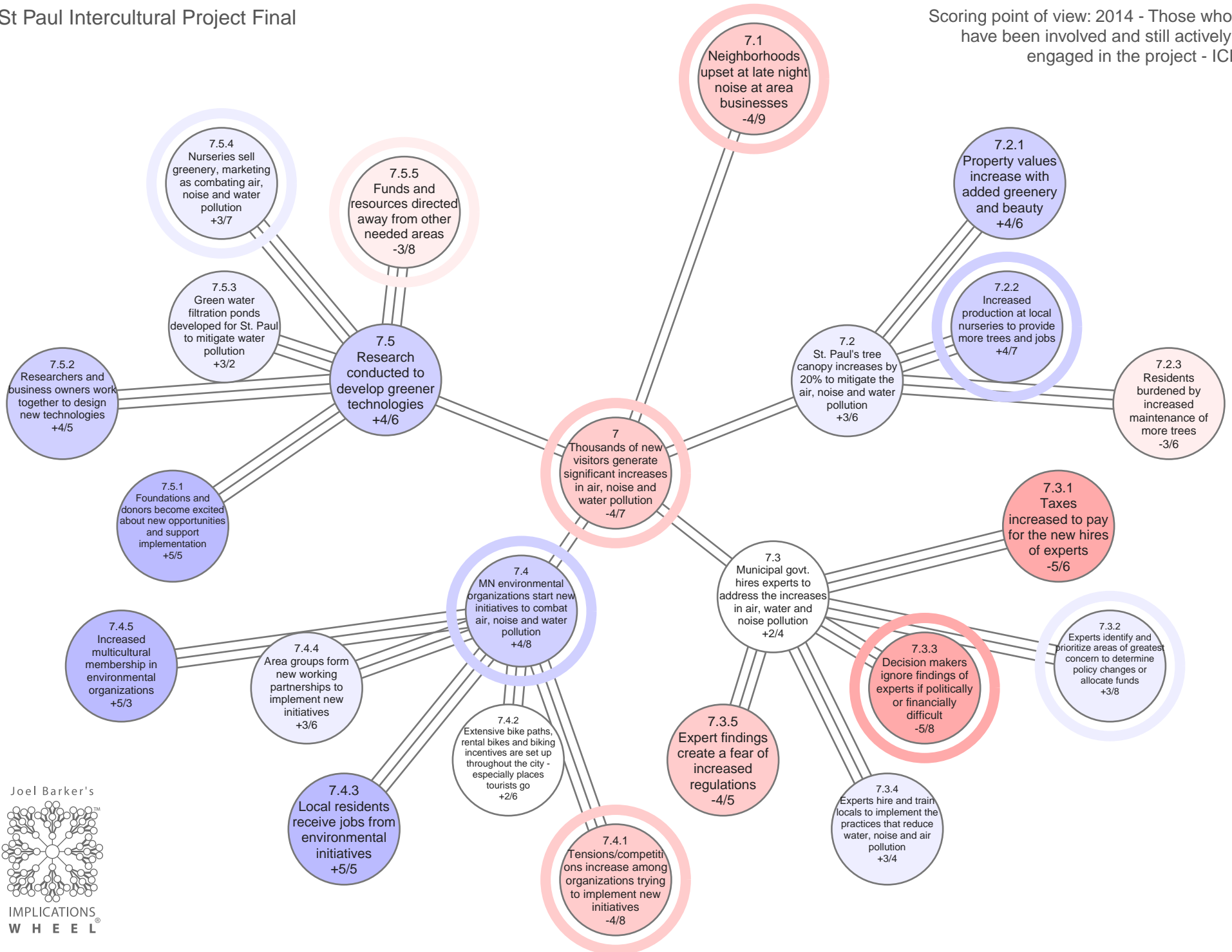


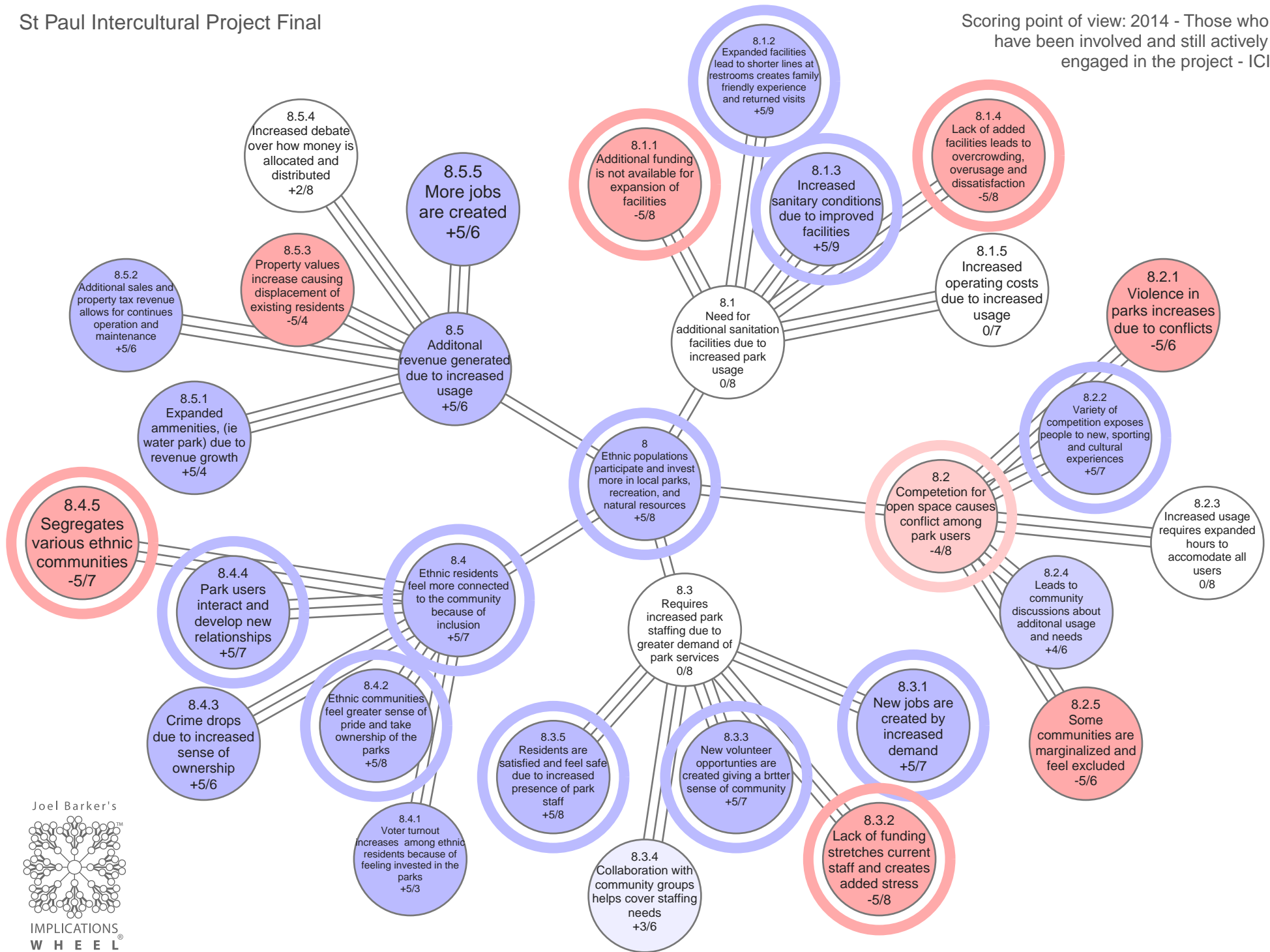


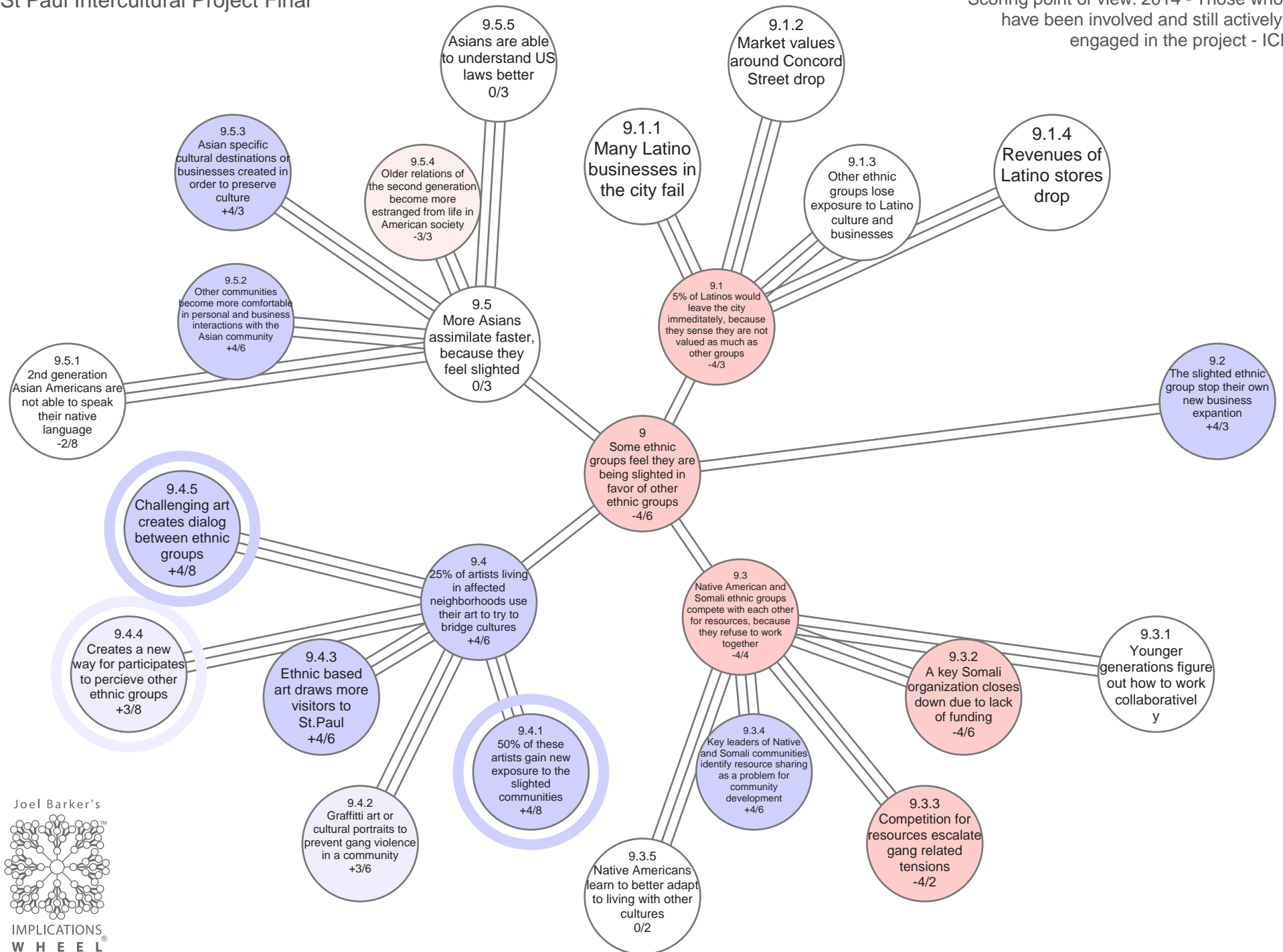


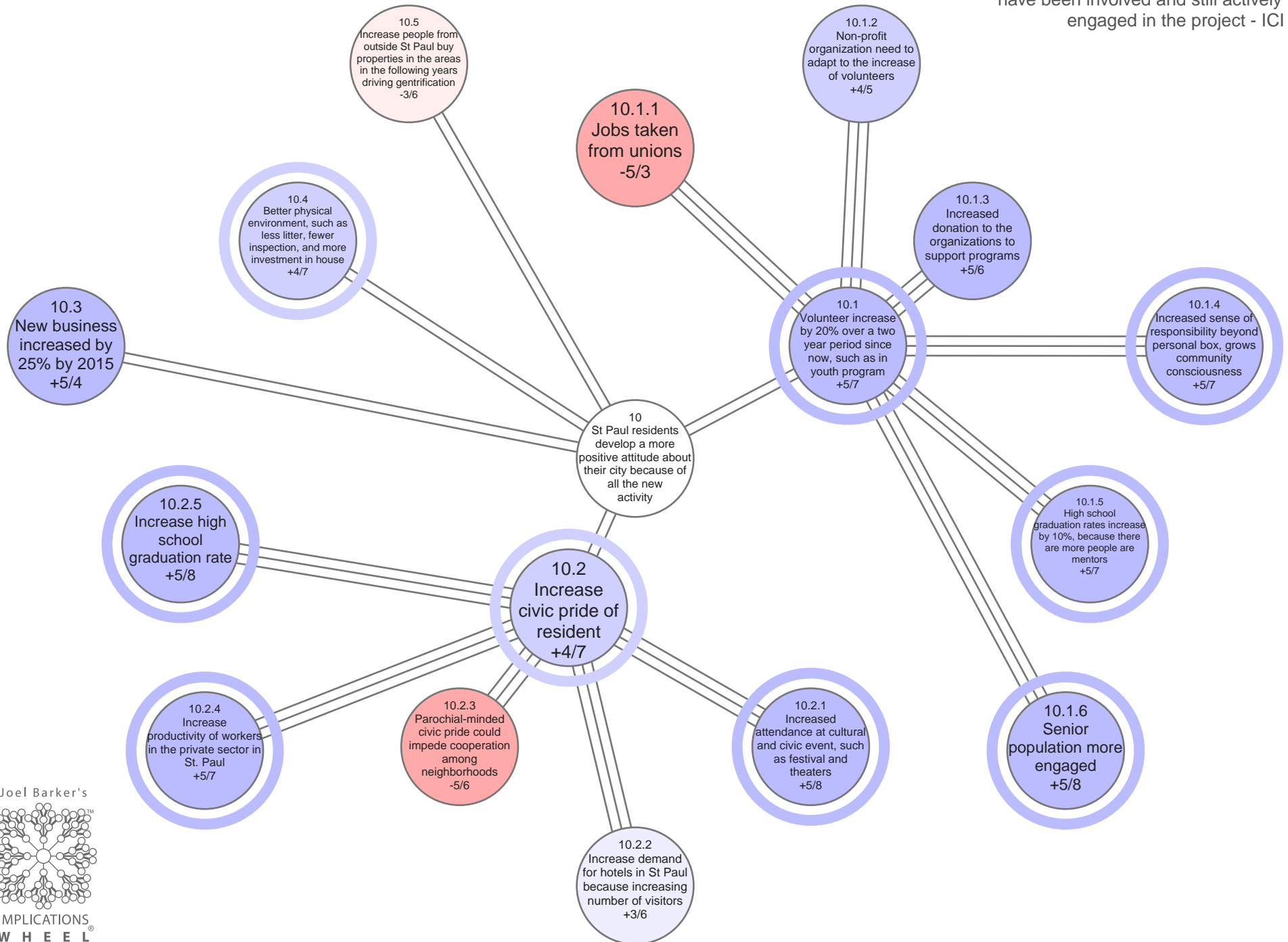












Implication Details:

1.1.2

City partners with non-profits and other public entities to help with upkeep of Cultural Tourist destinations and other city

Details:
venues.

Preceding Implication: City forced to improve and maintain areas of new visitor activity thus focusing on areas of "success" over other neighborhoods

1.2.5

City has special tourism services (buses/shuttles) that takes visitors to tourism sites that pay the city to bring the visitors

Details:
The city then splits revenue with tourist sites.

Preceding Implication: The city finds new revenue sources to cover the cost of maintaining infrastructure

4

Foundation funding priorities change from a deficit base to an asset base for this program

Details:
Foundations focus on the "needs" in communities. While it is true that racial inequities persist in every measure of well-being, including health and wellness, school readiness, economic success and civic participation. Funding should also support community-building, community engagement and leadership as we all strive to create and brand our cultural and multi-cultural destinations. The people in St. Paul will benefit from investments from Foundations that help foster the individual and collective contributions of heritage, values and traditions – as opposed to focusing on the inequities of marginalized communities. 11b. Foundation funding priorities and processes do not change.

Preceding Implication: What are the possible implications of Saint Paul becoming a model Intercultural city that draws national interest?

6

Institutions and agencies do not leverage intercultural resources available because they are too busy trying to meet mandates/ raise money

Details:
Schools, workforce developers, and other public and private bodies are not taking advantage of the opportunities present in ethnic communities that could help them improve outcomes for their students and clients.

Preceding Implication: What are the possible implications of Saint Paul becoming a model Intercultural city that draws national interest?

10.1.6

Senior population more engaged

Details:

resulting in more social contact, passing to younger people, and few mental issues.

Preceding Implication: Volunteer increase by 20% over a two year period since now, such as in youth program

10.2

Increase civic pride of resident

Details:

such as Letters to the editor of the St. Paul Pioneer Press about positive quality of life will increase by 10%, participation to culture event

Preceding Implication: St Paul residents develop a more positive attitude about their city because of all the new activity