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ANCHOR INSTITUTIONS & COMMUNITIES

# **Creating Shared Value**

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Developing a Central Corridor Strategy

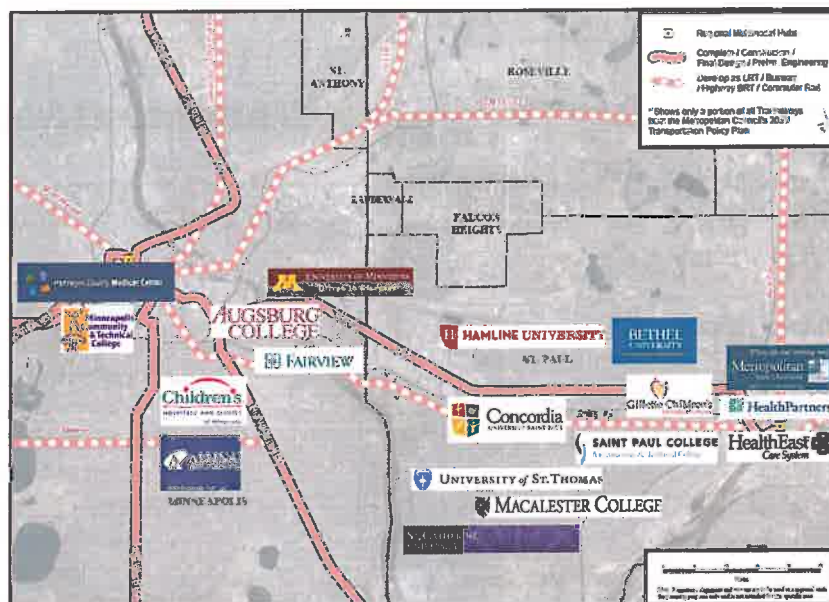
*January, 2012*

## Anchor Institutions and Communities: Creating Shared Value

*A report on first steps toward developing a Central Corridor strategy*

Anchor institutions – large entities such as hospitals, universities, colleges and clinics – are attracting significant attention as a powerful force in economic development and community revitalization initiatives across the country. Research interest on these educational and medical institutions (or “Eds and Meds”) is also robust, led by efforts of the Initiative for a Competitive Inner City (ICIC).

The future Central Corridor light-rail transit route is home to an abundance of anchor institutions: between downtown Minneapolis and downtown St. Paul, there are no less than seventeen such institutions on or near the line. These nine medical facilities and seven college campuses collectively account for over 67,000 jobs and 115,000 students. There are 100 capital projects underway or planned by these institutions with an estimated value of \$5 billion.



With the Central Corridor line now under construction and scheduled to open in 2014, there is keen interest by regional leaders to leverage the billion-dollar investment in the transit project and spark public and private sector investments in the people and places along the corridor. Central Corridor-specific projects to advance these goals are part of a broader regional vision to align transit development, land use and economic development through the Corridors of Opportunity initiative.

Following a June 2011 symposium on anchor institutions convened by Living Cities, a working group comprised of staff from Corridors of Opportunity the Central Corridor Funders Collaborative, The McKnight Foundation, Augsburg College, the Itasca Project, University of Minnesota and HealthPartners, met to discuss how an anchors strategy could take shape along the Central Corridor and realize mutual benefits for both institutions and communities, with a focus on three key aspects: Personnel, Procurement and Placemaking, or the “3 P’s”.

The McKnight Foundation committed resources for two key next steps: 1) to conduct an environmental scan to conduct interviews with and collect information about the current activities and future plans of the sixteen “Eds and Meds” relative to the “3 P’s”; and 2) to organize a half-day session with executive leadership from the sixteen anchor institutions to begin collective learning and conversation, to take place on Wednesday, November 2, 2011.

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Paul Pribbenow (President of Augsburg College), Mary Brainerd (President & CEO of HealthPartners) and Kate Wolford (President of The McKnight Foundation) stepped forward to serve as co-chairs for the convening of senior leadership.

As planning proceeded for the November 2 session, a related event hosted by the Central Corridor Funders Collaborative was added to the mix and scheduled for November 3, 2011.

The first event was comprised of the executive leadership of the anchor institutions. The CCFC brought together a broader array of public officials, community-based organizations and senior public sector staff. While slightly varied in participants, content of the events was very similar.

### **The Session Summary for Executive Leadership: November 2 at Augsburg College**

A first gathering of senior leadership from the anchor institutions along the Central Corridor was held on November 2 from 7:30 am until Noon.

The session agenda was organized as follows:

- Welcome remarks from the three co-chairs
- A keynote address by Mary Kay Leonard, President & CEO of Initiative for a Competitive Inner City (ICIC)
- A panel of national leaders who presented models from other regions in the field of anchor institution & community partnerships;
- A first-look at the environmental scan of anchor institutions along the Central Corridor
- A brief concluding brainstorming time with all attendees to reflect on the session and discuss what ideas generated might start moving into action.

Nearly 70 people attended the event, including senior executives from the institutions listed at right, which collectively represent the entire length of the corridor.

Also attending were an invited leaders from regional government and business who expressed strong interest in the anchor institutions project and will be key partners to the institutions in developing and implementing a collective strategy or efforts around the "3 P's."

#### **Participating Anchor Institutions:**

##### **"Meds" – Health Care:**

Allina Hospitals & Clinics  
(United Hospital)  
Children's Hospitals & Clinics  
Fairview Health System  
(Amplatz Children's Hospital)  
(U of M Medical Center)  
Gillette Children's Hospital  
HealthEast Care System  
(Bethesda Hospital)  
(Saint Joseph's Hospital)  
HealthPartners  
(Regions Hospital)  
Hennepin County Medical Center

##### **"Eds" – Higher Education:**

Associated Colleges of the Twin Cities  
Augsburg College  
Bethel University  
Concordia University  
Hamline University  
Macalester College  
Metropolitan State University  
Minneapolis Community & Tech College  
Minnesota Private College Council  
Saint Paul College  
Saint Catherine University  
University of Minnesota  
University of Saint Thomas

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### Keynote highlights: Mary Kay Leonard - President & CEO, Initiative for a Competitive Inner City (ICIC)

- According to the shared value premise, anchor institutions need a vibrant and healthy community to provide a supportive business environment and the community's health relies on strong anchor institutions to provide jobs, acquire local goods and services, and support social and educational needs.
- ICIC's shared value framework emphasizes the potential for both anchors and communities to drive long-term success, shape long-term investments in human and physical capital, and creatively and constructively approach many issues, ranging from workforce development, local purchasing initiatives and real estate development.
- Intentionality of private and public sector leaders is essential.
- While collective action is clearly most powerful, the individual current and future actions of an anchor institution are extremely valuable and important. Don't stop but rather build toward collective action from existing individual efforts.
- View Ms. Leonard's full presentation here: [www.funderscollaborative.org/anchors](http://www.funderscollaborative.org/anchors)



For local examples of how anchors fit into these various roles, please see p. 4-5 of the Central Corridor environmental scan – available at: [www.funderscollaborative.org/anchors](http://www.funderscollaborative.org/anchors)

### National Panel – Putting the 3 P's Into Practice

At the November 2 gathering, panel of national leaders shared insights on the top three efforts nationally around anchor institutions and shared value. In a panel facilitated by Dorothy Bridges, Senior Vice President for Community Development & Outreach at the Federal Reserve Bank of Minneapolis, each offered a compelling case study of the three "P's" in practice which offered key points with particular relevance to Central Corridor.

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### **PROCUREMENT: Steven Standley, Chief Administrative Officer of University Hospitals (Cleveland, Ohio)**

- Greater University Circle Initiative is a multi-institutional collaboration focused on transportation, housing, education and economic inclusion.
- \$1.1 million was committed by institutional partners for the design and engineering of three transportation/station areas.
- Established multi-year multi-million dollar purchasing agreements that support the creation of local business, local hiring and local wealth creation.
- Projects include a buy-local database and the Evergreen Cooperatives model.
- Launched a \$4 million Employer philanthropic-assisted multi-anchor housing program.
- View Mr. Standley's full presentation here: [www.funderscollaborative.org/anchors](http://www.funderscollaborative.org/anchors)

### **PERSONNEL: MJ Ryan, Workforce Development Manager, Partners HealthCare (Boston, MA)**

- Partnership fueled by employer concerns about workforce shortage and focused on specific neighborhood where anchor hospital facility is located.
- Key partners include higher education institutions, community-based organizations, public agencies and philanthropic organizations.
- "Pipeline" approach (three focus populations: youth, community & incumbents) offers economic opportunity and bolsters a highly skilled, diverse workforce. Modest participant numbers yield solid outcomes.
- Incorporating technology and online learning in significant ways
- View Ms. Ryan's full presentation here: [www.funderscollaborative.org/anchors](http://www.funderscollaborative.org/anchors)

### **PLACEMAKING: Marilyn Higgins, Vice President, Community Engagement & Economic Development, Syracuse University (NY)**

- Syracuse Anchor Institution Strategy: revitalization through coalition building.
- Bold catalytic projects that address long-term problems and develop solutions which leverage academic strengths and link education, transportation and community development.
- "Engaged scholarship" approach to service learning opportunities – example of arts project with city buses in which student-generated projects focused on encouraging transit ridership & supporting neighborhood revitalization.
- View Ms. Higgins' full presentation here: [www.funderscollaborative.org/anchors](http://www.funderscollaborative.org/anchors)

### ***Environmental Scan Presentation – Burke Murphy & Matt Schmit, Consultants***

The two events provided a first-look at a scan of Central Corridor anchor institutions commissioned by The McKnight Foundation. The scope of the environmental scan was to speak with anchor institutions and inventory current investments and future plans. The full report accompanies this summary and can also be accessed online at [www.funderscollaborative.org/anchors](http://www.funderscollaborative.org/anchors). Highlights include:

- Over 20 meetings with key leaders at full range of anchor institutions were conducted between mid-September and late October to explore areas of synergy and opportunity.
- The Central Corridor is home to approximately 35,000 jobs in health care and 32,000 jobs in education.
- This concentration of jobs and institutions presents a compelling opportunity for powerful collective action and interviews revealed a convergence of potential shared interests.

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- Several promising initiatives aligned with “3 P’s” offer strong foundation to build upon. (Numerous efforts are catalogued in the full environmental scan.)
- High level opportunities identified include:
  - o Aligning human resources needs among Central Corridor anchor institutions
  - o Strengthen “live-work” connections
  - o Complete transit “last mile” connections
  - o Establish anchor impact baseline
  - o Pursue maximized mutual benefits from service learning
  - o Grow the ‘buy local’ supply chain

View the complete environmental scan presentation here: [www.funderscollaborative.org/anchors](http://www.funderscollaborative.org/anchors)

### ***Group Discussions, Energy & Ideas:***

During table conversations at the November 2 and 3 events, attendees generated lists of potential “high opportunity” issues and initiatives that could be considered for a Central Corridor focused anchors strategy. Participants at the following day’s event echoed these sentiments. A complete list of ideas generated on both days is included as Appendix A of this report.

In her closing remarks to the November 2 gathering of executive leadership held at Augsburg College, McKnight Foundation President Kate Wolford acknowledged the high level of energy and enthusiasm in the room. She noted that the morning’s exchanges made it clear that there is strong and powerful existing work already happening. Philanthropic partners have a strong interest to support efforts that could spark greater collective action among Central Corridor institutions, but philanthropy also has limited resources and is looking for opportunities that are driven by anchor institutions and leverage collective potential of the three “P”s. This will require committed and sustained leadership from anchor institutions.

The two days generated an abundance of great ideas that will require commitment by leadership and implementing staff to make things happen. It will be important to make this core to the missions of anchor institutions.

Participants at both events also acknowledged a key next component will be to develop a strategy to continue to engage executive leadership at the anchor institutions and a structure to translate commitments to action. The Phillips Partnership offers a possible framework to engage the anchor institutions as well as key public officials and community-based organizations.

Following the events, the working group continued with one-on-one meetings and calls to develop a better sense of where there was interest and the best opportunities for collective action. There are several initiatives upon which greater collective action could build. The next section of this summary works to distill the content, conversation and collective opportunities for creating shared value for anchors and communities in a set of high opportunity next steps that could be advanced with leadership from anchor institutions.

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### **Platforms for Collective Action and Impact**

The two events and the environmental scan clearly showed that there is strong self-interest for anchor institutions to pursue highlighted strategies related to Procurement, Personnel and Placemaking. The scan identified numerous independent efforts already underway at virtually every institution interviewed. It also identified some of the barriers for collective action among anchors particularly across educational and medical institutions as they work in different sectors of the economy.

Collective action holds promise as a powerful means to increase focus for greater impact on a targeted set of communities along the Central Corridor. It is also a sound strategy to maximize investments to advance this work given the limits of philanthropic resources and diminishing governmental resources.

Additional one-on-one interviews and follow-up by planning team members identified several existing efforts with some potential to build on or use as platform for collective action. While the “three P’s” were used to help frame the anchor discussions there was one more “P” identified with significant potential for impact identified as Partnership. Partnership was used to describe the direct involvement or connections to community efforts being nurtured or supported by anchors larger described as “service learning” by educational institutions. More broadly these are anchor institution supports of community organizations working to improve the outcomes for populations and communities with anchors playing a significant role.

This summary does not describe individual institutional efforts but rather identifies efforts or activities in place that could serve as a platform collective action. Below are some of the key existing structures that could serve to expand learning, impact, and outcomes for low-income populations and communities along the Central Corridor.

### **Leadership:**

**NEXT ACTION: Establish an appropriate mechanism to continue to convene executive leadership and implementing staff using the framework for “creating shared value” and the Corridors of Opportunity theme to engender follow-up actions, maintain leadership from anchor institutions, and sustain institutional commitment over the long-term.**

It is imperative that CEO & Presidents are engaged and convened on a periodic and continuing basis to establish a collective vision for roles and impact desired, promote accountability and direct key staff to support implementation. All experiences shared from other regions emphasized this as a key factor for success.

Several opportunities exist that could develop this function – the appropriate one would need a focused staff person to facilitate convening and an organizational base that could align with the combination of anchor engagement as well as placed based development.

One possible avenue would be to maintain the current partnership of co-chairs from McKnight, Health Partners and Augsburg College to commit to a longer-term goal derived from the initial convening. The Central Corridor Funders Collaborative has expressed interest as well having already assembled

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collective philanthropic leadership around Central Corridor investments. The Itasca Group, which already convenes executive business leadership, has served this function effectively for the past few years.

In other regions across the country anchor focused staff have been placed within a community foundation, a mayor's office, and even housed within a university structure with a broader directive to collectively work across multiple institutions.

The Anchor Convening working group will continue to assess how best to house this unique function in a place that could have some neutrality among anchors and be seen as facilitator of collective action rather than a leader of a new initiative.

### **Procurement:**

**NEXT ACTION: Convene key procurement leadership from Central Corridor anchor institutions to review the environmental scan, examine platforms for collective action, and determine who will lead and who will participate in further action.**

Procurement was identified by both "Eds and Meds" as the strategy that could have most significant collective impact on regional economic competitiveness, small and minority businesses in the region and corridor, and achieving higher quality and lower costs to benefit institutional health. Collectively these anchors have over \$5 billion in construction activity alone projected in their own development plans. The hospitals serve 3.5 million patients while the schools collectively have over 110,000 students enrolled on their campuses.

There is at least one existing collective structure that could be used to expand anchor institutions role in expanding the local supply chain and networks to create jobs and expand wealth in lower income communities:

**Associated Colleges of the Twin Cities (ACTC)** - The ACTC is a consortium of private colleges dedicated to academic excellence and urban sustainability through collaboration. The members of the consortium currently include Augsburg College, Hamline University, Macalester College, St. Catherine University, and the University of St. Thomas as well as 14 additional associate members. ACTC provides cross-institutional services like transportation links, academic programs and events, registration services, and a joint purchasing function. Department representatives from ACTC's core member institutions meet regularly to discuss current contracts and new ideas for future contracts. The ACTC joint purchasing function allows these institutions to buy products and services at a more attractive rate while exposing the contract vendor to increased sales through the purchasing agreement with ACTC. ACTC's years of experience in procurement offers an example of a cross-institutional structure to minimize cost while purchasing and supporting local businesses.

There is not currently a structure to consider joint purchasing possibilities for medical anchor institutions. There have been some discussions on this topic at the Hospital Association and possibly other forums where hospital staff are convened. There may be a base level of common purchasing needs among education and medical institutions to consider. However, it is not yet clear if a collective



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purchasing arrangement across the fields would be desirable or of sufficient added value to both sectors. Additional exploration is necessary with key procurement staff to assess a broad collective agenda or two separate but powerful procurement efforts: one around medical institutions and another around educational institutions.

**Vendor Lists** – One potential area of “low-hanging fruit” is the consolidation and sharing of data on quality minority vendors held at individual institutions on an uncoordinated basis currently (save ACTC). Building a joint informational platform to share vendor information and track cost and quality would be a good starting point for understanding the purchasing power and potential for more focused procurement, either geographically or as a tool to strengthen a reliable supply chain.

### **Personnel:**

**NEXT ACTION: Convene a focus group of human resource leadership from Central Corridor anchor institutions to review the environmental scan, examine platforms for collective action, and determine who will lead and who will participate in further action.**

All in attendance at the November 2 & 3 events recognized the important supply – demand dynamics in workforce issues. In total the 17 anchors in the environmental scan employ 67,000 employees and have a \$6.7 billion payroll.

Three important environmental characteristics are important to note:

- 1) Baby boomers – “the silver tsunami” – will impact all anchors significantly over the next generation with baby boomers turning 65 every 8 seconds. There are thousands of mid-level positions to be filled over time with a smaller over-all workforce in the pipeline.
- 2) The medical field – and the training and certification that educational institutions provide the healthcare field – has become more specialized with progressive certification requirements that limit “off the street” hires.
- 3) The availability of low-wage low-skill workers is not the issue it was in the early 2000’s – the issue now is alignment of skills needed to fill positions over time.

Given these over-arching factors there is a growing recognition that the future competitiveness of healthcare institutions depends upon having a prepared workforce that meets the skill gaps with existing educational and job preparation resources serving this important role. There are and have been successful efforts that should inform how best to fill the skill gap with the available workforce in a way that in a way that has mutually beneficial. Because there will be a smaller workforce overall it will be critical to have both an entry-level strategy and a career ladder strategy to attract and retain workers over a longer period of time thus reducing over-all costs to health care institutions.

There are several potential platforms that exist that could serve both a short term and longer-term purpose addressing the factors outlined above:

**HealthForce MN** - HealthForce MN is a collaborative partnership of education, industry and community institutions that was created to 1) increase the number and expand the diversity of healthcare workers;

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2) to integrate health science education practice and research; and 3) to build capacity for education and industry to collaborate to enhance patient care. HealthForce MN works to integrate the expertise and resources of education, healthcare providers and community members with these goals:

- Create a collaborative model of engagement for health sciences education and practice.
- Enhance economic development through increased quality and sustainability of healthcare education, practice and innovation.
- Position Minnesota as a leader in healthcare education, practice and innovation.

There are already project sites based at MN State College and University sites in the metropolitan area that could serve as a broad platform for a more local and specific discussion regarding healthcare personnel, skill gaps, and recruitment efforts to provide high-quality and diverse labor resources to medical providers.

**Health Careers Partnership** - Several references were made at the November events to the success of the Phillips Partnership and its healthcare-related workforce efforts in the late 90's and early 2000's. Currently called the Healthcare Partnership, most of the original members of this effort remain involved including Allina, Abbott-Northwestern and Project for Pride in Living, as well as MNSCU, which has become more involved over time. While the institutional needs were different a decade ago, at the time the effort was ultimately successful in placing some 1,500 positions at these medical institutions while maintaining a geographic focus on the Phillips Neighborhood, which distinguished the effort from other workforce development strategies that mostly ignore geographic concerns. (Ironically, the original program title for the Healthcare Partnership was called "Train to Work" which would have a totally different but relevant meaning in the context of the Central Corridor.)

While these represent two existing platforms to explore collective personnel strategies for anchor institutions, others were mentioned including the Minnesota Hospital Association, the MN Private College Council, and the Jobs Central Working group connected to the Corridors of Opportunity initiative.

Apart and aside from the Central Corridor there is a clear benefit in organizing a human resources table at which healthcare personnel and educational institution leadership could work together on workforce development and employment strategies to best meet needs and maximize opportunities for the next generation of service.

A particularly promising opportunity along the Central Corridor is also to consider to related community and institutional benefits of more focused geographies to address broader issues of disparities in employment, poverty concentrations, and creating healthy communities that surround or will be connected to the most reliable public transportation system available to transit dependent populations.

### **Placemaking**

**NEXT ACTION:** Ask the Met Council and the Central Corridor Funders Collaborative to engage anchor institutions around connecting the "last mile" to the Central Corridor LRT stations. Focus on implementing connections at a human scale and promoting seamless integration of future public and private capital projects to maximize benefit to anchor institutions and ensure that LRT use is maximized by employees, students, and patients.

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The most geographically-based strategy explored around anchor institutions is, of course, the investment in infrastructure and development in and around the very land on which all anchors are located – thus the term anchor institutions. More than \$5 billion of capital investment over a 5-year window was identified in the environmental scan. The manner in which anchors invest in their “campus” can invite or integrate the surrounding communities as valuable assets to the anchor institution and benefit community residents. Creating a shared value is healthy for the anchor and the communities surrounding the anchor.

There were several opportunities identified within “placemaking” that would require collective action but could impact the entire corridor. At the same time there are more specific communities along the corridor with existing anchor strategies in place that could serve as learning models for others to follow and develop more independent anchor placemaking in their own back yard.

**Making the Transit Connection Complete** - One area that all anchor institutions identified as a collective need was making sure the “last mile” connections between light rail and institutions is complete ensuring that students, staff, patients, faculty and staff can readily access stations along the line through ancillary bus service, bike lanes, welcoming and safe pedestrian walkways. This is potential “low-hanging fruit” that the Met Council, CCFC, and individual institutions can facilitate through better communication and sharing of investment and infrastructure plans surrounding these institutions.

**Location Efficiency for All** - Another important placemaking element raised by some anchors locally and, by example, other anchors nationally is the promotion of live/work connections in easily accessible neighborhoods along the Central Corridor. At least two anchors in our region have tested employer assisted housing (EAH) programs to promote living and staying in neighborhood with close proximity to work. EAH is a human resource issue as well as an investment issue that could promote location efficiencies in neighborhoods along the Central Corridor with unrealized market potential.

The layered benefits of a live/work campaign by anchors could create new housing choices for employees, raise the value of homes and neighborhoods along the Corridor, introduce new younger families and homeowners to communities, and create more stable and healthy housing markets in communities that have been struck by foreclosures and suffered from disinvestment. The focused housing efforts of the cities of Minneapolis and St. Paul, LISC, the Family Housing Fund and numerous community development organizations could be leveraged to support a broad but collective effort to advance the understanding and benefits of location efficient housing programs in the region.

**Cedar Riverside Partnership** – There are also more site-specific platforms on which to build. The Cedar Riverside Partnership is an existing initiative that cuts across Augsburg College, the University of Minnesota, Fairview Hospital and the Cedar Riverside neighborhood that could serve as a learning laboratory for all anchors. This initiative, which also involves key public sector partners and community-based organizations, contains elements of placemaking, procurement and personnel strategies at different stages of development. A rigorous and more focused effort could accelerate learning and establish models that other anchors could pursue in an independent fashion in their own “anchor community.” This is by no means the only example; however it is one that has been developing for some time and offers some best practice and learning that could be shared more broadly.

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### **Partnership**

**ACTION STEP: Work with MN Campus Compact and other platforms for “engaged scholarship” activities to develop a framework for a collective Central Corridor service learning resource and clearinghouse to maximize anchor institution assets and maximize the community benefits achieved on the Central Corridor.**

**ACTION STEP: Develop potential partnership scenarios for a broad “LIVE Central Corridor” anchor institutions campaign that includes location efficient incentives and potential shared employer/employee benefits. Ask the Corridors of Opportunity Transit Oriented Development (TOD) workgroup to pursue a demonstration of how location efficient housing choices could be aligned to support community reinvestment, re-use of existing housing stock, and savings for households in reduced “transportation plus housing” costs that are an increasing burden on households, especially lower-income households.**

The last “P”, partnership, is clearly an essential component on any and all anchor institution strategies. The most pronounced examples, evident in most anchors that were part of the scan, were the use of rapidly expanding service learning programming on the part of educational institutions. There were over 20,000 students in some form of service learning activity through institutions along the central corridor. These efforts are largely administered on an independent basis by each institution with no collective strategy. There are existing platforms where collective service learning programming could be coordinated and organized more strategically to advance corridor wide goals.

The **MN Campus Compact** was referenced most often at the November 2011 events as a shared space focused on advancing quality service learning opportunities that benefit students and maximize benefits to the community. Other existing structures that cut across several anchor institutions included **HECUA (Higher Education Consortium for Urban Affairs)** and **CURA (Center for Urban and Regional Affairs)**. Both have long-standing experience in supporting communities with service learning and research agendas. A well-coordinated “engaged scholarship” effort could serve as ideas inventory of future direction and partnerships that individual anchors could pursue for years to come.

Further exploration of the live/work connections among anchor institutions and neighborhoods along the transit corridor is the subject of much community discussion currently in the Big Picture project, supported by LISC, numerous community groups and advocates along the corridor, as well as St. Paul and Minneapolis planning and development departments. The Corridors of Opportunity workgroup on Transit Oriented Development (TOD) is a natural place where housing expertise, planning, and financing entities are already meeting regularly to consider housing-related strategies.

### **Converting Interest into Action**

In assessing research, the strong response to the convenings and follow-up on the interest and ideas generated by anchor institution leadership, there is great potential to convert interest into action. This report is a snapshot of the learning, examples, and potential platforms for collective action. The full set of six next steps (restated below) could advance both immediate opportunities and explore appropriate mechanisms to advance long-term and significant anchor institutions work in the Twin Cities region.

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In proposing a collective anchors strategy focused on Central Corridor, it is important to acknowledge and commend the significant work already being done by all of the 17 institutions examined along the Corridor. In issuing this call to action for a collective approach, we urge anchors to continue to explore and expand current individual efforts in place while recognizing the added value to their institutions and to communities of concurrently pursuing a collective approach.

**The summary here is meant to offer opportunities for collective impact** within the context of a broader community-wide effort referred to as Corridors of Opportunity. The following outlines some key next steps for which leadership is needed and commitment is necessary.

1. Establish an appropriate mechanism to continue to convene executive leadership and implementing staff using the framework for “creating shared value” and the Corridors of Opportunity theme to engender follow-up actions, maintain leadership from anchor institutions, and sustain institutional commitment over the long-term.
2. Convene a key procurement leadership from Central Corridor anchor institutions to review the environmental scan, examine platforms for collective action, and determine who will lead and who will participate in further action.
3. Convene a focus group of human resource leadership from Central Corridor anchor institutions to review the environmental scan, examine platforms for collective action, and determine who will lead and who will participate in further action.
4. Ask the Met Council and the Central Corridor Funders Collaborative to engage anchor institutions around connecting the “last mile” to the Central Corridor LRT stations. Focus on implementing connections at a human scale and promoting seamless integration of future public and private capital projects to maximize benefit to anchor institutions and ensure that LRT use is maximized by employees, students, and patients.
5. Work with MN Campus Compact and other referenced platforms for “engaged scholarship” activities to develop a framework for a collective central corridor service learning resource and clearinghouse to maximize anchor institution assets and maximize the community benefits achieved on the Central Corridor.
6. Develop potential partnership scenarios for a broad “LIVE Central Corridor” anchor institution campaign which includes location efficient incentives and potentially a shared employer – employee benefits. The Corridors of Opportunity Transit Oriented Development (TOD) workgroup should consider a demonstration of how location efficient housing choices could be aligned to support community reinvestment, re-use of existing housing stock, and savings for households in transportation plus housing costs that is an increasing burden on households, especially lower-income households.

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### **APPENDIX A: Suggestions from attendees at November 2 & November 3 events:**

#### **Personnel:**

- a) Collaborate between “Eds” and “Meds” to identify and implement employment opportunities for students and broader workforce training opportunities
- b) Collective service learning: enhance and better track and set goals
- c) Cooperate on evaluating “runway(s) of expertise” (e.g., St. Kate’s University & health care training) and how anchors can complement each other
- d) Health Careers Partnership: expand and replicate to encompass whole corridor and develop specific, tailored training for positions of great demand.
- e) Share the training / learning agenda, based on competitive advantage
- f) Increase public & private college collaboration
- g) Develop a way to identify competition:
  - present system: workforce providers go to institutions
  - change to ID skills in neighborhoods, then go to institutions w/ this info
- h) Bring together “Meds” to identify different slices for workforce needs and demand, and better synergy with nonprofit partners
- i) Education: matching needs of workforce with demand. (e.g., high school)
- j) Databases: HUD Section 3, LRT Works - collect info on businesses, what they produce, etc. for shared use

#### **Procurement:**

- a) Adopt Evergreen model (Cleveland) – e.g., create laundry to employ student workers and/or community residents?
- b) Ease procurement restrictions at public institutions & remove barriers to local contracting
- c) Energy procurement collaboration: “green energy” and renewable energy opportunities
- d) Diversity in procurement – leverage vendor lists
- e) Create a non-profit procurement co-op in targeted areas
- f) HUD Section 3 requirements – streamline across cities
- g) Challenge of scale: large institutions and small businesses. Cluster entrepreneurs to build their capacity.
- h) Create a “procurement pool” to make things less onerous for large anchors and leverage procurement potential
- i) Help build capacity on procurement by adding:
  - o content requirements
  - o service requirements
- j) Monitor performance, and no new contracts awarded if requirements are not met.
- k) Ownership needs to happen among anchors first. What is the next step?
- l) Job classification needs: what programs, internships, etc. can we create to fulfill the needs?
- m) Create and enforce requirements for complying with workforce benchmarks. Do not award subsequent contracts if they are not met.

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### **Placemaking:**

- a) Develop & implement strategy for circulator buses connecting institutions
- b) Real estate: expand on “live near where you work” opportunities underway at some institutions already (e.g., U of MN & Macalester) and pursue a corridor-wide strategy
- c) Convene a “Congress of Placemaking” to learn from other regions, build on efforts underway along the corridor, involve neighborhoods and expand awareness of issues and opportunities.
- d) Evaluate transportation considerations and needs to support increased “live near where you work” opportunities
- e) Housing opportunities -- low & moderate income housing along Central Corridor: strong desire to preserve affordability and encourage re-investment. Look to the “High Winds” initiative as a model / starting point for a corridor-wide effort, to possibly include mortgage products, multifamily financing tools
- f) Conduct a transit analysis of service between and among anchors to include service provided by particular institutions, the U of M transitway, Metro Transit, others to consider as a coordinated system.
- g) Some “Eds” have offices focused on service learning – seek more opportunities for collaboration and focused effort along the Central Corridor? Create a clearinghouse of opportunities and projects shared among anchors and communities? (cf. Syracuse University initiative where service learning project with student-led art projects on buses, led to significantly higher ridership, great project idea)
- h) Importance of urban aesthetic – how do anchor institutions face the community? Considering architecture & design.
- i) “The Last Mile”: a shared circulator, Nice Ride stations near each anchor, connector routes for night shifts
- j) Circulator: 5 colleges have a route, LRT service, Metro Transit buses, U of M circulator system – can this be looked at as a system? Think of employees & employers, not just students.

### **Multiple “Ps” & Leadership Considerations**

- a) In neighborhoods without direct presence of “Eds” or “Meds”, connect clusters of smaller anchors (K-12 schools, banks, etc.) or nearby anchors to foster links to other communities (e.g., North Minneapolis)
- b) Effort to peel back large layers at anchors and identify ways to incite change.
- c) Start thinking about shared facilities – cf. Cleveland & University Hospital’s automation and electronic records project. Collectively train & hire people into these jobs.
- d) Invest in local banks.
- e) Lots of great ideas – need commitment by leadership to make things happen.
- f) Leadership & long term commitment needed for action.
- g) Important to make this part of anchors’ missions and embrace vision for the corridor.
- h) Seek help from the top (CEOs, Presidents)
- i) Need a strategy to engage and a structure to make it happen. (cf. Phillips Partnership)
- j) Hold each other accountable (public sector due diligence & private sector “strategic impatience”; “lean & mean meetings”)
- k) Have a mechanism to translate this to work on the ground.