New York City’s Anchor Institutions: From Social Responsibility to Shared Value

Gracie Mansion
November 14th, 2011

Professor Michael E. Porter
Initiative for a Competitive Inner City
The Opportunity

Anchor Institutions
Anchor institutions are large institutions, typically educational, medical or cultural, that are deeply rooted in their local geographies and that play an integral role in the local economy.

- The nation is experiencing the effects of **economic decline**; distressed urban communities in particular need support.

- Anchor institutions are often **located in or adjacent to inner city** neighborhoods and rely on these neighborhoods to support their reputation and operations.

- Significant opportunities exist for anchor institutions to **create shared value** with their local communities.

- Many of New York’s higher education institutions have **already worked hard** to improve the economic conditions in local communities.

- The City is here to find out **how it can better support** these efforts.
Goals for Today’s Session

- Discuss a common framework for anchor impact in their local communities
- Identify where anchors are performing well in economic revitalization, and where opportunities exist
- Share best practices examples across institutions
- Identify opportunities for the creation or expansion of New York City programs that enable anchors to have greater impact locally
Anchor institutions are inextricably linked to their surrounding communities.

Anchor institutions depend on a healthy community to provide a positive environment for students and staff and a strong business community to support its operations. Engaging with community also allows for improved reputation, community relations, and applied learning opportunities.

A healthy community depends on strong anchors to provide jobs, purchase local goods and services, improve local infrastructure, and support its education, health, and social needs.

There is long-term shared value between anchors and their communities.
From: Focus on Social Responsibility

- "Moral obligation" for good citizenship
- Defensive: placate the critics
- Separate from core operations
- An extra cost
- Produce economic impact reports based on spending

To: Creating Shared Value

- Community viability is an important driver of quality of life for students and staff which affects hiring and recruiting
- Integral component of the anchor’s overall strategy
- Improve effectiveness of purchasing, real estate development, and core activities
- Measure the direct impact of activities on both anchor competitiveness and community vitality
Creating Shared Value Example: The University of Pennsylvania and West Philadelphia

- In the mid-1990s, University of Pennsylvania suffered because West Philadelphia was unsafe and economically blighted
- Over the decade, President Judith Rodin led the University to improve the long-term social and economic health of West Philadelphia and enhance the university’s competitiveness
- UPenn anchored the development efforts, collaborating with key community stakeholders. These efforts have produced demonstrable improvements for both the city and university

> “Today Penn celebrates its ongoing transformation into a world-class urban research university that is nourished by the neighborhood it helped to develop and revitalize”

> “…the University’s engagement as urban developer has played a critical role in enhancing Penn’s academic reputation…our investment in West Philadelphia paid strong academic dividends.”

*Judith Rodin, 2007*

Creating Shared Value Example:
The University of Pennsylvania and West Philadelphia

**Anchor Competitiveness**
- Better experience for students and staff, increasing recruitment
- Enhanced reputation that helped rankings and fundraising efforts
- Applied learning opportunities for students and faculty
- Improved community relations, reducing operational costs

**Shared Value**
- Renewed retail activity and greater availability of goods and services
- Recovered real estate values and better quality housing options
- Greater local investment by private sector
- Improved K-12 school choices, public safety, and social services

**Community Vitality**
- Increased tax revenue from local businesses and residents

NYC is a College Town

- NYC is home to 550,000 students; one in 15 residents is a student.
- NYC hosts over 100 colleges and universities, and these anchors are major contributors to the local economy.
- NYC colleges and universities spend an estimated $17 billion annually and employ 3.3% of NYC's workforce.

Note: Includes full-time and part-time students
Source: National Center for Education Statistics (NCES), ICIC Analysis
New York City is Home to Over 100 Degree-granting Postsecondary Institutions, Many Located in or Near Low Income Communities

- 51% of NYC colleges and universities are located in or adjacent to the inner city. 69% in or within 1 mile
- Because of NYC’s extremely accessible transportation system, even anchors in higher income areas have strong links to inner city economies

**WHAT IS AN INNER CITY?**
Contiguous census tracts in cities that are economically distressed, with:

- Poverty rate 20% or higher
- or
- Two of three other characteristics:
  1. Poverty rate 50% higher than the region
  2. Median household income 50% lower than the region
  3. Unemployment rate 50% higher than the region
NYC Higher Education Institutions Spend $17B Annually

New York City College and University Spending

Total Budget (2008-2009 FY, $B)

- School of Law
- Hostos CC
- Medgar Evers
- York College
- Bronx CC
- Queensborough CC
- Kingsborough CC
- NYC C of Tech.
- LaGuardia CC
- College of SI
- Lehman College
- John Jay
- BMCC
- Graduate School
- Brooklyn College
- Baruch College
- Queens College
- Hunter College
- City College
- CUNY
- NYU
- Columbia
- Mt. Sinai
- Weill Cornell
- SUNY Downstate
- Yeshiva
- St. Johns
- Fordham
- Rockefeller
- Pace
- New School
- Pratt
- Other

Note: Includes only degree-granting 2-4 year institutions
Source: National Center for Education Statistics (NCES), ICIC Analysis

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Anchor Institutions are Significant Purchasers

**College and University Expenditures:**
**National (FY 2009)**

<table>
<thead>
<tr>
<th>Expenditures ($B)</th>
<th>Inner City</th>
<th>Rest of City</th>
<th>Rest of U.S.</th>
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</thead>
<tbody>
<tr>
<td><strong>Salaries and Benefits</strong></td>
<td>$81B</td>
<td>$95B</td>
<td>$238B</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
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**Note:**
1. Includes only degree-granting 2-4 year institutions. Based on the headquarter location of each institution (Inner City, Central City) using demographic data from 2000.

2. “Other” includes items such as research, student services, operation and maintenance of institution and scholarships and fellowships.

Source: National Center for Education Statistics (NCES), ICIC Analysis

**College and University Expenditures:**
**New York City (FY 2009)**

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<thead>
<tr>
<th>Expenditures ($B)</th>
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<th>Rest of City</th>
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<tbody>
<tr>
<td><strong>Salaries and Benefits</strong></td>
<td>$8B</td>
<td>$9B</td>
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<tr>
<td><strong>Other</strong></td>
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Anchor Institutions are Large Employers

Private Employment by Cluster:
National (2009)

Private Employment by Cluster:
New York City (2009)

Source: State of the Inner City Economy Database (SICE) Database, ICIC Analysis

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Anchor Institutions Have Created a Key Portion of Local Jobs

Change in Employment by Cluster:
New York City (1998-2009)

(Total = 275k)

Percentage of Total Jobs Added

- Apparel
- Transportation & Logistics
- Distribution Services
- Local Commercial Services
- Local Financial Services
- Textiles
- Local Utilities
- Publishing and Printing
- Local Ind'l Products & Svcs
- Jewelry and Precious Metals
- Local Hospital Estabs.
- Local Community and Civic Orgs
- Local Real Estate
- Colleges and Universities
- Local Personal Services
- Entertainment
- Financial Services
- Local Food and Beverage
- Business Services
- Local Health Services/Hospitals

Change in Employment by Cluster:
New York City (1998-2009)

Source: State of the Inner City Economy Database (SICE) Database, ICIC Analysis

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Anchor Institutions are Projected to Grow as Employers and have many Accessible Jobs


Projected Job Additions

- Local Health Services/Hospitals: 2,500,000
- Business Services: 2,000,000
- Local Real Estate: 1,500,000
- Local Community and Civic Orgs: 1,000,000
- Local Hospitality Estabs: 600,000
- Local Retail Clothing: 500,000
- Local Personal Services: 0

Job Requirements in Higher Education

Share of Employment (2007)

- Higher than Bachelor’s Degree: 43%
- Bachelor’s Degree: 15%
- Related Work Experience: 10%
- Associate Degree: 4%
- On-the-Job Training: 29%

Note: Local Health Services includes health cluster businesses such as hospitals, laboratories, health care providers, pharmacies and drug stores. Education and Knowledge Creation includes colleges and universities, professional schools, museums, libraries, and other educational institutions. Excludes clusters with fewer than 50,000 inner city jobs.

Source: Bureau of Labor Statistics, Employment Projections Program, State of the Inner City Economy Database (SICE), ICIC Analysis

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NYC Anchors have Significant and Growing Real Estate Holdings

Real Estate Values of NYC Colleges and Universities (2002-2009)

Examples of Real Estate Projects

Recently Completed
- Hunter College: new 19-story, $141 million building in East Harlem, housing the School of Social Work and School of Public Health

Underway
- Columbia University: planned 17-acre, $6 billion Manhattanville expansion to add 6.8 million square feet
- Fordham University: 22-story, $1.6 billion Lincoln Center development to house the Law School and student residence
- City College: $744 million advanced science research center
- John Jay College: $587 million academic and research building
- The New School: 16-story, $352 million academic center and student housing facility

Planned
- New York University: 2031 master plan to build 6 million new square feet for faculty, dorms and academic programs

Source: National Center for Education Statistics (NCES), ICIC Analysis, Crain’s, Websites of institutions

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Anchors are Major Drivers of Innovation; however, NYC Technology Transfer has Fallen Short

### Top 15 U.S. Universities for Licensing Income

<table>
<thead>
<tr>
<th>University</th>
<th>Annual Licensing Income (Average 2006-2010)</th>
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<tbody>
<tr>
<td>NYU and Affiliates</td>
<td>$291,998,285</td>
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<tr>
<td>Northwestern University</td>
<td>256,228,414</td>
</tr>
<tr>
<td>Harvard and Affiliates</td>
<td>218,010,676</td>
</tr>
<tr>
<td>City of Hope &amp; Beckman</td>
<td>204,665,824</td>
</tr>
<tr>
<td>Columbia University</td>
<td>161,101,744</td>
</tr>
<tr>
<td>University of California System</td>
<td>128,989,413</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>80,689,832</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>76,650,485</td>
</tr>
<tr>
<td>University of Washington</td>
<td>67,237,203</td>
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<tr>
<td>MIT</td>
<td>67,182,100</td>
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<tr>
<td>Stanford University</td>
<td>60,943,267</td>
</tr>
<tr>
<td>University of Wisconsin - Madison</td>
<td>50,841,522</td>
</tr>
<tr>
<td>University of Rochester</td>
<td>50,261,415</td>
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<tr>
<td>Children’s Hospital of Philadelphia</td>
<td>49,638,424</td>
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<tr>
<td>Univ. of Florida</td>
<td>45,260,645</td>
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### Top 15 U.S. Universities for Seeding Start-ups

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<thead>
<tr>
<th>University</th>
<th>Annual Start-ups (Average 2006-2010)</th>
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<tbody>
<tr>
<td>University of California System</td>
<td>51</td>
</tr>
<tr>
<td>University of Texas System</td>
<td>28</td>
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<tr>
<td>MIT</td>
<td>21</td>
</tr>
<tr>
<td>Harvard and Affiliates</td>
<td>20</td>
</tr>
<tr>
<td>University of Utah</td>
<td>18</td>
</tr>
<tr>
<td>California Institute of Technology</td>
<td>13</td>
</tr>
<tr>
<td>Columbia University</td>
<td>11</td>
</tr>
<tr>
<td>Purdue Research Foundation</td>
<td>11</td>
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<tr>
<td>University of Florida</td>
<td>10</td>
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<tr>
<td>University of Colorado</td>
<td>10</td>
</tr>
<tr>
<td>Stanford University</td>
<td>8</td>
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</tbody>
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#### Other NYC Universities

- NYU and Affiliates: 6
- Albert Einstein College of Medicine: 2
- Yeshiva University: 2

Source: Association of University Technology Managers STATT 2011; ICIC Analysis.

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Anchor Institutions and Community Vitality: Strategic Framework

- **Cluster Anchor**: Stimulate growth of related businesses and institutions
- **Purchaser**: Direct institutional purchasing toward local businesses
- **Core Service Provider**: Tailor core products/services to serve the community
- **Real Estate Developer**: Use real estate development to anchor local economic growth
- **Workforce Developer**: Address local workforce needs
- **Community Developer**: Build local community capacity
- **Employer**: Offer employment opportunities to local residents

Source: ICIC
NYC Anchors are Active Across Multiple Roles

Source: Interviews with leadership of 23 institutions
**Purchaser: Columbia University**

**Columbia University: Corporate Alliance Program**

- Has current goal of 35% of construction spending with M/WBE and local firms within Upper Manhattan and South Bronx

- Provides local construction companies with training and certificate from School of Continuing Education and links to bidding opportunities with Columbia and its corporate partners

- **Shared value:** Working with local vendors strengthens ties with local business community and expands and diversifies the pool of qualified construction vendors. Local vendors provide speedy, nimble, and reliable service

- **Opportunity:** Expand the program and avail the certified companies to contract opportunities at other anchor institutions

"There is enormous opportunity to match local vendors with universities and for the universities and communities to grow together"

"After Hurricane Irene struck, our local workers were able to return to the construction site immediately"

- La-Verna Fountain, Columbia University

Through the SBS/Columbia University Construction Mentorship program we’ve awarded over $37 million in Columbia University and New York City Contracts to minority, women, and local firms.

- Robert W. Walsh, Department of Small Business Services
President Thomas Schutte joined as MARP board chairman in 1999. Based on the New School’s example on 14th St, MARP addressed the economic, social, and aesthetic aspects of the depressed Myrtle Ave neighborhood, which is adjacent to the school. Pratt’s own real estate projects, such as the PrattStore, were designed to serve the neighborhood’s needs as well. Shared value: improved real estate values and lower vacancy rates, safer community, improved amenities, better student experience, and a strong relationship with the community.

Opportunity: Expand work to other adjacent areas, e.g. northward.

"Campus was closed up before and the neighborhood was in bad shape. Houses were being given away, and merchants disappeared. Enrollment was way down, and the school was selling off properties. Pratt engaged local neighborhood associations and discovered them to be enthusiastic cheerleaders, which helped in political circles, with alumni, and fundraising circles."

- President Thomas Schutte

“We opened for business in July 2011 on Myrtle Ave and have really enjoyed a symbiotic relationship with Pratt”

- Local business owner
Holistic Approach
- Thorough screening process results in high retention rate
- Strong bridge to college programs include contextualized GED
- Increased advancement of students due to many Career Pathways available
- Wraparound support services increase student success rates

Sector Focus
- Workforce1 Healthcare Career Center, with SBS support, has relationships with private employers, real time labor data and a high placement rate

Customized training
- Responds quickly to private sector training needs

Shared value: Higher placement rates, stronger pipeline of workers for businesses in the inner city
Opportunity: Increase strength of relationships with private employers across sectors

“LaGuardia has a very strong record in workforce development and in being a great partner to the Queens community”
- President Félix Matos Rodriguez, Hostos Community College

“Our intensive case management and SBS’ strong relationships with employers have resulted in a 90% training completion rate and 75% job placement on average”
- Sandra Watson, Dean of Workforce Development, LaGuardia Community College
Core Service Provider: The New School

The New School: Community-based Learning

- Across its schools, engages students and faculty in hands-on learning experiences in New York City, for example:
  - Parsons Design Workshop collaborates with NYC Parks and Recreation to improve public spaces in underserved areas such as Washington Heights or Bronx
  - Institute for Urban Education and Parsons Pre-College Academy works with local K-12 schools

- **Shared value:** Real-world learning opportunities for New School students and faculty, improved public facilities for communities, educational opportunities for K-12 students

- **Opportunity:** Continue expanding and share lessons learned

"The City is a big contributor to the educational process"
- New School President David Van Zandt

"We have been impressed by the professionalism and design skills of the talented students at Parsons...they have worked diligently and intelligently to meet the community’s needs"
- Parks Commissioner Adrian Benepe
Cluster Anchor: SUNY Downstate Medical Center

**SUNY Downstate Medical Center: Biotech Initiative**

- **Advanced Biotechnology Incubator and BioBAT facilities**: Fosters local biotech cluster composed of companies, entrepreneurs, scientists, physicians and students.
- **Real estate development**: Locates biotech sites in inner city Brooklyn areas, leveraging public and private funding.
- **Workforce development**: Offers training to local students with a basic science education by providing paid internships and job placement opportunities for lab/research careers.
- **Shared value**: Improves local real estate values, nurtures growth of local biotech industry, provides applied learning opportunities for students and faculty.
- **Opportunity**: Continue expanding and share lessons learned.

“President LaRosa offered great leadership by assembling a committee of all the people who would need to be involved…

The entrepreneurial environment and interaction with companies provides students with first-hand experience in translational medicine and is a great tool for recruiting. Incorporating entrepreneurship across the institution plants the seed of entrepreneurship in everyone’s minds…”

- Eva Cramer, SUNY Downstate Medical Center

“We chose to locate our company at the incubator due to the flexible and rich resources provided”

- Company at Advanced Biotechnology Incubator

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Among institutions we spoke with, we found no clear leader in the role of Employer. Many cited constraints such as centralized recruitment, union requirements.

Potential for Shared Value: Stronger employee applicant pool, reduced absenteeism, and improved retention.

“We are constrained by unions. All clerical jobs are unionized and we must hire based on test ranking, it’s very frustrating.”

“We the job applicant pool has become so competitive that every position requires a bachelor’s degree.”
Despite some great examples and pockets of activities, NYC anchor institutions can improve in promoting inner city economic and community development.

Few of NYC’s colleges and universities are active across the strategic framework.

In the roles where anchors are active, performance can improve in comparison with best practices, which include:
NYC Anchors Versus Benchmark: Local Purchasing

Percentage of Goods and Services Purchasing from Inner City NYC

Percentage of Spending

New York City Colleges and Universities

Source: Data from NYC institutions
NYC Anchors Don’t Believe That They are Exercising their Full Potential…

New York City College and University Self-Reported Ratings on Anchor Institution Activities

Self-Rating (5=Highest)

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<thead>
<tr>
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<th>Five-Year Aspiration</th>
<th>Current Performance</th>
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<tbody>
<tr>
<td>Cluster Anchor</td>
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<td>Real Estate Developer</td>
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<td>Employer</td>
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<td>Workforce Developer</td>
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<td>Core Product/Service</td>
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<td>Purchaser</td>
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<tr>
<td>Community Developer</td>
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Workforce Developer

“As a major employer in the area, we would like to become more active in the community and to partner with others”

“We need a systematic relationship with employers, so that ultimately we can create customized solutions for them”

Purchaser

“We are hoping to get involved with more small businesses”

“We need to do more to link vendors to the SBDC”

Core Service Provider

“Our weakest area is service. The institution needs more clear service goals”

“We want to become an intellectual center for important issues in the community”

Source: Surveys from 11 institutions
The Role of the City in Anchor Effectiveness: What We Heard

Need for improved processes
- Provide **increased recognition** of the importance of higher education in the city
- Sustain ongoing **dialogue** with anchors regarding the development of new policies
- Maintain a **single point of contact** for anchors interacting with the city
- Create a **more transparent and expedient** permitting process

Need for infrastructure improvements
- Fund transportation **infrastructure improvements**, specifically to subway stations

Need for better availability of data
- Facilitate **better linkages between higher education and employers** to improve existing workforce development programs
- Provide **viable local vendors** so that institutions can more easily purchase goods and services locally
- Suggest **best practices** for how anchors can engage with their communities

Other observations?

Source: Interviews with leadership of 23 institutions
Based on our research and interviews, we have identified three areas of opportunity for rapid improvement:

- **Purchaser**
  - Direct additional institutional purchasing toward local businesses

- **Workforce Developer/Employer**
  - Address local workforce needs

- **Community Builder/Real Estate Developer**
  - Build local community capacity and use real estate development to anchor local economic growth

We will discuss these initiatives in more detail in the three working sessions that follow.
Proposed Action Agenda: Purchaser

Anchor-led Initiatives
- Ensure senior leadership support and build internal consensus
- Identify purchasing categories that could be sourced locally
- Collect information on local vendors and their capacity
- Require Tier 2 spending to be done with local vendors
- Partner with a third party organization to build local vendor capacity

Collaboration Across Anchors
- Jointly pursue activities listed above
- Hold joint vendor outreach / matching events to increase accessibility of sourcing
- Refer vendors to one another
- Share best practices

Support from SBS
- Connect anchors with existing SBS Corporate Alliance Program which serves Columbia and eleven other corporations
- Leverage existing technical assistance programs at SBS to build vendor capacity
Proposed Action Agenda: Workforce Development/Employer

<table>
<thead>
<tr>
<th>Anchor-led Initiatives</th>
<th>Workforce Developer</th>
<th>Employer</th>
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<tbody>
<tr>
<td></td>
<td>▪ Adopt a holistic approach to workforce that goes beyond a standard classroom setting</td>
<td>▪ Measure local hiring and promotion</td>
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<td>▪ Collaborate with the private sector to place more students in jobs</td>
<td>▪ Target specific job categories and source more candidates locally</td>
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<td>▪ Shape new curricula and programs for high-growth sectors</td>
<td>▪ Provide educational opportunities and support for further advancement of these individuals</td>
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<table>
<thead>
<tr>
<th>Collaboration Across Anchors</th>
<th>Workforce Developer</th>
<th>Employer</th>
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<tr>
<td></td>
<td>▪ Share private sector data across educational institutions, allowing for strategic targeting of high growth sectors</td>
<td>▪ Target specific job categories across anchors in a similar geography and recruit more candidates locally</td>
</tr>
<tr>
<td></td>
<td>▪ Improve the coordination of credits across colleges and create stackable credentials</td>
<td>▪ Coordinate educational opportunities for further advancement across institutions</td>
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<thead>
<tr>
<th>Support from SBS</th>
<th>Workforce Developer</th>
<th>Employer</th>
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<tr>
<td></td>
<td>▪ Leverage SBS employer connections and job placement programs to match more students to jobs</td>
<td>▪ Enlist SBS’ support to target specific job categories for local hiring</td>
</tr>
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<td></td>
<td>▪ Link existing SBS workforce programs to fill needs at anchor incubators</td>
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### Proposed Action Agenda:
Community Developer/Real Estate Developer

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<th>Real Estate Developer</th>
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<tr>
<td>Identify areas of anchor strength and how to leverage these assets to best support key community needs</td>
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<tr>
<td>Build long-term outcome oriented partnerships with community leaders/organizations aligned with shared value interests</td>
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<tr>
<td>Use new construction and facilities upgrades to increase physical interaction with the community</td>
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<tr>
<td>Individually transfer back office real estate from high to low cost areas</td>
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<th>Community Developer</th>
<th>Real Estate Developer</th>
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</thead>
<tbody>
<tr>
<td>Identify areas of common interest at neighboring anchors and create multi-anchor collaborations focused on specific community needs</td>
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<tr>
<td>Work with community groups to improve the physical environment, and enhance the local economy through activities such as local housing, safety and joint purchasing initiatives</td>
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<tr>
<td>Collaborate on local real estate development</td>
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<tr>
<td>Investigate opportunity for collaboration across anchors to transfer back office real estate from high to low cost areas</td>
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<thead>
<tr>
<th>Support from City</th>
<th>Community Developer</th>
<th>Real Estate Developer</th>
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<tr>
<td>Convene interested anchors with BIDs, NGOs, and foundations with common interests</td>
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<tr>
<td>Provide anchors with a “toolkit” to facilitate planning and collaboration</td>
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<tr>
<td>Facilitate common outcome measurement across collaborations</td>
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<td>Technical support from EDC on real estate, links to city-owned space</td>
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Discussion

- What opportunities are most promising?
- What are your next steps?
Breakout Sessions 11:00am - Noon

<table>
<thead>
<tr>
<th>Session</th>
<th>Location</th>
<th>Moderators</th>
</tr>
</thead>
</table>
| Purchaser                     | Peach Room      | **ICIC:** Mary Kay Leonard, Christina Li  
|                               |                 | **SBS:** Gregg Bishop, Tanya Pope      |
| Workforce/Developer/Employer  | Dining Room     | **ICIC:** Nicki MacManus              
|                               |                 | **SBS:** Angie Kamath                 |
| Community/Real Estate Developer| Ballroom        | **ICIC:** Carole Carlson              
|                               |                 | **SBS:** Rob Walsh                    |