Building Community Through Partnership

Federal Reserve Bank of Philadelphia
Bridging Growth & Opportunity: Reinventing Older Communities
May 13, 2014
Anchor Institutions Defined

Anchors are heavily invested in real estate and/or other place-based factors (customers, employees, natural resources, etc.), sometimes called “sticky capital,” which makes relocation unlikely. As they are rooted in place, anchors have an acute and vested self-interest in the viability of the communities in which they are based.
Why Engage and Invest Locally?

- Founding **mission** of Johns Hopkins: “Moral obligation. It’s the right thing to do.”
- What happens in the surrounding community – positive and negative – **affects** Johns Hopkins and vice versa.
- **Recruitment/retention** of students and faculty relates to the reality and perception of campus surroundings.
- Vibrant communities are an **asset**, a competitive necessity.
- **Outcomes** – Proactivity reduces conflict and cost, increases effectiveness, collaborative approach delivers results.
- **Off campus interests** (student presence, capital investments, regulatory, PR, etc.).
Anchor Institutions and Local Stakeholders: Shared Values / Shared Interests

Policies and operating practices that enhance the competitiveness of Johns Hopkins can simultaneously advance the economic and social conditions of the communities in which it operates.
The power of anchor institutions lies in their ability to leverage financial, intellectual and human resources to improve the quality of life in nearby neighborhoods.
Shared Interests

The future of Johns Hopkins is inextricably tied to that of its community, and we are deeply and purposefully committed to Baltimore’s success. The interests of our neighbors—safe streets, the elimination of blighted properties, and development of the local workforce—are also the interests of our university.”

Ronald J. Daniels, President
Anchor Institution Strategy Ingredients:

1. The *aha! moment*, or day, or month...
2. Vested and strong collaborators
3. Presidential and trustee leadership and university-wide buy-in
4. Bold, proactive, multi-year inspirational agenda able to withstand change and challenges
5. Business- (return on investment) and mission-driven
6. Dedicated political and financial capital
7. True Openness to discussion, debate, and sharing
8. A sense of equity among all partners
How – The HCPI Process

• Created an Implementation Team within JHU.
• Hired a consultant to:
  – Launch extensive participatory process among stakeholders;
  – Create a comprehensive overlay plan of existing neighborhood master plans; identify key projects for implementation;
  – **Identify shared interests and values and created a shared vision representing a shared ethos of the neighborhoods**; and
  – Apply best practices to HCPI experience
How – The HCPI Process (cont’d)

• Prepared a report with analysis, strategies and programs around the focus areas.
• Identified required resources.
• Report serves as an aspirational call to action, a road map.
• Support collaborations driven by parties vested in advancing HCPI.
• Establish and operate governance structure.
The HCPI agenda provides the framework for the goals of the Central Baltimore Partnership in its mission to transform its communities.
Shared Vision

• A vibrant urban center, growing dramatically by 3,000 more households in 10 years with exciting, accessible retail and arts, entertainment and cultural institutions attracting the region;

• A livable community, with a strong residential real estate market, high-caliber amenities, quality and attractive public schools; and

• Active collaborative stakeholders who work closely together, support each other’s projects and combine in the HCPI strategy and programs with anchor institutions, including JHU and others.
29 Recommended Programs

- Housing Creation and Blight Removal
- Economic Inclusion
- Public Safety/Quality of Life
- Education
- Commercial and Retail Development

The Strategy

- Build from strength: Invest in powerful residential nodes to produce deliberate ripple effects.
- Capture momentum: Community strengthening work of stakeholders, catalyze critical mass of new growth.
- Seize opportunities: Key areas should be leveraged for high-density, mixed-use, transit-oriented development.
HCPI Federation

- 15 neighborhood and community organizations
- Multiple locally based/oriented nonprofits
- Property owners, builders, and developers
- JHU, UB, MICA, Baltimore Museum of Art, and other anchor institutions
- City, state, federal governments, Baltimore City Police, and City Schools
- Retail, service, and real estate businesses
- Corporations
- Foundations, philanthropy
At the Grassroots Level
Economic Inclusion

• Increased participation of local, minority, and women businesses in purchasing, construction, and hiring:
  – Increase the dollar value of purchases from city vendors by 10% over the next five years
  – Establish a 20% minority-owned business participation goal on construction projects
  – Increase the number of city residents in mid-level positions by 10% over the next five years
Development & Acquisition Funds

• Establish substantial funds to facilitate the acquisition and financing of projects that advance HCPI.
• Provide predevelopment financing for strategic projects:
  • Provide matching funds as an incentive.
  • Assist arts and community improvement/income generating projects.
  • Provide gap and take-out financing, even equity like investments, for strategic projects.
• Create a retail development fund for use in both comprehensive retail districts and occasional critical freestanding projects.
LNYW, Healthy Neighborhoods & Greater Homewood Community Corp.

- Increased Live Near Your Work award amount to $27,000
- Provide HNI reduced rate mortgages, $10,000 matching rehab grant, and community building tools
- Increasing residential marketing via collaborations
- Increasing emphasis on the neighborhood revitalization impact (destination of choice)
School Partnership

- Brand Margaret Brent and Barclay Schools as Johns Hopkins Partnership Schools
  - $1.9 million in capital improvements at two city schools
  - Preparation of 3-year strategic plan
  - Mentoring and support for principals
  - Identify new programs attractive to middle-income families
  - Define Hopkins partnership
  - Market successes
Real Estate

• Consider moving some functions off campus.
• Creation of joint academic, student activity and administrative offices with UB, JHU and MICA.
• Real estate development in distressed areas, ability to leverage private development, enhance safety.
• Bring substantial activity and presence
Parkway Theatre & 10 E. North

CENTRE THEATRE

PARKWAY THEATRE
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CENTRE THEATRE

PARKWAY THEATRE
$2 million Invested
$12 million Leverage To Date

$4.5 million - Acquisition Fund
$5.5 million - Healthy Neighborhoods
$1 million - School Improvements
SINGLE CARROT THEATER & PARTS AND LABOR BUTCHER SHOP AND RESTAURANT

MARGARET BRENT AND BARCLAY SCHOOLS

REMINGTON ROW