



INVITATION TO APPLY

Mayors' Institute on Job Creation and Economic Opportunity to Improve Health and Equity

This institute is part of our Cities of Opportunity Initiative, previously our Culture of Health series, supported by the Robert Wood Johnson Foundation.

Goal: To engage city leaders in expanding effective strategies to spur job creation and economic opportunity that also improve health and equity especially for low-to-no income populations who face barriers to employment.

When: May 19-20, 2021 (Mayors' Institute);
May 21, 2021 (Capacity building session/site visit for city teams)

Where: TBD (Virtual or in-person)

THE OPPORTUNITY

The National League of Cities (NLC), through its Institute for Youth, Education, and Families (YEF Institute) and in collaboration with the [Democracy Collaborative/Healthcare Anchor Network \(HAN\)](#) invites mayors to participate in an intensive problem-solving session with on-going capacity building efforts. The peer-to-peer learning session includes dialogue and discussion with participating mayors, city teams and leading experts that will help strengthen efforts to spur job creation, economic opportunity, and build community wealth to improve health and equity through the impacts of the COVID-19 pandemic. This exciting opportunity will explore a diverse array of strategies including collaboration with state and federal governments,

social enterprise, entrepreneurship, the role of anchor institutions, data, technology, among other efforts. Mayors and their teams will drive peer-to-peer conversations to spur innovation with a focus on supporting low-to-no income populations who face significant barriers to employment.

IMPETUS FOR ACTION

Over the past several months, the coronavirus (COVID-19) pandemic has endangered the health and economic well-being of millions of individuals throughout the United States. Given the magnitude of the pandemic, all levels of government as well as non-governmental entities have an important role to play in mitigating these effects. As efforts to contain the spread of COVID-19 continue, cities are playing a leading role in addressing the unprecedented challenges of the pandemic and aiding communities in building resiliency.

Many cities are using this time of momentous change to address longstanding disparities and to plan for long-term health and economic improvements. Recognizing that communities of color are heavily impacted by the growing economic divide in this country, many cities have also focused on promoting health and economic equity in their recovery plans.

Since most state budgets have been hit hard by the pandemic, this effort will focus on supporting cities to leverage their existing strengths, stakeholders, and resources to advance economic opportunity and health for their most vulnerable residents.

Through this Mayors' Institute, the fifth in a series hosted by the NLC, we seek to build the capacity of mayors, with other city leaders, and experts, to guide the strategies that can be adopted to advance economic opportunity and community wealth building in light of the devastating impact of COVID-19.

This Mayors' Institute will enable participating mayors and their teams to obtain practical solutions and advice in response to their city's specific circumstances and needs. Through the completion of an assessment and the development of an action roadmap, prepared by participating city teams and NLC staff, this rich dialogue will identify recommended strategies to spur job creation, economic opportunity, and wealth building while considering health and equity-related impacts.

WHO SHOULD APPLY?

- Is your mayor/city seeking to build and strengthen strategies to spur job creation, economic opportunity, and wealth building, especially for the most disadvantaged residents who face barriers to employment?
 - Could your city benefit from peer-to-peer and expert informed dialogue specific to social enterprise, entrepreneurship, and anchor institution approaches? How to better use data, technology, and partnerships to inform and advance efforts that also address health and equity?
 - How can your city better leverage resources and assets at the federal and state levels to ensure progress on these issues?
- If the answer to any of the above questions is yes, your city is strongly encouraged to apply for this important opportunity. The Mayors' Institute model is designed to ensure robust learning and engagement, at the same time strengthening and deepening relationships to ensure greater collaboration. Mayors and their city teams will benefit from peer sharing, guidance and advice from national, state, and local experts designed to improve and advance local initiatives.

APPLICATION REQUIREMENTS

- A strong commitment by the mayor to address and strengthen efforts to confront the economic challenges spurred by COVID-19, considering the disproportionate impact on Black, Indigenous and People of Color (BIPOC).
- **Mayoral participation in the Mayors' Institute on May 19-21, 2021.**
- Ability to develop and present an initial action roadmap that the Mayor seeks to advance.
- Ability to assemble a diverse city team, including the mayor, chief policy staff and/or Economic/ Neighborhood Development Director, business sector partner, community foundation, and data analyst, that can provide leadership to ensure efforts aimed at job creation and economic opportunity to disadvantaged communities are coordinated, with an emphasis on achieving stated goals.
- Commitment by the city team to attend associated events immediately following the Mayors' Institute, including site visit(s) and team planning sessions. (Mayors are welcome but not required to stay for the subsequent sessions).
- Commitment by the city team to participate in technical assistance sessions in the 7 months following the Mayors' Institute convening.

ADVANCING OUTCOMES: WHAT CITIES CAN EXPECT FROM PARTICIPATION IN THE MAYORS' INSTITUTE

NLC's well-established Mayors' Institute model stimulates and supports city-level progress by fostering a rich exchange of ideas among mayors, city leaders, prominent researchers, practitioners, and other national experts. While the primary focus is on support for mayors to advance their local efforts, lessons emerging from the Mayors' Institute will also inform future efforts, highlighting the potential of cross-agency, multi-sector approaches to address the most difficult and pressing health challenges.

The NLC and Democracy Collaborative/Healthcare Anchor Network teams will select up to six mayors, through a competitive process, to participate in the Mayors' Institute on Job Creation and Economic Opportunity to Improve Health and Equity. Staff will work with selected mayors and their staff to:

- **Build a Narrative and Assessment to Develop an Action Roadmap:** Each city roadmap will include a description of what long-term and short-term success looks like, among other elements.
- **Elevate Best Practices and Lessons Learned:** The YEF Institute will lead an engaging dialogue as part of the Mayors' Institute on May 19 and 20, thereby creating opportunities to share best practices and lessons learned with peers and receive practical help and advice from participating city teams and expert faculty.
- **Leverage Recent Research and Innovations:** The Mayors' Institute will highlight emerging models and examples of how other cities are working to spur social enterprise, entrepreneurship, anchor institution approaches, partnership with federal and state agencies, among others, with a focus on the role of data, technology and partnerships.
- **Learn from Philanthropic Organizations Supporting Efforts to Spur Innovation:** We will be joined by leaders and experts from the nation's leading philanthropic foundations to hear from them about innovations they are supporting and trends they are looking at and addressing.
- **Facilitate Peer Learning:** Following the Mayors' Institute, city teams will engage in hands-on learning experiences, including site visits and relevant, timely discussions with peer cities and partners who are deploying a range of efforts to spur jobs and economic opportunity, focused on populations with low-to-no incomes.
- **Ensure Access to Additional Knowledge and Resources:** Following the conclusion of the Mayors' Institute, NLC staff and other partners, will continue to coach and connect participating cities to resources, including tools and access to experts to accelerate local progress and further promote shared learning.
- **Inform Future NLC Initiatives:** Through their work and contributions to this project, mayors and other leaders, will influence the focus and direction of future efforts by the YEF Institute, in coordination with partner organizations, to spread and scale promising models, practices and policy approaches that are aimed at advancing economic opportunity and health.

KEY DATES FOR POTENTIAL APPLICANTS

What?	When?	Where?
Deadline for Letters of Interest	November 23, 2020	Send to Olga Kozlova at Kozlova@nlc.org
Deadline for Applications from Interested Cities	December 7, 2020	Send to Olga Kozlova at Kozlova@nlc.org
Selection of Cities for the Mayors' Institute	January 5, 2021	
Mayors Only Welcome Call/ Orientation for Staff	February 18, 2021	Virtual
Final, City-specific Action Roadmaps for Mayors' Institute	April 26, 2021	Send to Olga Kozlova at Kozlova@nlc.org
Mayors' Institute	May 19-20, 2021	TBD
Site Visit(s) and/or hands-on learning experiences	May 21, 2021	TBD

APPLYING FOR THE MAYORS' INSTITUTE ON JOB CREATION AND ECONOMIC OPPORTUNITY TO IMPROVE HEALTH AND EQUITY

Up to six cities will be selected for this Mayors' Institute. Mayors who are interested in participating should submit a letter of interest by November 23, 2020 and a narrative, no more than five pages in length, by **December 7, 2020**. The narrative should respond to the following prompts and questions:

MAYORS AVAILABILITY:

1. Is the mayor available to participate in the Mayors' Institute on May 19 and 20, 2021?

CITY TEAM COMPOSITION:

2. Identify a city team that includes the Mayor, key city policy and economic development staff and/or business partner, community foundation, data analyst/lead. (Note: NLC can cover travel costs for the Mayor and two city team members for each participating city. Up to two additional team members are welcome to participate at their own or the city's expense.) Please specify the following for each participant:
 - a. Title
 - b. Organization or City Department
 - c. City
 - d. Pronoun
 - e. Contact email
3. What is the population size of your city?
 - a. Below 50,000
 - b. 50-100,000
 - c. 100,001-250,000
 - d. 250,001-500,000
 - e. 500,000+

CURRENT CITY EFFORTS:

4. Briefly describe the city's interest and/or experience in addressing economic impacts related to COVID-19, with a specific emphasis on low income residents who face barriers to employment including previous record of incarceration, mental health issues, substance use disorders, victims of violence/trauma, low educational attainment, difficulty in accessing childcare, among other factors.

5. What role has the Mayor played to advance policies, funding, partnerships (across city departments as well as with external stakeholders), practices and/or programs to support city efforts? If applicable, what has the city learned and how have lessons changed local efforts?

6. List the key stakeholders in your city's efforts to address challenges related to spurring economic opportunity. (Also, consider the role of broader community stakeholders such as anchor institutions, health systems, community development corporations/community development financial institutions, local entrepreneurs, social enterprise organizations, community and/or state foundations, state and federal government agencies, key resident/neighborhood organizations, etc.)

Key Stakeholders

Role in efforts/strategy

Level of engagement (low, med, high)

7. What funding sources are being used to support the city's current efforts (e.g., city, state, federal, philanthropic, or private/corporate contributions)?

8. What key strategies and mechanisms has your city used that have been successful and/or helped spur change?

9. What results does the Mayor hope to achieve by adopting a more integrated strategy to address job creation/economic opportunity for low-to-no income residents?

DESIRED GOALS/RESULTS:

10. What indicators have been established to track and measure progress on achieving desired results? What data are being collected and analyzed as part of this effort?
11. Identify a key problem or challenge that the Mayor is working to address. Why does the Mayor feel that this is the right time to further address this issue? Is there a specific opportunity upon which the Mayor now seeks to capitalize (e.g., partnership, funding, cross-city agency alignment, city/state/federal legislation/policy/bond/levy, public will or demand, public understanding of need based on recent events, etc.)?

GAPS AND AREAS OF OPPORTUNITY:

12. From the list below, please identify areas in which your city has the greatest need for additional support (rate the level of need):
- a. Research and data
 - b. Communications
 - c. Recruitment of additional stakeholders
 - d. Education of or outreach to policy and decision makers
 - e. Financing strategies
 - f. Equity
 - g. Sustainability of initiatives over time
 - h. Community engagement
 - i. Best practices

APPLICATION SUBMISSION AND QUESTIONS

Please submit completed applications and questions about the Mayors' Institute RFP to Olga Kozlova at Kozlova@nlc.org by 6:00 pm EDT **December 7, 2020**.