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McKnight  
Stakeholder Survey

Survey conducted by the  
Center for Urban & Regional Affairs  
University of Minnesota

November 2019

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**CURA**

**MCKNIGHT FOUNDATION**

## Introduction

As part of a months-long process to inform the guidelines for its new Vibrant & Equitable Communities program, the McKnight Foundation contracted with the University of Minnesota's Center for Urban and Regional Affairs (CURA) to conduct a statewide survey of stakeholders.

The goal of the survey was to seek broad input from people who could not participate in meetings, focus groups, or other in-person engagement methods.

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### McKnight asked the following key questions, shaped around draft focus areas:

- 1 What strategies do you recommend McKnight focus its resources on to advance economic mobility?
- 2 What strategies do you recommend McKnight focus its resources on to advance equitable development?
- 3 What strategies do you recommend McKnight focus its resources on to increase civic engagement?
- 4 How might McKnight's efforts to advance a more equitable and inclusive Minnesota, to support artists, and to take bold action on the climate crisis connect to each other?
- 5 Is there anything we have not asked that would be important for us to know?

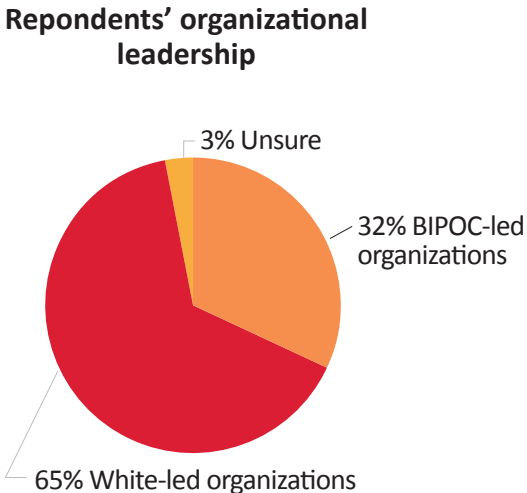
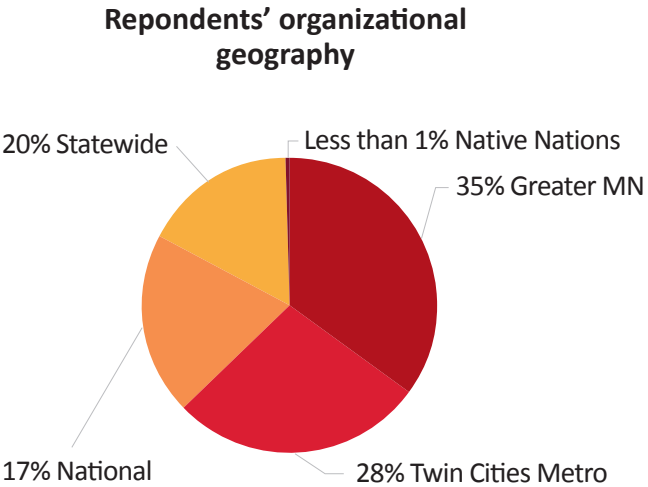
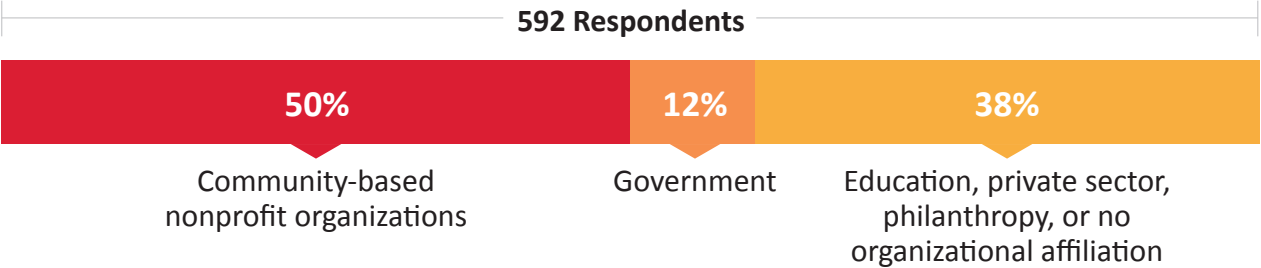
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Because of the open-ended nature of the survey, respondents provided a wide range of input, from broad recommendations to specific ideas related to their local context. The survey also provided useful information about the differences in perceptions and priorities between respondents located in the Twin Cities region and those in Greater Minnesota, as well as between those representing BIPOC (Black, Indigenous and People of Color)-led organizations and white-led organizations.

Finally, in addition to direct feedback on what McKnight does to advance its new strategies, McKnight received significant and important feedback about how the Foundation does its work. The message received was that staff relationships with grantees and experiences with the grantmaking processes are in many ways just as important as what the Foundation decides to fund.

### The Process

The online survey was available to stakeholders from November 4 through November 27, 2019, resulting in a total of 592 usable survey responses. Responses were manually coded by CURA, using a system designed by the researchers.



### The Highlights

The full analysis from CURA can be found in the appendix. This summary does not reflect every finding from the survey, but rather highlights some of the important wisdom shared by trusted stakeholders that can inform McKnight's work going forward.

## 1 What strategies do you recommend McKnight focus its resources on to advance economic mobility?

The responses in this category broadly focused on economic development and education. Respondents in Greater Minnesota emphasized the need for childcare access and affordability, as well as job creation and re-skilling initiatives. Also, of note was the recommendation for more broadband investment in Greater Minnesota. Priority issues that Twin Cities-based respondents elevated included community ownership models and closing the opportunity gap. Respondents in the Twin Cities region, particularly those in BIPOC-led organizations, raised suggestions about how the McKnight Foundation conducts its work, including changing how the Foundation partners with the community and addresses racism and white supremacy.

### Themes

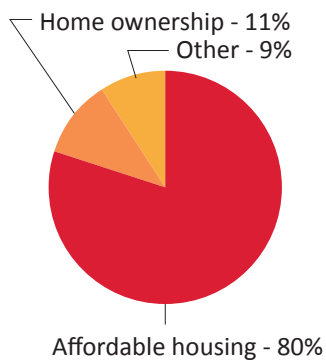
#### Economic Development

- Supporting entrepreneurship
- Small business development
- Job skills training
- Community ownership
- Financial literacy

#### Education

- Closing the opportunity gap
- Preparing students for the workforce

## 2 What strategies do you recommend McKnight focus its resources on to advance equitable development?



Across the state, affordable housing strategies comprised the most common response to this question. Respondents recommended new affordable housing investment most frequently, followed distantly by homeownership strategies. Community ownership strategies emerged as a common theme from Twin Cities-based respondents. Many respondents recommended changes in how McKnight makes investment decisions, including more emphasis on working with BIPOC-led organizations and greater leverage of community expertise. A cluster of responses also supported ongoing anti-racism or reparative work as part of the McKnight Foundation's ongoing practice.

### 3 What strategies do you recommend McKnight focus its resources on to increase civic engagement?

Themes that emerged in this category were investment in education, community-based civic participation, and more traditional forms of civic engagement techniques. A smaller number of respondents provided recommendations for eliminating barriers to participation in civic life, such as paying participants and making events more accessible.

#### Themes

##### Education:

- Early childhood and grade school curriculum
- Adult education and training

##### Community-based strategies:

- Neighborhood-based problem-solving circles
- Community design
- Greater use of libraries

##### Traditional strategies:

- Voter education
- Get out the vote
- Voter registration



*Respondents from BIPOC-led organizations emphasized the need for strategies focused on building power or changing power relations in the civic realm.*

### 4 How might McKnight's efforts to advance a more equitable and inclusive Minnesota, to support artists, and to take bold action on the climate crisis connect to each other?

Respondents across Minnesota affirmed the connections between creating vibrant and equitable communities, investment in the arts, and climate change strategies. A large number of people suggested that the arts can be useful to convey dry or complex information that is nonetheless important for community members to understand. Some respondents, however, offered caution to the Foundation that any efforts to connect these strategies should be careful to avoid "directing" art in service to a specific agenda or political objective.

## 5 Is there anything we have not asked that would be important for us to know?

When provided a final opportunity for input, more than one-third of respondents elevated the importance of community engagement and community expertise. Practitioners working in BIPOC-led organizations were more than three times as likely as others to encourage the McKnight Foundation to “**be bold**” in its new strategies.

### How is the McKnight Foundation using this knowledge?

The McKnight Foundation commissioned this report to inform its program strategies and share knowledge with others working in this field. The research and opinions presented in this report are those of the author and do not necessarily reflect the official policy or position of the McKnight Foundation. Data from this survey was merged with what was learned from a series of engagement efforts conducted with local and national leaders from December 2019 to April 2020. These findings informed staff and board efforts to develop the four strategies for the new program and in shaping the final guidelines. Learn more about the stakeholder input process [here](#) and the new Vibrant & Equitable Communities program [here](#).

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#### ABOUT CURA

The Center for Urban and Regional Affairs (CURA) connects the resources of the University of Minnesota with the interests and needs of urban communities and the region for the benefit of all. CURA pursues its urban and regional mission by facilitating and supporting connections between state and local governments, neighborhoods, and nonprofit organizations, and relevant resources at the University, including faculty and students from appropriate campuses, colleges, centers or departments. CURA delivers timely and innovative research and technical assistance, offering solutions to critical issues.

#### ABOUT THE MCKNIGHT FOUNDATION

The McKnight Foundation, a Minnesota-based family foundation, advances a more just, creative, and abundant future where people and planet thrive. Established in 1953, the McKnight Foundation is deeply committed to advancing climate solutions in the Midwest; building an equitable and inclusive Minnesota; and supporting the arts in Minnesota, neuroscience, and international crop research. The Foundation has approximately \$2.3 billion in assets and grants about \$90 million a year.

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# Appendix

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# **==== Report to McKnight Foundation**

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## **Summary of Survey Responses**

**January 7, 2020**

**Center for Urban & Regional Affairs  
University of Minnesota**



## ***Executive Summary***

The on-line survey ran from November 4 to November 27, 2019. A total of 592 usable survey responses were collected during that period. Half of the respondents identified themselves as working for non-profit or community-based organizations. Another 12% of respondents work with government in one capacity or another. The rest work in education, the private sector, in philanthropy, or they identified themselves as individuals without an organizational affiliation.

The table below shows the geographic distribution of respondents; 176 respondents reported working only in the Greater Minnesota area, 139 work only in the Twin Cities, 98 work statewide, and 86 work nationally and/or internationally.

REGION	#	Pct.
Greater MN	176	35.2
Twin Cities metro	139	27.8
Statewide	98	19.6
National/Int'l	86	17.2

The substantive section of the survey consisted of five open-ended questions. Coding of the open-ended questions was done by first reading through a sample of survey responses. A coding sheet was created that was added to as all answers were read. Every response to every question was read and coded (i.e., there was no automated “key word” coding). The coding scheme used is one possible way to categorize responses but it is not the only possible way. Considerations internal to the Foundation might suggest different categories. In addition to the summary contained in this report, the Foundation has been given the raw data to use and review as needed.

### **Question 1: What strategies do you recommend McKnight focus its resources on to advance economic mobility?**

The two most prominent answer clusters to this question focused on **economic development** and **education**. The answers related to **economic development** included, most frequently, the need to support entrepreneurs and small businesses on the one hand, and to provide job skill training on the other. Additional recommendations related to community ownership of businesses, job creation, and increasing financial literacy were also common. A second cluster of answers focused on **education**, and these most-frequently mentioned addressing the achievement gap and providing an education that serves employment needs. Note that the job-skill training coded under economic development and the workforce education coded under education together show a high level of support for the idea of adequate workforce preparation.

### **Question 2: What strategies do you recommend McKnight focus its resources on to advance equitable development?**

The most frequent responses to this question were about affordable **housing** development and what some respondents called **systems change**. Most of the interest in housing was simply for more investment in affordable housing although smaller percentages of respondents provided more specific recommendations for homeownership and other housing strategies as means of advancing equity. The “systems change” answers were generally suggestions about *how* the Foundation does its work. Many

of the answers were suggestions to work directly with organizations led by POCl, or to adjust decision-making to acknowledge and make use of the expertise that is in the community, suggesting that community members provide direction, be at the decision-making table, and/or provide important data/expertise for the Foundation as it makes its decisions about programming. These answers also emphasized the need for explicitly racial and reparative work, consciously collaborative work, and work that is coordinated with existing community-based initiatives. These systems change suggestions constitute a theme that appeared in answers throughout the survey (e.g., they were the fourth most common category of answer to the Economic Mobility question).

### **Question 3. What strategies do you recommend McKnight focus its resources on to increase civic engagement?**

Answers to this question provided suggestions for advancing civic engagement that focused on **education**, including incorporating curriculum about civic participation and grade schools, teaching engagement from the earliest age, and developing adult education and training programs.

An equal number of responses to this question focused on specific **techniques** suggested by respondents ranging from neighborhood problem-solving circles to more general forms of community convening, community design to advance engagement, and greater use of libraries as a place for coming together and building community.

Another relatively large number of responses contained suggestions related to enhancing classic forms of **civic participation**. These suggestions included voter education and registration efforts and other electoral activity.

### **Question 4. How might McKnight's efforts to advance a more equitable and inclusive Minnesota, support artists, and take bold action on the climate crisis connect to each other?**

The answers to this question covered a wide range of possible collaboration and intersectional initiatives. The arts were a dominant theme in many of the suggestions, as was climate work. A small number of responses identified existing intersectional work that could be a model moving forward.

### **Question 5. Is there anything we have not asked that would be important for us to know?**

When provided a final opportunity for input, over one-third of those who offered a suggestion focused their input on the importance of engagement and working with communities in ways that acknowledge and honor the expertise in the community. These comments repeated common answers to all of the preceding questions.

## **Summary**

The survey provided a large number and variety of suggestions regarding the Foundation's work going forward. The substantive suggestions went beyond *what* to do and focused almost as much on *how* the Foundation should do its work and conduct its deliberations. Moreover, there were some systematic differences in the answers provided by respondents working in POCl-led organizations. These respondents tended to emphasize systems change more frequently than did other respondents across all of the questions asked.

## **PART ONE: SUMMARY OF RESPONDENTS**

The on-line survey ran from November 4 to November 27, 2019. There were 592 usable responses to the survey. Another 289 entries provided no substantive responses to the main questions. These were responses that were never finished or were finished when the respondent started over from the beginning and produced a complete set of answers. The following analysis is limited to the 592 survey responses that provided substantive reactions to the main questions of the survey.

Most of the respondents (50%) were from nonprofit, community-based organizations. The second most common affiliation was government, accounting for 12% of respondents.

*Table 1. Respondents' organizational affiliations*

OrgType	Freq.	Percent	Cum.
Individual	50	8.45	8.45
Nonprofit CBO	298	50.34	58.78
Private Sector	36	6.08	64.86
Government	69	11.66	76.52
K-12 Education	21	3.55	80.07
Higher Ed	31	5.24	85.30
Philanthropy	37	6.25	91.55
Other	8	1.35	92.91
.	42	7.09	100.00
Total	592	100.00	

Of the respondents who indicated whether their organization is led by a person of color or indigenous person, 32% indicated yes, 65% no, and 3% were unsure. The POCI-led organizations were, in 92% of the cases, from the nonprofit-CBO sector (and 32% of the nonprofit-CBOs were led by POCI). POCI-led organizations were more common in the Twin Cities, constituting 52% of Twin Cities organizations, compared to 34% of statewide, 27% of national/international, and 11% of Greater MN organizations.

Table 2 shows that 30% of the respondents work in Greater Minnesota (35% of those who answered this question – data not shown in the table), and 23% work in the Twin Cities metro area (28% of those who answered). Another 17% work statewide (20% of those who answered) and 15% work nationally and/or internationally (17% of those who answered).

*Table 2. Respondents' organizational geography*

Geog	Freq.	Percent	Cum.
Greater MN	176	29.73	29.73
Twin Cities metro	139	23.48	53.21
Native Nations	2	0.34	53.55
Statewide	98	16.55	70.10
National/Intl	86	14.53	84.63
.	91	15.37	100.00
Total	592	100.00	

More than 90% of the respondents who indicated that they work in Greater MN identified a single region of the state, whereas respondents who indicated “statewide” or “national/international” typically listed multiple regions. Table 3 lists the regions where respondents work. Note that respondents were able to identify multiple regions, so these figures represent the number of respondents who indicated working in each of these regions, whether they worked in other regions or not.

*Table 3. Respondents’ organizational geography – Minnesota regions*

REGION	#	Pct.
Northwest	109	40.1
Northland	97	35.7
West Central	89	32.7
Central	132	48.5
Southwest	73	26.8
Southeast	76	27.9
Twin Cities	87	32.0

n=272

The respondents represented in table 3 who indicated “Twin Cities” (n=87) are in addition to the 139 respondents listed in table 2 who work *only* in the Twin Cities. Combining these two, the Twin Cities is the place of work, either entirely or partly, for 226 survey respondents (38.2%).

## **PART TWO: SUBSTANTIVE ANSWERS**

In this section we summarize the responses to the five substantive questions in the survey. The questions are listed below.

1. What strategies do you recommend McKnight focus its resources on to **advance economic mobility**?
2. What strategies do you recommend McKnight focus its resources on to **advance equitable development**?
3. What strategies do you recommend McKnight focus its resources on to **increase civic engagement**?
4. How might McKnight’s efforts to advance a more equitable and inclusive Minnesota, support artists, and take bold action on the climate crisis connect to each other?  
Examples might include **intersectional efforts** that you see happening now, or new opportunities for intersectional work you envision for the future.
5. Is there anything we have not asked that would be important for us to know?

No answer categories were provided to respondents. All answers were coded into broad categories and where necessary, into sub-categories. For example, many answers to the first two questions were related broadly to the issue of housing though there was much variation within that category. Many respondents simply wrote in something like “affordable housing” while others specifically mentioned “increasing homeownership” or “energy efficient housing” or any of several other more detailed answers related to housing. Thus, in this section we summarize both the broad categories (for example,

how many responses mentioned housing, how many were related to transportation, education, etc.) as well as the sub-categories within the larger groupings.

Not all of the answers to these questions have sub-categories. Housing, education, economic development, and transportation are examples of categories that have sub-groupings. Other answers, such as “broadband access” and “leadership development” do not have sub-groupings. It should be noted that those of you at McKnight reading this summary may feel that some of these categories and sub-categories could be usefully combined. We erred on the side of over-distinguishing rather than over-generalizing since aggregating categories is possible without going back to the original data, but disaggregating categories is more difficult.

Finally, it should be noted that the survey respondents were allowed to list as many responses as they wished. Thus, the analysis is based on the total number of responses provided, not the number of respondents. To illustrate, there were, as noted previously, 592 survey respondents who provided answers to the substantive questions. But, for the economic mobility question, there were a total of 1037 responses. On average then, each respondent provided two ideas for advancing economic mobility. The tables and data analysis that follow use the 1037 responses as the basis of analysis.

Tables 4, 10, and 14 present the large-category answers to the questions about economic mobility, equitable development, and civic engagement. The coding scheme in which each category is attached to this report. These tables present a summary of all responses in the first columns. Then responses are broken out by whether the respondent works only in Greater Minnesota, only in the Twin Cities, or is in the other category (works statewide, nationally, and/or internationally). These tables do not list all of the answer categories. Answers were quite varied and more than 25 categories were developed for each of these three questions. Many of the categories, however, have very few answers. As the tables show, categories that represented more than 1.5% of all answers are listed, and these answers make up in the aggregate, typically 80% or more of all answers provided by respondents.

### **Advancing Economic Mobility**

Table 4 presents the answers to the question about economic mobility. The most common set of answers to this question related to matters of economic development; there were 297 such answers, and they account for 28.6% of all the answers to the economic mobility question. The second most common set of answers related to education; there were 199 education-related answers and these account for 19.2% of all answers provided by respondents to the economic mobility question. The table also provides the cumulative percentage, so one can see that the most common five answer categories to the economic mobility question account for 77.4% of all answers to that question.

This information is also provided for respondents who work in Greater Minnesota, the Twin Cities, and respondents in the “other” category. Looking across the top row of data in table 4, one can see that respondents in Greater MN emphasized economic development answers slightly more than Twin Cities or Other respondents (31% to 28.2% and 27.3%, respectively). Generally, there are only slight difference across geographies in table 4. There are a few differences that are notable. First, respondents in the Twin Cities were much more likely to offer answers in the “systems change” category (17.5%) than were Greater MN (5.5%) or Other (11%) respondents. The “systems change” category contains answers that the respondents themselves frequently characterized as systemic in nature, related, for example, to addressing questions of racism and white supremacy, fundamentally changing the way that McKnight

works with communities, and the types of funding the Foundation makes available. The “systems change” category is examined in more detail in table 8.

*Table 4: Economic Mobility*

Economic mobility	ALL			GREATER MN			TWIN CITIES			OTHER		
	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.
Economic dev*	297	28.6	28.6	96	31.0%	31.0%	79	28.2%	28.2%	122	27.3%	27.3%
Education*	199	19.2	47.8	53	17.1%	48.1%	54	19.3%	47.5%	92	20.6%	47.9%
Housing*	137	13.2	61.0	41	13.2%	61.3%	36	12.9%	60.4%	60	13.4%	61.3%
Systems change*	115	11.1	72.1	17	5.5%	66.8%	49	17.5%	77.9%	49	11.0%	72.3%
Childcare*	55	5.3	77.4	26	8.4%	75.2%	12	4.3%	82.1%	17	3.8%	76.1%
Transportation*	42	4.1	81.5	17	5.5%	80.6%	11	3.9%	86.1%	14	3.1%	79.2%
Disabilities	25	2.4	83.9	7	2.3%	82.9%	8	2.9%	88.9%	10	2.2%	81.4%
Rural	24	2.3	86.2	11	3.5%	86.5%	1	0.4%	89.3%	12	2.7%	84.1%
Health care	19	1.8	88.0	5	1.6%	88.1%	6	2.1%	91.4%	8	1.8%	85.9%
Broadband				9	2.9%	91.0%						

\* Indicates the category has sub-categories

The second geographic difference is that respondents working in Greater MN were twice as likely to mention issues related to childcare than were respondents in the other two groups. Finally, broadband access was mentioned more frequently by Greater MN respondents, though the numbers are not large.

Respondents from POCI-led organizations put less emphasis on education strategies (12.7% to 21.1%) but significantly more emphasis on systems change (21.7% to 8.2%).

The largest category of answers to the Economic Mobility question are labelled “economic development.” What these answers have in common is relevance to the workplace or to private business more generally. Table 5 breaks down the specific categories with “economic development” answers.

As the table shows, the most common answers in this category relate to support for entrepreneurs and small businesses (26.1% of all responses in this category), and job and skill training (25.4%). In the “entrepreneurs and small business” sub-category, most of the responses specified targeting people of color or economically marginalized groups, though this was not true of all answers in this category. Eight respondents offered a general answer related to support for businesses (see the first row) while other respondents provided greater detail.

Examining these sub-categories can reveal geographic differences that are not apparent at the higher level of categorization. For example, job creation seems especially important among Greater MN respondents as does job/skill training. Suggestions for employee or community ownership are also not evenly distributed across the geographic groups. One in ten responses from respondents working only in the Twin Cities mentioned employee/community ownership compared to only 1% of the responses from Greater MN.

Table 5: Economic mobility, “economic development” sub-categories

ECONOMIC MOBILITY	ALL		GREATER MN		TWIN CITIES		OTHER	
Business support	8	2.7%	4	4.2%	1	1.3%	3	2.4%
entrep and small business	78	26.1%	24	25.0%	21	26.6%	33	26.6%
financial inclusion	3	1.0%			1	1.3%	2	1.6%
financial literacy	20	6.7%	3	3.1%	8	10.1%	9	7.3%
workforce support	6	2.0%	2	2.1%	2	2.5%	2	1.6%
wealth building	12	4.0%	2	2.1%	6	7.6%	4	3.2%
job creation	25	8.4%	13	13.5%	5	6.3%	7	5.6%
worker rights	7	2.3%	2	2.1%			5	4.0%
living wages	15	5.0%	6	6.3%	3	3.8%	6	4.8%
job skill training	76	25.4%	33	34.4%	13	16.5%	30	24.2%
responsible banking	15	5.0%	2	2.1%	8	10.1%	5	4.0%
employer cultural competence	7	2.3%	1	1.0%	1	1.3%	5	4.0%
hire POCI	3	1.0%			2	2.5%	1	0.8%
employee/cmty ownership	20	6.7%	1	1.0%	8	10.1%	11	8.9%
place based development	2	0.7%	1	1.0%			1	0.8%
parental leave	1	0.3%	1	1.0%				0.0%
MBE	1	0.3%	1	1.0%				0.0%

Table 6 examines the sub-categories within the “education” answers to the Economic Mobility question.

Table 6: Economic mobility, “education” sub-categories

ECONOMIC MOBILITY	ALL		GREATER MN		TWIN CITIES		OTHER	
Education	55	27.5%	15	28.3%	17	31.5%	23	24.7%
higher ed	14	7.0%	4	7.5%	4	7.4%	6	6.5%
business ed	1	0.5%					1	1.1%
tech ed	3	1.5%					3	3.2%
K12	18	9.0%	3	5.7%	10	18.5%	5	5.4%
workforce	53	26.5%	21	39.6%	9	16.7%	23	24.7%
community schools	4	2.0%	3	5.7%			1	1.1%
achievement gap	43	21.5%	4	7.5%	13	24.1%	26	28.0%
educ debt reduction	1	0.5%					1	1.1%
financial aid	3	1.5%					3	3.2%
choice	5	2.5%	3	5.7%	1	1.9%	1	1.1%

The first row in table 6 reflects the number of answers that simply stated “education” and provided no details. The rest of the rows in the table describe the more specific answers provided. Table 4 above showed that answers related to education were the second-most common response to the Economic Mobility question, accounting for 19.2% of all answers to the question. More than one quarter (26.5%) of the answers categorized as “education” spoke directly to the need for schools to educate students for the workforce demands of the current market. These answers are similar to answers summarized in table 5 that focused on the need for specific job-skill training. Those answers pertained to re-skilling

existing members of the workforce while the answers summarized in table 6 focus on students in school. Together, however, they indicate a high level of support among survey respondents for adequate workforce preparation.

Table 4 showed that education was similarly important to all geographic subgroups. The data in table 6, however, provides more detail. The data show that connecting education to the needs of the workforce was more important in Greater Minnesota (39.6% of all education-related answers from Greater MN, compared to only 16.7% from Twin Cities and 24.7% of answers from the Other category). Conversely, addressing the achievement gap was much less important to respondents from Greater MN compared to Twin Cities and Other respondents (only 7.5% compared to 24.1% and 28%).

Housing was the third-most common response to the Economic Mobility question (13.2% of all responses). Table 7 provides the detailed breakdown of housing answers.

*Table 7: Economic mobility, “housing” sub-categories*

ECONOMIC MOBILITY	ALL		GREATER MN		TWIN CITIES		OTHER	
Affordable housing	80	59.3%	30	73.2%	21	58.3%	29	50.0%
homeownership	15	11.1%	5	12.2%	5	13.9%	5	8.6%
housing dispersion	5	3.7%	1	2.4%			4	6.9%
intercultural housing	1	0.7%	1	2.4%				
alternative ownership	5	3.7%	1	2.4%			4	6.9%
tenant rights	3	2.2%			1	2.8%	2	3.4%
supportive housing	3	2.2%	1	2.4%			2	3.4%
NOAH	1	0.7%			1	2.8%		
energy efficiency	5	3.7%			1	2.8%	4	6.9%
Inclusionary housing	3	2.2%			2	5.6%	1	1.7%
Lending & finance	7	5.2%			3	8.3%	4	6.9%
zoning & regulations	2	1.5%			1	2.8%	1	1.7%
rental housing	2	1.5%					2	3.4%
homelessness	3	2.2%	2	4.9%	1	2.8%		

In the case of housing, the most common responses by far were simply references to “affordable housing” or the use of a similar phrase. This was especially so among respondents from Greater MN. The second-most common housing answer was a reference to homeownership.

Table 8 provides the details for answers that were grouped under the title of “systems change.” What these answers have in common is the suggestion that the Foundation change the manner in which it pursues its work. The first row captures those responses that simply directed McKnight to focus on “system change” or a similarly-phrased goal. The second row reflects suggestions to work directly with organizations led by POCl. “Community is expert” is a set of answers that argued for community members to provide direction, to be at the decision-making table, and/or to provide the important data/expertise for the Foundation as it makes its decisions about programming. “Coordinated efforts” is a category that reflected suggestions that whatever substantive direction the Foundation chooses, that it pursue its goals in coordination with other sectors and other groups currently doing work. “Anti-racism” is shorthand for a range of suggestions related to race, reparations, and racial equity concerns.



The “partner” category is a set of answers that direct the Foundation to actively work in partnership or jointly with other groups (a step beyond the “coordinated efforts” category. “Be nimble” is shorthand for various revisions to the grantmaking process that would, according to the respondents, make it easier for the Foundation to be responsive and flexible. “Engagement” is a set of responses focused on the Foundation making attempts to get advice and input from the community. These answers are distinct from the “Community is expert” category in that the former were about community “leading” the conversation and being the source of ideas and solutions. The “engagement” suggestions are much more limited in their focus and pertain mostly to increasing outreach.

*Table 8: Economic mobility, “systems change” sub-categories*

ECONOMIC MOBILITY	ALL		GREATER MN		TWIN CITIES		OTHER	
Systems change	5	4.4%			3	6.1%	2	4.3%
Work w POCL orgs	16	14.2%			7	14.3%	9	19.1%
Community is expert	21	18.6%	3	17.6%	9	18.4%	9	19.1%
Work across silos	9	8.0%	1	5.9%	6	12.2%	2	4.3%
Coordinated efforts	10	8.8%	3	17.6%	5	10.2%	2	4.3%
Anti-racism	17	15.0%	3	17.6%	10	20.4%	4	8.5%
Partner	13	11.5%	3	17.6%	1	2.0%	9	19.1%
Regions changing	1	0.9%	1	5.9%				
Be nimble	9	8.0%			6	12.2%	3	6.4%
Engagement	8	7.1%	2	11.8%	1	2.0%	5	10.6%
Asset based programming	2	1.8%	1	5.9%			1	2.1%
Be political	1	0.9%					1	2.1%
Micro grants	1	0.9%			1	2.0%		

There are some significant geographic differences in the responses detailed in table 8. Suggestions to work with POCL organizations were entirely absent among Greater MN respondents. The distinction between “community is expert” and “engagement” is much more dramatic among Twin Cities respondents (18.4% to 2%) than it is among the other two categories of respondents.

Table 4 shows that responses related to childcare accounted for 5.3% of all answers to the Economic Mobility question. These answers came in two varieties; some simply referred to childcare access and affordability, while other specifically mentioned early childhood education. Table 9 below breaks this out. The data show that there was an important difference in emphasis in the childcare responses between those working in the Twin Cities and other respondents. Twin Cities respondents were much more likely to mention early childhood education issues, while the responses of other participants were much more likely to reference more general issues related to childcare, such as affordability and access.

*Table 9: Economic mobility, “childcare” sub-categories*

ECONOMIC MOBILITY	ALL		GREATER MN		TWIN CITIES		OTHER	
childcare	27	49.1%	15	57.7%	3	25.0%	9	52.9%
early child education	28	50.9%	11	42.3%	9	75.0%	8	47.1%

As might be expected, references to rural issues in answers about economic mobility (table 4) were almost all from respondents working outside of the Twin Cities. Only one of the 23 “rural” answers came from a Twin Cities respondent (data not shown).

### Advancing Equitable Development

Table 10 presents the large-category answers to the question about advancing equitable development. The same coding categories that were used for the Economic Mobility question were used for the Equitable Development question. Answers related to housing were the most common response to the Equitable Development question. The data show that housing was most prevalent among answers from respondents in Greater MN, especially compared to those in the Other respondent category. Ideas about equitable development also focuses on matters of systems change, and as the data in table 10 show, this was much less a concern among Greater MN respondents (only 9.5% of responses) than among Twin Cities respondents (25.7%) and Other respondents (23.9%). The only other category of response accounting for more than 10% of all responses is a set of answers related to economic development. Otherwise, the Equitable Development question elicited a much broader range of responses on the whole than did the Economic Mobility question (the top five answers to the Economic Mobility question account for 77.4% of all answers, the top five answers to the Equitable Development question account for 65.9%).

Table 10: Equitable Development

Equitable Development	ALL			GREATER MN			TWIN CITIES			OTHER		
	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.
Housing*	165	23.7	23.7	59	29.5%	29.5%	46	24.1%	24.1%	60	19.6%	19.6%
Systems change*	141	20.2	43.9	19	9.5%	39.0%	49	25.7%	49.7%	73	23.9%	43.5%
Economic dev*	93	13.3	57.2	21	10.5%	49.5%	34	17.8%	67.5%	38	12.4%	55.9%
Education*	30	4.3	61.5	7	3.5%	53.0%	8	4.2%	71.7%	15	4.9%	60.8%
Engage/empower	30	4.3	65.9	5	2.5%	55.5%	12	6.3%	78.0%	13	4.2%	65.0%
Transportation*	29	4.2	70.0	9	4.5%	60.0%	6	3.1%	81.2%	14	4.6%	69.6%
Rural	17	2.4	72.5	6	3.0%	63.0%	2	1.0%	82.2%	9	2.9%	72.5%
Leadership	16	2.3	74.7	6	3.0%	66.0%	5	2.6%	84.8%	5	1.6%	74.2%
Childcare*	12	1.7	76.5	10	5.0%	71.0%	2	1.0%	85.9%	0	0.0%	74.2%
Local focus	12	1.7	78.2	3	1.5%	72.5%	3	1.6%	87.4%	6	2.0%	76.1%
Health care				8	4.0%	76.5%						
Disabilities				4	2.0%	78.5%						

\* Indicates the category has sub-categories

Respondents from POCI-led organizations suggested “systems change” strategies more frequently than any other approach (27.1%), and these respondents mentioned systems change more frequently than did all other respondents (27.1% to 18.5%), as they did in response to the Economic Mobility question.

Housing is the most common response to the Equitable Development question. Table 11 shows that most housing answers referenced affordable housing, with homeownership a distant second. The emphasis on affordable housing, as in the Economic Mobility question, is greatest among respondents working in Greater MN (62.7% compared to 45.7% of Twin Cities answers and 46.7% of answers from Other respondents).

Table 11: Equitable development, “housing” sub-categories

	ALL		GREATER MN		TWIN CITIES		OTHER	
Housing	86	52.1%	37	62.7%	21	45.7%	28	46.7%
Homeownership	19	11.5%	6	10.2%	8	17.4%	5	8.3%
housing dispersion	12	7.3%	5	8.5%	3	6.5%	4	6.7%
alternative ownership	5	3.0%	2	3.4%	1	2.2%	2	3.3%
energy efficiency	1	0.6%					1	1.7%
tenant rights	6	3.6%			3	6.5%	3	5.0%
supportive housing	4	2.4%	1	1.7%	1	2.2%	2	3.3%
NOAH	3	1.8%			2	4.3%	1	1.7%
inclusionary housing	4	2.4%					4	6.7%
Lending & finance	3	1.8%	1	1.7%	1	2.2%	1	1.7%
zoning & regulations	9	5.5%	3	5.1%	1	2.2%	5	8.3%
rental housing	1	0.6%			1	2.2%		
Homelessness	6	3.6%	3	5.1%	1	2.2%	2	3.3%
POCI-led CDCs	3	1.8%	1	1.7%	2	4.3%		
housing quality	3	1.8%			1	2.2%	2	3.3%

Table 12 presents the data on specific answers related to systems change. The data show a number of geographic patterns. Working with POCI-led organizations is much more prevalent among answers from Twin Cities respondents compared to Greater MN and Other respondents. Concerns about cross-silo work were not mentioned by Twin Cities respondents and anti-racism efforts were not mentioned by Greater MN respondents. The relative emphasis on “community is expert” v. “engagement” depends on geography. Among Greater MN respondents more provided answers related to “engagement” than to “community is expert”, while the opposite occurred for Twin Cities respondents and respondents in the Other category.

Table 12: Equitable development, “systems change” sub-categories

	ALL		GREATER MN		TWIN CITIES		OTHER	
systems change	3	2.1%	1	5.3%	1	2.0%	1	1.4%
work w POCI-led orgs	20	14.2%	2	10.5%	10	20.4%	8	11.0%
community is expert	38	27.0%	4	21.1%	11	22.4%	23	31.5%
cross silo	7	5.0%	2	10.5%			5	6.8%
coordinated efforts	3	2.1%			1	2.0%	2	2.7%
Anti-racism	12	8.5%			5	10.2%	7	9.6%
Partner	14	9.9%	3	15.8%	5	10.2%	6	8.2%
be nimble	2	1.4%			1	2.0%	1	1.4%
engagement	25	17.7%	5	26.3%	9	18.4%	11	15.1%
asset based	8	5.7%	1	5.3%	4	8.2%	3	4.1%
micro grants	3	2.1%			1	2.0%	2	2.7%
be political	1	0.7%					1	1.4%
long term grants	3	2.1%					3	4.1%
data informed	1	0.7%			1	2.0%		
geographic balance	1	0.7%	1	5.3%				

Economic development answers constitute the only other sizable set of answers to the Equitable Development question. Table 13 breaks these answers down by geography. There is one sub-category of economic development answer that did not appear in the answers to the Economic Mobility question; 8.6% of respondents made a specific mention of equitable development, including some references to using an equitable development scorecard to assess development opportunities.

*Table 13: Equitable development, “economic development” sub-categories*

	ALL		GREATER MN		TWIN CITIES		OTHER	
econ dev	6	6.5%	2	9.5%	2	5.9%	2	5.3%
entrep and small business	18	19.4%	5	23.8%	6	17.6%	7	18.4%
financial literacy	2	2.2%			1	2.9%	1	2.6%
wealth building	2	2.2%			2	5.9%		
job creation	7	7.5%	2	9.5%	3	8.8%	2	5.3%
job skill training	12	12.9%	6	28.6%	2	5.9%	4	10.5%
living wages	1	1.1%					1	2.6%
responsible banking	5	5.4%			3	8.8%	2	5.3%
employer cultural competence	2	2.2%	1	4.8%			1	2.6%
employee/community ownership	12	12.9%			8	23.5%	4	10.5%
place based development	15	16.1%	2	9.5%	5	14.7%	8	21.1%
MBE	3	3.2%	2	9.5%			1	2.6%
equitable development	8	8.6%	1	4.8%	2	5.9%	5	13.2%

The economic development answers listed in table 13 are more widely dispersed than were the economic development answers to the Economic Mobility question. For economic mobility respondents stressed entrepreneurs/small businesses, and job/skill training. While these are still leading answers to the Equitable Development question, they do not dominate nearly so much. They do dominate the responses from Greater MN, however. Suggestions for worker or community ownership are much more prevalent from the Twin Cities respondents and are entirely absent from among the Greater MN respondents.

### **Civic Engagement**

Table 14 presents the broad category answers to the question about Civic Engagement. The data in table 14 show the widest range of responses yet. The top six categories of answers account for only 60.9% of all answers.

Survey respondents provided a number of suggestions for advancing civic engagement that focused on education, including incorporating curriculum about civic participation into grade schools, teaching engagement from the earliest age, and developing adult education and training programs around engagement. All of these suggestions were coded under “education.” As the data in table 14 show, this suggestion was most popular among Greater MN respondents.

An equal number of responses to this question focused on specific techniques suggested by respondents. These ranged from neighborhood problem-solving circles, to more general forms of community convening, community design to advance engagement, and greater use of libraries as a place for coming together and building community.

Table 14: Civic Engagement

Civic Engagement	ALL			GREATER MN			TWIN CITIES			OTHER		
	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.	#	Pct.	Cum Pct.
education*	77	12.7	12.7	26	15.0%	15.0%	17	10.5%	10.5%	34	12.5%	12.5%
techniques*	77	12.7	25.3	19	11.0%	26.0%	22	13.6%	24.1%	36	13.2%	25.6%
civic participation	74	12.2	37.5	14	8.1%	34.1%	22	13.6%	37.7%	38	13.9%	39.6%
Who*	58	9.5	47.0	22	12.7%	46.8%	10	6.2%	43.8%	26	9.5%	49.1%
leadership	44	7.2	54.3	20	11.6%	58.4%	9	5.6%	49.4%	15	5.5%	54.6%
Barriers*	40	6.6	60.9	13	7.5%	65.9%	12	7.4%	56.8%	15	5.5%	60.1%
Power*	31	5.2	66.3	8	4.6%	70.5%	10	6.2%	63.6%	13	4.8%	65.2%
POCI engagement	28	4.6	70.9	3	1.7%	72.3%	12	7.4%	71.0%	13	4.8%	70.0%
existing institutions*	18	3.0	73.8	2	1.2%	73.4%	3	1.9%	72.8%	13	4.8%	74.7%
build power*	18	2.8	76.5	3	1.7%	75.1%	4	2.5%	74.7%	11	4.1%	78.4%
arts	15	2.5	78.9	3	1.7%	76.9%	6	3.7%	78.4%	6	2.2%	80.6%
values	15	2.5	81.4	5	2.9%	79.8%	3	1.9%	80.2%	7	2.6%	83.2%
human resources*				5	2.9%	82.7%						
broadband							6	3.7%	84.0%			
local govt engagement							6	3.7%	87.7%			

\* Indicates the category has sub-categories

Another relatively large number of responses contained suggestions related to enhancing classic forms of civic participation. These suggestions included voter education and registration efforts and other electoral activity.

Some respondents answered this question by focusing not on any particular method of engagement, but rather by specifying who such efforts should include. Answers in this category included “elders”, “youth”, and suggestions to include “all sectors” or pursue “multigenerational” inclusion.

Many respondents offered ideas for reducing the barriers to civic engagement, suggesting payment for participants, and scheduling events at times and in places that more easily allow people to attend.

Respondents from POCI-led organizations were somewhat more likely to mention suggestions in the “power” and “build power” categories than other respondents (11.9% to 6.9%; these categories are described more fully in tables 18 and 19) and were more likely to make suggestions to engage directly with POCI-organizations (7.0% to 3.9%). Respondents from POCI-led organizations were less likely to emphasize education than other respondents (8.4% to 14.0%).

Table 15 presents the sub-categories for education responses to the Civic Engagement question. Some respondents simply offered a generic suggestion that civic engagement be supported through education. Others were more specific. The most common suggestion was for specific training in civic engagement. If that category is combined with answers that focused on adult education, it is clear that the most common suggestion was aimed at enhancing civic engagement skills of adults. The “public info/educ” category included suggestions to support journalism as well as greater communication of issues to the public.

Table 15: Civic engagement, “education” sub-categories

CIVIC ENGAGEMENT	ALL		GREATER MN		TWIN CITIES		OTHER	
education	11	14.3%	4	15.4%	1	5.9%	6	17.6%
pre-school	5	6.5%	4	15.4%			1	2.9%
K12	15	19.5%	1	3.8%	4	23.5%	10	29.4%
adult ed	16	20.8%	6	23.1%	3	17.6%	7	20.6%
cultural tolerance	2	2.6%			1	5.9%	1	2.9%
CE training	21	27.3%	9	34.6%	7	41.2%	5	14.7%
public info/educ	7	9.1%	2	7.7%	1	5.9%	4	11.8%

Table 16 presents the sub-categories under the “techniques” answers. Most of the answers in this category involved supporting specific events that would highlight public issues (17.1%), convening citizens in community conversations to build community (38.2%), and in communal, collaborative problem-solving (5.3%). Another cluster of answers related to the provision of physical space for coming together (7.9%) and greater utilization of the capacity of libraries as public institutions for community building (10.5%).

Table 16: Civic engagement, “techniques” sub-categories

CIVIC ENGAGEMENT	ALL		GREATER MN		TWIN CITIES		OTHER	
techniques	1	1.3%					1	2.7%
events	13	17.1%	2	11.8%	4	10.8%	7	18.9%
use arts	8	10.5%					8	21.6%
community convening	29	38.2%	12	70.6%	8	21.6%	9	24.3%
prob solving circles	4	5.3%	1	5.9%	2	5.4%	1	2.7%
community design	1	1.3%	1	5.9%				
awards	2	2.6%					2	5.4%
libraries	8	10.5%			4	10.8%	4	10.8%
“network of hope”	1	1.3%					1	2.7%
community space	6	7.9%	1	5.9%	1	2.7%	4	10.8%
social connectedness	3	3.9%	1	5.9%	2	5.4%		

As noted, many of the answers to this question about civic engagement focused on who should be engaged. The “who” category is further described in table 17. Some respondents insisted on the widest possible inclusion strategies (“all sectors” or “all demographic groups”) while others suggested a focus on particular groups (“youth” or “elders”).

In addition to the groups listed in table 17, answers that suggested working with POCI were coded as a completely different category (see table 14). There were 28 responses that focused on POCI (table 14).

Under the “existing institutions” category in table 14, there was a roughly even distribution of suggestions to convene nonprofit, to engage businesses, and to work with community and faith leaders.

Table 17: Civic engagement, “who” sub-categories

CIVIC ENGAGEMENT	ALL		GREATER MN		TWIN CITIES		OTHER	
Involve elders	6	10.3%	3	13.0%	1	10.0%	2	8.0%
involve youth	20	34.5%	8	34.8%	5	50.0%	7	28.0%
involve all sectors	4	6.9%			2	20.0%	2	8.0%
involve all demog grps	12	20.7%	5	21.7%			7	28.0%
urban and rural	2	3.4%	1	4.3%			1	4.0%
intergenerational	8	13.8%	5	21.7%	1	10.0%	2	8.0%
involve people w disab	3	5.2%				0.0%	3	12.0%
involve silent majority	2	3.4%	1	4.3%	1	10.0%		
involve workers	1	1.7%					1	4.0%

The “power” and “build power” answer categories in table 14 are, as the labels suggest, closely related. Tables 18 and 19 list the sub-categories for these two answer categories. The first set of answers have to do with challenging existing power relationships within engagement efforts. “Community experts” answers are similar to the answers given by respondents to previous questions (coded as “systems change” in the Economic Mobility and the Equitable Development answer sets). These answers are suggestions to center the wisdom and experience of community in the Foundation’s engagement efforts more so than currently occurs. Another set of answers explicitly called for current leadership to step aside for new leaders, to create space for new leadership to emerge. “Change gov/ownership” refers to answers calling for different governance structures or community ownership models in order to produce different power structures.

Table 18: Civic engagement, “power” sub-categories

CIVIC ENGAGEMENT	ALL		GREATER MN		TWIN CITIES		OTHER	
Power	4	12.1%			2	18.2%	2	14.3%
community experts	15	45.5%	6	75.0%	5	45.5%	4	28.6%
change gov/ownership	3	9.1%	1	12.5%		0.0%	2	14.3%
old leaders step aside	9	27.3%	1	12.5%	3	27.3%	5	35.7%

There were closely-related answers that dealt with power, but focused on political activity that would build power within the community (table 19). These included suggestions for McKnight to fund organizing in general but also organizing that had explicit objectives to change power relations. Other answers focused on suggestions for programs to build solidarity across different groups as a way of building power. Finally, some answers made suggestions for how the Foundation could facilitate changing the narrative about communities from deficit-based to more positive narratives.

Table 19: Civic engagement, “build power” sub-categories

CIVIC ENGAGEMENT	ALL		GREATER MN		TWIN CITIES		OTHER	
Build power	1	5.6%			1	25.0%		
community organizing	10	55.6%	2	67.0%	3	75.0%	5	45.4%
cross-group solidarity	4	22.2%					4	36.4%
change narrative	3	16.7%	1	33.0%			2	18.2%

## Intersectional work

The survey included a question about how McKnight’s work in support of artists, focusing on climate change, and the new initiative on equity, might generate initiatives that combine these domains. This question elicited less-useful information than the previous three. Most answers simply made suggestions for what type of overlap should be pursued without suggesting how or providing examples of existing initiatives. The combinations of issue domains are many.

Table 20 provides information on the different issue domains mentioned by respondents in their answers to this question. There were more than 45 combinations of issues, many of which were suggested only a few times. The table lists the individual combinations that accounted for more than 2% of all answers to this question. The most commonly suggested intersections involved the arts; 56 answers referenced arts and climate as a potential initiative. The only other combination mentioned in more than 10% of the answers was combining arts and community development. It should be noted that one of the more common responses was that intersectional work itself was not necessarily needed and that work that is targeted (in silos) is acceptable. This was especially noted by those who thought that ‘directing’ art to serve a political objective was problematic. As one respondent wrote,

Climate crisis is beyond your ability to solve and having to take my art to make a statement about it is not why I create art. It limits art to fit your narrative. Art is about creative expression and not an intersection of your focus and should not limit the ways you might appreciate art. This would be exclusive rather than inclusive. Forcing this connection disconnects an artist’s freedom of expression.

Another respondent wrote:

I think McKnight should remove or significantly reduce their notions around 'outcome-based' art or art projects. This limits the scope of art projects that are hard to measure/have no business being measured by business-minded metrics. Funds need to be given to art organizations/artists with fewer questions as a way to cut down on this funding or die mentality which is so focused on 'measurable outcomes'. It is highly restrictive and curtails more radical art that will challenge existing problematic paradigms we are beholden to.

*Table 20: Suggestions for intersectional initiatives*

	#	Pct.
Arts & climate	56	17.7%
Arts & CD	36	11.4%
Arts & environment	18	5.7%
Environmental justice	18	5.7%
Arts & anything	16	5.1%
Energy & housing	16	5.1%
Arts & community design	11	3.5%
Arts & Education	10	3.2%
Silos are OK	10	3.2%
Spaces for intersect work	8	2.5%



A large number of answers endorsed the idea that arts can be usefully used to convey otherwise dry and complex information. Relatively few of the answers provided examples of existing initiatives, but some of the specific examples are provided below, in the words of the survey respondents.

- The MN Music Coalition has announced that their 2020 MN Music Summit, next April, is focused on climate change and activating artists as voices for the planet. They're engaging artists in a bunch of ways: how artists find inspiration from the natural world; how indigenous culture celebrates and honors water through wibi songs and wibi walks; and how artists can use their platform to raise awareness and funds for climate change.
- We have brought in artists to engage community members during Welcoming Community meetings. McKnight funded "art carts" an idea launched by Region Five and Sprout Food Hub in Central MN...these art carts are used right now to ENGAGE citizens in conversation about food/art/culture/social cohesion but they SHOULD also be used to discuss climate/renewable energy and DEI/Welcoming Community strategies in VERY creative artistic ways. Which we will do as funding allows.
- We DID hire two artists as third party storytellers to gather community input as part of our evaluation of the Welcoming Communities program and without any preconceived expectations or direction - complete artistic control - as to HOW they tell the story of how this work is making - or is not making - a difference.
- The American Indian Community Housing Organization is doing wonderful work, which greatly benefits artists, as well as the environment. Check it out.
- -look at what Northern Spark did in 2015 and 2016 with having their festival focused on climate change--
- Every school, every community has a YES! (Youth Eco Solutions) team, that mobilizes young people to truly make a difference.
  - CTUL and other people-of-color led organizations in the Twin Cities have been having similar conversations about cross-collaboration on issues and are looking into creating a movement tentatively called "Tending the Soil". Invest in that type of community-led innovation!
- Northern Lake County Arts Board has excellent track record over 30 years. Contact Mary Aijala. She needs a replacement who knows grant writing.
  - Friends of Tettegouche State Park has an outstanding arts program. Artists already booked for display at the center more than 1 1/2 years.
  - A new effort is underway to find a storefront or other venue along Highways 61 and 1 (near Silver Bay and Finland) to display works during the annual North Shore shows, such as 20-20 in rural Two Harbors, Outdoor Painters of Minnesota, Schroeder Area Historical Society, and Grand Marais Art Colony
- The Northern Spark event is a good example of how artists can engage community members regarding climate change in an interactive way.
- Tapestry project
- Organizations like Artspace projects are a good example of where your priorities intersect. They work with low income artists in disadvantage neighborhoods to have space to live, create and display their work. This is an economic development strategy but also a housing strategy. Help groups like Artspace expand the reach.
- Take a look at the work Canada Goose is doing with the climate, artists, and the community.
- Northern Spark is an example of this, and I imagine people involved in that effort would have other great ideas about how to merge the two topics.
- Climate change and art intersect with Art Shanty Projects, a program that's emblematic of our metro-community yet remains economically fragile and vulnerable to weather. MDC processes have historically involved trans-disciplinary design teams, of which artists are an integral part. Northern Spark is based in the Farmers Market District and we anticipate that they will play a significant role in design, prototyping, programming and curating the district going forward. We are constantly striving for real community participation and believe that our development of the Geodesign process will achieve the 21CD REGENERATIVE Equity Goals.
- Look at how the Heart of the Continent combines all these things - this is the best intersectional work I've seen.

- Build on work underway in the Lincoln Park neighborhood of Duluth which includes extensive community-driven leadership, affordable/missing middle housing development, healthy food; linkage with the arts, solar/energy efficient development, community schools, safe/multi-user transportation options, mixed use/community driven zoning, & a commitment to ensuring Opportunity Zone funds truly benefit the neighborhood, those who live there and positively address climate change, as well as build a more inclusive community.
- KIVA is a new tool that could be used to focus on the work underway to build more diverse, inclusive businesses throughout MN including the Arts and businesses dealing with climate change;
- AICHO in Duluth is a wonderful model that the McKnight Foundation & LISC has supported of addressing community building, housing, the climate crisis, the arts and community building while building a more inclusive, equitable community.
- Duluth LISC and many others are working to continue to support & grow on our Creative Startups work with diverse entrepreneurs including Artists.
- To my knowledge the CLEAR campaign is taking this approach, as well as the BIPOC Climate Table in collaboration with the Climate Equity Table. Also, RREAL, CEF, COPAL and the Giniw Collective do great work. Independent work on MMIWR is also necessary and undersupported.

Another way of summarizing the responses to the question about intersectional work is to tally all of the combinations that mentioned the arts, all of the combinations that mentioned climate, etc. The results of this analysis are shown in table 21. The table indicates, again, that issue combinations that involved the arts were by far the most common, occurring in 64.2% of the answers that offered a combination. Climate was mentioned in 29.9%. In some cases, the environment was mentioned more generally (not in association with climate), and this occurred in 49 responses (18.3%). The most common initiatives in this category was work related to environmental justice and environment & arts.

*Table 21: Most commonly suggested intersectional initiatives*

	#	Pct.
Arts	172	64.2%
Climate	80	29.9%
CD	45	16.8%
Education	20	7.5%
Energy	32	11.9%
Environment	49	18.3%
Transportation	17	6.3%
Housing	23	8.6%

### **Final comments by survey respondents**

The survey ended with an opportunity for respondents to provide any additional information they thought necessary. As might be expected, the responses in this section were very wide ranging. A total of 164 respondents took the opportunity to make substantive comments at the end, (many respondents thanked the Foundation for conducting the survey but these are not counted in this analysis) and they made a total of 235 comments. The information provided in these responses are summarized in table 22.

Table 22: Final comments

	#	Pct.
Suggestions for improvements	124	52.8%
“be bold”	17	7.2%
Engagement	82	34.9%
Other	12	5.1%

Most of the comments were suggestions for actions McKnight could take in the future. Many of these reiterated suggestions respondents had made in earlier answers. A small number of responses encouraged the Foundation to “be bold” and not be afraid to push social change initiatives. More than one-third of the comments encouraged the Foundation to make greater efforts to engage the community and be present in the community. There were no large geographic patterns to the final comments. There were, however, differences based on whether the respondent worked for a POCI-led organization. These respondents were three times more likely to suggest that the Foundation “be bold” in their work (15.3% compared to 4.5% of all other respondents).

## **SUMMARY**

The on-line survey elicited well over 500 responses from stakeholders across the State of Minnesota. The respondents represented a cross-section of groups that work in Greater Minnesota, groups that focus in the Twin Cities, and groups that work statewide, nationally, and internationally. The suggestions provided to McKnight by the respondents focused both on *what* should be done to advance economic mobility, equitable development, and civic engagement, and on *how* the Foundation should do its work and conduct its deliberations. There were some differences among respondents based on geography, with respondents from Greater MN and from the Twin Cities emphasizing slightly different sets of solutions. There were also important differences among respondents based on whether they represented an organization led by people of color/indigenous. These respondents were much more likely to mention suggestions for *how* the Foundation conducts its work and to make suggestions for changes in decision-making processes.