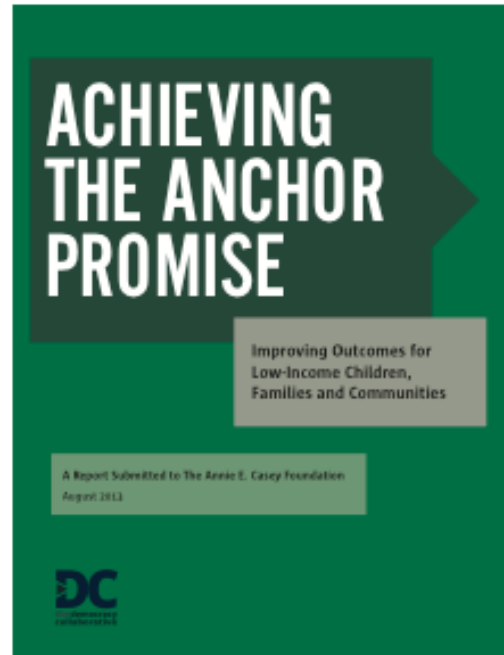
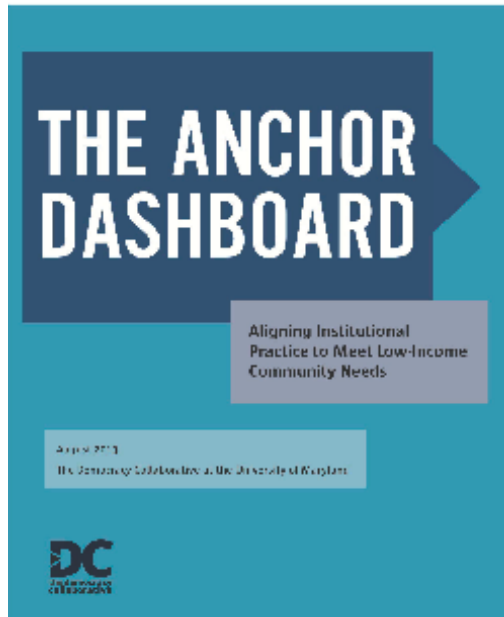


# The Anchor Dashboard Presentation of Findings

Ted Howard, Executive Director  
**The Democracy Collaborative**  
[www.community-wealth.org](http://www.community-wealth.org)

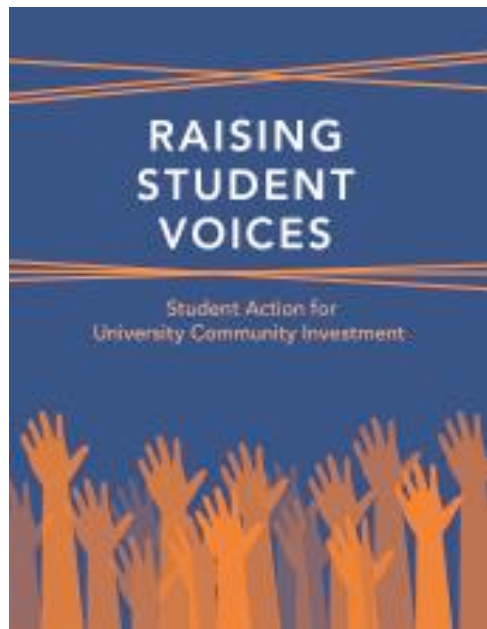
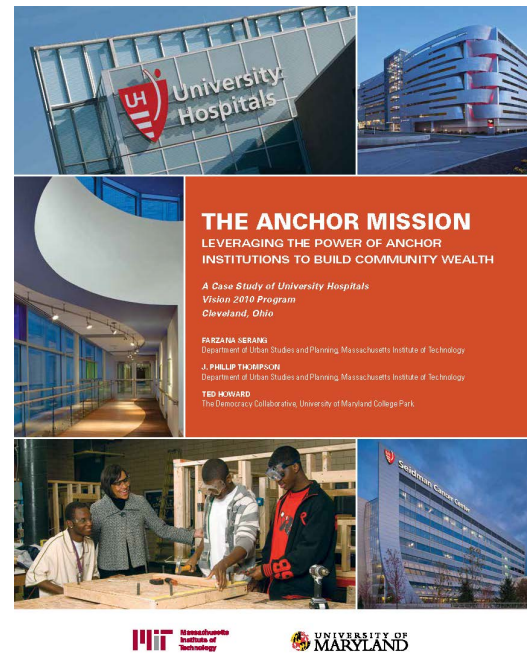
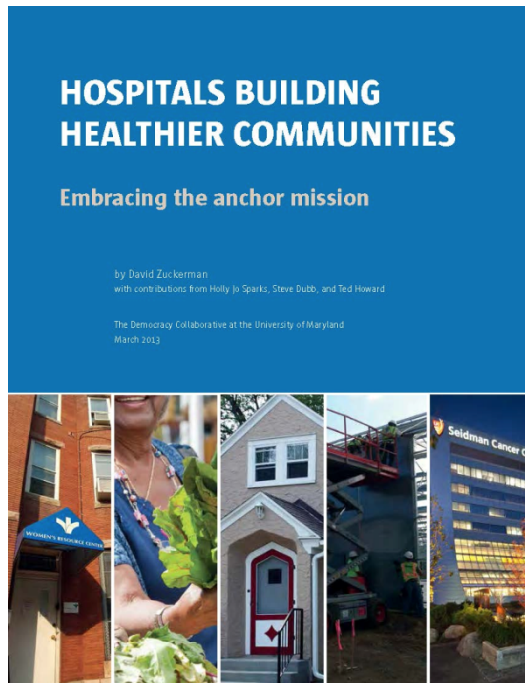
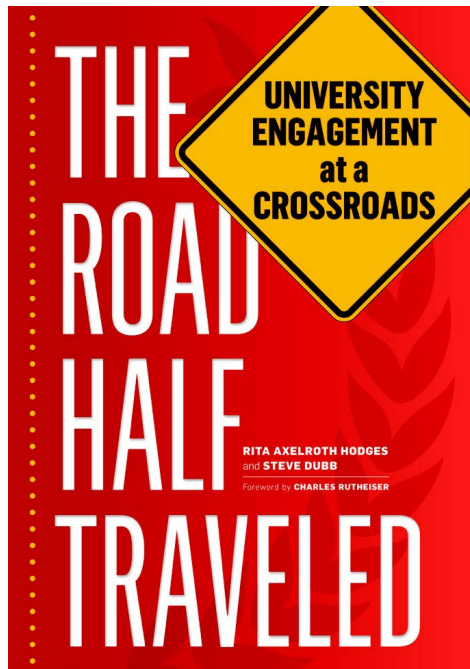


Presentation to the  
*Redefining Rustbelt Cities Videoconference*  
Federal Reserve Bank of Cleveland,  
Chicago, Philadelphia and Richmond

October 25, 2013

# About the Democracy Collaborative

- **Mission:** Promote innovations in Community Wealth Building that stabilize neighborhoods, create jobs, anchor capital and enhance local democratic life
  - ❑ Research
  - ❑ Advisory
  - ❑ Field Building



# What is Community Wealth Building?

A new approach to community development that **creates economic prosperity by democratizing wealth and ownership**. Key facets of this approach include:

- promote broader ownership of capital
  - anchor jobs locally
  - stop the leakage of dollars from communities
  - support individual and family asset/wealth building
  - reinforce stewardship
  - generate revenues to finance public services
  - enhance local economic stability
- **leverage anchor institutions for community benefit**

# What is an Anchor Institution?

- “Sticky capital” that doesn’t get up and leave
- Typically among the largest employers in most major metropolitan areas
- Local economic engines: employ large numbers of people; purchase large amounts of goods & services
- Vested interest in surrounding communities
- Increasingly concerned with sustainability
- Typically public or non-profit “social mission”
- Largely untapped potential (e.g. > \$1 Trillion in annual procurement)

# Types of Anchor Institutions

- Universities
- Hospitals
- Local Governments
- Museums
- Performing Art Centers
- Libraries
- Sports teams
- Other Cultural Institutions (theaters, zoos, etc.)
- Churches/Mosques/Temples/Synagogues

# Economic Dimension of “Eds & Meds”

- **Annual Procurement:**
  - Hospitals: annual procurement \$750 billion
  - Universities: \$373 billion
  - More than \$1 trillion; 6% of GDP
- **Endowments:**
  - Hospitals: \$500 billion
  - Universities: \$300 billion

# What Do We Mean by the “Anchor Mission”

*To consciously and strategically apply the long-term, place-based economic power of the institution, in combination with its human and intellectual resources, to better the welfare of the communities in which they reside, and in particular low- and moderate-income neighborhoods.*



# Why an Anchor Dashboard?

- Growing recognition among anchors that community economic development is part & parcel of what they do
- As a result, anchor economic development initiatives are proliferating
- **But how do we know these initiatives are working?**  
Are they producing outcomes that meet the needs of low-income families and neighborhoods?
- **Needed:** Targeted outcomes; Indicators; Data collection

# Research Method and Results



# Conducting Field Interviews

<b>Interviewee Affiliation</b>	<b>Number Interviewed</b>
<b>University center directors and/or staff</b>	<b>17</b>
<b>University administrators (including five presidents)</b>	<b>11</b>
<b>Community-based organizations (locally focused)</b>	<b>15</b>
<b>Community development or advocacy groups (mostly nationally focused)</b>	<b>15</b>
<b>Associations tied to the university sector</b>	<b>11</b>
<b>Foundations</b>	<b>2</b>
<b>Federal agency officials</b>	<b>2</b>
<b>Hospitals</b>	<b>2</b>
<b>TOTAL</b>	<b>75</b>

# Community Group Interviews

- **Atlanta Neighborhood Development Partnership (Atlanta, GA)**
- **Deep South Center for Environmental Justice (New Orleans, LA)**
- **Detroiters Working for Environmental Justice (Detroit, MI)**
- **Durham Community Land Trustees (Durham, NC)**
- **Hawthorne Community Center (Indianapolis, IN)**
- **Ivanhoe Neighborhood Council (Kansas City, MO)**
- **Northside Resident Redevelopment Council (Minneapolis, MN)**
- **People for Community Recovery (Chicago, IL)**
- **Steel Valley Enterprise Zone (Western PA)**
- **Strategic Action for a Just Economy (Los Angeles, CA)**
- **Partnership Community Development Corporation (Philadelphia, PA)**
- **UPROSE (United Puerto Rican Organization of Sunset Park) (Brooklyn, NY)**
- **Urban Habitat & Race Poverty and the Environment (Oakland, CA)**
- **WeAct for Environmental Justice (New York, NY)**
- **West Oakland Environmental Indicators Project (Oakland, CA)**

# Operational Challenges

- Community distrust
- Institutional buy-in
- Internal governance
- Connecting to mission
- Building relationships
- Creating a diversified approach
- Race and cultural divisions
- Institutional fragmentation
- Difficulty in tracking results

# Measurement Challenges

- Access to data and resources to track metrics
- Impact is often a product of a collective process, not of a single institution
- Need to measure what is important, not simply what is easiest to measure
- Operationally, need to measure over the long haul, not merely for a year or two

# Measurement Solutions

“The point is not to measure everything. While in each area there are hundreds of things [to measure], let’s agree on a few key indicators ... Perfect data can be the enemy of the good.”

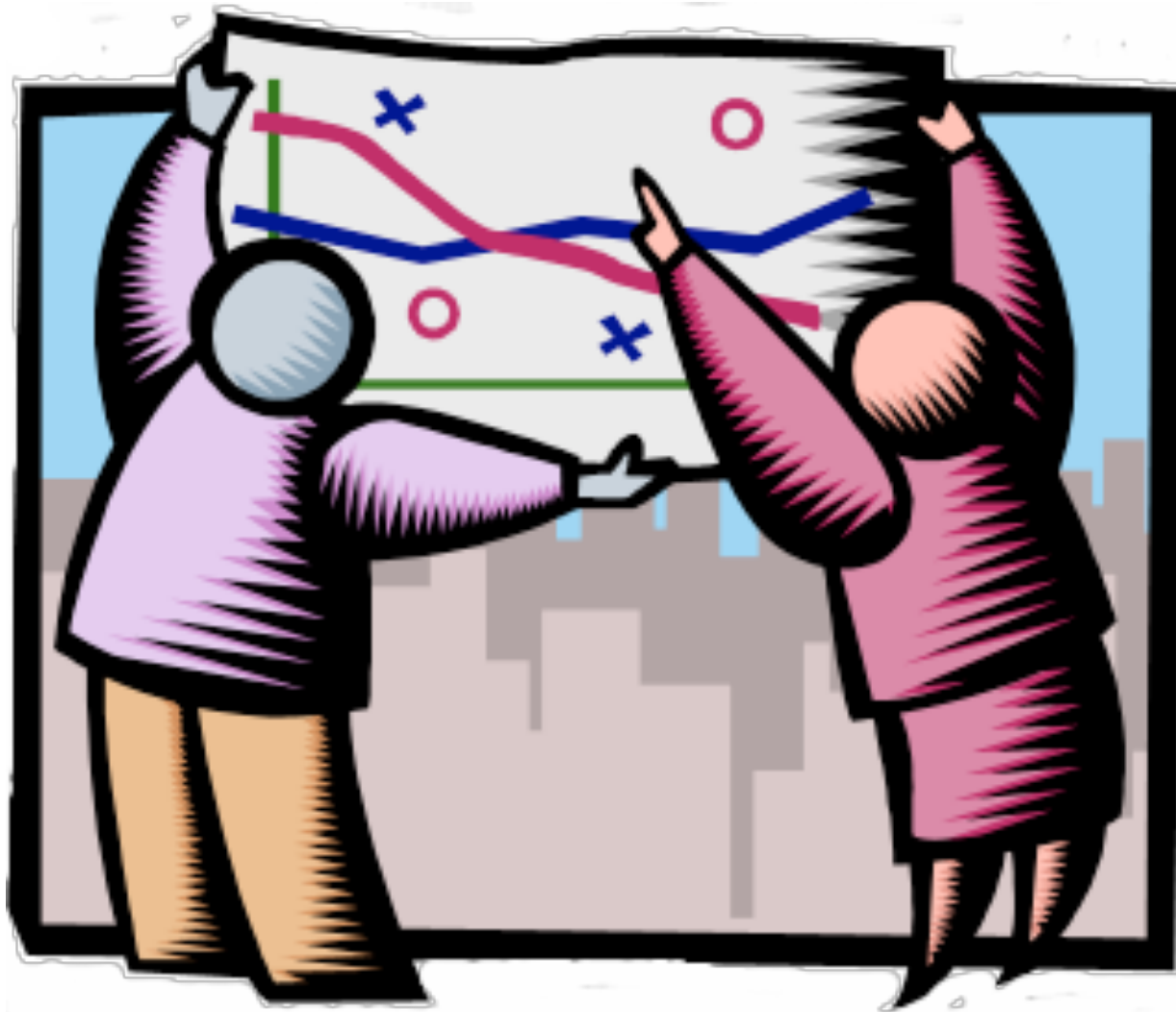
Wim Wiewel, President  
Portland State University

# Measurement Principles

- Focus on what anchor institutions can control, not what they cannot
- Set benchmarks
- Use policy metrics to assess impact in areas where numerical goals won't work
- Establish goals and timelines
- Include metrics that have a known relations to improving local economic multipliers



# Desired Outcomes and Indicators



# ANCHOR MISSION DASHBOARD

COMMUNITY BENEFIT

## ECONOMIC DEVELOPMENT



EQUITABLE LOCAL &  
MINORITY HIRING

EQUITABLE LOCAL &  
MINORITY BUSINESS  
PROCUREMENT

VIBRANT ARTS &  
CULTURAL  
DEVELOPMENT

THRIVING BUSINESS  
INCUBATION

AFFORDABLE  
HOUSING

SOUND COMMUNITY  
INVESTMENT

## HEALTH, SAFETY & ENVIRONMENT



HEALTHY COMMUNITY  
RESIDENTS

SAFE STREETS &  
CAMPUSES

HEALTHY  
ENVIRONMENT

## COMMUNITY BUILDING & EDUCATION



STABLE & EFFECTIVE  
LOCAL PARTNERS

FINANCIALLY SECURE  
HOUSEHOLDS

EDUCATED YOUTH

# Key Themes

- Define your community
- Agree on specific desired outcomes
- Focus on two principal kinds of indicators:
  - 1) Indicators that measure the *status* of the community
  - 2) Indicators that measure *institutional effort* to improve the status of the community



DESIRED  
OUTCOMES

## EQUITABLE LOCAL & MINORITY HIRING

ILLUSTRATIVE  
INDICATORS

Percent of local and minority  
hires in staff positions

Percent employed at living  
wage or above

DATA  
SOURCE

Institutional data



DESIRED  
OUTCOMES

## EQUITABLE LOCAL & MINORITY BUSINESS PROCUREMENT

ILLUSTRATIVE  
INDICATORS

Percent of procurement dollars  
directed to local,  
minority-owned, and  
woman-owned businesses

DATA  
SOURCE

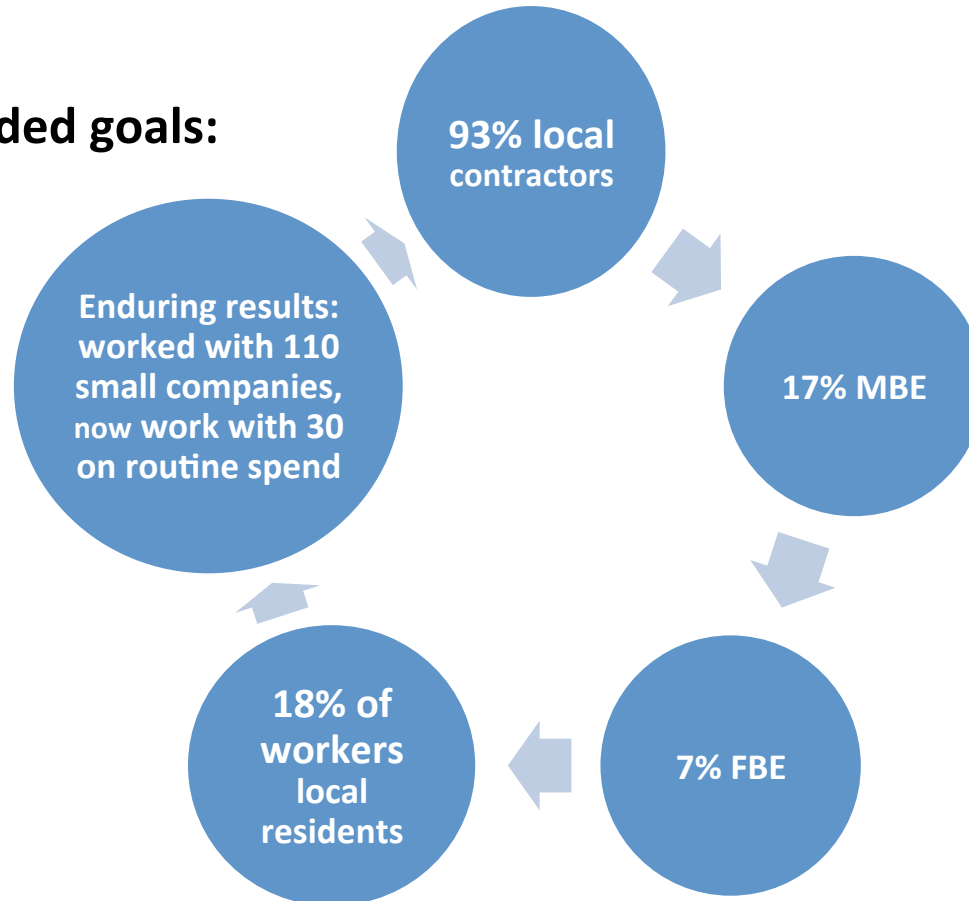
Institutional data

# University Hospitals (Cleveland) Vision 2010

Construction of major new facilities =

**\$1.2 Billion**

Results exceeded goals:





DESIRED  
OUTCOMES

# THRIVING BUSINESS INCUBATION

ILLUSTRATIVE  
INDICATORS

Jobs and businesses created  
and retained (1 year, 5 years)

Percent of incubated  
businesses serving  
low-income and minority  
populations

Dollars directed toward seed  
funding for community-  
owned business

DATA  
SOURCE

Institutional data



**ECONOMIC DEVELOPMENT**

**DESIRED  
OUTCOMES**

**VIBRANT ARTS &  
CULTURAL  
DEVELOPMENT**

**ILLUSTRATIVE  
INDICATORS**

Dollars spent on arts and  
culture-based economic  
development

Number of arts and cultural  
jobs and businesses created  
and retained

**DATA  
SOURCE**

Institutional data



# Syracuse Univ.: Near West Side Initiative

## Syracuse Arts, Life & Technology District



- \$13.8M Debt Reinvestment Funds applied to revitalization of neighborhood, with focus on arts and culture
- Home Ownership Grant & Guaranteed Mortgage Programs
- Connective Corridor



DESIRED  
OUTCOMES

# AFFORDABLE HOUSING

ILLUSTRATIVE  
INDICATORS

Dollars invested in creating  
affordable housing

Dollars invested in  
community land trusts

Percent of households below  
200 percent of poverty line  
that spend <30 percent of  
income on housing

DATA  
SOURCE

Institutional data,  
official records (census)

# Mayo Clinic (Rochester, MN)



- Helped to finance the “First Homes” community land trust to maintain housing affordability in the community
- 875 units of housing were constructed; 210 in the land trust
- All homes within a 30-mile radius of Rochester





DESIRED  
OUTCOMES

## SOUND COMMUNITY INVESTMENT

ILLUSTRATIVE  
INDICATORS

Percent of endowment and operating dollars directed toward community impact investments (e.g., support of community development financial institutions)

DATA  
SOURCE

Institutional data

# Leveraging University Endowments

<b>University</b>	<b>City</b>	<b>Use of Endowment</b>	<b>Amount</b>
Clark	Worcester, MA	Education/Community building	\$7M
Duke	Durham, NC	Latino credit union finance	\$5M
Harvard	Cambridge, MA	Affordable housing loan fund	\$20M
Ohio State	Columbus, OH	Mixed-use development	\$28M
Trinity	Hartford, CT	Education/Community building	\$5.9M
Cincinnati	Cincinnati, OH	Mixed use development	\$148.6M



DESIRED  
OUTCOMES

## STABLE & EFFECTIVE LOCAL PARTNERS

ILLUSTRATIVE  
INDICATORS

Existence of partnership  
center or community advisory  
board

Positive feedback from survey  
of service-learning/ capstone  
partners

Civic health index rating

DATA  
SOURCE

Institutional and survey data



DESIRED  
OUTCOMES

# FINANCIALLY SECURE HOUSEHOLDS

ILLUSTRATIVE  
INDICATORS

Percent of households in  
asset poverty

Dollars spent on community  
financial education

Dollars and human resources  
directed to income tax filing  
assistance

DATA  
SOURCE

Institutional data,  
official records



DESIRED  
OUTCOMES

## EDUCATED YOUTH

ILLUSTRATIVE  
INDICATORS

High school graduation rate

Percent of students advancing  
to college or apprenticeship  
programs

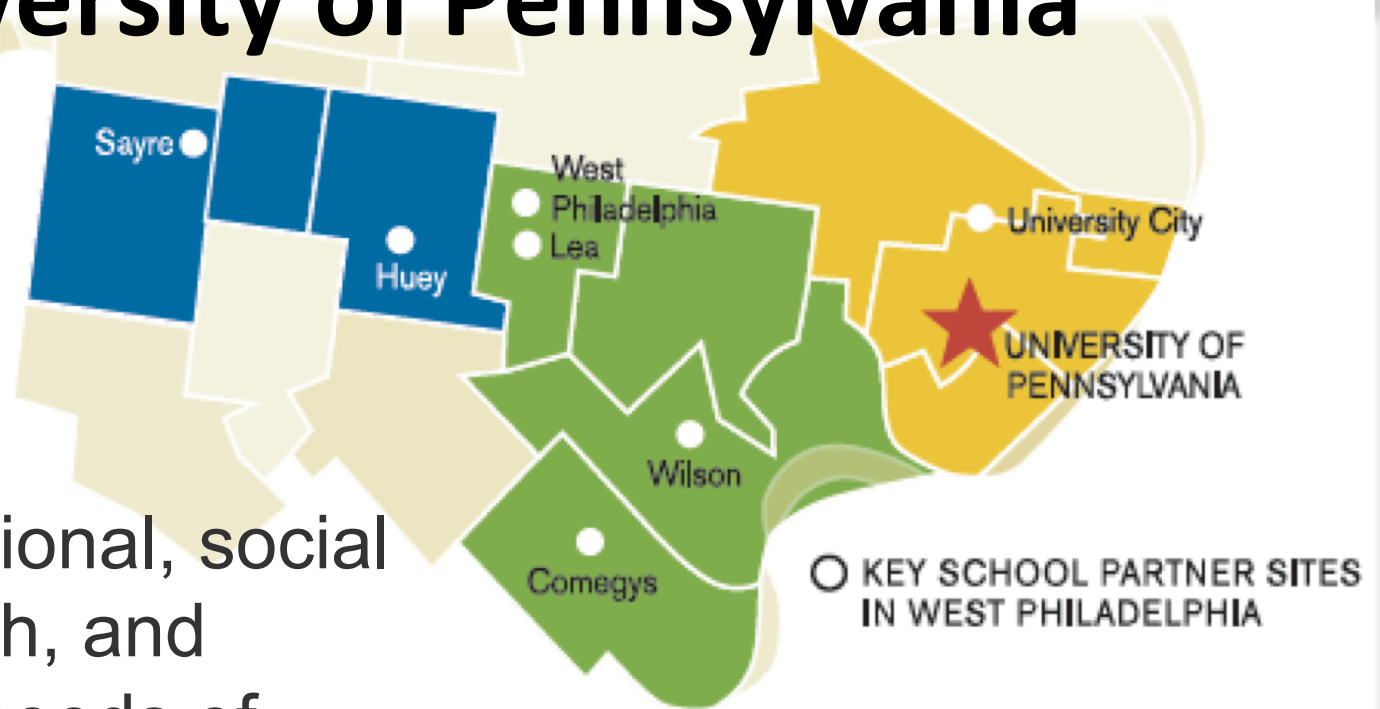
Math and reading proficiency

DATA  
SOURCE

Public school reported data



# University of Pennsylvania



Serve educational, social service, health, and recreational needs of students and community

Engage universities as lead partners in providing academic, human, and material resources





DESIRED  
OUTCOMES

# HEALTHY COMMUNITY RESIDENTS

ILLUSTRATIVE  
INDICATORS

Dollars spent on public  
health initiatives (e.g.,  
clinics)

Number of grocery stores  
per zip code

DATA  
SOURCE

Institutional data,  
official records



DESIRED  
OUTCOMES

## SAFE STREETS & CAMPUSES

ILLUSTRATIVE  
INDICATORS

Dollars spent on streetscape  
improvements

Rates of violent crime

Rates of property crime

DATA  
SOURCE

Institutional data, survey data,  
official records



DESIRED  
OUTCOMES

# HEALTHY ENVIRONMENT

ILLUSTRATIVE  
INDICATORS

Percent reduction of carbon  
emissions

STARS index rating

Greenhealth index rating

DATA  
SOURCE

Institutional data

## Gundersen-Lutheran Health System (WI)



- Developed local wind (14M kwh) and biogas. 100% renewable energy sourcing goal by 2014.
- Goal of 20% local food production.
- Founding member of multi-stakeholder Fifth Season farmer-consumer cooperative.
- Pursue local purchasing through negotiating local subcontracting with first-tier suppliers.



Top: Engine for waste biogas energy project on Gundersen's Onalaska Campus (May 2012). Bottom: Wind turbine energy project in Cashton, Wisconsin (May 2012). Photos: Gundersen Lutheran.

# What Do We Mean by the “Anchor Mission”

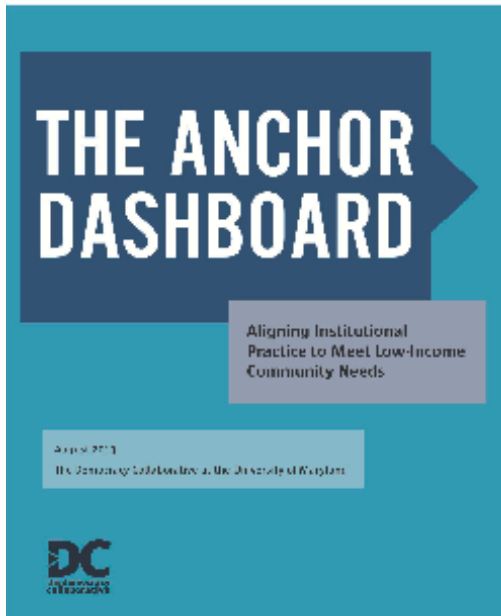
*To consciously and strategically apply the long-term, place-based economic power of the institution, in combination with its human and intellectual resources, to better the welfare of the communities in which they reside, and in particular low- and moderate-income neighborhoods.*

**WHAT'S YOUR NEXT STEP?**

# Steps Toward Implementation

- Promote use of common measures within trade associations and at conferences of anchors and community development networks
- Enlist university, hospital and arts leaders to pilot Dashboard metrics and data accumulation
- Empower community groups to track institutional efforts
- Build a community of learning and practice
- Expand Regional Federal Reserve Bank research, publishing and convening on anchor institutions and metrics





## For More Information

**For supporting policy briefs and free downloads of the Anchor Dashboard and research report, see: [www.community-wealth.org/indicators](http://www.community-wealth.org/indicators)**

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