The Anchor Dashboard
Presentation of Findings

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The Democracy Collaborative
www.community-wealth.org

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

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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:**
  o Hospitals: annual procurement $750 billion
  o Universities: $373 billion
  o More than $1 trillion; 6% of GDP

• **Endowments:**
  o Hospitals: $500 billion
  o 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

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

• Atlanta Neighborhood Development Partnership (Atlanta, GA)
• Deep South Center for Environmental Justice (New Orleans, LA)
• Detrioters 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
“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

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
<table>
<thead>
<tr>
<th>DESIRED OUTCOMES</th>
<th>EQUITABLE LOCAL &amp; MINORITY BUSINESS PROCUREMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILLUSTRATIVE INDICATORS</td>
<td>Percent of procurement dollars directed to local, minority-owned, and woman-owned businesses</td>
</tr>
<tr>
<td>DATA SOURCE</td>
<td>Institutional data</td>
</tr>
</tbody>
</table>
University Hospitals (Cleveland) Vision 2010

Construction of major new facilities = $1.2 Billion

Results exceeded goals:

- 93% local contractors
- 17% MBE
- 7% FBE
- 18% of workers local residents
- Enduring results: worked with 110 small companies, now work with 30 on routine spend

Enduring results: worked with 110 small companies, now work with 30 on routine spend
<table>
<thead>
<tr>
<th>Desired Outcomes</th>
<th>Thriving Business Incubation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Illustrative Indicators</strong></td>
<td>Jobs and businesses created and retained (1 year, 5 years)</td>
</tr>
<tr>
<td></td>
<td>Percent of incubated businesses serving low-income and minority populations</td>
</tr>
<tr>
<td></td>
<td>Dollars directed toward seed funding for community-owned business</td>
</tr>
<tr>
<td><strong>Data Source</strong></td>
<td>Institutional data</td>
</tr>
<tr>
<td>DESIRED OUTCOMES</td>
<td>VIBRANT ARTS &amp; CULTURAL DEVELOPMENT</td>
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</tr>
<tr>
<td>ILLUSTRATIVE INDICATORS</td>
<td>Dollars spent on arts and culture-based economic development</td>
</tr>
<tr>
<td></td>
<td>Number of arts and cultural jobs and businesses created and retained</td>
</tr>
<tr>
<td>DATA SOURCE</td>
<td>Institutional data</td>
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</table>
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
<table>
<thead>
<tr>
<th>DESIRED OUTCOMES</th>
<th>AFFORDABLE HOUSING</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILLUSTRATIVE INDICATORS</td>
<td></td>
</tr>
<tr>
<td>Dollars invested in creating affordable housing</td>
<td></td>
</tr>
<tr>
<td>Dollars invested in community land trusts</td>
<td></td>
</tr>
<tr>
<td>Percent of households below 200 percent of poverty line that spend &lt;30 percent of income on housing</td>
<td></td>
</tr>
<tr>
<td>DATA SOURCE</td>
<td></td>
</tr>
<tr>
<td>Institutional data, official records (census)</td>
<td></td>
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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
<table>
<thead>
<tr>
<th>DESIRED OUTCOMES</th>
<th>SOUND COMMUNITY INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILLUSTRATIVE INDICATORS</td>
<td>Percent of endowment and operating dollars directed toward community impact investments (e.g., support of community development financial institutions)</td>
</tr>
<tr>
<td>DATA SOURCE</td>
<td>Institutional data</td>
</tr>
</tbody>
</table>
# Leveraging University Endowments

<table>
<thead>
<tr>
<th>University</th>
<th>City</th>
<th>Use of Endowment</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clark</td>
<td>Worcester, MA</td>
<td>Education/Community building</td>
<td>$7M</td>
</tr>
<tr>
<td>Duke</td>
<td>Durham, NC</td>
<td>Latino credit union finance</td>
<td>$5M</td>
</tr>
<tr>
<td>Harvard</td>
<td>Cambridge, MA</td>
<td>Affordable housing loan fund</td>
<td>$20M</td>
</tr>
<tr>
<td>Ohio State</td>
<td>Columbus, OH</td>
<td>Mixed-use development</td>
<td>$28M</td>
</tr>
<tr>
<td>Trinity</td>
<td>Hartford, CT</td>
<td>Education/Community building</td>
<td>$5.9M</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>Cincinnati, OH</td>
<td>Mixed use development</td>
<td>$148.6M</td>
</tr>
<tr>
<td>DESIRED OUTCOMES</td>
<td>STABLE &amp; EFFECTIVE LOCAL PARTNERS</td>
<td></td>
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<td>------------------------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>ILLUSTRATIVE INDICATORS</td>
<td>Existence of partnership center or community advisory board</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Positive feedback from survey of service-learning/ capstone partners</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Civic health index rating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATA SOURCE</td>
<td>Institutional and survey data</td>
<td></td>
<td></td>
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</tbody>
</table>
**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
<table>
<thead>
<tr>
<th>Desired Outcomes</th>
<th>Educated Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illustrative Indicators</td>
<td></td>
</tr>
<tr>
<td>High school graduation rate</td>
<td></td>
</tr>
<tr>
<td>Percent of students advancing to college or apprenticeship programs</td>
<td></td>
</tr>
<tr>
<td>Math and reading proficiency</td>
<td></td>
</tr>
<tr>
<td>Data Source</td>
<td>Public school reported data</td>
</tr>
</tbody>
</table>
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.
<table>
<thead>
<tr>
<th>Desired Outcomes</th>
<th>Healthy Community Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illustrative Indicators</td>
<td>Dollars spent on public health initiatives (e.g., clinics)</td>
</tr>
<tr>
<td></td>
<td>Number of grocery stores per zip code</td>
</tr>
<tr>
<td>Data Source</td>
<td>Institutional data, official records</td>
</tr>
</tbody>
</table>
**DESIRED OUTCOMES**

**SAFE STREETS & CAMPUS**

**ILLUSTRATIVE INDICATORS**
- Dollars spent on streetscape improvements
- Rates of violent crime
- Rates of property crime

**DATA SOURCE**
- Institutional data, survey data, official records
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.
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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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