

# THE ANCHOR DASHBOARD

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## Presentation of Findings

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Development  
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# Who We Are

Promote innovations in community economic development that enhance democratic life

## RESEARCH

Write reports on anchors, public enterprise, community wealth building, green economy, etc.

## FIELD BUILDING

Participate in anchor institution task force, metrics development, webinars, education & training, our Community-Wealth.org web information portal, etc.

## ADVISORY

Develop community wealth building strategies linked to “eds and meds” & local philanthropy:

- Cleveland, OH
- Atlanta, GA
- Washington, DC
- Pittsburgh, PA
- Amarillo, TX

# What is Community Wealth Building?

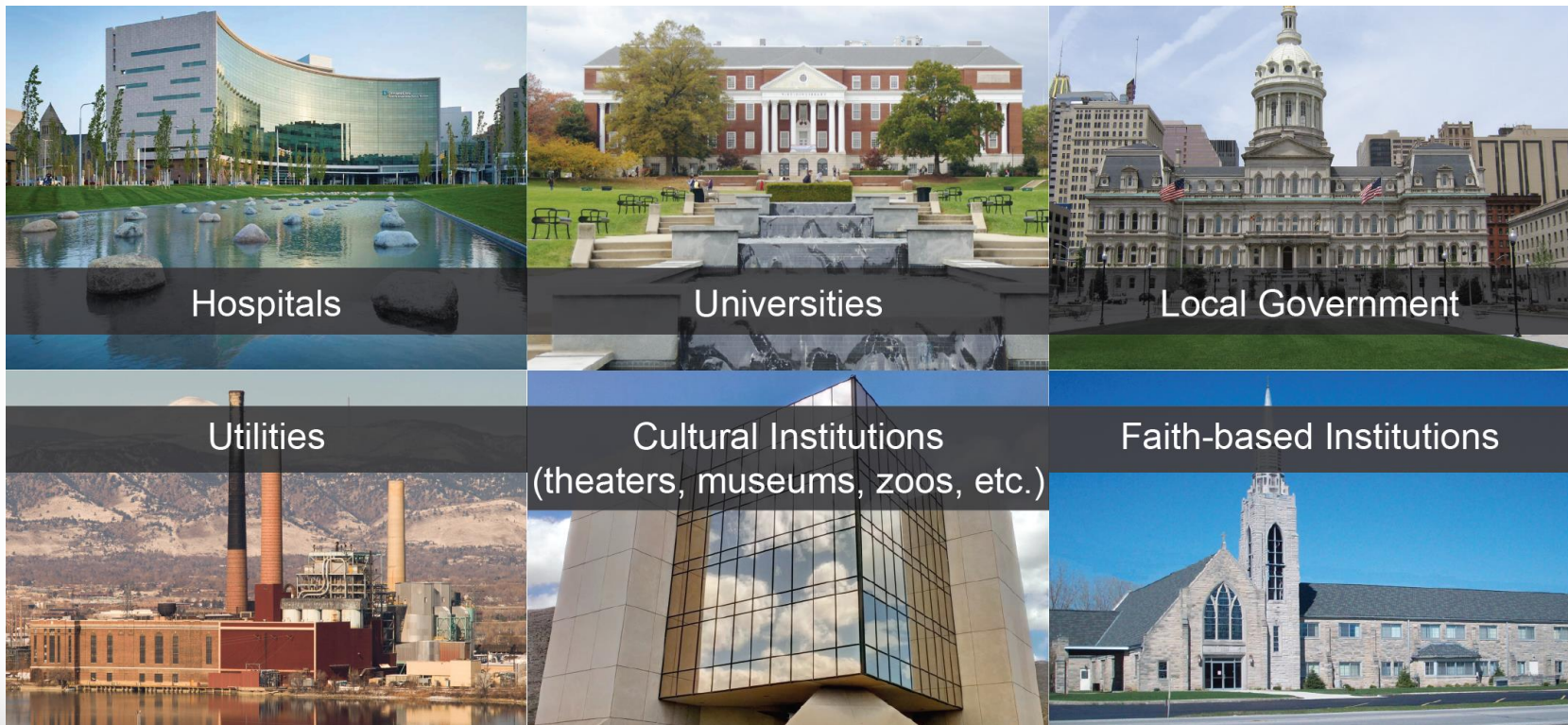
A new approach to community development that **creates economic prosperity by democratizing wealth and ownership**. Key facets of this approach include:

- 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 are Anchor Institutions?

- “Sticky capital”
- Economic engine: employer and purchaser
- Vested interest in surrounding communities
- Typically nonprofit or public

## Types of Anchors



## **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.

The Democracy Collaborative's Anchor Institution Initiative

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## Why an Anchor Dashboard?

- Growing recognition that community economic development is part & parcel of what anchor institutions do
- **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
- **Caveat:** The Dashboard is a starting point, not the final word. Our hope is that some institutions will pilot its use so that it can be refined over time and a learning community can be established.



# 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>



# Key Themes



1. Define the community
2. Agree on specific desired outcomes
3. Include two kinds of indicators, which measure:
  - Status of the community
  - Institutional effort to improve the status of the community



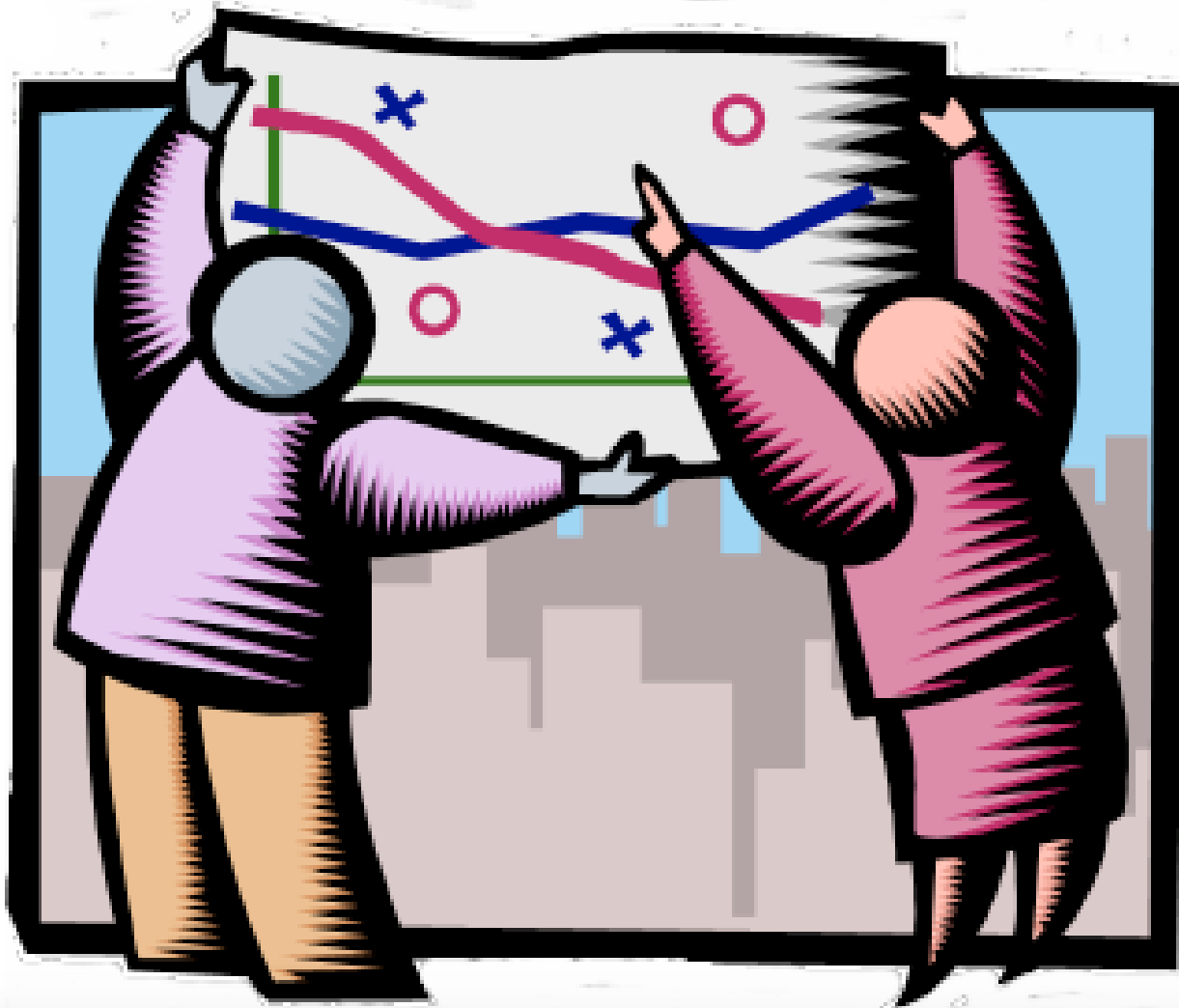
## Principles of Measurement

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

*“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

# 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

## ECONOMIC DEVELOPMENT



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

## ECONOMIC DEVELOPMENT



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

## ECONOMIC DEVELOPMENT



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 Inclusion

## Miami Dade College Office of Minority and Small Business Enterprise



Through the influence of the Miami Culinary Institute and its public rooftop restaurant, Tuyó, MDC encourages peers to buy local, too.

- Established 1994
- Minority and Small Business Coordinator oversees policies and procedures for economic inclusion
- **Reverse trade shows:** Procurement officers set up displays and targeted MBE vendors are invited to attend, rather than making MBEs set up booths
- **Results:** MBEs obtain between 20 and 27 percent of total MDC procurement



## 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

## ECONOMIC DEVELOPMENT



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)

## ECONOMIC DEVELOPMENT



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

# Community Investment

## Dignity Health (California, Nevada & Arizona)



- \$80 million loan fund; low-interest (0-5%; mixed blend 3.7%) for low-income communities
- Patient lender and often first investor in
- 25% lent to CDFIs; 5% to credit unions

## COMMUNITY BUILDING & EDUCATION



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

## COMMUNITY BUILDING & EDUCATION



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

## COMMUNITY BUILDING & EDUCATION



DESIRED  
OUTCOMES

### EDUCATED YOUTH

ILLUSTRATIVE  
INDICATORS

High school graduation rate

Percent of students advancing  
to college or apprenticeship  
programs

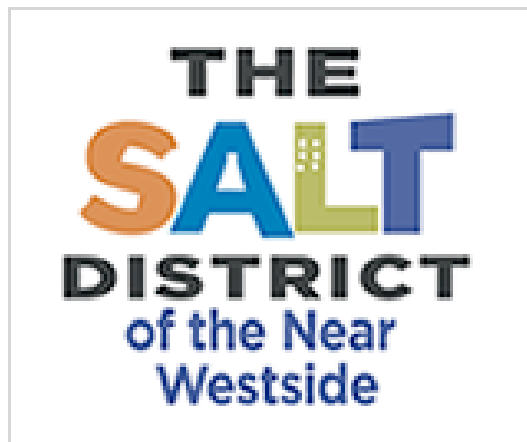
Math and reading proficiency

DATA  
SOURCE

Public school reported data

# Syracuse University: Near West Side Initiative

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





## HEALTH, SAFETY & ENVIRONMENT



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

## HEALTH, SAFETY & ENVIRONMENT



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

## HEALTH, SAFETY & ENVIRONMENT



DESIRED  
OUTCOMES

**HEALTHY  
ENVIRONMENT**

ILLUSTRATIVE  
INDICATORS

Percent reduction of carbon  
emissions

STARS index rating

Greenhealth index rating

DATA  
SOURCE

Institutional data

# Emory University

- **Green Building:** As of 2009, Emory had more square feet of LEED (Leadership & Excellence in Environmental Design)-certified buildings than any other U.S. college
- **Local produce:** Emory has set goal to purchase 75% of produce within the state; but is only at roughly 30% today
- To close the gap, Emory is helping to develop a start-up Atlanta-based, employee-owned greenhouse, Atlanta Lettuce Works.



## Next Steps



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## What Can Institutions Do?

- 1) Identify a target neighborhood geography
- 2) Commit to seeking improvement in the twelve desired outcomes of the Dashboard within those selected neighborhoods
- 3) Work on indicator development and refinement
- 4) Cooperate with other institutions to build a community of practice

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## What Can Students and Community Members Do?

- Introduce faculty & administrators to dashboard
- Gather data on your own campus
- Write a report or an article in a student paper
- Build partnerships with community groups
- Develop a campus-community project that embodies anchor mission principles
- Share the knowledge: Report back on efforts

# Thank you!

**For more information:**  
**[www.community-wealth.org](http://www.community-wealth.org)**

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