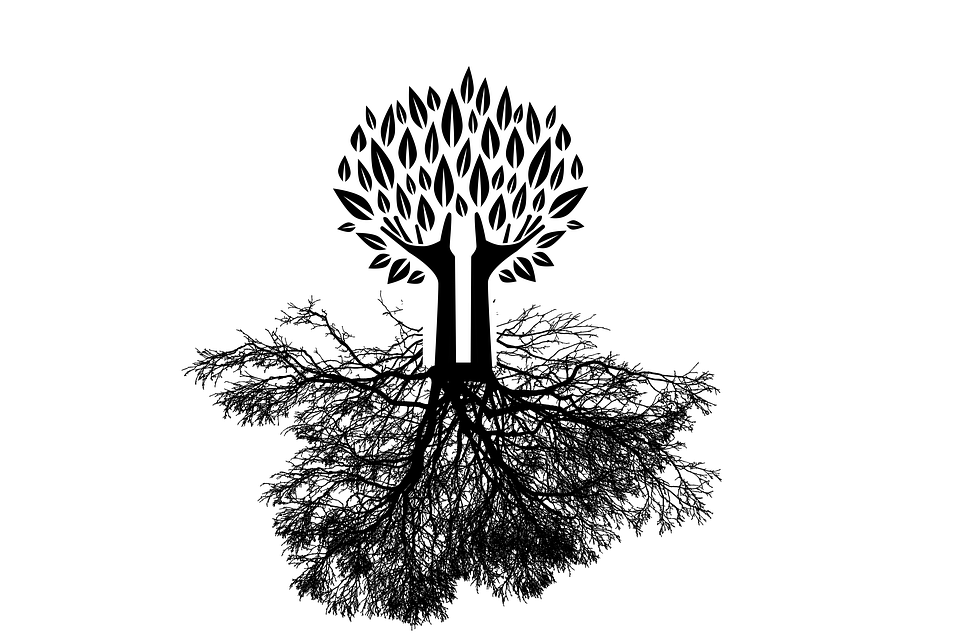
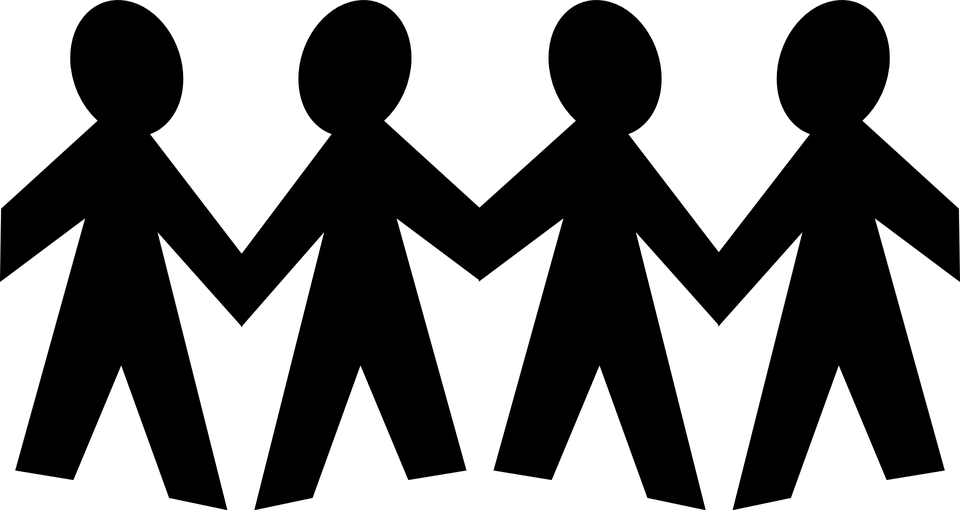
****“Anchors” in our Community: Creating Wealth and Well-Being in Partnership with Neighbors**

draft

*Adapted from Michelle Sturm, the Center for Community Wealth Building & Denver Anchor Network for the Eastside Unified Anchor Action Team*

*A commitment to anchor mission work reflects a systemic, common sense approach that serves the growth and needs of institutions while catalyzing thriving and resilient* *communities.*

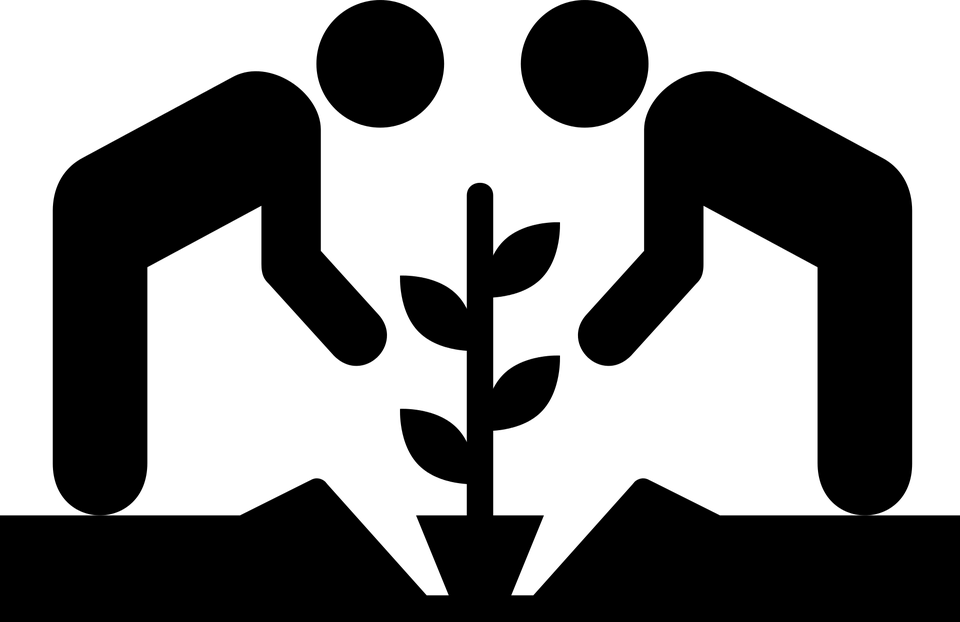
**What is an anchor institution?**

Anchor institutions are nonprofit or public institutions that strengthen the foundation of neighborhoods and communities by providing essential goods and services. Anchor institution missions include serving communities and are often among the largest employers and purchasers of goods and services in a region ([learn more at the Democracy Collaborative](https://democracycollaborative.org/democracycollaborative/anchorinstitutions/Anchor%20Institutions)). Hospitals, universities, and cultural institutions like zoos and museums all play this important role for communities.

**How do anchor institutions build community wealth?**

A region’s institutions are only as healthy as the communities where they are located. When an anchor institution commits to leveraging institutional assets to intentionally create greater economic opportunity in low-income and marginalized communities, they are adopting an anchor mission. This deliberate effort to build collective community wealth is achieved in partnership with communities--through purposeful practices in the areas of:

* **Hiring**- Example: The Community Campus Partnership at the Anschutz Medical Campus runs a Hire Local program, deliberately connecting low-income residents in north Aurora with entry level job opportunities with three different hospitals on the campus: <https://com-cam.org/hirelocal/>
* **Purchasing:** Example: Purchase food for meetings from local restaurants instead of corporate chains. Similarly, for catered events, hire catering companies owned by women, immigrants or minorities.
* **Capital investment:** Examples: Bank with a local credit union or bank, instead of a Wall Street bank. Invest a portion of the institution’s endowment locally, bringing capital into low-income communities.
* **Employee benefit practices** related to paying living wages, paid time off, or other support and compensation are also a part of fulfilling an anchor mission. The Ochsuer Health System in New Orleans raised wages and experienced dramatic reductions in staff turnover and healthier, happier employees who reported they were able to quit their side jobs.

**How do anchor institutions partner with communities?**

Fulfilling an anchor mission also means using the institution’s influence and resources to partner with communities in achieving the vision *they* have for their future–viewing neighbors as respected partners with whom to work, rather than a population “to do for” or “to do to.” Engaging with communities as respected partners allows the leveraging of both institutional and community assets for the benefit of all.

**Why adopt an anchor mission?**

Building a thriving and resilient community requires shared effort and commitment from everyone connected to that community--from residents, to businesses, to institutions. But many neighborhoods, even in the face of economic growth, are often left behind due to historical structures of racism and generational wealth gaps.

In Denver, families which have been rooted in historic communities for generations are at-risk of involuntary displacement due to gentrification and wages not keeping pace with housing costs. When institutions deliberately align internal operations with the intention to rebuild relationships and work in partnership with community members, the result is greater community wealth and healthier communities.

After all, institutions will only be as healthy as the communities in which they are anchored.

**Anchor Mission Resource Inventory for the**

**Eastside Unified Unido Anchor Action Team**

Resources compiled by the Denver Anchor Network, January 2019

Local Support

The **Denver Anchor Network** (DAN) provides a mechanism to accelerate the learning and progress of anchor mission work in the Denver Metro Area. It is a project of The Denver Foundation, Mile High Connects, and the Center for Community Wealth Building. The DAN, still in its early stage of formation, welcomes the engagement of anchors interested in learning together and supporting the advancement of the field. Contact: michelle.sturm16gmail.com

The **Center for Community Wealth Building** specializes in connecting anchors to community partners, whether it be budding local entrepreneurs or residents coming together to form a worker cooperative eager to fulfill a business need of an anchor institution; and also to other nonprofits and service providers who can provide the support needed to implement a new initiative. (E.g. connecting with an organization who can offer financial coaching for an anchor’s low-wage workers to help them escape from toxic loan products.) Contact: Yessica Holguin yessica@communitywealthbuilding.org

National Support

**The Democracy Collaborative (TDC),** a nonprofit organization with offices in Washington, D.C. and Cleveland, Ohio is the leading field-builder for anchor institution engagement in building community wealth in low-income communities. They are moving anchor work forward through a networked approach, advancing the field by bringing anchors together to work towards

common goals, utilizing collective power to maximize impact. They have launched three national anchor networks:

* The **Healthcare Action Network** is a national collaboration of more than 40 leading healthcare systems building more inclusive and sustainable local economies. https://www.healthcareanchor.network
* The **Higher Education Anchor Mission Initiative**, formed in partnership with the Coalition of Urban and Metropolitan Universities, formed in 2018 and aims to further anchor mission work thru a learning and action network. www.cumuonline.org/what-we-do/anchor-mission-initiative/
* The **Anchor Collaborative Network**, currently in formation, aims to advance anchor mission work in cities and regions that have formed Anchor Networks (e.g. the Denver Anchor Network).

TDC’s networks provide excellent learning opportunities for local anchors. TDC’s website also offers a treasure trove of publications and tools. https://democracycollaborative.org/democracycollaborative/anchorinstitutions/

Anchor%20Institutions

Anchor Networks: Articles and Examples

*These resources provide concrete examples of what is possible when anchor institutions come together in a specific geography to maximize their impact.*

* *Article:* ***“What Anchor Institutions Can Do by Working Together,”*** by Justine Porter and Bich Ha Pham <https://shelterforce.org/2018/10/22/what-anchorinstitutions-can-do-by-working-together/>
* *Article:* ***“Anchoring Hospitals in the Community: Growing network of health systems takes on social determinants”*** This article makes a strong case for hospitals’ self-interest in adopting an anchor mission. <https://gallery.mailchimp.com/e51d2c7d40bc9992285e71110/files/00326d35-29bc-4f07-9636-ba36bb3556df/TRU0618_FtrPopHealth.01.pdf?mc_cid=8b75e9b7ac&mc_eid=8ba0965330>
* **Chicago Anchors for a Strong Economy (CASE)** CASE is an initiative of World Business Chicago. It focuses on (1) connecting local businesses to Chicago anchor institutions and (2) supporting local hiring efforts of the Chicagoland Healthcare Workforce Collaborative. <https://chicagoanchors.com>
* **Central Corridor Anchor Partnership** This is a 12-member anchor collaborative composed of healthcare providers, higher education institutions, and two financial institutions, located along a transit line in Minneapolis/St. Paul. <https://www.centralcorridoranchorpartnership.org>. They have committed to:
  + Increase anchor purchasing with corridor businesses and aggregate anchor demand to secure better pricing. They determined that 25% of anchor spending could be shifted to local spending.
  + Increase hiring from surrounding neighborhoods and achieve racial diversity goals across job categories.
  + Align higher education training programs with projected job openings and provide opportunities for high school students to explore healthcare career options.
  + Increase transit use among anchor employees and students. One of the benefits they expect is a reduced need for parking expansion.
* **Baltimore Integration Project** A collaborative partnership of anchor institutions, funders, nonprofits and public organizations focused on establishing economic inclusion as the business culture of norm in the Baltimore region. <https://baltimorepartnership.org/>
* **Future Baltimore** is a partnership between Bon Secours (a health system), Kaiser Permanente, and neighborhood leaders focused on addressing the social, economic and health needs of community members who live in the three neighborhoods within the 21223 zip code. The unofficial motto of Future Baltimore: “Nothing about me without me.” The partnership has nine programs that address four community health needs: mental health, economic security, health care access, and community safety. *“We will consider Future Baltimore successful when we have disrupted the cycle of poverty, disrupted inequity in the zip code and when we see expanded opportunities for employment and affordable housing and communities that are hopeful and socially adhesive.”*
* **Memphis Medical District Collaborative** is a community development organization focused on improving neighborhood vitality and quality of life in a defined geography, supported by eight anchors (including healthcare and higher education anchors, and a nonprofit biomedical business incubator and workforce developer). <https://www.mdcollaborative.org/anchorpartners>
* **The Newark Anchor Collaborative** Participating anchors have committed to supporting the City of Newark’s Hire, Buy, Live initiative to advance equitable economic development strategies in Newark. Anchors include businesses, higher education, cultural institutions, and the health care sector. <https://www.newark-alliance.org/anchor>
* **Philadelphia Anchors for Growth and Equity (PAGE)**: a partnership between 12 anchors that works to increase local purchasing by large institutional buyers to grow Philadelphia businesses, strengthen the local economy, create jobs, and build wealth. [www.economyleague.org/driving-regionalchange/campaigns-projects/philadelphia-anchors-growth-equity](http://www.economyleague.org/driving-regionalchange/campaigns-projects/philadelphia-anchors-growth-equity)

Anchor Mission Implementation: Local Purchasing

* https://hospitaltoolkits.org/purchasing Looks at the sourcing of goods, services, and food opportunities within hospitals and health systems. The content is transferable to any anchor institution. The website gives examples from across the country, tools for case-making, templates, and steps for getting started.
* After eight years of commitment to anchor mission work, **Drexel University** in Philadelphia shares step-by-step guidance for buy local, hire local, and build local efforts. <https://drexel.edu/civicengagement/centers-initiatives/economic-inclusion/step-by-step/>
* *Article:* ***“Turning Health Care into Community Wealth in Cleveland,”*** by Sarah Trent. Describes the iconic anchor mission work in Cleveland, where the anchors aggregated demand for laundry services and helped launch a worker-owned commercial laundry facility. <https://nextcity.org/daily/entry/>turning-healthcare-into-community-wealth-in-cleveland

o **Own Rochester** is a nonprofit launched by the City of Rochester’s Office of

Community Wealth Building. They launch worker cooperatives to meet

anchor institution need for specific goods and services. https://

www.ownrochester.coop

Anchor Mission Implementation: Local Hiring

o https://hospitaltoolkits.org/workforce This link provides a comprehensive

toolkit for local hiring initiatives and explores key strategies specific to hiring:

(1) Expanding employment opportunities for local residents by tackling

barriers to employment and (2) Connecting frontline workers to pathways for

career advancement. The website is written from the perspective of hospitals

and health care systems, but the tools are applicable to other sectors. There

Resources compiled by the Denver Anchor Network, January 2019 page !4

are links to case studies, case-making resources, a readiness checklist, and

step-by-step guides for getting started.

o After eight years of commitment to anchor mission work, **Drexel University** in

Philadelphia shares step-by-step guidance for buy local, hire local, and build

local efforts. https://drexel.edu/civicengagement/centers-initiatives/

economic-inclusion/step-by-step/

o The **Community-Campus Partnership** at the Anschutz Medical Campus runs a

Hire Local program, deliberately connecting low-income residents in north

Aurora with entry level job opportunities with three different hospitals on the

campus. https://com-cam.org/hirelocal/

Anchor Mission Implementation: Local Investing

o https://hospitaltoolkits.org/investment This link provides a comprehensive

overview of utilizing institutional investment portfolios to improve community

health and well-being. Provides examples from health care institutions from

across the U.S., a readiness checklist, tools, and guides for how to get the

conversation started. The information is presented from the perspective of

healthcare institutions, but it is transferrable to other anchor institutions.

Measuring Anchor Institution Impact

o **The Anchor Dashboard** was developed by The Democracy Collaborative in

partnership with six universities in 2015. They developed core metrics within

the following domains: Engaged Anchor Institution; Economic Development;

Health, Safety, and Environment; and Community Building and Education.

The dashboard was designed “to help anchors tell their stories, gather

baseline data on community conditions, and document the internal

capacities and external partnerships necessary to advance their work.”

https://community-wealth.org/indicators Locally, the University of Denver

and Metropolitan State University of Denver are collecting data to include in

the Anchor Dashboard. Even though there are mixed reviews as to whether

this approach is the best use of time, the indicators provide helpful

guideposts in thinking about anchor mission work.

Resources compiled by the Denver Anchor Network, January 2019 page !5

o *Publication*: **Higher Education’s Anchor Mission: Measuring Place-Based**

**Engagement** by Emily Sladek, The Democracy Collaborative. Shares the core

measures developed by six universities to establish a baseline and method for

tracking their impact on the social and economic well-being of their

communities, based on anchor mission activities. https://

democracycollaborative.org/higher-ed-anchor-mission

Anchor Mission Case Studies

o *Publication:* **The Anchor Mission Playbook**, by Rush University Medical Center

with support from Chicago Anchors for a Strong Economy (CASE), the Civic

Consulting Alliance, and The Democracy Collaborative. Documents how

and why Rush University Medical Center embarked on an anchor mission,

including a readiness review, developing their anchor mission framework,

and implementing initiatives to carry out their goals specific to human

resources, procurement, capital projects, and treasury initiatives. https://

democracycollaborative.org/content/anchor-mission-playbook

o *Publication:* **Embracing an Anchor Mission: ProMedica’s All-In Strategy**, by

Randy Rostra, CEO of ProMedica and member of The Democracy

Collaborative’s Healthcare Anchor Network. “An in-depth look at how the

Toledo, Ohio based health system aligned its institutional operations and

clinical practice to better tackle the social determinants of health.” https://

democracycollaborative.org/content/embracing-anchor-missionpromedica-

s-all-strategy

o *Publication:* **Memphis Medical District Collaborative: Catalyzing Change on a**

**Community Level,** by Danny Fisher-Bruns and Nidia Logan-Robinson, 2018.

Describes their local context, core programs, tensions, and ingredients for

success. https://democracycollaborative.org/memphis

o *Publication:* **The Anchor Mission: Leveraging the Power of Anchor Institutions**

**to Build Community Wealth**, by Feranza Sarang, J. Phillip Thompson, and Ted

Howard, 2013. A case study of the path-breaking work of University Hospital in

Cleveland. https://democracycollaborative.org/content/anchor-missionleveraging-

power-anchor-institutions-build-community-wealth

o *Publication*: **Can Hospitals Heal America’s Communities? “All in for Mission” is**

**the Emerging Model for Impact**, by Tyler Norris and Ted Howard Case

building for how adopting an anchor mission addresses the social

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determinants of health and is in the self-interest of health care institutions.

https://democracycollaborative.org/content/can-hospitals-heal-americascommunities-

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o *Publication:* **Building A Culture of Health on Campus and in Communities** -

This 57-page report from the Robert Wood Johnson Foundation examines the

role of higher education in creating a Culture of Health. Embracing an

Anchor Mission is one of the four strategies covered. Provides multiple

examples of Hire Local, Buy Local, Invest Local and Build Local initiatives from

across the country. The examples are instructive for any type of anchor.

Anchor networks are also highlighted. Pages 17-25 and 41-48 are the pages

relevant to anchor mission work. https://www.rwjf.org/content/dam/farm/

reports/reports/2018/rwjf447427

Art Institutions’ Taking Steps to Address Racial Equity

o *Article:* **When an Elite Museum Prioritizes Inclusion**, by Catesby Holmes https://

nextcity.org/daily/entry/when-an-elite-museum-prioritizes-inclusion

o *Article:* **How One Museum is Tackling Its Diversity and Equity Challenges**, by

Audrey F. Henderson https://nextcity.org/daily/entry/how-one-museum-istackling-

its-diversity-and-equity-challenges