Good Food Jobs: Leveraging Anchor Institutions for Community Wealth Building

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Research Associate
Democracy Collaborative

January 28, 2015
New Partners for Smart Growth Conference
Baltimore, MD
The Democracy Collaborative
Promoting innovations to rebuild community wealth and enhance vital and equitable local economies

| Field Building
To create a “Community Wealth” movement: |
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<tbody>
<tr>
<td>C-W.org</td>
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<tr>
<td>CWB Roundtable</td>
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<tr>
<td>Learning/Action Lab</td>
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<tr>
<td>Policy Development</td>
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<td>Key Partnerships</td>
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<td>Conferences</td>
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| Advisory
Develop community wealth building strategies in local communities (with City governments, local philanthropy, anchors): |
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<tbody>
<tr>
<td>Cleveland, OH</td>
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<tr>
<td>Atlanta, GA</td>
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<td>Washington, DC</td>
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<tr>
<td>Pittsburgh, PA</td>
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<td>Amarillo, TX</td>
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<td>Jacksonville, FL</td>
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<td>New Orleans, LA</td>
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| Research
Build knowledge for the field: |
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<tbody>
<tr>
<td>Reports</td>
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<td>Articles</td>
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<td>Case Studies</td>
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<tr>
<td>Books</td>
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<td>Metrics &amp; Indicators</td>
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| Next System
Expand network of scholars & activists: |
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<tr>
<td>Conferences (Harvard, MIT)</td>
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<td>Commissioned Research</td>
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<td>Next System Book</td>
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HOSPITALS BUILDING HEALTHIER COMMUNITIES

Embracing the anchor mission

by David Zuckerman
with contributions from Holly Jo Sparks, Steve Bubb, and Ted Howard

The Democracy Collaborative at the University of Maryland
March 2013

A New Anchor Mission
for a New Century

Community foundations deploying all resources to build community wealth

NOVEMBER 2014
By Maitolo Kiley and Violeta Duncan
Community Wealth Building

• Refocus public and private resources to expand individual and family assets

• Broaden ownership over local capital (coops, land trusts, ESOPs, social enterprise, etc.) to anchor jobs, create family supporting jobs **and** wealth building

• Leverage existing assets (such as nonprofit and public anchor institutions) for local benefit

• Stop the leakage of dollars from communities and achieve a “multiplier” effect
Community Wealth Building Elements

- Inclusiveness
- Collaboration/Collective Impact
- Asset-based
- Local Control/Ownership/Power
- Institution Building
What are Anchor Institutions?

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

Types of Anchors:
- Hospitals
- Universities
- Local Government
- Utilities
- Cultural Institutions (theaters, museums, zoos, etc.)
- Faith-based Institutions
## “Eds and Meds” Economic Impact

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Employment</td>
<td>9 million+</td>
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<tr>
<td>Annual Expenditures</td>
<td>$1 trillion+</td>
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<tr>
<td>Annual Procurement</td>
<td>$500 billion+</td>
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<tr>
<td>Investment Portfolios/Endowments</td>
<td>$750 billion+</td>
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</tbody>
</table>
An Integrated Community Wealth Approach

- Help individuals build wealth and savings (using matched-savings programs, etc.)
- Create community-owned businesses that provide living wage jobs and anchor wealth in low-income communities
- Link community businesses with anchor procurement needs

Individual wealth building

Community ownership

Anchor Institutions
The Cleveland Model

ANCHOR INSTITUTIONS

WORKER COOPERATIVES

purchase goods and services from

hire residents of

NON-PROFIT CORPORATION

COMMUNITY FOUNDATION

make investments of patient capital in

supports the startup of

SURROUNDING COMMUNITY
BUILDING A REGIONAL FOOD SYSTEM
A MULTISTAKEHOLDER COOPERATIVE FOR A LOCALIZED ECONOMY

EVERYONE HAS A STAKE
Building community wealth means making the local economy stronger by democratizing who owns it. In the 7 Rivers region of rural Wisconsin, the Fifth Season Co-op, started in 2010, does this across the entire food supply chain. It’s building a cooperative, community-anchored local food system that’s owned & operated by six different classes of stakeholders, working together for both economic and ecological sustainability.

WHY LOCAL?
Despite the heavy prevalence of agriculture in the 7 Rivers region, most food grown is exported—and most food consumed comes from elsewhere. Fifth Season is an intentional attempt to build a more self-sufficient regional food system.
Thank you!

For more information:
www.democracycollaborative.org
www.community-wealth.org

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