Anchor Institution, Community Revitalization and the Role of Philanthropic Leadership

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- **Nelson Beckford**, Program Director for Neighborhood Revitalization and Engagement, Cleveland Foundation
- **Ted Howard**, President & Co-Founder, Democracy Collaborative; and others
• Origin story
• Context
• Greater University Circle Initiative
• Evergreen Cooperatives
• Takeaways
Origin story:
Frederick H. Goff started a movement in Cleveland in 1914.

Vision:
To pool resources to fund charitable purposes for the mental, moral, and physical improvement of the inhabitants of Cleveland regardless of race, class or creed.
Greater University Circle Initiative

University Circle is home to many of Cleveland’s most esteemed institutions, including the Cleveland Clinic, the Cleveland Museum of Art and the Cleveland Orchestra. Yet the neighborhoods surrounding University Circle continue to suffer, with median income of $18,500 and an unemployment rate of 24 percent.
Addressing poverty / worker owned cooperatives + wealth building (est. 2005)

- Success measures
- Takeaways

https://www.youtube.com/watch?v=NDazrebWFLg
50 years ago, Basque County in Spain was the poorest. Today it is the richest area in Spain, and according to the Wall Street Journal, the richest in Europe. How did it get there? Through using the Co-operative Business model.
• It was founded in the town of **Mondragon** in 1956 by graduates of a local technical college.

• The workers have **power**

• Its first product was **paraffin heaters**.

• In 2015, 74,335 people were employed in 257 companies {finance, industry, retail and knowledge}.

• Revenue: 12 billion
Measures of success: Jobs

- **Green City Growers Cooperative (GCG)** has 40 full time employees (18 are members of the cooperative)

- **Evergreen Energy Solutions** has 4 full time employees, 1 part-time employee (5 are members of the cooperative)

- **Evergreen Cooperative Laundry Glenville (ECLG)** has 46 full time employees and 25 are cooperative members

- **Evergreen Cooperative Laundry Collinwood (ECLC)** has 87 full time employees and 8 are cooperative members
...IN HOUGH, GLENVILLE, FAIRFAX, LITTLE ITALY, CENTRAL/MIDTOWN, BUCKEYE-SHAKER, EAST CLEVELAND, ST. CLAIR-SUPERIOR AND UNIVERSITY CIRCLE YOU CAN...

BUY a home & receive up to $30K
RENT a place & received up to $1,400
REPAIR an exterior & receive up to $8K

to be eligible, you must be a full or part-time employee of a Greater University Circle non-profit organization.

See a list of over 100 participating employers on our website!
greatercircleliving.org

YOUR LIFE IN ONE PLACE GREATER CIRCLE LIVING
Measure of success:
Greater Circle Living – home purchase program

170 Employees purchased homes

• Purchase price ($16k-$549K) Median: $160k
• Median household income $66,999
• $16.9 million combined household income
Measure of success to date:
Greater Circle Living – Rental Assistance

287 employees received rental assistance

- Annual income ranged from $19k - $647
- Median household income $56k
- Combined income: $22 million
- Monthly rent range - $425 - $2,900
- Median rent $1,500
Measure of success:
Greater Circle Living – Home repair program

- 33 employees received funding to complete exterior repairs
- Types of repairs – driveways, windows, doors, roofing, tree-removal
- Costs ranged from $3,265 - $36k
- Annual income $24k - $446k
- Median $67,9828
- Combined household income: $3.8 million
Measure of success: Community Engagement

- Neighborhood Connections, a small grant program (2,500 resident led projects funded)
- Neighbor Up, a monthly gathering of residents
- Scale up wealth building efforts
Measure of success: Jobs Pipeline. STEP UP to UH

- Began as a pilot program in 2013 after learning that people could not find a job in their neighborhood that paid a living wage
- Two-week unpaid training course prepares Step Up candidates for interviews and specific jobs with skill development classes
- To date, **350 people** have found employment
Measure of success: New Bridge

- Phlebotomy, Pharmacy Tech and Hospital Nursing Assistance
- Total graduates: 70
- 73% found jobs
- Average salary: $27,305
Takeaways

• Convene around **place**.

• Implementation orientated: **3-5 year projects**. Keep partners public and media engaged.

• **Partnership** framework holds partners accountable (GUCI Leadership Group, EMIC)

• **Physical development matters**: housing, parks, transportation, retail

• **Prototype**

• **PSOs could**: organize study tours, convenings, help document process
For more information

• https://community-wealth.org/content/clevelands-greater-university-circle-initiative

• https://engagedscholarship.csuohio.edu/urban_facpub/1548/

• https://www.universitycircle.org/live/incentives-for-home-buyers

• https://soundcloud.com/user-677783450/amanda-harris-step-up-to-university-hospitals
Baltimore Integration Partnership
The BIP

A privately funded, public-private partnership designed by its participating organizations to support the establishment and advancement of economic inclusion goals for Baltimore businesses that will directly benefit Baltimore residents.

The partners are anchor institutions, funders, community based nonprofit organizations and public agencies.

Formed in 2010 to compete for funding from Living Cities and focused on expanding, strengthening and sustaining the economic inclusion work unfolding in Baltimore.

Since 2011, with funding from Living Cities and other sources, BIP has played a major role in advancing economic inclusion work in Baltimore and the region.

Maryland Philanthropy Network acts as the fiscal sponsor and backbone supporting organization for the initiative.  www.baltimorepartnership.org
Baltimore Integration Partnership

Why Anchors?

- 377,000 jobs in Baltimore
- 118,000 are ‘eds and meds”
- 31% of all jobs!
Baltimore Integration Partnership

Anchor Institutions

- Anchor universities and hospitals are rooted to a place by their investment in land, facilities and “customers’
- Anchor institutions are economic development engines without an outsized economic impact derived from their capacity as large employers, revenue generators, goods and services purchasers, centers for human capital and entrepreneurship
- They are also arguably our most powerful storyteller with the resources and opportunity to shift our region’s narrative not only with their economic might, but also their communications reach and influence
Baltimore Integration Partnership

The Goal

To connect low-income predominately African-American residents in Baltimore to economic opportunity, reducing the unemployment gap between African-Americans and Whites.

- By increasing intentional local purchasing with focus on connections to local and minority owned businesses
- By increasing intentional local hiring with a particular focus on barriers in current systems and processes
- By attracting and deploying capital to leverage anchor investments to build communities and expand opportunities
Baltimore Integration Partnership

Our Anchors

- BonSecours Baltimore
- Coppin State University
- Johns Hopkins University
- Johns Hopkins Hospital and Health System
- Kaiser Permanente
- Loyola University
- LifeBridge Health
- Maryland Institute College of Art
- Morgan State University
- Notre Dame University of Maryland
- Towson University
- University of Baltimore
- University of Maryland Baltimore
- University of Maryland Medical Center
Baltimore Integration Partnership

Myths

- Economic inclusion increases business costs
- There are not enough qualified local job candidates
- There are not enough businesses to serve large institutional needs
- It's too hard to overcome policy and institutional barriers to economic inclusion
- Economic inclusion is too hard to standardize as a business practice
- It's impossible to engage government as a real partner
Baltimore Integration Partnership

MPN’s Role

- Neutral convener
- Coordination/staffing
- Advocacy
- Fundraising
- Fiscal Sponsor/Organizational Backbone
Baltimore Integration Partnership

Some days you might question your decision.
Baltimore Integration Partnership

Challenges for the Backbone Organization

- Equity must be intentional and named or it will get lost
- Cross sector relationships are vital and will test your patience
- Philanthropic interest ebbs and flows
- Sometimes project evaluation doesn’t feel so valuable to the project participants
- It’s easy to underestimate the executive time needed to support an initiative
- Project revenue is often stretched thin to sustain the project over time
- Systems change is a 10 year plan – patient urgency is required
Baltimore Integration Partnership

Rewards for a Backbone Organization

- Ignited something and sustained it – PSOs can play both roles – sometimes more effectively than any other type of civic leader
- Enhanced relationships with local government and agency leaders
- Enhanced relationships with anchor presidents and leadership
- Enhanced profile and role as a civic leadership organization
  - Opportunity to use our unique voice and platform
Share Your Feedback

- Please take a couple of minutes and share what you thought of today’s session. We want to hear from you!
- Session surveys are available in the conference app.
- Navigate to the session and click on “Session Survey” underneath the session description & speakers.
Thank You

- **What’s Next?**
  - 11:00 - 11:30 am, Break on 6th Floor Foyer near Orchid Ballroom
  - 11:30 am – 12:30 pm, Concurrent Sessions
    - Emerging Practitioners & CEO Conversation, Vanda South (6th Floor)
    - A Conversation With Candid’s Jacob Harold, Caladenia (7th Floor)
    - Innovation & Impact of Lean, Mean, Producing Machine PSOs, Vanda North (6th Floor)
    - Equitable Evaluation Initiative, Calypso (6th Floor)