



ANCHOR INSTITUTIONS: WHAT IS AT STAKE FOR COMMUNITIES?

Transforming Anchor Institutions: A Toolkit for Community Organizers

There is a new hospital being built, a university expansion project, or a large public agency housed in your neighborhood, what is at stake for your community? What could these ‘anchor institutions’ have to do with solving extreme inequality and lack of opportunity?

An **anchor institution** is a public or non-profit institution that is tied through its mission to a specific city or region, and has a substantial effect on the local community and region through its hiring, purchasing, investment, programs and other activities. Transforming the policies and practices of an anchor institutions can dramatically change access to economic opportunity and other community issues.

MOVEMENT AND ORGANIZATIONAL BENEFITS OF ANCHOR CAMPAIGNS

- Opportunity for alliance building and new constituents: new coalition opportunities to work with local small business groups, unions representing workers at the anchor, affordable housing developers, students and teachers
- Chance to create broad vision for social justice and community opportunity that cuts across issue areas
- Narrative can speak powerfully to the intersection of government and the economy

There are a lot of folks who look at this campus as a great opportunity but for me this campus actually scares the hell out of me. I believe this is something that will make or break Richmond and determine whether I can still live here 10 years from now or if I’m going to be forced to move out too.

Melvin Willis, ACCE Community Organizer

KEY CAPACITIES OF AN ANCHOR INSTITUTION



ISSUE	DEMANDS	EXAMPLES
Quality Local Jobs	<ul style="list-style-type: none"> Targeted hiring to local and disadvantaged workers Project Labor Agreements Expansion of union bargaining agreements Living wage and responsible contracting policies 	In the construction at the Oakland Army Base, half of all work hours, and 23% of apprenticeship hours, are going to local residents.
Job Training	<ul style="list-style-type: none"> Anchor-hosted job training for growing positions Partnerships with community colleges & non-profits Apprenticeship and internship opportunities in anchor construction and operations 	The University of California at San Francisco Excel internship program recruits very low income individuals and provides clerical/administration job training, with 80 percent of the 1,185 EXCEL graduates being employed within six months of completing the program.
Local Business Opportunity	<ul style="list-style-type: none"> Fund for incubation and capacity-building for small businesses Restructured contracts to address barriers faced by small local businesses Percentage of purchasing dedicated to local and disadvantaged businesses 	University of Pennsylvania initially adopted a local purchasing program in 1986, and the program was expanded in 2004 to a university-wide economic inclusion initiative covering construction, hiring, and purchasing. Purchasing dollars toward locally-owned businesses averaged over \$96 million annually in FY 2008-2012.
Affordable Housing	<ul style="list-style-type: none"> Fund for subsidizing new development of affordable housing Fund supporting legal services for low income renters at risk of displacement 	Columbia University expanded into Harlem and caused a major controversy by ignoring community concerns. Eventually, the university signed a Community Benefits Agreement committing to contribute \$76 million over 16 years to local projects and \$20 million to affordable housing.
Education & Youth Programs	<ul style="list-style-type: none"> “Linked learning” programs in K-12 aligning educational programs with career opportunities Internships and mentorship opportunities for disadvantaged youth 	The Univ California San Francisco Science and Health Education Partnership Program offers diverse support and programming to K-12 in San Francisco Unified School District, including: classroom-based partnerships for K-12 classrooms, summer courses and seminars for teachers, capacity-building for science teaching at elementary schools, and a high school internship program pairing students from underrepresented backgrounds with scientific research projects.
Environmental & Health Benefits	<ul style="list-style-type: none"> Soil, air and water clean-up with formal community oversight Fund for community-based green projects 	The San Francisco Public Utilities Commission adopted an Environmental Justice Policy and a Community Benefits Policy, ensuring it invests resources on disproportionately impacted neighborhoods. In one year, they had 1,300 paid interns, over 200 work trainees, and built a new community center.

ABOUT THE TOOLKIT From 2013 to 2016, community leaders organized for a community benefits agreement with the Berkeley Global Campus development in Richmond, CA. Their visions for change have translated into a massive mobilization of Richmond’s community through dedicated organizing and strategy-building. This guide is part of a toolkit sharing some of the lessons learned about transforming the policies and practices of anchor institutions. For additional guides, videos, and presentation slides that are part of this toolkit, go to <http://haasinstitute.berkeley.edu/anchortoolkit>