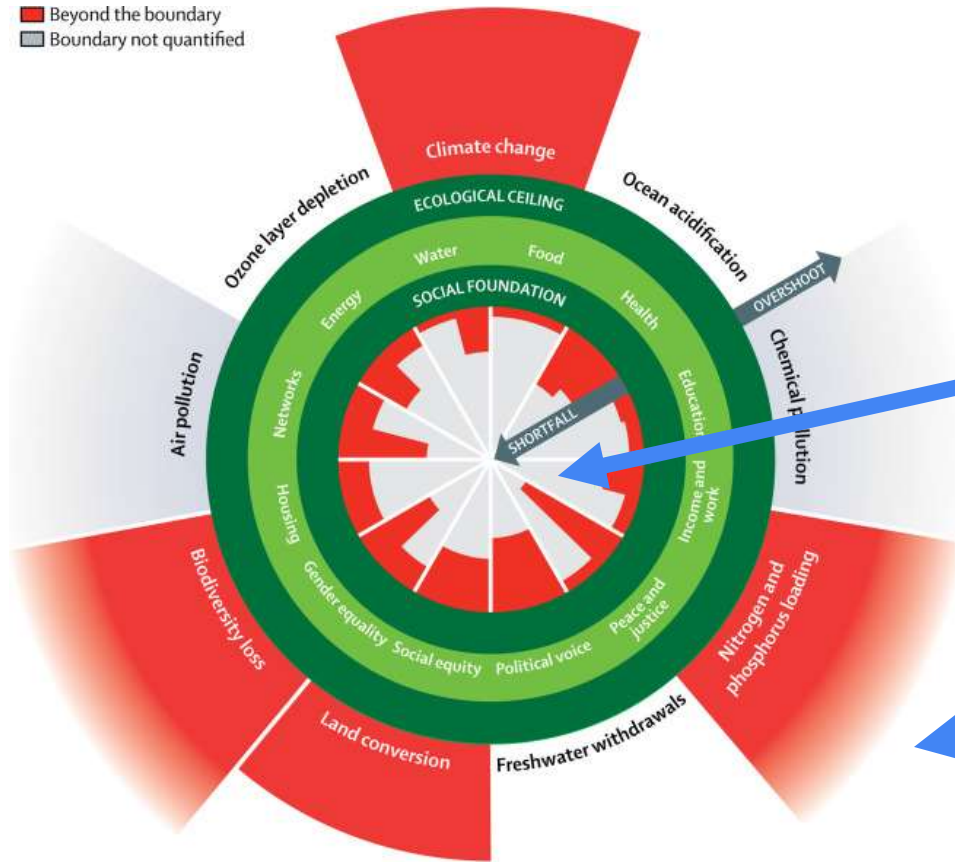


Community Wealth Building (CWB)

■ Beyond the boundary
■ Boundary not quantified



Critical Challenge

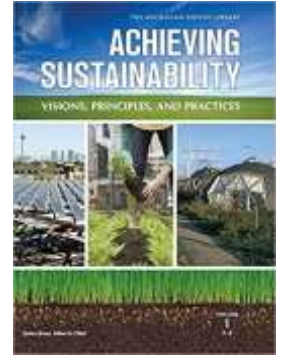
How to address inequality

While reducing the pressure on planetary boundaries

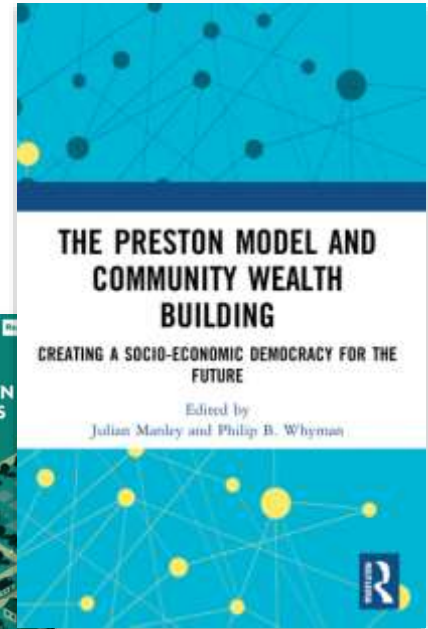
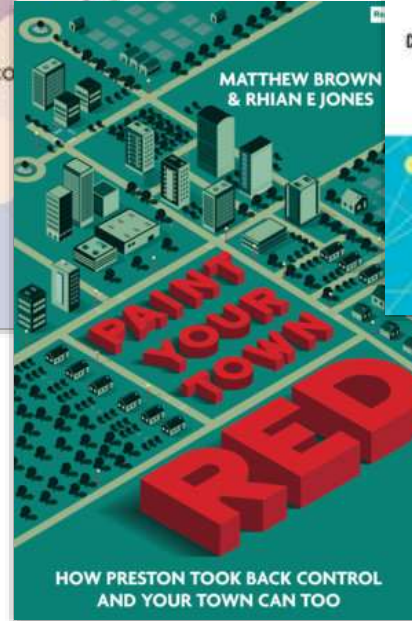
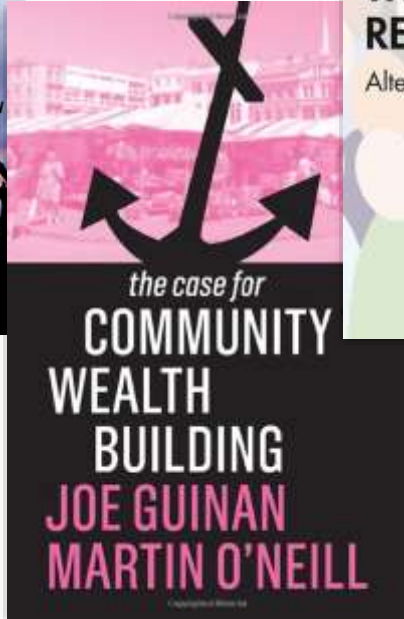
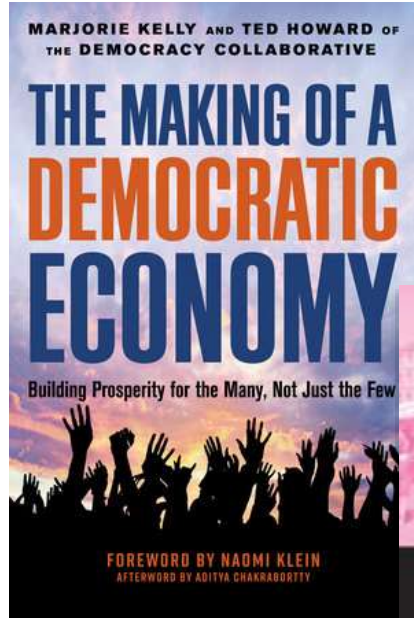


“*Community wealth building* emphasizes the importance of placing control of wealth in the hands of locally rooted forms of business enterprise, with ownership vested in community stakeholders, through a range of forms including cooperative, employee, public, or nonprofit ownership. **Community ownership makes it possible to reinvest profits locally and thus reduces the leakage of dollars out of communities.** Economically, it allows local publics to exert democratic control over local government; policywise, it allows them to achieve sustainability and equitable development goals.” (p. 232)

Source: Rowe, D. (ed) (2014) Achieving sustainability: visions, principles, and practices. Macmillan Reference USA, Detroit, Mich.



Emerging Literature on Community Wealth Building (CWB)



Recommended
read

Core Ideas / Principles

1. Plural ownership of the economy
2. Making financial power work for local places
3. Fair employment and just labour markets
4. Progressive procurement of goods and services
5. Socially productive use of land and property



Leverage **anchor institutions** (universities, hospitals, networks of local firms)

Support the **creation of local enterprises** designed for equity and sustainability

Ensure **assets are broadly owned** (cooperatives, ESOPs, community land trusts, etc.)

Pay a **living wage**

Invest in **people and place** (via a public/community bank)

Evolve beyond ownership to **stewardship**

Ensure **sustainable development / regenerability / “eco-development”** ...
ecologically sound, regional development

The Evergreen Cooperatives - Cleveland, Ohio

Transforming lives and neighborhoods.

evergreen COOPERATIVES

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Innovations for an Emerging Green Economy

Over several decades, Cleveland lost one half of its population and almost all of its Fortune 500 companies due to deindustrialization, disinvestment, and capital flight

The Cleveland Model was their response

Five wealth-building strategies:

1. Identify the portion of the multi billion dollar annual business expenditures of anchor institutions that could spent locally.
2. Establish a robust **network of Evergreen Cooperative businesses** designed to service these institutional needs.
3. Build on the growing momentum to **create environmentally sustainable energy and green collar jobs**.
4. **Link efforts to expanding sectors of the economy** such as sustainable energy and healthcare, many of which receive large-scale public investment.
5. **Develop financing and management capacities** that can take this model to scale.

Source: <http://www.evgo.com/mission-vision/>



“cost-effective, state-of-the-art facility with industry-leading green innovations”



“tasty, nutrient-rich, pesticide-free produce year-round”



“single-source contractor for all your residential or commercial energy-saving needs”



“The Fund pools impact capital to make equity and equity-like debt investments, helping finance the conversion of privately held businesses to employee-owned Evergreen Cooperative Corporation portfolio companies, through an Acquire-Convert-Support (ACS) model.”

Source: <http://www.evgo.com/tfeo/for-supporters/>

Our Mission:

- Promote, coordinate and expand economic opportunity for low-income individuals, through a growing network of green, community-based enterprises
- Promote community stabilization and revitalization of the divested neighborhoods of Greater University Circle and similar areas of Cleveland, Ohio
- ...

Source: <http://www.evgo.com/tfeo/for-supporters/>

The Cleveland Clinic, University Hospitals, and Case Western Reserve University together employ more than 60,000 people, and spend almost \$3 billion in goods and services annually.

But for Greater University Circle neighborhoods' 60,000 residents, unemployment remains stubbornly high—24% of working age adults are actively seeking employment.



DEMOCRACY
COLLABORATIVE

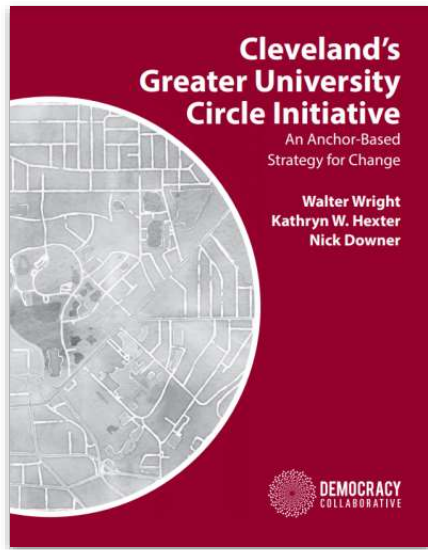
Greater
University Circle

Buy Local—increase opportunities for anchor institutions to purchase goods and services locally, and help small businesses increase their capacity to meet these needs;

Hire Local—expand efforts by anchors to hire residents from the neighborhoods, and help improve the local workforce system;

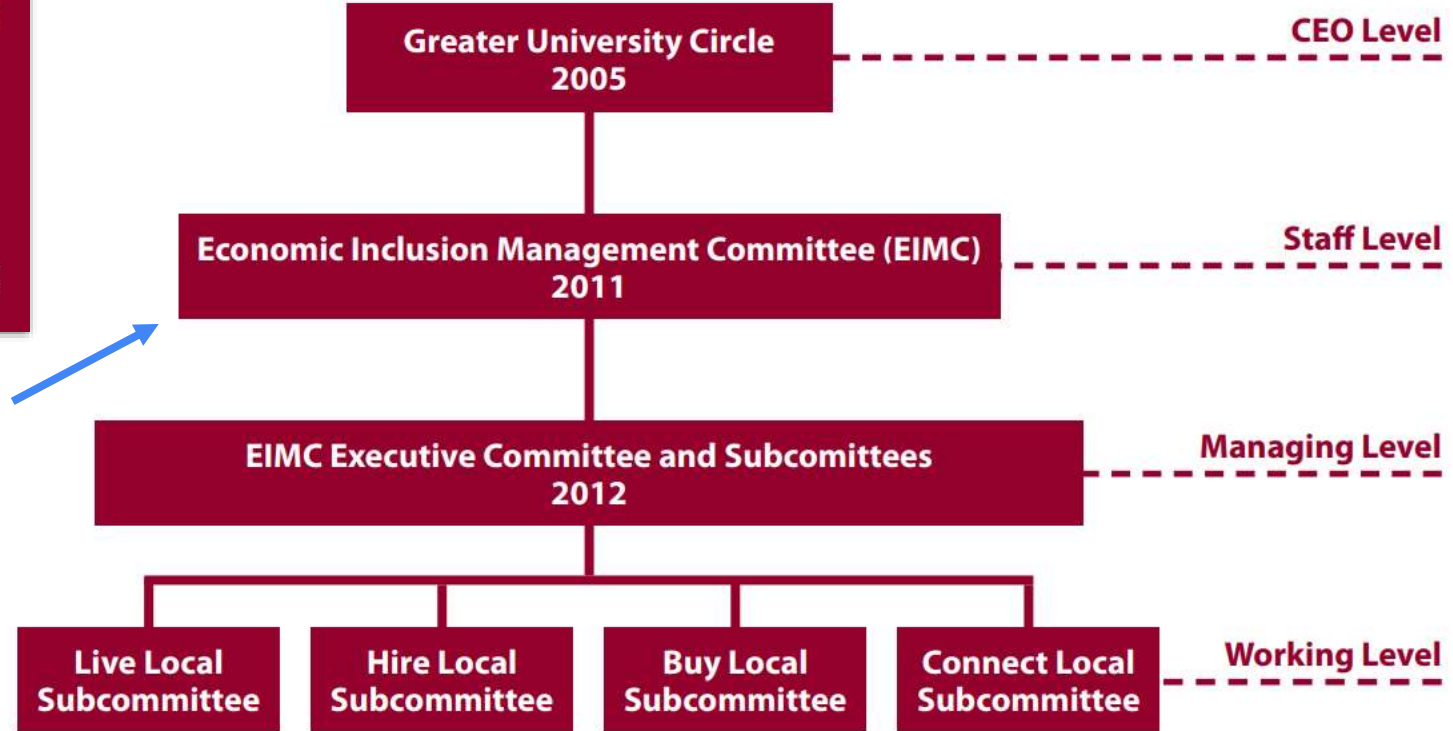
Live Local—support and improve the employer-assisted housing program, Greater University Circle, and leverage it to help create more stable neighborhoods.

Connect—the key to all of these efforts.



Governance Structure

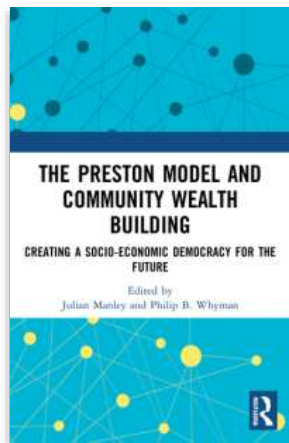
"EIMC is what holds the work together and moves it forward"



"Initiatives involving more than one anchor, must have a convener—a trusted, central player with some clout (money, influence, power) to bring and keep people together" (p. 28)

The Preston Model ...

- Not a model, more of an socio-economic strategy/approach that is based on “*restless innovation and creativity*” (p. 17)
- Initiated by [Preston City Council](#)
- Local procurement by a **network of anchor institutions**
- Commitment to provide a [living wage](#)
- Program targeted at creating new cooperative/worker-owned businesses
- Ongoing creation of a pubic bank
- Pro-community approach to the use of government facilities
- **University Center** focused on developing [Small and Medium Sized Enterprises \(SMEs\)](#)



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Preston Tithebarn scheme abandoned after John Lewis withdraws

3 November 2011

The planned £700m Tithebarn regeneration scheme for Preston city centre has been abandoned after John Lewis pulled out.

A council spokesman said the scheme was "no longer financially viable and will not now be going ahead in its current form".

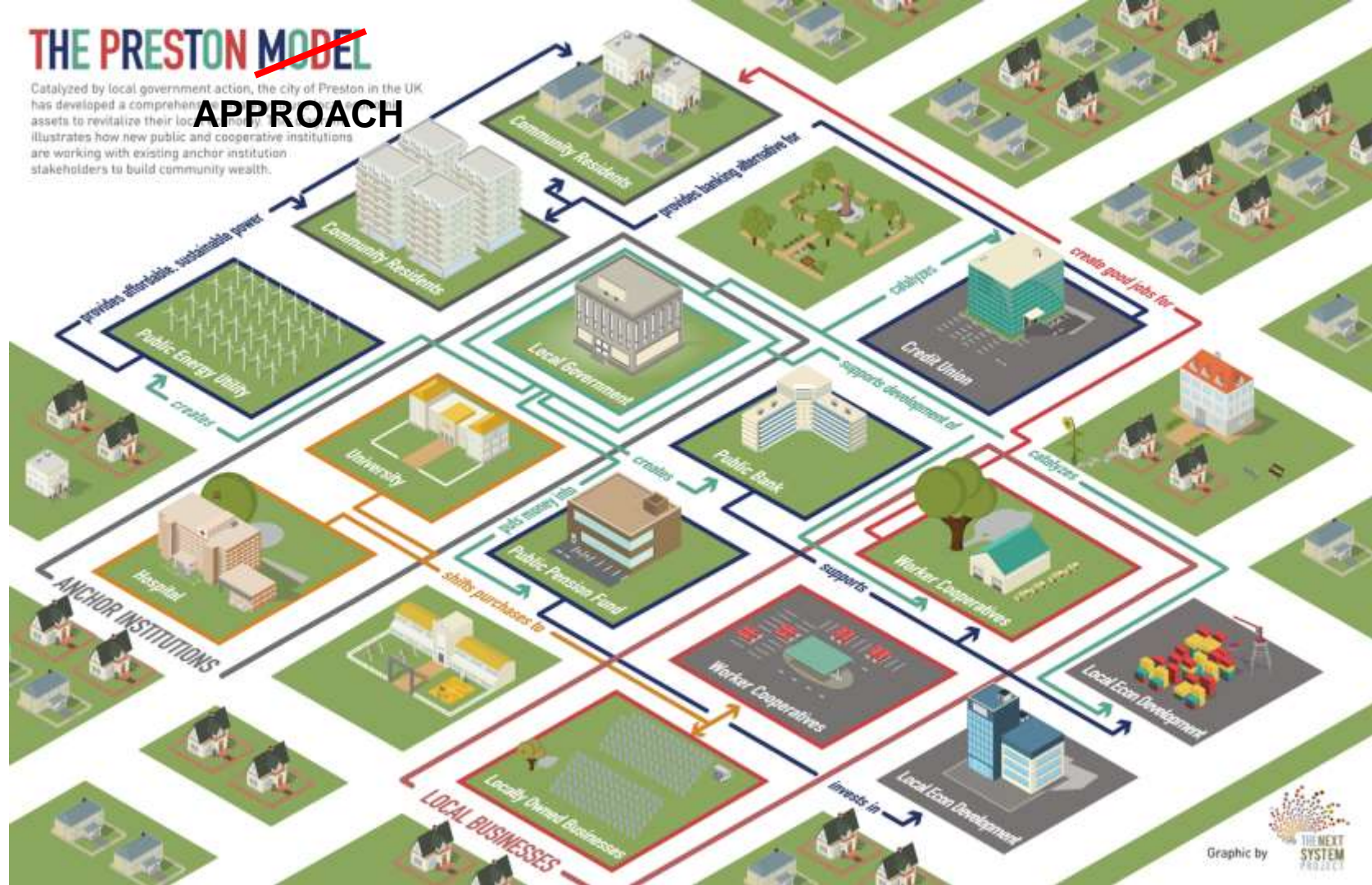
John Lewis was to have been the scheme's "anchor store" - it was hoped it would attract other retailers.

The council said it would now consider a less ambitious scheme.

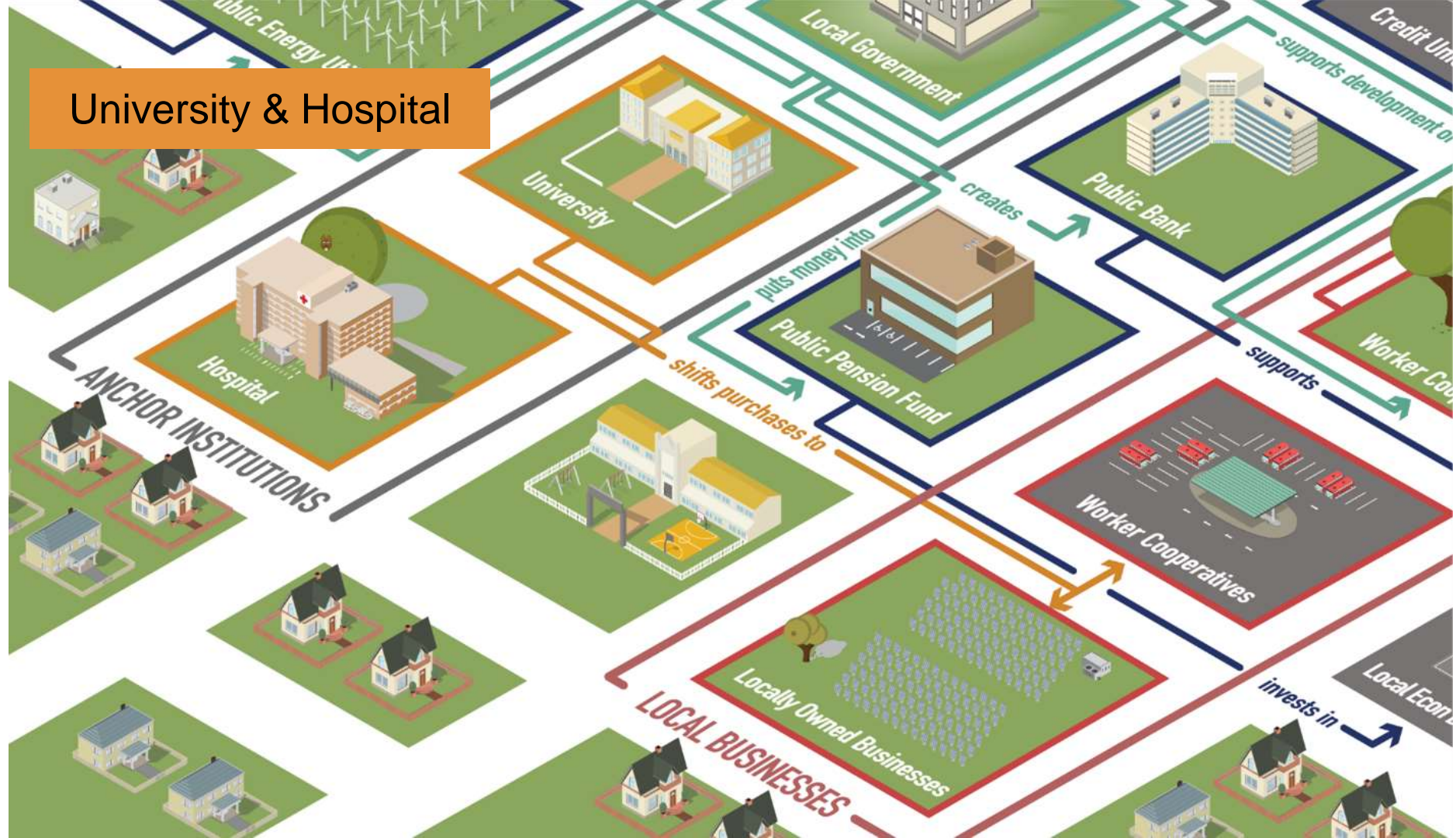
THE PRESTON MODEL

Catalyzed by local government action, the city of Preston in the UK has developed a comprehensive approach to revitalize their local economy. This illustrates how new public and cooperative institutions are working with existing anchor institutions to build community wealth.

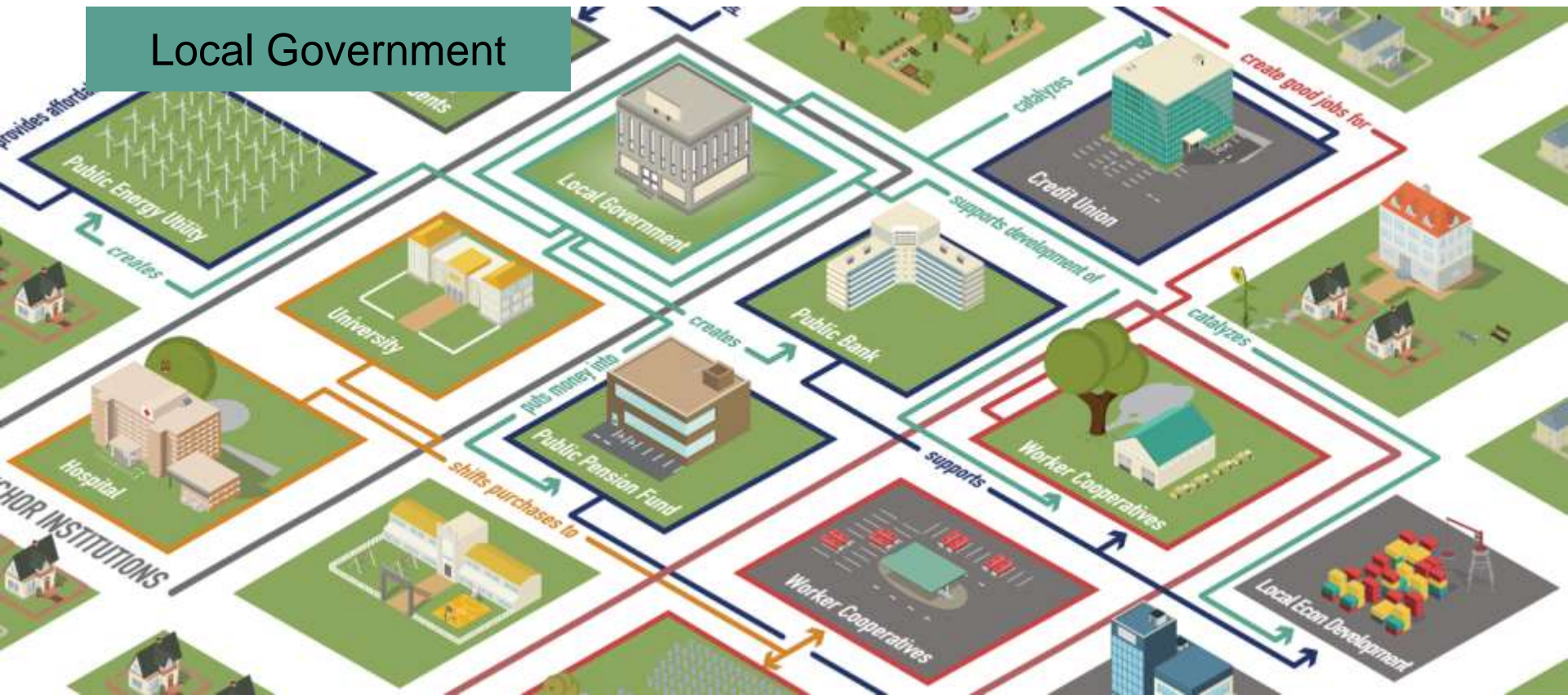
APPROACH



University & Hospital



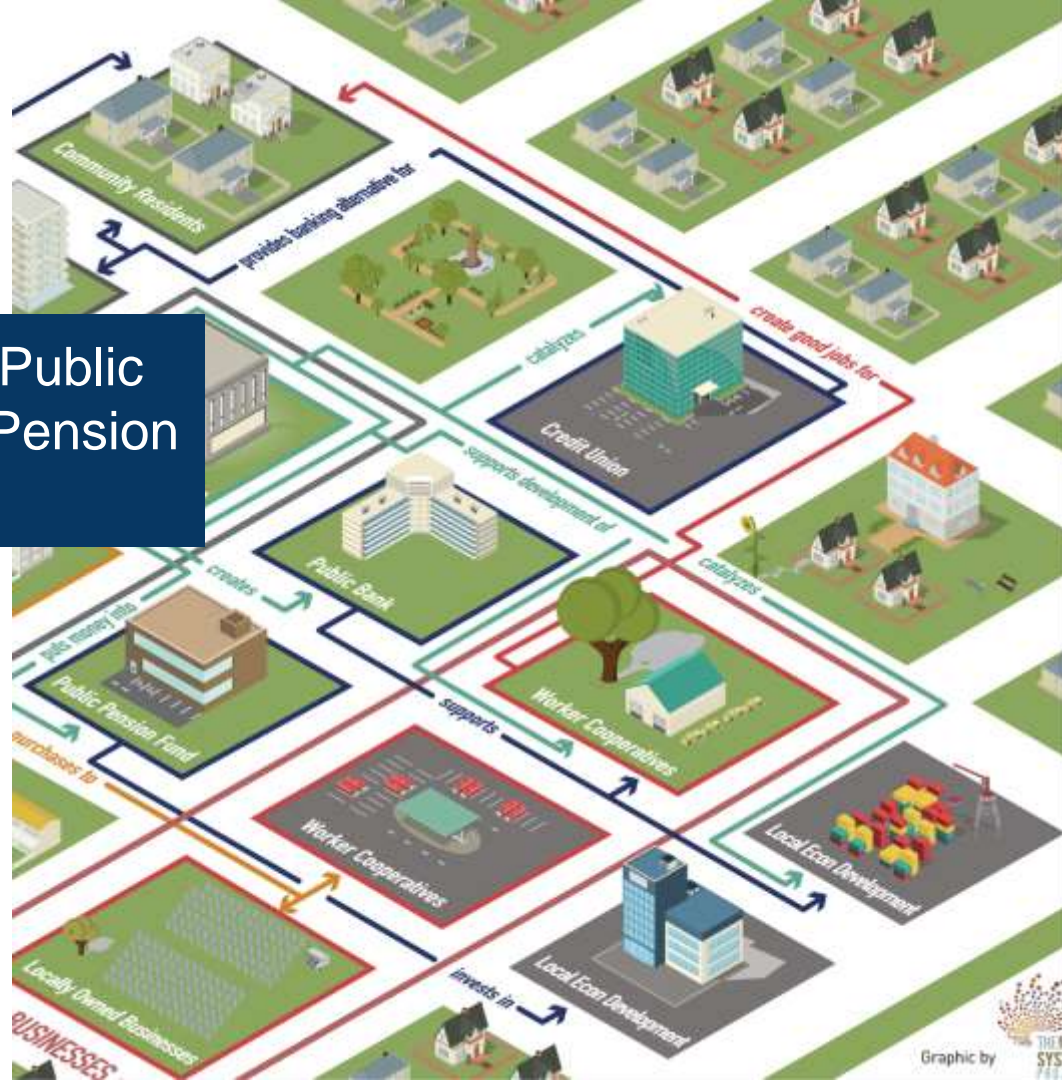
Local Government

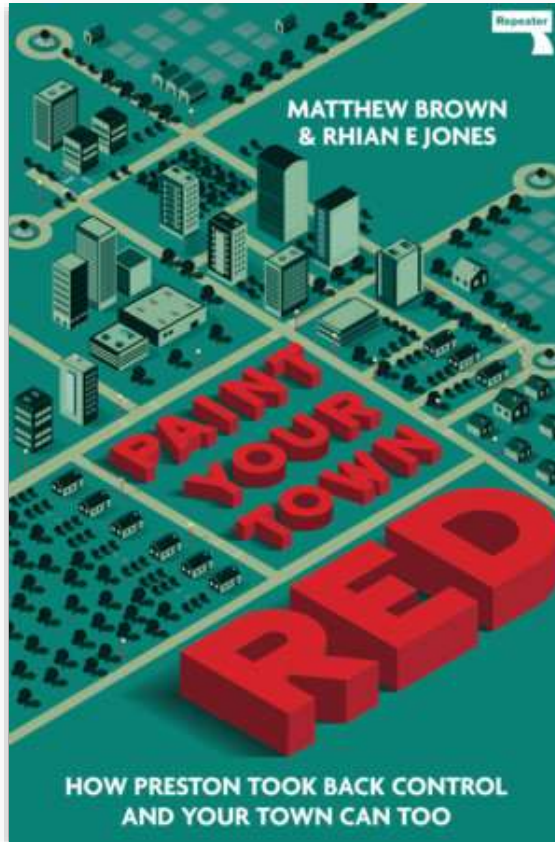


Worker Cooperatives



Credit Union, Public Bank, & Public Pension Fund





“The key to the Preston Model is cooperation. Its success stems from its status as a shared endeavour between several organizations, stakeholders and individuals, all of whom have contributed ideas, energy and expertise to the task of creating a strong local economy that works for the majority of those it represents. ...”

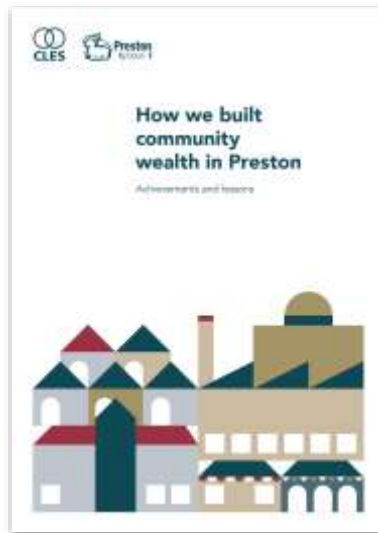
“Although [Matthew Brown](#) and [Martyn Rawlinson](#) were its initial architects, it has never been the exclusive property of Preston City Council but rather a collaborative project shared between a whole host of people, groups and institutions.” (p, 70)

Before (2013/14)

Public procurement budget spent in:

- Preston city = 5%
- Lancashire = 39%

Unemployment = 6.5%



After (2018)

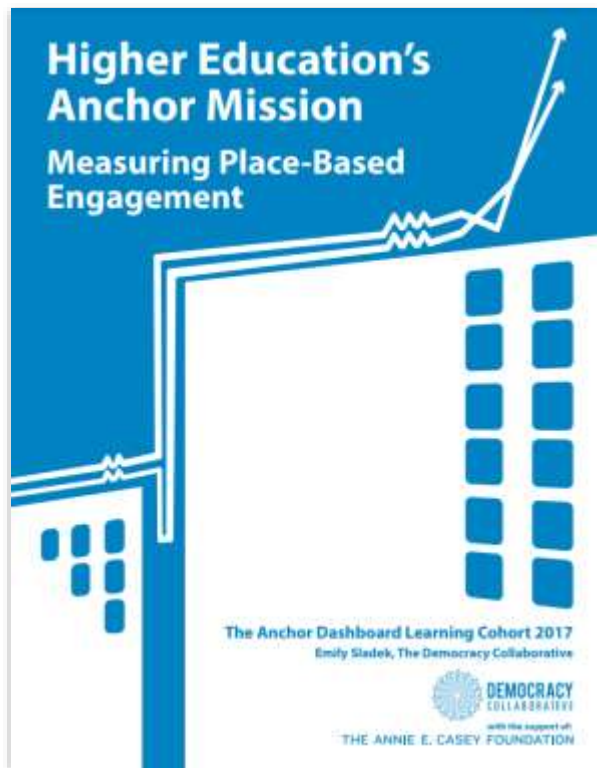
Public procurement budget spent in:

- Preston city = 18% (gain of £75m)
- Lancashire = 79% (gain of £200m)

Unemployment = 3.1%

Above-average improvements for health, transport, work-life balance, and youth and adult skills

Resources for USG Strategic Planning Process



Special Issue of the *Metropolitan Universities Journal* (MUJ) that focused on the Transformative Power of Anchor Institutions

[The Transformative Power of Anchor Institutions](#)

Emily Sladek

[Developing the Student Anchor Engagement Framework](#)

Jennifer Johnson Kebea

[Philadelphia Anchors for Growth and Equity: Applying the Lean Startup Methodology to Build a Financially Sustainable Anchor Collaborative](#)

Mariya Khandros

[Aligning Equity, Engagement, and Social Innovation in Anchor Initiatives](#) [Discusses DEI and the role of Higher-Ed anchor institutions]

Esteban del Rio, John Loggins

[Building Capacity as Anchor Institutions: Infrastructure, Structure, and Strategy](#)

Kristin Elise Norris, H. Anne Weiss

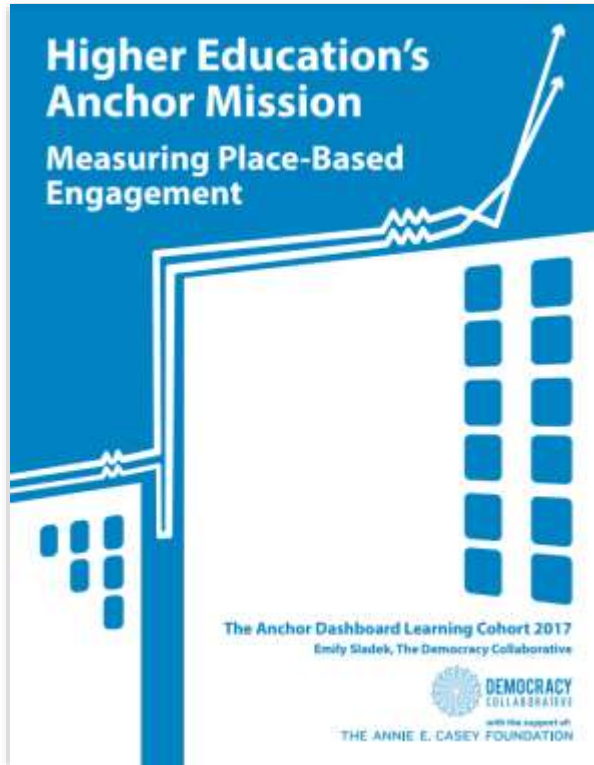
[Considering the Anchor Mission Strategy within the Competing “Regimes” of Higher Education Community Engagement](#)

Daniel Bergen, Emily Sladek

[Purpose-Driven Partnerships That Transform People and Places: Cal State LA’s Anchor Mission](#)

Jose Gomez, Zuhey Espinoza, Raphael Sonenshein, Henry Fuhrmann





Five activities to consider

1. **Leadership support at the highest level**
(conceptual and financial support)
2. **Incorporate the anchor mission into strategic planning** (and goal setting)
3. **Establish anchor committees/internal relationship building**
4. **Implement data collection protocols**
5. **Build relationships with external partners**

Breakout Room Prompt

What groups, organizations, businesses, etc. in Montgomery County, Maryland, might like to join a USG-led Anchor Network or Community Wealth Building initiative?

What academic programs/units within the USG network of 9 universities could support a Community Wealth Building initiative?