Foreword

By David Maurrasse and Ira Harkavy

The Anchor Institutions Task Force (AITF) is pleased to present this first report in a new Literature Review Series, which builds on the AITF’s publication of *Anchor Institutions: An Interpretive Review Essay* (Taylor and Luter, 2013). This series provides us with the opportunity to summarize and present recent writings and share them with the field.

This literature review describes a range of trends in the expanding field, while focusing on the role of anchor institutions in community and economic development. It includes a combination of books and articles by scholars and practitioners, along with reports, working papers, and media articles published in 2013 and 2014.

Just as the AITF has expanded its reach to include a variety of anchor institutions, the literature review covers works focused on community foundations, libraries, and arts institutions, alongside colleges, universities, and hospitals. Multi-site initiatives involving numerous anchors in partnerships in various cities and regions are also prominently featured in the literature. Economic development strategies, including intentional efforts to leverage the enormous potential of anchor institutions to purchase goods and services, infusing capital in surrounding areas, are also well represented in the literature. The impact of collaborative efforts among anchor institutions is, and will likely continue to be, an important focal point for analysis and discussion. The role of corporate anchors has also begun to stimulate debate.

Overall, authors are illustrating the breadth of activities and perspectives in the current state of the field. The AITF’s efforts in the coming months and years will continue to help advance this multifaceted movement. We are pleased that 97 of 319 of the contributions covered in this literature review were written by AITF members. As indicated in some of the literature, how to leverage anchor institutions to strengthen communities is a global concern. The field and literature will demonstrate this reality even more.

For the AITF, it is crucial to maintain a values orientation in discussing and analyzing the engagement of anchor institutions in their communities. While anchors physically endure in their communities, it is only through their demonstrated will and commitment that anchors can become truly transformative in their localities. This is especially true with respect to persistent social and economic problems, such as poverty and inequalities in health and education. Any noticeable impact in these areas will require a commitment to social justice and equity, place, collaboration, and democracy.

Despite the magnitude of the challenges before us, we proceed with the knowledge that the great social problems of our time, including poverty, poor schooling, racism, and community deterioration will likely not be solved without the active, democratic, collaborative participation of anchor institutions. Consequently, the AITF encourages deepening the engagement of anchors in their communities, while promoting the kinds of values that prioritize the common good, mutual benefit, and the reduction of inequality. To advance this important work, we continue to showcase relevant writing and plan to do regular literature reviews, which we see as crucial resources for supporting the growth of the field. We hope that this overview of recent literature on anchor institutions is useful to you and your work.
The AITF gratefully acknowledges the contributions of the University of Pennsylvania’s Netter Center for Community Partnerships to the writing and production of this literature review, particularly Assistant Director Rita Hodges and intern Sonya Dryz, a 2015 graduate of Penn’s College of Arts and Sciences.

**Books, Chapters, Journal and Periodical Articles, and Reports**


Focuses on strategies for worker cooperative development and includes anchor institution-community engagement in two of the discussed strategies. The author discusses anchor engagement as a stand-alone strategy, as well as one that can be combined with a place-based cluster co-op strategy. The report integrates information from interviews, articles, and the author's personal experiences. Eighteen Co-Op leaders were interviewed, and the articles examined include those on cooperatives and social enterprise. The author derives her personal experience from 8 years working with Women's Action to Gain Economic Security (WAGES) and 4 years as a worker-owner at Equal Exchange.


This article, in the form of a special report, explores anchor-institution centered approaches to creating sustainable economic growth in the Information and Communications Technology (ICT) sector. It discusses methods for optimizing ICT-based economic impacts of anchor institutions, based on U.S. research and case studies of Mexican and Egyptian programs.


The author discusses the role of major nonprofit arts organizations as anchor institutions. She presents a case study of an unsuccessful land development partnership between the Seattle Art Museum and now-dissolved Washington Mutual. The study explores four questions: “(1) how are nonprofit arts organizations becoming more entrepreneurial in property development, (2) how are nonprofit arts organizations reshaping the urban landscape through development partnerships, (3) how are nonprofit arts developers responding to the 2008 economic crash, and (4) how does PAD [property-led arts development] align with new thinking on downtown development alliances?”


Explains how the International Consortium for Higher Education, Civic Responsibility, and Democracy (IC) has been working with the Council of Europe (CoE) to involve higher education in reimagining, revitalizing, and sustaining inclusive and just democratic societies. The anchor institution concept is described as a way to think about the connections between higher education institutions and their communities. The article cites the Anchor Institutions Task Force’s democratic approach to anchor institution-community engagement as a useful global model. The authors conclude “European and American higher education have much to learn from each other.”


This four-part book proposes a reimagining of international democratic societies with a focus on higher education's role in the process. The four parts include “Overview and Context,” “Higher Education Perspectives,” illustrative “Case Studies,” and “Ways Forward.” The book’s collection of essays explores higher education’s role in democratic societies in the U.S., Europe, and Australia. Many essays, especially those written by U.S. authors, discuss the influence of locale, an anchor institution component. The book resulted from an international conference held in Oslo, Norway in June 2011. The conference was sponsored by the Council of Europe; the International Consortium for Higher Education, Civic Responsibility and Democracy; the European Wergeland Centre; and the University of Oslo, in cooperation with the international Association of Universities, and with support from Norwegian authorities.

Contributing authors include: Snežana Samardžić-Marković; Ana Perona-Fjeldstad; Tora Aasland; Ole Petter Otterson; Ira Harkavy; Sjur Bergan; Eduardo J. Padrón; Srbijanka Turajlić; Bert Vandenkendelaere; Inga Bostad; Lars Løvlie; Caryn McTighe Musil; Muriel Howard; Jennifer M. Domagal-Goldman; Sev Ozdowski; Vidar L. Haanes; Helene Lund; Henry Louis Taylor, Jr.; Paul C. Pribbenow; Giedrius Viliūnas; Sondra Myers; Gilbert L. Rochon; Thierno Thiam; Piotr Wilczek; Brian Murphy; Edward J. Rey; David J. Maurrasse; Tony Gallagher; Gwen Dungy; and Martina Vukasović.


Discusses anchor institutions' roles in urban revitalization strategies. The author summarizes the chapter as follows: “[B]y examining the role of universities and their associated medical centers in the Northeast Megaregion, this chapter explores urban revitalization strategies and how anchors, in general, fit into them.” The author also discusses the regional industry cluster idea, using the "Northeast Megaregion" as an example and examines six northeastern U.S. cities, three large and three small.

The articles in this issue explore a common theme: “the role of the university as a place-based, urban anchor institution.” The articles discuss several anchor institution strategies. The authors analyze methods for sustaining a positive anchor impact and the process of initiating university-community engagement.

The issue contains the following articles:

Maurrasse, David J. “Foreword.”

Birch, Eugenie, David C. Perry, and Henry Louis Taylor, Jr. “Universities as Anchor Institutions.”


Harris III, James T., and Marcine Pickron-Davis. “From Gates to Engagement: A Ten-Year Retrospective of Widener University’s Journey to Reclaim its Soul and Fulfill Its Mission as a Leading Metropolitan University.”

Padrón, Eduardo J., “Miami Dade College and the Engaging Power of the Arts.”

McKeon, Thomas K. “A College’s Role in Developing and Supporting an Entrepreneurship Ecosystem.”

McGrail, Frederick J. “Lehigh University and Bethlehem, Pennsylvania: Partnering to Transform a Steel Town into a College Town.”


This report explores how anchor institutions could coordinate with regional systems to improve and productively engage with their local communities. It summarizes the findings of large and small group discussions, held by the 60 participants in the Living Cities’ Anchor Institutions Design Lab. The authors discuss potential system alignment goals, possible obstacles to realizing them, and strategies to overcome the obstacles in four spheres of anchor institution-
community engagement. The four spheres include workforce development, small business development, capital, and land use/infrastructure.


This special issue by the Federal Reserve Bank of San Francisco explores “creative placemaking,” a term for arts-based community development. The first part of the issue includes a series of articles written by academics and practitioners involved in creative placemaking. The second part of the series includes profiles of 16 ArtPlace America grantees, many of which describe the role of arts and cultural organizations as community anchor institutions.

**Articles in this Issue:**

Callanan, Laura. “Foreword.”

Galloway, Ian. “Preface.”

Hecht, Ben. “Opportunity at the Intersection of Community Development and Creative Placemaking.”


Waits, Mary Jo. “Five Roles for Arts, Culture and Design in Economic Development.”


Markusen, Ann, and Anne Gadwa Nicodemus. “Creative Placemaking: How to Do It Well.”


Morley, Elaine, and Mary K. Winkler. “Assessing a Set of Indicators for Creative Placemaking: Reflections From the Field.”

Hattem, Gary. “Financing Creative Places.”

Chu, Jane, and Jason Schupbach. “Our Town: Supporting the Arts in Communities Throughout the United States.”

Rapson, Rip. “Arts and Culture in Detroit: Central to Our Past and Our Future.”
Profiles of ArtPlace America Grantees:

Bennett, Jamie. “Creative Placemaking in Community Planning and Development: An Introduction to ArtPlace America.”


Forsyth, Michael. “Revolve—Detroit, MI.”

Zahel, Laura. “Irrigate—St. Paul, MN.”

Driggins, Kimberly. “Arts and Culture Temporums—Washington, DC.”

Taft, Tracy. “Sonoran Desert Retreat Center and Residencies—Ajo, AZ.”

Lasko, Jim. “Great Chicago Fire Festival—Chicago, IL.”

Taylor, Julia. “Creative Trails at the ARTery—Milwaukee, WI.”

Lobenstine, Lori. “Fairmount Cultural Corridor—Boston, MA.”

Barton, Nancy. “Prattville Center and Artist Residency—Prattville, NY.”

Crutchfield, Nicole. “World Garden Commons—Fargo, ND.”

Hoffman, Lisa. “Art Ecology Campus at Brightwalk—Charlotte, NC.”


Higgins, Marilyn. “SALT District—Syracuse, NY.”

Farnsworth, Bruce. “Follow the Light—Anchorage, AK.”

Kunkel, Joseph. “Santo Domingo Heritage Trail Arts Project—Santo Domingo, NM.”


This report recommends that: “NSF should implement a bold new initiative, focused on broadening participation of underrepresented groups in STEM that emphasizes institutional transformation and system change…. It also calls, in effect, for an anchor institutions
approach, involving higher education-school-community partnerships as a means for broadening participation for all groups across all levels of schooling: “This initiative might include several multisite, geographically-based, national experiments of foundational and implementation research involving universities, schools, and communities. The ongoing research experiments would be inclusive of all underrepresented populations and would be designed to significantly advance broadening participation across all levels of schooling, resulting in sustainable pathways preK-20+.”


Describes wealth-building strategies for low-income communities through leveraging of local resources and partnerships, and ways that state and local policies can promote such strategies. A number of recommended strategies focus on leveraging the resources of local anchor institutions for stimulating community economic development. This includes directing anchor procurement dollars to support and grow local businesses, as well as investing in job creation and affordable housing. The report also describes specific ways that city or state government can incentivize anchor investment, such as through loan guarantees for community development funds.


The report shares instances in which anchor institutions could be leveraged as city assets to improve the communities in which they are located. It makes suggestions specifically for the city of Jacksonville, Florida, with focus on the impoverished Northwest Jacksonville area. The Democracy Collaborative met with community leaders, including representatives from Jacksonville hospitals and universities, 13 of the 19 largest employers in the city, which inspired specific suggestions. The article suggests an overall strategy of leveraging the purchasing and hiring power of these anchor institutions to improve Northwest Jacksonville. The authors explain that this involves creating a business network among local suppliers and anchor institutions, anchor institutions offering mentoring programs to, and doing outreach with, the Northwest Jacksonville community, and hiring practices that target neighborhood residents.


Describes, explains, and summarizes research conducted in 2011-2012 on anchor-institution engagement and efforts to measure community impact. Seventy-five anchor institution

This report introduces a preliminary dashboard of outcomes and indicators to assist anchor institutions in measuring or evaluating their effectiveness in addressing disparities in community economic development, public health, education, and the environment. It examines anchor institutions’ current efforts to measure their community impact, as well as reviews in-depth interviews with leaders of anchor institutions, national nonprofits, federal agencies, and community organizations. The report integrates its findings into a discussion of anchor institutions’ motivations for engaging with local partners, how partners want to improve anchor institution relationships, and the related outcomes and indicators stakeholders want to identify and measure. The authors suggest a set of common measures for assessing anchor impact on the community, particularly on low-income children, families, and neighborhoods. Twelve critical areas are identified, with illustrative indicators to provide a baseline of current conditions: equitable local and minority hiring; equitable local and minority business procurement; affordable housing; thriving business incubation; vibrant arts and cultural development; sound community investment; stable and effective local partners; financially secure households; educated youth; safe streets and campuses; healthy community residents; and healthy environment.


Focuses on how anchor institutions, particularly universities and their associated medical centers, invest in their communities. The authors provide background information on anchor institutions and share six university case studies that explore anchor-institution investments in neighborhood revitalization and innovation districts. The report discusses three major practices that enabled these universities’ strategies to succeed (aligning university mission with community engagement; fostering communication between the university and the community; and tailoring a revitalization strategy to the institution and place), as well as challenges presented by the case studies.

This article, published by the Federal Reserve Bank of St. Louis, discusses a mapping project that examined unemployment and poverty rates across the Mississippi Delta, comparing census tracts that include an anchor institution and those that do not. The author discusses the relationship between anchor institutions and communities and opportunities for collaboration, and includes socioeconomic data specific to the Mississippi Delta region.


This report describes a community engagement strategy that emerged from anchor institution collaboration with municipal government. The authors explain Baltimore’s strategy as involving eight anchor institutions in three sectors of Baltimore: Bon Secours Baltimore Health System; Coppin State University; Johns Hopkins University; Maryland Institute College of Art; University of Baltimore; Loyola University Maryland; Morgan State University; and Notre Dame of Maryland University. The report discusses these institutions’ past and present contributions to the Baltimore community in detail. The report also recommends immediate action plans for each sector to enhance their community engagement. All of the outlined plans involve the specified anchor institutions fostering public safety, local hiring, local purchasing, and quality of life in their areas. The report places special emphasis on anchor institutions working with the City of Baltimore to achieve mutually beneficial goals.


The author explains how anchor institutions can provide meaningful indicators of urban sexual cultures. His abstract provides a summary: “In this article, I use 125 interviews with Chicago residents to propose a two-pronged strategy [to measure urban sexual culture]. First, gay neighborhoods continue to house anchor institutions, despite ongoing residential out-migrations. These are the primary engines of community building, and they locate the material culture of a group in a specific place. Commemorations serve as a second indicator for a culture.”


Describes the ideas behind, and mechanics of, a collaboration between anchor institutions, local businesses, and community residents in Cleveland. The study includes a timeline of the developments in Cleveland and discusses four strategy areas: Institutional Partnership, Physical Development, Economic Inclusion, and Community Engagement. It also describes the collaboration’s successes in rebuilding neighborhoods and improving local economic opportunities.

In the Abstract, the authors write:

The paper examines universities as anchor institutions in the context of a major upheaval in the funding of English higher education. The various components of these changes are combined into a multivariate indicator of institutional vulnerability for universities in England. This is then linked to a classification of university cities to identify the most vulnerable institutions in the most vulnerable places with the greatest dependence on higher education. The paper concludes with a discussion of the need for sensitivity to issues of place in any forthcoming restructuring of English higher education arising from the funding changes.


This essay explores the intersection of the “smart city” and anchor-institution concepts, using public libraries as examples. The author's abstract describes the four parts of the study: “Part I describes the smart city and anchor institution concepts. Part II identifies broadband policy goals and market gaps in their fulfillment. Part III shows how anchor institutions and public libraries in particular are important partners in reaching broadband infrastructure goals. Part IV then concludes with some observations for smart city initiatives in general.”


The report focuses on student involvement in university-led community investment strategies, as well as the potential intersections of community need and institutional wealth. Fifteen students, administrators, and university community members from eleven universities and their local communities were interviewed. The authors use a number of case studies of both administration-led and student-led initiatives to illustrate examples of local community investment by universities, as well as to identify lessons learned. The report includes key recommendations for “maximiz[ing] the influence of student campaigns and other activities in increasing the impact of university community investing and moving it to scale.”


The authors state in their abstract: “This article explores the role of colleges and universities as anchor institutions, the type of governance needed to infuse local engagement into all aspects of the institution, the specific evolution of the University of Pennsylvania (Penn) as an anchor, and lessons learned along the way.” In its exploration of the roles of universities as anchors, this work discusses the history of the anchor institution concept and the Anchor Institutions Task Force, methods for effective governance of universities serving in an anchor role, and specific developments at the University of Pennsylvania in its twenty-plus years developing an anchor institution strategy and culture.


Explores a higher-education community engagement approach to advancing equity in Science, Technology, Math, and Engineering (STEM) education and careers. The authors discuss both the theory and best practices of this partnership approach and conclude with a series of recommendations, derived from two international workshops, aimed at enhancing STEM equity, driving broader participation, and producing better science. The paper emphasizes the value of global collaboration in significantly reducing inequalities and increasing diversity in STEM in communities and societies throughout the world. The work of the Anchor Institutions Task Force is cited, particularly AITF’s core values of collaboration and partnership, equity and social justice, democracy and democratic practice, and commitment to place and community.


From the authors’ Abstract:

This thesis looks at the roles that anchor institutions can play in environmental initiatives. Using Great Bay in New Hampshire and Maine as a case study and Plum Island Estuary in Massachusetts and Casco Bay in Maine as comparison cases, interviews with relevant stakeholders were used to identify the ways anchor institutions are involved in watershed initiatives.


In this article, the author discusses the economic power of anchor institutions, and the potential for it to build local economies. The article compares anchor local procurement strategies and Payment in Lieu of Taxes (PILOT) programs. It cites the investment and procurements of
Cleveland’s University Hospitals Vision 2010 initiative, the University of Pennsylvania, the University of Cincinnati, and Boston’s Northeastern University as examples.


This U.S. Department of Housing and Urban Development website is dedicated to case studies of anchor institutions. Many of the studies listed below examine anchor-institution community development projects that began with grants from the HUD Office of University Partnerships. Five of the studies focus on contributions of single universities, while two review those of healthcare centers, and one observes developments emerging from a multi-anchor project. Most of the studied anchors have been engaged in their communities for at least twelve years and one, the University of Pittsburgh, has been planning with its local community since the 1970s. The studies examine several approaches to community engagement. These include educational programs, ranging from service-learning-driven pipeline programs to workforce development, as well as community health and wellness programs added to educational efforts. Other studies explore monetary investments and/or real estate, housing improvements, and neighborhood development in general. Most strategies include partnerships and collaboration with a variety of anchors and community organizations.

2014 Case Studies Include:
Community Engagement: Indiana University-Purdue University Indianapolis.

Detroit, Michigan: Henry Ford Health System Supports Community and Economic Development.

The Pride of Pālolo: ‘Ohana Learning Center at Pālolo Homes.

The S.G. Atkins Community Development Corporation Revitalizes Neighborhoods near Winston-Salem State University.

Sinai Community Institute: Health-Based Community Development in Chicago.

The University of Cincinnati: Improving the Uptown Community.

University at Buffalo Supports Neighborhood and Regional Growth.

University of Pittsburgh: A “University of the Community.”


The authors summarize the report in their Introduction:
This report provides an overview of operational structures, challenges and opportunities for anchor institutions to leverage food purchasing to create economic opportunity and jobs in Baltimore City. It includes recommendations for actions that may be taken to remove regulatory barriers or provide regulatory support for local purchasing, anchor-foodservice contract terms, and supports for small businesses. Details relating to specific products identified for procurement and vendor recommendations have been provided separately.


The author explores the potential role of the federal government in U.S. business “innovation districts,” which have been developed through the collaboration of local partners, including anchor institutions. The paper specifically explains how the federal government should focus its support in three main areas: basic and applied research, skilled workers, and infrastructure and housing.


The report explores the benefits of community foundations taking on anchor institution roles. It discusses the relationship between community foundations and an “emerging anchor mission” to “deploy all resources to community wealth.” The authors describe how community foundations are using financial, human, intellectual and political assets to serve their communities' economic well-being. The report is divided into five parts. Parts I-III cover the evolution of community foundations’ new anchor missions and how they implement them. Parts IV and V provide recommendations on how community foundations can participate in the new missions, including providing examples of community wealth building practices of 30 representative community foundations.


The theme of this issue is: “Higher Education’s Role in Public School Reform and Community Engagement.” Discussions of the role of anchors are woven into various articles and are strongly present in the conclusion.

Articles from this issue include:


The author discusses the environmentally sustainable economic development potential of worker-owned cooperatives supported by anchor institutions. The article analyzes one example of such a cooperative in Cleveland, the Evergreen Cooperative. An excerpt from the author’s Abstract summarizes the article’s explorations: “This paper explores the development potential of joint worker-community cooperative structures during the current economic downturn by analyzing the ‘Cleveland model,’ a network of worker-owned cooperatives supported by local education/healthcare ‘anchor’ institutions and financed and organized by a non-profit community development corporation.”

This report focuses on what Living Cities learned from the Integration Initiative, its 85-million-dollar investment experiment in five sites. Living Cities describes the Initiative as an experiment with the goal of testing “the hypothesis that anchor institutions can play a significant role in creating economic opportunity in cities.” The tested approaches included real estate development and related activities, hiring local low-income residents, and procurement.


The report describes Employer-Assisted Housing (EAH), which engages employers in aiding their employees in acquiring homes. It specifically discusses a new EAH effort in Philadelphia called Philadelphia Home Buy Now, through which the City of Philadelphia and Urban Affairs Coalition provide matching grants to the grants or forgivable loans made by the employer. The authors describe higher educational and medical institutions as major participants in the program, which “account for 47% and 35% of the employer grants, respectively.”


This book explores the concept of strategic cross sector partnerships. It emphasizes the importance of collaboration among public, private, and nongovernmental resources—including anchor institutions—to address critical issues of global significance, including climate change, health, and poverty. A number of diverse case studies from across the globe are presented, with exploration of the strengths, weaknesses, and future potential of cross sector partnerships.


This book explores the idea of community foundations acting as anchor institutions. It is an outgrowth of the Second Century Project, a seminar series meant to create an ongoing dialogue that integrates theory and practice to help community foundations thrive. The authors argue that “the community foundation is the one institution, among all others, that seeks to mobilize the resources of the community to meet the community’s needs” and that community foundations have a critical anchoring role—in partnership with donors, civic and community institutions, government, and business—for creating meaningful and sustained impact. The authors include a broad sampling of community-improvement-project stories from an array of foundations and communities.

Contributing authors include: Ronald B. Richard; Emmett D. Carson; Grant Oliphant; Mariam C. Noland; Eric Newton; Lori A. Slutsky; Ani F. Hurwitz; Carleen Rhodes; Jennifer Leonard; Alicia Philipp; Tené Traylor; G. Albert Ruesga; Chris Rurik; Henry Izumizaki; Nillofur Jasani; Nancy Van Milligen; Brian Payne; Antonia Hernández; Paul Major; Teri A. Hansen; Mark S. Pritchett; Paul Grogan; Josie Heath; Douglas Kridler; Kelly Ryan; and Judith L. Millesen.

Focuses on place-based university-community interactions. The author describes the issue: “This monograph examines the primary ways university faculty, students, and administrators have interacted with the residents and elected officials of geographic areas where they are located, and the effect of those interactions on the various participants. The interactions can be framed in three ways, emphasizing community and economic development, student learning, or faculty research objectives, respectively.” The second chapter on “Community as Place” particularly describes ways that higher education institutions serve as placemakers, economic development partners, and/or anchor institutions.


The author analyzes *The Road Half Traveled: University Engagement at a Crossroads* by Rita Hodges and Steve Dubb (Michigan State University Press, 2012). The review summarizes and interprets Hodges’ and Dubb’s work, which included best practices and lessons learned from 10 case studies of universities as anchor institutions. The reviewer describes the book as providing an exploration of institutional practices that could improve “the overall quality of life for all residents of the neighborhood,” with the “underlying theme… [that] change must happen in every aspect of the institution’s behavior.”


This report discusses how anchor institutions can impact cities’ “resilience.” It defines “resilience” as a quality emerging from specific practices, including efforts focused on educational improvement, initiatives to improve residents’ quality of life and social well-being, and taking stock of assets, such as anchor institutions. It examines Chester, Pennsylvania as an example of a resilient city. It features commentary from four experts in the field, as “Series Presenters:” David Maurrasse, AITF director and president of Marga Incorporated; Barbara Holland, former director of HUD’s Office of University Partnerships; James T. Harris, the president of Chester’s anchor partner, Widener University (now president of the University of San Diego); and Mark Linton, Executive Director of the White House Council on the Strong Cities, Strong Communities Initiative (SC2).

Analyzes how large anchor institutions function in the urban revitalization process and how public schools could serve as bridging institutions in this activity. In the Preface, the editors describe the structure of the text:

This book is divided into two parts. The first part considers the urban context where anchor institutions are embedded. This context is examined conceptually, and through the analysis of anchor-based development in Detroit, Philadelphia, and Washington, DC. The second part focuses on the potential for the development of public schools as bridging institutions in the inner-city revitalization process. The role of public schools in the community development process is examined through case studies in Buffalo, Pittsburgh, Philadelphia, Chicago, and Los Angeles.

Contributing authors include: Robert M. Silverman; Janice Bockmeyer; Avis C. Vidal; Bethany J. Welch; Margaret Cowell; Heike Mayer; Henry Louis Taylor, Jr.; Linda McGlynn; D. Gavin Luter; John M. Wallace, Jr.; Samantha Teixeira; Brian D. Christens; Jessica J. Collura; Michael A. Kopish; Matea Varvodić; Mark R. Warren; and Greta Kirschenbaum Brownlow.


This interim report discusses the plans and early progress of the first five Choice Neighborhood implementation sites (Boston, Chicago, New Orleans, San Francisco, and Seattle). It describes the overarching goal of this HUD-sponsored program as “to redevelop distressed assisted housing projects and transform the neighborhoods surrounding them into mixed-income, high-opportunity places…. In selecting Choice sites, HUD sought to invest where communities had anchor institutions and could build on concurrent, co-located community improvement efforts.” The report describes each sites’ transformation plan and key accomplishments to date, as well as outlines ongoing challenges.


The author describes the report in the “Introduction and summary”:

This report provides an overview of how the federal government has worked with anchor institutions over the years, the potential roles anchors can play in communities, and how to measure the community benefits of this work. It concludes with detailed recommendations for federal officials to further enhance the role of anchor institutions in communities and to promote communities’ economic development.

Ryberg-Webster, Stephanie, Kelly L. Kinahan. “Historic Preservation and Urban Revitalization

From the authors’ Abstract:

This article reviews the current state of affairs in preservation practice and scholarship and builds new connections with four leading discourses in urban revitalization: the New American City, place matters, anchor institutions, and legacy cities. We call for an expansive research agenda to address preservation’s role in revitalization and to rethink preservation policy in the twenty-first century.


From the Abstract:

This article examines the role of anchor institutions in the urban revitalization process. We use case study analysis to understand how concerns about residential displacement are addressed by anchor institutions in the urban planning process. This analysis is designed to build upon William Worthy’s critique of anchor-based development during the 1960s and 1970s. Our analysis examines the degree to which his concept of “institutional rape” applies to contemporary urban revitalization efforts. The article focuses on university and medical campus expansion in Buffalo, NY. We describe how the planned expansion of the Buffalo-Niagara Medical Campus has raised concerns about the displacement of residents living in a neighboring subsidized housing development.


Abstract:

The University of Tartu has been an anchor institution – as a driver of urban revitalization and a designer of urban landscape. Starting from the re-opening of the university, the growth of the population in the city has been directly correlated with the growth of the university and its student body (Kruus, 1927). In 2010 the collective body of the university constituted approximately 1/5 of the registered population (Tartu City Forum, 2010). The anchor institution is a driver of economic growth, a real estate developer and a service provider (Harkavy et al., 2009). The University of Tartu and Tartu University Hospital known as Estonian Meds and Eds are one of the key factors of the favorable economic climate since the two medical and educational institutions concur in providing health care, quality of life, amenity and highly educated labor for the community. In the 21st century Tartu University Hospital has become one of the anchor
institutions of Tartu and South Estonian Region, having a direct impact on the City and its economic growth.


This conference report discusses the role of multiple local partners in revitalizing troubled neighborhoods through the HUD Choice Neighborhoods program. The report explains that anchor institutions are among the key community stakeholders who participate in Choice Neighborhood grantees’ neighborhood revitalization efforts. The authors include Philadelphia’s We are Mantua! neighborhood crime program, as well as two Ohio programs, Partners Achieving Community Transformation (PACT) and the Greater University Circle Initiative, as examples of Choice Neighborhood grantee programs that rely on anchor institution partnerships. The authors also describe India Pierce Lee's speech on how the Cleveland foundation leveraged anchor institutions' self-interest to form the Greater University Circle Initiative, an active neighborhood revitalization project.


Discusses current and potential involvement of anchor institutions in the food industry. The report explores how anchor involvement could enhance company competitiveness and improve local economic and social conditions simultaneously through a “shared value” concept. The authors analyze the following economic roles for anchor institutions: Provider of Core Products and Services, Workforce Developer, Purchaser, Real Estate Developer, and Cluster Anchor. Authors, in addition to those listed above, include: Kimberly Weisul, Adina Astor, Kenneth Levy, and Miriam Weinstein, Rafi Taherian, and Allan Tear.


This report analyzes the size and nature of local procurement opportunities in Newark. It examines interviews of 70 individuals from organizations that support Newark's small business development and analyzes procurement data from six anchor institutions. A local advisory group, including 30 organizations, guided the authors' efforts. The report emphasizes significant findings and recommendations for Newark to establish a robust buy-local initiative.

Describes anchor institution missions of U.S. hospitals and healthcare systems. The report is organized into four sections: “Hospital as Economic Engine and Anchor Institution,” “The American Hospital—a Private Institution with a Public Mission,” “Emerging Hospital Trends and Promising Practices,” and “Case Studies.” The discussion is based on previous research, an examination of U.S. hospital evolution, observed nationwide community-building trends and best practices, and five 2011-12 case studies. The report concludes with key recommendations for hospitals and healthcare systems to consciously develop an anchor institution mission that will improve community health and build community wealth. Recommendations are also made for policymakers and philanthropists.

**Working Papers**


In this working paper, the author analyzes the community economic impact of anchor institution construction projects. The paper explores six aspects of the concept, with examples from various regions of the U.S.


Analyzes a Cleveland community-organized local development initiative involving anchor institutions. The authors explore its origins and how the project gained momentum amidst dramatic social and economic changes.

**Media Articles, Blogs, and Speeches**

Atkins, Madeline. “Universities Turn Cold Spots Hot.” *Times Higher Education* (London), October 2, 2014. [https://www.timeshighereducation.co.uk/comment/opinion/universities-turn-cold-spots-hot/2016032.article](https://www.timeshighereducation.co.uk/comment/opinion/universities-turn-cold-spots-hot/2016032.article).

Discusses the “new chapter” of universities acting as anchor institutions in England. The author explores ways that modern English universities partner with local social, economic, and cultural organizations to create economic growth.


This blog entry analyzes anchor institution-based urban development. It discusses characteristics of anchors, examples of their urban development strategies, and best practices within these, while surveying relevant information available at the time.


This presentation discusses how anchor institutions could nurture democracy. The author explains the importance of building “communities of trust” between universities and their neighbors, citing the Anchor Institutions Task Force (AITF) and its members as examples. She illustrates an “institutional citizen” concept and describes practices for anchor institutions that could support democracy and democratic change in communities.


The author examines the connection between Portland’s development and one of its anchor institutions, Portland State University. It explores the idea that the two have a mutually beneficial economic relationship.


This blog entry discusses the strategies of three cities to use nonprofit anchor resources for building community wealth. The examined strategies include Chicago Anchors for a Strong Economy (CASE), Cleveland's Greater University Circle Initiative, and the Baltimore City Anchor Plan.


This speech discusses the global university-community engagement movement. It highlights the work of the Anchor Institutions Task Force.

These blog entries focus on the economic contributions of anchor institutions, ranging from universities and hospitals to art institutions to sports franchises, and include some short case studies. The authors describe some tenets of the Affordable Care Act and their effects on hospital-community engagement. They also analyze the relationship between inner city population density and anchor institution-oriented cluster business and neighborhood development strategies. Many of the entries discuss anchor procurement strategies and report results of these strategies.

Entry authors and titles:
Camp, Matt.
“Mayor Menino’s Impact Felt in Every Boston Neighborhood.”

Dowd, Beth.
“Bringing Biz and Buzz Back to Cleveland.”
“‘A Healthy Dose of Chaos Theory’ Boosts Collaboration and Competitiveness.”
“Inner City Boston Continues to Draw Investment.”

Hull, Brian.
“What Does Shared Value Look Like for Sports Franchises?”

Initiative for a Competitive Inner City (ICIC).
“How Local Purchasing Spurred Growth in West Philly.”
“MASS MoCA: Rethinking an Industrial Complex as a New Museum and Urban Anchor”
“Want to Create Local Jobs? Look in Your Own Backyard.”
“What’s the Second Driver of a Healthy Urban Ecology?”
“What Works: Collectively, Midtown Anchors Spark Renewal.”
“What Works: Hospital Procurement Strategies that Support Small Businesses.”

Maher, Amanda.
“Anchor Incentives Provide Stability for Detroit Residents, Neighborhood.”
“Can Neighborhood Innovation Districts Spur Sustainable Economic Growth in Boston?”
“How Art Can Anchor a Local Economy.”
“Making the CASE for Local Anchor Procurement.”

Nijhuis, Austin and Lena Ferguson.
“Affordable Care Act Opens Hospital Doors to Greater Community Investment.”

Zeuli, Kim.
“Economic Inclusion Requires a Renewed Focus on Inner Cities.”

The authors describe “Innovation Districts,” which involve local anchor-institution-business collaborations. They discuss the relationship between these districts’ innovations and city economies.


Discusses how a new public school is at the center of a Baltimore urban renewal project managed by Johns Hopkins and Morgan State universities. The article describes the background of the school's neighborhood and the aims of the project.


This article announces Ontario’s plan to engage universities in community development. It discusses what the mandated individual strategies of multiple universities share in common, and how they differ by locale-oriented development factors.


Explores the Massachusetts Wellspring Collaborative, which joins anchor institutions (universities and healthcare establishments) with community and labor organizations. The author discusses the Collaborative’s background, as well as its current job training, employment, and local procurement strategies.


This article examines the neighborhood impact of anchor institution local procurement strategies. It cites the University of Pennsylvania’s implementation of such strategies in West Philadelphia as an example, and compares that project to Northeastern University’s proposed strategy for Boston.


Describes how urban anchor institutions can strengthen communities. The article examines some current strategies, such as Payments in Lieu of Taxes (PILOTs), Community Benefit Agreements (CBAs), and local procurement. It also discusses some best practices, derived from
the examples of various U.S. urban communities and their anchors, especially those in Philadelphia, Detroit, and Chicago.


Analyzes community development projects resulting from a Rhode Island anchor institution-community partnership. The author describes the Smith Hill Community Development Corporation, and its work with Providence College, to provide affordable housing and other services.


This article, relying in part on an interview of Ira Harkavy and several other faculty and administrators from universities across the globe, explains the ways universities contribute to economic development. It discusses investment and procurement strategies, in addition to civic engagement.