

Building Resilient Communities Summary Report

Democracy Collaborative Feasibility Report
to the Anchors for Resilient Communities partners

April 27, 2016

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The Democracy Collaborative

Building Resilient Communities

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Executive Summary

This study informs the efforts of Anchors for Resilient Communities (ARC), a multi-year, multi-stakeholder initiative organized to improve community health, wealth and climate resilience in Richmond and East Oakland, California through partnerships with local anchor institutions. Initiated in 2013, Emerald Cities Collaborative and Health Care Without Harm brought together a wide range of partners: including The Democracy Collaborative, Avivar Capital, Kaiser Permanente, the University of California-Berkeley, Dignity Health, The California Endowment (TCE), California Wellness Foundation, the San Francisco Foundation, the Kresge Foundation, and community stakeholders from the TCE Building Healthy Communities Initiative in East Oakland and Richmond to address long-standing problems of economic inequality and public health, as well as rising threats of climate change on community health and well-being.

In early 2015, The Democracy Collaborative was hired to analyze procurement practices and supply chain needs of East Bay anchor institutions. The project involved meetings with over 225 individuals with a focus on strategies for reinvestment in East Oakland and Richmond. Key anchor institutions participating included: Kaiser Permanente, University of California, Berkeley/San Francisco (UCB/UCSF), Lawrence Berkeley National Laboratories (LBNL), Dignity Health, Oakland Unified School District (OUSD), Bay Area Rapid Transit (BART), Peralta Community College System/Laney College, and the Port of Oakland, to name a few.

This study specifically identifies the immediate local investment defined by the Building Healthy Communities sites in East Oakland and Richmond, and economic opportunities within the anchors' supply chain, and seeks to scale business opportunities in these communities to a regional scope. Moreover, a distinguishing quality of the ARC initiative is its focus on finding investment levers that not only build community wealth, but also promote health and protect the environment.

Our findings reveal a number of opportunities to connect disinvested Richmond and East Oakland communities to broader patterns of regional economy prosperity by leveraging the purchasing power and assets of anchor institutions. Moreover, these jobs and business opportunities lend themselves to the broader community resilience objectives.

Key findings include:

- 1) We estimate that East Bay anchor institutions have a combined annual spend of **\$6.8 billion** a year on goods and services. Concerted effort can greatly impact the local economy. For example, Oakland Unified School District (OUSD) has increased its local spend from six percent of total spending in 2008-2009 to 50 percent of total spending in 2014, effectively shifting over \$100 million in spending to local firms over a period of six years (In 2014, OUSD spent a total of \$144 million with local contractors).¹

- 2) A high demand for healthy food products and services among multiple anchor institutions offers a number of local business and employment opportunities, which carry with them the opportunity to improve community health and mitigate climate change.
- 3) Clean energy investments from anchor partners and the robust clean energy policy environment can also be harnessed in the utility and construction sector to generate health benefits and promote climate mitigation and adaptation.
- 4) Anchor demand for recycling, green cleaning and other business services presents actionable opportunities for building community wealth.

Our study also revealed a considerable amount of interest and ongoing activities by other local public and community organizations that can be coordinated with ARC. Accordingly, we recommend the following next steps to quickly and effectively align the various initiatives:

- 5) Invest in the implementation of the recommendations to the Chancellor reached in Richmond between UCB/UCSF, LBNL, Richmond community-based organizations, Healthy Richmond, the City of Richmond, and the Richmond business community. If nurtured and supported, we believe this effort can pay off with major benefits for the Richmond community. Funding and supporting this work should be a high Bay Area philanthropic priority, particularly healthy food and green construction.
- 6) Encourage the City of Oakland to partner with the East Oakland Building Healthy Community site to foster the development of a neighborhood-wide business strategy that leverages The California Endowment's philanthropic investment. The City of Oakland's new office for Equity and Partnerships might be a logical place to coordinate this effort.
- 7) Implement a scope of work in the next six months that: a) undertakes business planning on the local/sustainable business opportunities identified through this study; b) secures anchor procurement commitments (e.g., letters of intent); c) identifies capital needs and begins to secure project financing; and d) organizes support structures for new and existing businesses to work effectively with anchors.
- 8) Lastly, because the challenges of economic inequality, health, and resilience are both regional and national in scope, we strongly encourage ARC to engage national funders in this and similar efforts in other communities across the country.

Introduction

On behalf of the ARC partners, Emerald Cities Collaborative, Health Care Without Harm, Healthy Richmond, East Oakland Building Healthy Communities, Avivar Capital, Kaiser Permanente, the University of California-Berkeley, and Dignity Health; and with the financial support of The California Endowment (TCE), Kaiser Permanente, the California Wellness Foundation, the San Francisco Foundation, and the Kresge Foundation, The Democracy Collaborative conducted a year-long assessment of the procurement practices and supply chain needs of East Bay, California anchor institutions.

Anchor institutions such as hospitals, universities, and government agencies (alongside others, including churches and museums) are entities that, due to either public or private nonprofit ownership, are place-based, mission-driven entities that are largely “anchored in place.” Nationally, hospital spending totals \$780 billion, while higher education spending is nearly \$500 billion.² In short, our nation’s “Eds and Meds” alone are responsible for over 7.5 percent of gross domestic product. Because they are rooted in their communities, a growing number of anchor institutions have adopted what we have called an *anchor mission*, making a commitment to apply their long-term, place-based economic power, alongside human and intellectual resources, to better the long-term welfare of their communities. One way that these institutions can fulfill their anchor mission is through the deliberate local sourcing of goods and services. In this way, anchors can support community-based businesses and help create jobs and prosperity just by buying things that they already need.

Our team met with over 225 individuals from anchor institutions, city governments, foundation partners, local businesses, business technical assistance partners, and community groups. We conducted our study with an eye toward identifying ways that leading institutions might build upon existing commitments and investments to address social determinants of health, support equitable development, and build climate resilient communities.

Our work began in January 2015 when the ARC formalized its membership, the group’s mission, and project scope. That mission, simply put, was to: “Leverage the assets and the capacities of East Bay institutional anchors to address social (both economic and environmental) determinants of health and economically inclusive opportunity, and thereby develop healthy and prosperous communities, with a focus on meeting the needs of under-served neighborhoods in Richmond and Oakland.”

A critical area of focus was identifying ways to leverage the existing TCE investments at Building Healthy Communities sites in East Oakland and Richmond. Launched in 2010, Building Healthy Communities is a 10-year, \$1 billion initiative in which 14 communities throughout California are “taking action to make where they live healthier.”³ Two of those 14 communities—East Oakland and Richmond—are in the San Francisco Bay Area.⁴ One key question motivating TCE was “What happens in year 11?” In other words, how do we ensure that the benefits of TCE’s investment persist once their annual contributions begin to taper off? Indeed, a central goal of the Building Healthy Communities program is to build community capacity, networks, institutions, policies and systems that will remain long after external funding declines. Establishing the basis for sustainable economic development is an important part of the

answer. In our report, we outline paths forward for both Richmond and East Oakland, tailored to the unique challenges and opportunities that each community faces.

This report also identifies potential anchor community investment strategies within the context of the San Francisco regional economy, as regional economic pressures can often undermine local community efforts. For example, a 2015 Bay Area study by UC Berkeley researcher Miriam Zuk and urban planning professor Karen Chaple observed that the “regional nature of the housing and jobs markets has managed to render some local solutions ineffective.”⁵ But what if the regional economy can be leveraged to boost community health and well-being rather than undermine it? This question is central to the premise and promise of the ARC approach.

The San Francisco Bay Area: Growing Together or Pulling Apart?

The San Francisco Bay Area, a nine-county region, has long viewed itself as a national leader in community activism and progressive policy achievement. Examples abound, including the 1934 San Francisco general strike, which, alongside the equally important but less known Oakland general strike of 1946, were critical struggles that helped make the Bay Area a union-friendly community with good-paying jobs; the birth of the Black Panther Party in Oakland in 1966, which grew into a national civil rights network; and the election of Harvey Milk, an openly gay county supervisor, in 1977, an event that proved to be a pivotal moment in the national gay rights movement.⁶

But today the Bay Area risks becoming known as a leader for something far less attractive— income inequality. A 2014 City of San Francisco Human Service Agency report found inequality on par with the nation of Rwanda.⁷ To be sure, the Bay Area region is less unequal than San Francisco. Yet fears of a similar dynamic playing out in the East Bay and beyond are widespread—and with good reason. UC Berkeley’s Urban Displacement Project found that, as of 2013, “48 percent of census tracts and more than 53 percent of low-income households lived in neighborhoods at risk of or already experiencing displacement and gentrification pressures.”⁸

In 2015, PolicyLink created an Equity Profile for the Bay Area. The authors noted that in 1979 the Bay Area ranked 45th of the largest 150 regions when it came to income inequality. By 2013, the region was 14th.⁹ In the City and County of San Francisco, the percentage of income going to the top one percent has increased from 15.8 percent of total income in 1989 to 30.8 percent by 2013 (latest year available). In Alameda and Contra Costa counties, the top one percent’s share of total income climbed from 10.4 percent in 1989 to 16.8 percent in 2013.¹⁰ National economic inequality has grown rapidly during this period as well, a development that the Ford Foundation has taken to calling the “defining challenge of our time.”¹¹

These economic disparities have had their concomitant health impacts. Back in 2008, the Alameda Department of Public Health found a 5.9-year gap in life expectancy between those who lived in East Oakland flats and those who lived above in the Oakland hills. Racial disparities also have had an effect, with blacks in similar geography having a lower life expectancy than whites. Since the late 1960s, the life expectancy gap by race has widened considerably – from less than two years to nearly six. Life expectancy has increased for both whites and blacks, but while whites in Alameda County have seen life expectancy climb by a

decade, blacks have had half of that increase. A likely cause of the growing gap is the declining economic fortunes in the African American community resulting from factory closures, more evidence of employment's role as a social determinant of health.¹² A report from Contra Costa County finds a similar pattern, with a seven-year gap between white and black life expectancy.¹³

In short, despite a booming tech economy, the Bay Area region faces a growing unease. A year ago, Fred Blackwell, CEO of the San Francisco Foundation, put the challenge this way, "There's this sense that there are missed opportunities by not having a larger cross-section of the community engaged in and benefiting from the economy. And there's a sense that the prosperity we're experiencing is not sustainable if we stay on the same trajectory."¹⁴

The Ecological Challenge: Food Systems, Climate, Health and Resilience

The Bay Area's mounting economic inequality is daunting. On top of that, climate change related-threats such as extreme heat, drought, wildfires and floods increase the health and economic costs of this challenge. Higher food prices and the lack of availability of healthy, sustainably-produced food from less arable land and a changing climate, for example, will exacerbate the food needs of the population. According to a 2015 San Francisco Bay Area Planning and Urban Research Association (SPUR) report, "One in 10 adults in the Bay Area struggle to consistently find three meals a day."¹⁵

The coastal Bay Area is also heavily impacted by climate change, with most studies predicting nearly a half-meter rise in sea levels in the Bay Area by mid-century and more than a meter sea level rise by century's end. Given the current distribution of residents, a one-meter sea level rise in Alameda County, for example, would increase the number of residents vulnerable to flooding from 12,000 to 43,000 increase risks of vector-borne diseases, and loss of life and property.¹⁶ Mitigating greenhouse gas emissions can also help address other health challenges, such as asthma, lung disease and other respiratory ailments, and heat strokes from rising temperatures.

The challenges are significant, but with these challenges also come the opportunity to develop responsive solutions. A positive sign in this regard is that every city in Alameda County has adopted a climate action plan, as have many communities throughout the region, including Richmond.¹⁷ Provided that interventions to strengthen the local food system, build climate resiliency, and develop energy solutions are designed well, the businesses created to meet these challenges can help address economic inequality, both by providing living wage jobs and the development of businesses that are owned by community residents.

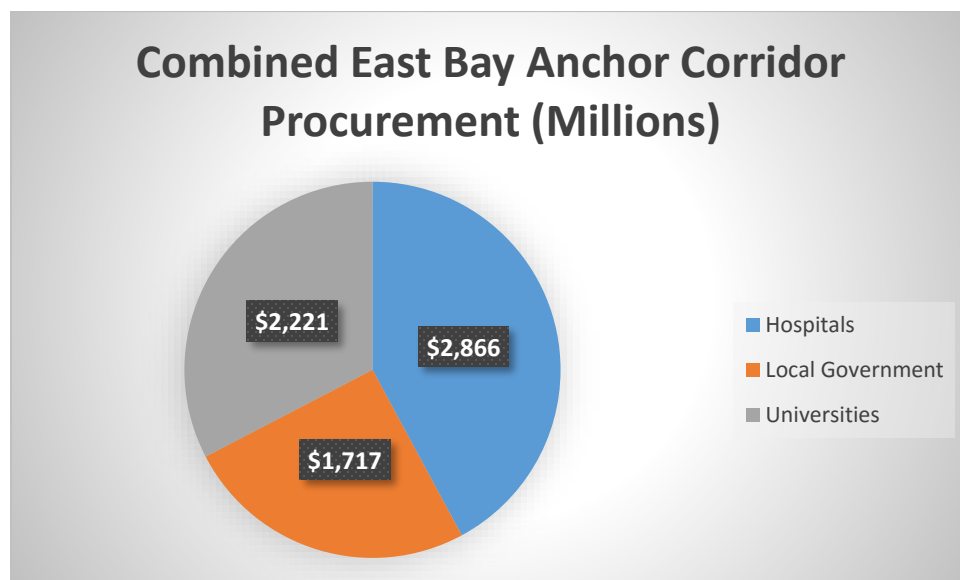
The potential of this approach is clear. In 2010, a study of a 16-county Northeast Ohio region (population 4.14 million) found that moving a quarter of the way toward fully meeting local demand for food with local production could create 27,664 new jobs, increase annual regional output by \$4.2 billion and expand state and local tax collections by \$126 million.¹⁸ Given the Bay Area's greater population, a similar shift in the Bay Area would have an even larger dollar impact. Already, food production and processing are important employers. As of 2010, food-related production, processing, distribution, waste and support service businesses employed over 70,000 Bay Area residents, roughly 2.2 percent of the 3.2 million workforce.¹⁹

Localizing the food system also can benefit the environment. A 2013 SPUR report estimates that the Bay Area sends more than 970,000 tons of food waste to landfills each year. If all this food waste were sent to compost facilities instead, carbon-dioxide-equivalent emissions would fall by at least 863,000 metric tons - the same impact as taking 163,000 cars off the road for a year or reducing emissions at the region's waste management facilities by 44 percent.²⁰

Another area of opportunity is clean energy jobs, which can be used to boost community economies. This is a sector where the Bay Area already plays a leadership role. Clean energy presently employs nearly 60,000 Bay Area residents, 31 percent of the state industry total, with a particularly high concentration in energy generation. The Bay Area is also a leading region for clean technology patent registrations, possessing 59 percent of the state's total (846) in 2012-2013, with leadership particularly strong in batteries, biofuel/biomass, and solar energy. Between 2007 and 2013, the Bay Area added 366 MW of solar capacity, the highest concentration in the state and enough capacity to fully power over 60,000 homes.²¹ A substantial investment in clean energy has not only important health impacts, but economic ones. UC Berkeley's Don Vial Center of Green Jobs and the Economy found that \$1 million invested in clean energy produces 6.2 direct jobs and eight indirect and induced jobs.²²

The Anchors for Resilient Communities Approach

As mentioned above, anchor institutions—such as hospitals, universities, and government agencies—are major economic institutions that have the potential to support community-based businesses and help create jobs and prosperity just by buying things that they already need. A number of East Bay anchor institutions, which spend a combined estimate of **\$6.8 billion** a year on goods and services, have demonstrated an interest and capacity to support the ARC initiative.²³



Kaiser Permanente, a Bay Area anchor for 70 years, is in the process of implementing what it has called a *total health* mission. In December 2015, Kaiser Permanente's Vice President of Total Health Partnerships, Tyler Norris, co-authored a paper that outlined that vision, which called for

“aligning and activating all of the resources of the institution—including sourcing and procurement, workforce pipeline development, training, investment capital, education programs, research, community health initiatives, environmental stewardship, and clinical prevention—to produce total health: a state of complete physical, mental, and social well-being for all people.”²⁴

Kaiser Permanente is still in early stages of making “total health” a reality, but it has taken some important steps. Nationally, Kaiser Permanente has supported the creation of 54 farmers’ markets, helping increase access to healthy foods in its hospital service areas. In Northern California, Kaiser Permanente spent \$924 million in community benefits in 2014. In 2013, Kaiser Permanente invested \$60.2 million in the East Bay alone or about 7.4 percent of what was a Northern California total of \$812 million that year.²⁵

According to Kaiser staff, 77 percent of Kaiser Permanente community benefit investment supported charity care or related health access interventions in 2014, with the remainder addressing upstream social determinants of health. Assuming the East Bay got a similar percentage of Northern California community benefit dollars in 2014 as the year before, this would mean that Kaiser Permanente invested an estimated \$15.8 million to address social determinants of health in the East Bay in 2014, an amount that is equivalent in scale to The California Endowment’s investments.²⁶ A recent example of such an investment is Kaiser’s commitment to invest \$3.5 million in three years for the City of Oakland’s “Oakland Promise” initiative, an effort that aims to “triple the number of low-income college graduates coming out of the city’s public schools” through scholarship and related supports.²⁷

The University of California, Berkeley, which has operated in the Bay Area since 1868 and is rapidly approaching its sesquicentennial, along with its partner, the Lawrence Berkeley National Laboratory (LBNL), has also made a number of commitments, particularly with respect to Richmond. In April 2014, UC Berkeley Chancellor Nicholas Dirks and LBNL Director A. Paul Alivisatos signed a letter pledging to support the development of partnership agreements, including a commitment to provide \$300,000 a year in annual support funding. This commitment has led to the development of what are near-final framework agreements in February 2016 in the areas of education, housing affordability, local hiring, and procurement.²⁸

Dignity Health is another anchor that has played a leadership role. Dignity has been highly lauded for its community investment program, which seeks to promote “total health of the community by channeling financial resources to institutions or projects that provide social good.” In FY2014, Dignity reports that it provided \$59 million in loans to 56 affordable housing developers and/or service providers that support low-income families and individuals.²⁹ While Dignity does not have facilities in the East Bay, it has been an important partner in ARC and could play a growing role as the initiative develops, particularly as the principles of ARC begin to be applied more broadly to reinvest in underinvested communities throughout the Bay Area.

Many other potential anchor partners can play a positive role beyond these three, including the Oakland and West Contra Costa public schools, transit agencies such as Bay Area Rapid Transit (BART), the Port of Oakland, Peralta Community College District, and other hospitals and universities. In the process of our research, we met with many of these groups and found

widespread interest in the principles and approach of ARC, as well as a number of already ongoing local purchasing and community benefit initiatives.

Emerging Sector Opportunities

The ARC approach aims to link community-based business to business opportunities at large, place-based employers such as universities and hospitals. ARC also strives to do so in a way that greens institutional supply chains, thereby achieving both economic and environmental sustainability. If done well, this approach redirects institutional spending into low-income neighborhoods. Ideally, backed by business technical assistance, social services, and workforce training, the growth of capacitated local businesses in disinvested neighborhoods sets off a virtuous circle of development—creating jobs, building community wealth, improving personal and community health and revitalizing neighborhoods. And because these businesses draw employees—and, in many cases, ownership—from the local community, residents themselves benefit from revitalization, rather than face displacement due to increased living costs.

Local Food: Scaling the Opportunity

Large-scale institutional purchasers like schools, hospitals, and colleges can be crucial leaders in the next wave of the good food movement. Farmers' markets and Community Supported Agriculture (CSA) have flourished over the past decade, yet local food sales still account for less than two percent of total farm gross revenues, and the goods exchanging hands at some 7,800 farmers' markets nationwide represent less than one percent of total U.S. agricultural production.³⁰ Moreover, scaling local food is essential from a social justice standpoint. To date, the benefits of the local food movement have largely failed to reach low-income communities and communities of color. Indeed, Oakland-based PolicyLink years ago formed the Center for Health Equity and Place to address this disparity.³¹

Institutional purchasing provides an important opportunity to scale up sustainable food initiatives to be more inclusive *and* to engage supply chain partners. While farmers' markets and CSAs allow for direct consumer sales, institutions rely on intermediaries from farm to table. Institutions' healthy purchasing initiatives can embed social and environmental values all along the supply chain by changing the practices of distributors, manufacturers, processors, and producers at both regional and national levels. Even small shifts can have major impacts. ARC partner Health Care Without Harm finds that most individual hospitals have an annual food budget between \$1 to \$7 million, while larger hospitals spend much more than \$7 million. School district food budgets can also be important financial drivers, with the school districts Health Care Without Harm is working with having food purchasing budgets that range from \$6 million to \$92 million a year.³²

The ARC approach provides an important opportunity to link what today are largely separate *farm to institution* efforts among the public PreK-12 school districts, university, and health care sectors – the Ed-Med Collaborative. While there has been informal sharing of best practices and lessons learned, there is a great need for formal cross-sector collaboration that funnels the strength of each of these food purchasing streams into a single, coordinated channel.

A missing middle ground of regional intermediaries like aggregation hubs, value-added processors, and distributors has been identified as one of the main barriers to building a more sustainable food system.³³ Anchor institutions can support the development of this needed infrastructure both by redirecting a portion of their large food purchasing budgets and targeting community benefits investment towards food system-related programs. The California Ed-Med Collaborative, which ARC partner Health Care Without Harm coordinates with School Food FOCUS (Food Options for Children in Urban Schools), is working with schools, hospitals and universities in California to aggregate institutional volume demand for healthier food products, thereby increasing healthy food access, localizing the food economy, and strengthening regional food systems.

Food insecurity and malnutrition greatly impact health outcomes. Half of public students nationwide grow up in households whose income is at or below the poverty line and are eligible for free or reduced lunch.³⁴ Students of color make up over 75 percent of students in FOCUS districts and 84 percent of pre-K students.³⁵ The importance of this work cannot be overstated: among youth aged 6-19, over 41 percent of African American or Latino children are overweight or obese, compared to 29 percent of white children. These children face greater health risks, including cardiovascular disease; bone and joint problems; and adult health problems (heart disease, type 2 diabetes, cancer, and osteoarthritis).³⁶

Hospitals bear the burden of a broken food system, from treating antibiotic resistant infections to growing costs of chronic, diet-related diseases such as diabetes, obesity, heart disease and cancers. However, it is not only patients who benefit from good food initiatives in hospitals. In fact, employees reap the greatest benefits since they typically eat in the cafeteria multiple times per week. Moreover, the community of employees within a hospital often reflects the community beyond hospital walls. Research shows that health care workers are no exception to rising rates of obesity and deteriorating overall health. What's more—there is a clear social gradient in health disparities among the health care workforce.³⁷ A 2008 study published in the *Journal of Environmental Medicine*, for example, found that eight percent of doctors were obese, compared to 17 percent of health technicians and 25 percent of health services workers.³⁸

ARC provides an opportunity to develop place-based (i.e. within the footprint of the Building Healthy Communities sites in East Oakland and Richmond) interventions that can help address these pressing food insecurity challenges, while also promoting community wealth, reducing economic inequality, and supporting local economic development. In our research, several opportunities were identified:

- A Bay Area hospital current contracts with a business to provide freshly made, locally sourced, prepackaged, home-delivered meals to caregivers and the elderly, disabled, and individuals in poor health who are eligible for economic assistance through Medicaid waiver or other government funded nutrition programs. The service is ideal for those managing chronic disease, desiring independent living assistance, or post-discharge hospital patients. The potential exists to greatly expand this market, with increased participation from anchor institutions, that could justify the development of a local production facility that would employ 100 or more people. Indeed, as Medicare shifts its reimbursement model from “volume” (fee-for-service) to “value” (keeping people

healthy outside the hospital walls), healthy food delivery services are likely to become a financial necessity for hospitals and health insurers.

- An existing food business has contacted ARC partners regarding the possibility of developing an additional facility that would include greenhouse and on-site restaurant to expand its production. This facility, which could be sited in either East Oakland or Richmond, might provide employee ownership opportunities to workers and would be likely to create over 50 jobs.
- UC Berkeley's Cal Dining has identified a need for trained food service workers. Jobs at Cal Dining pay \$18 an hour but are often unfilled. A food preparation workforce pipeline is needed. A social enterprise that provided food preparation and delivery services for institutional customers could serve both to train this workforce, as well as providing needed services directly. A successful model for this is DC Central Kitchen's "Fresh Start Catering" social enterprise, which generates \$11 million a year in income, supports the local food economy, and dramatically reduces prison recidivism, while training formerly incarcerated residents for long-term employment in the hotel and catering industry.³⁹
- Cal Dining, whose food budget exceeds \$15 million, has also identified demand needs around food processing and preparation. Possible opportunities that might be met by Richmond or East Oakland businesses include the production of pre-cheesed seasoned pizzas, pre-made soups and salsas, and processed chicken strips and wings.
- We have found that there is anchor demand for a healthy food catering business in Richmond. According to a vendor list provided by the City of Richmond's purchasing department, there are two Richmond-based caterers that might fit the criteria to fulfill this supply chain gap, one of which is also a minority and women-owned enterprise.
- As noted above, School Food Focus and Health Care Without Harm have partnered to develop the California Ed-Med Collaborative, which can help foster a more healthful, regional, and sustainable food system and to increase equitable access to local, healthy food. A three-year initiative to bring antibiotic-free poultry products to school and hospital cafeterias of participating schools and hospitals is slated to launch in 2017.
- Representatives from Emerald Cities Collaborative and Health Care Without Harm have met with the California Ed-Med Collaborative schools, hospitals, and universities in the Bay Area and identified needs for locally grown beans, nuts, greens, herbs, and alfalfa sprouts. The idea of a hydroponic greenhouse was proposed as a possibility.
- Oakland Unified School District, subject to zoning and community approval, is scheduled to roll out its West Oakland Central Kitchen in 2017-2018. The school district effort is expected to include instruction, internship and business opportunities, school-based community gardens, and a garden curriculum. The kitchen could also eliminate 80 percent of pre-packed foods in Oakland school district cafeterias. The facility is designed to have the capacity to produce 52,000 meals a day. Because this is 12,000 more than

what the school system needs, there may also be an opportunity to sell surplus food to additional buyers, such as public charter schools, hospitals, or universities.

- The International Boulevard Bus Rapid Transit project presents opportunities for East Oakland community-based business development. The new line is expected to be completed before the end of 2018. While efforts during construction will focus on mitigating disruption for existing business, the Oakland Business Development Council is seeking to site a grocery store along International Boulevard, which could possibly be developed as a cooperative. There are also opportunities to develop local food processing businesses, once a major industry in East Oakland, near the planned bus line.
- Located on International Boulevard and 85th Street, Allen Temple Health and Social Services has a commercial-grade kitchen that, if renovated, could be used for a food business incubator for area residents. Classrooms on site could also serve as business education space.

Clean Energy

California has long been a national leader in clean energy policy. In 2006, AB32 set an aggressive carbon reduction standard for the state to below 1990 standards by 2020.⁴⁰ This is now being revised to be even more aggressive. In 2011, Governor Jerry Brown signed Senate Bill X1-2 (California Energy Resources Act), which requires both public and investor-owned utilities to acquire one third of their power from renewable energy sources by 2020. Indeed, as of 2009, the state had already achieved obtaining 21.8 percent of its electricity from renewable sources, including hydropower.⁴¹

In 2012, the state passed Senate Bill 535, which amended California's 2006 "cap and trade" (AB 32) legislation to require that one quarter of the estimated \$1 billion a year in funds generated on the exchange be spent on projects that benefit disadvantaged communities. One tenth must be spent on projects located in those communities. A quick scan of listed census tracts indicates that both East Oakland and Richmond contain many qualifying census tracts for this investment.⁴²

Additionally, Proposition 39, also known as The California Clean Energy Jobs Act, provides up to \$550 million annually for "eligible projects to improve energy efficiency and expand clean energy generation in schools." Funds must be allocated by 2018 and must be spent by 2020. This can be a powerful mechanism to support local and minority contracting.⁴³

Another important energy policy with an even longer history is Assembly Bill 117. Passed in 2002, the legislation has enabled communities to use Community Choice Aggregation (CCA) to aggregate demand and purchase renewable power on behalf of customers, while customer servicing and billing remains the responsibility of the designate regulated monopoly utility service provider. The CCA mechanism, in essence, provides a vehicle to borrow against future customer payments to finance renewable energy infrastructure.

In June 2014, Alameda County authorized its Community Development Agency to investigate the implementation of a CCA program for Alameda County and its cities. Even though it is in

Contra Costa County, Richmond joined Marin Clean Energy, a community choice aggregator, in 2012. By 2015, the City of Richmond had achieved 85 percent resident enrollment. Membership, in the CCA, they estimate, has reduced carbon emissions in the city by 7,132 tons.⁴⁴

Richmond's clean energy efforts are also supported an Environmental and Community Investment Agreement that the City negotiated with Chevron in 2014. Through this accord, Chevron will provide \$90 million to Richmond over ten years. The Solar One project, to be built on 49 acres of leased Chevron land, is one fruit of this agreement. Solar One is expected to generate enough electricity to power 3,400 homes (10.5 million watts), while employing 100 graduates of the Richmond Build training center program during the construction phase.⁴⁵

The City of Oakland also has supportive energy policy, having approved a preliminary greenhouse gas reduction target for year 2020 of 36 percent below 2005 limits. The city has estimated a need for 21 staff positions to fulfill its action plan and an additional \$9 million per year for related expenses such as consultants.⁴⁶

In 2013, Oakland (along with Berkeley, Alameda and San Francisco) was among 100 cities selected by the Rockefeller Foundation, which has provided funds to hire a Chief Resilience Officer and some funding for additional technical assistance.⁴⁷

In terms of business development, ARC provides an opportunity to link community wealth building and business development to these broader economic trends.

Among these opportunities are the following:

- **Wind energy generation:** Last year, Kaiser Permanente announced an agreement to purchase 110 megawatts of off-site solar power and 43 megawatts of wind generation, which will help Kaiser Permanente meet half of its California energy needs with renewable energy.⁴⁸ Possibly, wind power project on the Berkeley Global Campus could be development as part of a Bay Area multi-county, regional effort.

One model to consider in designing a Bay Area initiative is provided by The Coastal Community Action Project, a non-profit agency that developed and now owns a \$15.3 million wind turbine project. The facility, located on 29 acres in Grayland, Washington—a coastal community due west of Olympia—generates six megawatts of power. The project was financed by a \$4.9 million state grant, \$4.4 million (net) in New Markets Tax Credits, and \$5.2 million in renewable energy credits, among other sources. Grayland Wind has an agreement with Grays Harbor Public Utilities District to buy all of the wind energy produced over 25 years, which enables the utility to meet its renewable portfolio standard requirement and generates up to \$450,000 per year for the community action agency, about 20 percent of the agency's budget. The revenue received is reinvested in CCAP's programs for low-income families in Grays Harbor and Pacific counties.⁴⁹

- **Energy Efficiency and LED lighting installation:** The University of California has declared its goal of becoming the first university in the country to have "net zero" carbon emissions by 2025.⁵⁰ Campus procurement officials identified two areas of high

opportunity: environmentally friendly energy and facility upgrades and LED (light-emitting diode) lighting installation.

Additional customers might include hospitals and local government. For example, the City of Berkeley from 2013 through March 2015 replaced 8,000 streetlights with LED lighting; because the savings from reduced energy use exceeded the cost of financing, the net cost to the City was zero.⁵¹ Oakland is also retrofitting its streetlights.⁵² But many others have not, creating a broader market.

It is also possible to develop a company that could do both energy-efficiency, facilities-based work, as well as LED lighting, while providing entry level jobs that could serve as a workforce development platform and a potential springboard into skilled trades apprenticeship programs. Indeed, over a five-year period, Evergreen Energy Solutions in Cleveland, Ohio, which forms a part of the Evergreen Cooperatives network that the Democracy Collaborative helped organize, has developed a company that has generated about 40 jobs, along with a detailed training curriculum that allows employee-owners to obtain certifications and build skills over time. Start-up costs for this business will likely be well under \$500,000. Because most of the work is on site, other than trucks, materials and funding for the training program are likely to be the main source of capital investment need.

Green Business

In addition to food and energy, there are also many broader business opportunities that promote sustainability objectives. For example, the University of California, Berkeley notes on their website that the campus currently procures \$14.4 million in environmentally preferable products. In addition to food, these include: copy-paper purchases with recycled content, office supplies with recycled content, office furniture with recycled content and green janitorial supplies.⁵³ Kaiser Permanente also has an environmentally preferred purchasing program.⁵⁴ Additionally, in our meetings with procurement officials at Kaiser Permanente, UC Berkeley and other institutions, we found a number of potential business development opportunities:

- **Next stage recycling/zero waste:** Speaking with one anchor institution consultant, we learned that, as the easy steps of recycling are achieved, many anchors are taking on more difficult stretch goals like “zero waste,” resulting in growing demand to figure out how to handle “difficult to recycle” items. “This is a priority,” we were told by one anchor official, enough of a priority that carve-outs for community-based businesses would be institutionally acceptable. Nationally, movement toward “zero waste” is gaining momentum, with local anchor UC Berkeley, in particular, playing a leadership role. The U.S. Zero Waste Business Council hosts annual conferences and maintains a national network of groups working to reduce waste. The University of Texas, Austin will host the group’s next conference in June. Lin King, UC Berkeley’s Manager of Campus Recycling and Refuse Services sits on the Leadership Committee of the Zero Waste College and University Technical Committee. Samantha Lubow, Environmental Initiatives Coordinator of Cal Dining Services also participates on the same committee.⁵⁵

- **A green commercial laundry/linen service:** We heard expressions of interest from multiple anchor institutions for a laundry business. A community-owned laundry, we were told, could greatly reduce shrinkage (i.e., loss) of linens and result in a lower carbon footprint by using environmentally preferred washing methods. A business that just tried to be another conventional laundry was unlikely to succeed, we were informed, but a *different kind* of laundry business that met anchor institution environmental preferred purchasing objectives might be highly successful.

The Democracy Collaborative has a track record in this area, helping launch a state-of-the-art, ecologically efficient, worker cooperative laundry in Cleveland, Ohio in 2009. The Evergreen Cooperative Laundry is worker-owned, employs 45 and serves a range of hotel, nursing home, and hospital customers. Start-up costs for a similar laundry would likely require a considerable up-front investment of roughly \$6 million (the overwhelming majority of whose cost, however, could draw on existing loan funds and New Markets Tax Credits). Start-up costs, of course, can vary greatly depending on the facility size and the equipment purchased.

- **Green construction:** This is perhaps the most obvious business opportunity, but is still worth highlighting. A centerpiece of the procurement protocols negotiated between Richmond community groups, the Richmond business community, the City of Richmond, and UCB/UCSF and LBNL concern construction, with a commitment for 25-percent local spending on construction. And the new campus will be built according to green construction principles. Already, about ten percent of the building square footage on the Berkeley campus is LEED (Leadership in Energy and Environmental Design) certified. And current Berkeley policy states that, “Major projects are designed to achieve LEED Gold, and required to achieve Silver certification at a minimum.”⁵⁶

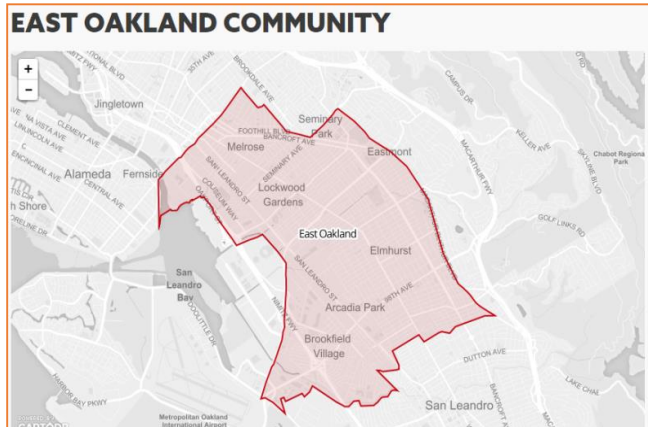
Outlining Community Assets and Opportunities

When people think of health, it is still common to think of doctor’s offices and vitamins, not power and place. The truth, however, is that health happens in community, school, and the places where people spend their time. The vast differences in health outcomes between different neighborhoods did not evolve by chance or by the choice of the residents. Rather, these differences can be traced to intentional processes and policies designed to exclude some people based on race, sexual orientation, immigration status, age, disability status, and religion from the benefits of full membership in our society.

In our work at the Democracy Collaborative, we are strong believers in the asset-based community development (ABCD) approach. The ABCD framework, developed by John (Jody) Kretzmann and John McKnight, rests on the notion that successfully community economic development depends on the skills of local residents; the power of local associations; the resources of public, private and non-profit institutions; the physical infrastructure and space in a community; the economic resources and potential of local places; and the local history and culture of a neighborhood.⁵⁷

In our visits to East Oakland and Richmond, we got a feel for some of these assets, which is not to deny the very real problems or the need for structural economic change. In 2013, a UC Berkeley journalism student interviewed Sikander Iqbal, currently chief of staff at Youth Uprising, an East Oakland community group, wrote: “There are three parts to the solution. Building up people in the community, developing the neighborhood so people have a reason to stay, and working with governments to create policies that encourage investment and bring resources to low-income areas.”⁵⁸

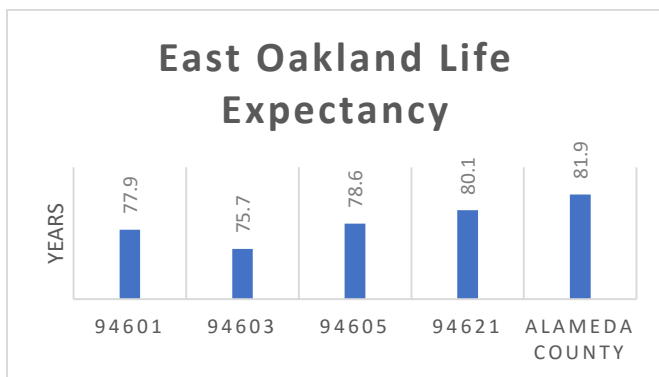
East Oakland



The East Oakland Building Healthy Communities site, with a population of 90,000,⁵⁹ is home to many community-based organizations, such as Oakland Sustainable Neighborhoods Initiative (OSNI), Allen Temple Baptist Church, East Oakland Building Healthy Communities, Youth Uprising, and East Oakland Youth Development Center.

A report written in 2010, as the Building Healthy Communities program was launched, provides a useful marker. Written by Malo Hutson, a Berkeley urban planning professor, the report described in Oakland “a strong foundation upon which to organize, build and mobilize members,” but cautioned that it “is crucial for these organizations to work together” and that to achieve maximum impact they “must create a model that fits East Oakland as a whole, which may require them to work outside of their membership base and their traditional issues.”⁶⁰ This has indeed proven to be a challenge. The potential to make major gains is present, but the need for an East Oakland plan is evident.

Youth Uprising, an East Oakland organization that has developed four social enterprises and is based in the Castlemont neighborhood notes on its website that, “The realities of life for youth in East Oakland ... are sobering. Over 40% of local young people are not enrolled in school, the rate of teen pregnancies is three times that of the County, and the murder rate is seven times higher than the national average.”⁶¹ Life expectancy figures are also lower, as can be seen in the chart below.⁶²



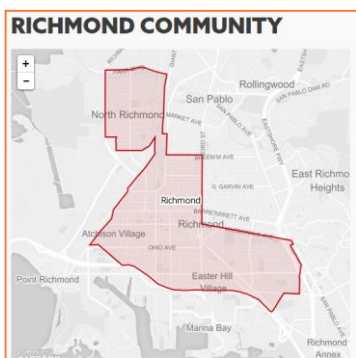
If focused, East Oakland can draw on many Oakland-based business development and planning resources. This include business planning and coaching from Centro Community Partners and Uptima Business Boot Camp, cooperative business development assistance through the Sustainable Economies Law Center and Project Equity, and potential professional mentors and consultants such as those at the Lorry I. Lokey School of Business and Public Policy at Mills. Oakland also has community loan funds that can also support business development.

Next Steps

In our research, we found a number of business opportunities. Potential ideas include: 1) Leveraging the Oakland Unified School District's West Oakland Central Kitchen's full capacity to distribute excess food production to other anchors; 2) Creating a culinary social enterprise that provides needed food preparation and catering services for anchor institutions, while also developing a pipeline of food service workers for anchors to employ directly; 3) Taking advantage of the International Avenue development to locate a grocery store; and 4) Renovating Allen Temple Baptist Church's existing commercial kitchen to support either a food production business or a local food business incubator.

We believe that a philanthropic partnership with the City of Oakland, perhaps coordinated through the offices of the newly created Director of Equity and Strategic Partnerships, holds promise for accelerating progress in East Oakland. We believe that the moment is particularly auspicious, given recent economic successes in the city of Oakland, as well as the city's investment in a bus rapid transit corridor along International Avenue, both of which increase the city's ability to catalyze transformational change. In addition to East Oakland groups, the City might also wish to draw upon West Oakland partners such as Mandela Marketplace and the East Bay Area Local Development Corporation, which already has expanded its programs to operate one site in East Oakland.

Richmond

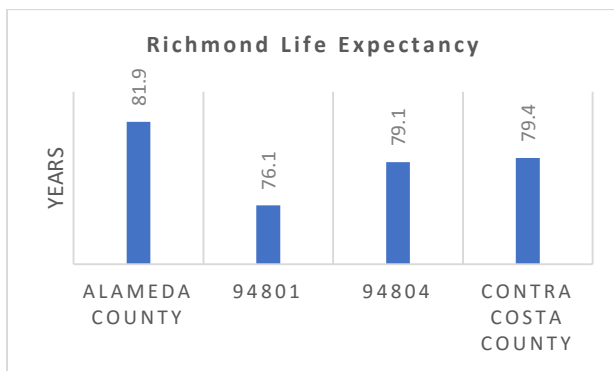


The Healthy Richmond site, with a population of 47,000,⁶³ is home to a large cross-section of organizations that range in focus from community organizing to urban agriculture to local business development. In terms of anchor, political and community support, we see strong opportunities in Richmond, building on an emerging consensus-based framework involving city government, community-based organizations (including Healthy Richmond), the Richmond business community, and UCSF/UCB and LBNL that has emerged to develop a plan that can ensure that the Berkeley Global Campus (BGC) initiative benefits the Richmond

community. The BGC Community Working Group provides strong evidence of growing anchor, governmental, local business, and community collaboration. A framework agreement, through the BGC Community Working Group, already exists between UC Berkeley, Lawrence Berkeley National Laboratory, the City of Richmond, LISC Bay Area, the Richmond Economic Development Commission, Port Richmond Business Association, Richmond Building Healthy Communities/Healthy Richmond, Richmond Main Street, the Renaissance Center, Richmond

Chamber of Commerce, SparkPoint, Richmond Convention Center and Visitors Bureau, the 23rd Street Merchants, Contra Costa Interfaith Supporting Community Organization (CCISCO), Alliance for Californians for Community Empowerment (ACE), the Raise Up Richmond Coalition, and Safe Return.

The development of this coalition is extraordinary. When the Healthy Richmond project began, it was seen as starting from a much lower base of social capital and a much less developed community organization network than East Oakland. However, Berkeley urban planning professor Malo Hutson noted that Healthy Richmond had “the opportunity to build relationships between organizations that do similar work, bonding, and ultimately linking within Richmond where government agencies directly in charge of redevelopment projects work hand and hand with CBO organizations on the ground advocating for specific aspects of redevelopment projects.”⁶⁴ This is, in effect, what has happened.



In Richmond, as in East Oakland, there is a mix of hope and continued poverty and public health challenges. As the above chart demonstrates, particularly in zip code 94801, life expectancy is well below the Contra Costa County average.⁶⁵ Environmental pollution stemming from the oil refinery is clearly one factor driving poor health outcomes. As one reporter writes, “While most coastal cities breathe ocean breezes mixed with traffic exhaust, people in north and central Richmond are exposed to a greater array of contaminants, many of them at higher concentrations. Included are benzene, mercury and other hazardous air pollutants that have been linked to cancer, reproductive problems and neurological effects.”⁶⁶

A number of business ideas for Richmond have emerged, including a possible greenhouse facility, a culinary training enterprise to train food service workers for anchors such as Cal Dining; and a green commercial laundry/linen service, among them. Additionally, as detailed below, there is a broad effort to expand existing business capacity to better meet the procurement needs of UC Berkeley and Lawrence Berkeley National Laboratory.

Next Steps

A major achievement in Richmond has been the development of a detailed framework agreement involving the University of California-Berkeley, Lawrence Berkeley National Laboratory, the City of Richmond, Richmond community groups, and the Richmond business community. The fact that the University of California, Berkeley decided to develop a campus in Richmond was a critical factor in leading to the creation of the agreement. Nonetheless, it is important to

recognize that there are many, many cases in other cities where community groups have *not* taken advantage of similar opportunities. Moreover, the change in community capacity in Richmond began to develop long *before* UCB decided to build a campus on the Richmond Bay site.⁶⁷ Clearly, the City of Richmond, Healthy Richmond, the Haas Institute, Richmond Main Street, and many other local community organizations all played very important roles in making the agreement happen.

The framework of the Richmond accord is still tentative. The procurement agreement is in general well thought out and includes recommendations for relationship building, unbundling of contracts and development of mentor programs, as well as a proposal for a \$5 million collateral pool to reduce bonding barriers on construction contracts. An additional key element affecting all parts of the framework agreement (i.e., hiring, procurement, education and housing) is ensuring fair and conscientious oversight of the agreement.

There are many areas where philanthropic support could leverage the \$300,000 a year that Berkeley has agreed to provide and help ensure that the promise of the accord is realized. Support for community leadership will clearly be a critical element in the implementation process. Particular priority areas include designing a business model that includes the support services (such as mentorship, certification, developing bid packages, marketing, and access to lending), as well as financially supporting a hub that coordinates existing services and adds new support and lending services.

Work that needs to be done includes: having a blueprint room for contractors; supporting a new fund for launching and building capacity of small, locally and worker-owned businesses, developing a suite of capacity-building workshops; and building an institution that can provide back office administrative support, including, for example, accounting, bid support, and payroll services. In short, there is a desire to put together a broad business incubation and acceleration program. In terms of back office services, in Cleveland, the Evergreen Cooperative Corporation has developed a subsidiary company, Evergreen Business Services, which provides back offices services and which might be contracted with to assist with the set-up of this part of the operation.

Of course, UCB is not the only public or nonprofit anchor in Richmond. Indeed, Kaiser Permanente was born at the Richmond Shipyards during World War II and continues to operate the Richmond Medical Center.⁶⁸ Kaiser Permanente, which has been both a member and funder of ARC, while not a direct participant in the negotiations for the Richmond agreement, could well prove to be an important implementation partner. A combination of hard work by City officials, business leaders, community organizers, along with the willingness of university officials to participate in a year-long community planning process, has created an unusual opportunity to prototype the ARC approach, which might serve as a model for other Bay Area communities.

The Way Forward: A Multi-Stakeholder Approach

Realigning the culture and supply chain of an entire community to support equity, health, community wealth, sustainability, and resiliency—the prime goals of ARC—requires significant dedication and long-term commitments from multiple groups. Anchor institution strategies, in

particular, succeed when trust and shared vision are built over time. Success in this initiative will depend on the combined efforts of multiple sectors: Hospitals, universities and local governments will need to gradually re-structure their entire supply chains; co-op organizers and small businesses will need to invest in themselves, develop and nurture relationships with buyers, and be willing to accept that change cannot come immediately; city governments must remain steadfast in their commitments to an anchor-linked economic development initiative; the technical assistance community will need to develop new programs and interventions tailored to this unique opportunity; and philanthropy will need to lend critical funding support to enable all of these changes to happen.

Community transformation is tough work. It requires operating both at scale to create a regional environment that is supportive of community change, but also highly detailed work at the local level to make the opportunities opened up meaningful to residents of local, disinvested communities. One example of this challenge comes from Kaiser Permanente's Healthy Eating Active Living - Community Health Initiative (HEAL-CHI). A self-evaluation of the first five years in Northern California (2006-2011) found the program to be highly successful in changing diets and exercise levels, thereby improving health; the program continues to operate to this day. Yet the evaluation also listed as the first "lesson learned" that Kaiser Permanente should "select smaller communities and fewer, more focused strategies. It may have been overly ambitious to have population-level change as a goal with communities of approximately 40,000 people."⁶⁹

In short, this is a long-term process that requires serious commitment. While many important actors will be involved in this effort, the vision and leadership of ARC will continue to be essential. In addition to working to strengthen and deepen the commitment of anchor institution senior and mid-level leadership to the ARC strategy on both a local and regional fronts, we believe the following elements should be developed as part of a regional ARC initiative:

1. **Build the Conversation and Expand the Network of People:** Over the past year, we have interviewed scores of influential Oakland and Richmond leaders. Through this process, we have found real enthusiasm and interest. More convenings are needed to strengthen the ARC initiative on a regional level, both on a thematic/sector level—key sectors include food systems, energy, and green business—and to bring the conversation to additional Bay Area communities, such as San Francisco or East Palo Alto.
2. **Expand Public Sector Support:** It is well known that government resources are limited. Despite this fact, local government does have access to important, indeed vital, resources that could be directed to ARC for business investment purposes. Government partners, such as the Port of Richmond, West Contra Costa School District, and the West Contra Costa County Council of Industry need to be further engaged, as well as existing relationships made with the cities of Oakland and Richmond, Alameda County, Oakland Unified School District, AC Transit, Bay Area Rapid Transit, Port of Oakland, East Bay Municipal Utility District, and many others. It is also important to enlist public sector technical assistance providers and conveners such as Oakland Business Development Council, West Contra Costa County Business Development Corporation, Contra Costa Small Business Development Council, Alameda County Small Business Development Council, and the Federal Reserve of San Francisco.

3. **Organize Philanthropic Support:** Informing and including funders (in the Bay Area and nationally) in the strategy will become increasingly important as ARC, Healthy Richmond, and East Oakland Building Healthy Communities proceed towards launching businesses. Augmenting dedicated revolving loan funds, such as that at the City of Richmond and that recommended for UC Berkeley, and expanding small business funding, will need philanthropic and anchor institution financial contributions to provide ongoing business development and investment capital. A cursory look at leading Bay Area and California funders finds that annual grant-making exceeds \$1 billion, making the Bay Area a region uniquely suited to support the ARC initiative.
4. **Monitor and Evaluate:** Given the opportunity to implement a comprehensive ARC strategy in Richmond, East Oakland, and the Bay Area as a whole, ARC should include ongoing monitoring and evaluation to ensure that valuable lessons are captured, both to feed back into the evolving project and for possible future dissemination through reports, articles, and presentations. ARC can initiate this work and help set up contract agreements for evaluation with UC Berkeley, Mills College, Stanford or another local institution. Separate evaluations should be done for East Oakland and Richmond.
5. **Institutionalize the Effort:** Successful anchor institution and community development partnerships have almost always required the creation of a stand-alone nonprofit, with a board that typically consists of a mix of anchor institution and community organization representatives. Although developing such a structure may be beyond the scope of the ARC partners, fostering the development of a locally based, institutional infrastructure that can become, in effect, a new type of anchor for the region — one focused on inclusive small local and diverse business development and creation of a comprehensive inclusive economy for those most in need—is an important long-term objective.

Conclusion and Final Recommendations

In this report we have outlined a range of ARC business opportunities that we believe warrant further exploration and possible implementation to help produce a transformation over time in the regional economy.

- 1) Based on our research, we have the following recommendations for ARC and other stakeholders in East Oakland and Richmond. We strongly recommend that the Bay Area philanthropic community invest in the implementation of the accords reached in Richmond between UC Berkeley/UCSF/LBNL, Richmond community-based organizations, the City of Richmond, and the Richmond business community. It is evident that Healthy Richmond and Richmond Main Street, working with the university and the city, have developed the trust and relationships which have not existed in the past. If nurtured and supported, we believe this effort can pay off with major benefits for the Richmond community. Funding and supporting this work should be a high Bay Area philanthropic priority.
- 2) East Oakland is home to many community-based organizations, but it needs a “plan for East Oakland” that brings the parties together to more fully realize the East Oakland Building Healthy Community goal that “Community Health Improvements are Linked

to Economic Development.”⁷⁰ We believe that a philanthropic partnership with the City of Oakland, perhaps organized through the newly created Director of Equity and Partnerships, holds promise. This is particularly true given recent economic successes in the city of Oakland, as well as the city’s investment in a bus rapid transit corridor along International Avenue.

- 3) We have begun to uncover a number of business opportunities. But these opportunities will likely languish if the investment is not made to develop business plans that can be implemented and create living wage jobs and opportunities for community ownership. We recommend a concerted effort over the period of the next six months to: a) undertake business planning on the local/sustainable business opportunities proposed in this report; b) secure anchor procurement commitments (e.g., letters of intent); c) identify capital needs and begin to secure project financing; and d) organize support structures for new and existing businesses to work effectively with anchors. We see this work as essential to solidify the business opportunities identified.
- 4) We recommend a regional focus for ARC that can inform the region as a whole about resiliency and economic inclusion. There are many low-income Bay Area communities that could benefit from the ARC approach. This regional role could be facilitated by Emerald Cities and Health Care Without Harm. As outlined above, we believe ARC could facilitate directed conversations in three areas that have shown particular promise in East Oakland and Richmond and which we believe are likely to show promise in other underinvested Bay Area communities—namely, 1) food systems, 2) renewable energy, and 3) green businesses.
- 5) The challenges of economic inequality, health, and resilience are national challenges and are hardly unique to Richmond, East Oakland, or even the San Francisco Bay Area as a whole. We noted above that our nation’s “Eds and Meds” alone are responsible for over 7.5 percent of gross domestic product. These institutions can be partners in creating resilient communities, not just in the Bay Area, but in many communities. In short, we believe that the principles developed in ARC can have much broader, indeed national, application. We encourage national philanthropy to support the development of similar efforts in other communities across the country.

We began this report with a question of whether the Bay Area will grow together or be pulled apart. While there are many obstacles to overcome, we believe that the ARC approach provides a way to begin to address this great challenge. And the principles of ARC, if followed broadly, have great potential to effect positive, even transformative, change. The vision of ARC is to bring together the unique capacities and resources of place-based employers, economic development organizations, and community-based organizations in a collaborative and comprehensive way that leverages large anchor institutions’ capacities to produce significant benefits in terms of public health, community wealth, and resilience. With dedication and with hard work among community groups, city government, philanthropy, and the business community, we look forward to seeing many achievements, both through ARC and indirectly inspired by ARC, in the years to come.

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