ARC
ANCHORS FOR RESILIENT COMMUNITIES
Agenda

Welcome & Introductions
ARC Background/Purpose
Methodology
Findings & Opportunities
Feedback & Discussion
What's Next?
ARC Background/
Purpose
Leveraging the Power of Health Institutions to Build Community Wealth: An Industry Forum

Learn to plan and finance environmental projects that advance health reform, community wealth and well-being. Topics: energy efficiency, supply-chain management, local business and workforce development, hazardous materials management, and workplace safety.

Tuesday, June 18, 2013
8:30AM - 12:30PM
The California Endowment
1111 Broadway, Oakland, CA 94607

OPENING REMARKS
J. Phillip Thompson
Co-Founder
Emerald Cities Collaborative

Keith Carson
Supervisor, Fifth District
Alameda County Board of Supervisors

Tina Castro
Director of Impact Investing
The California Endowment

CASE STUDIES
Denise Fairchild
President/CEO
Emerald Cities Collaborative

Jean Nudelman
Director, Community Benefits Program
Kaiser Permanente

Ted Howard
Executive Director
The Democracy Collaborative

RESPONSES BY EXPERTS
Gary Cohen
Founder & President
Health Care Without Harm

Charlotte Brody
VP of Health Initiatives
BlueGreen Alliance

Jim Dodenhoff
President
Silent Running

Refreshments will be served

Click Here to Register

Questions? Contact
nmay@emeraldcities.org

ARC: Anchor for Resilient Communities
Anchor Mission

“To consciously apply their place-based economic power, in combination with their human and intellectual resources, to better the long-term welfare of the communities in which they reside.”

Hodges and Dubb, *The Road Half Traveled*
Anchors for Resilient Communities (ARC) partners

The California Endowment
San Francisco Foundation
California Wellness Foundation
Kaiser Permanente
Kresge Foundation
University of California San Francisco/Berkeley
Lawrence Berkeley National Laboratory
Democracy Collaborative
Dignity Health
Emerald Cities Collaborative
Health Care Without Harm
The Democracy Collaborative
Avivar Capital (GPS Capital Partners)
Healthy Richmond
East Oakland Building Healthy Communities
ARC’S Mission

Anchors for Resilient Communities (ARC) leverages the assets and the capacities of East Bay institutional anchors to improve the health, local economy and climate resilience of underserved neighborhoods in Richmond and Oakland.

ARC targets the social determinants of health and well-being with a focus on expanding jobs, health outcomes, and community climate resilience.
Most Impacted Communities: Richmond and Oakland

This map shows the CalEnviroScreen 2.0 score for each census tract in California. The scores are calculated by combining the scores for 19 individual indicators that make up CalEnviroScreen. These indicators relate to pollution exposures, environmental conditions, and population characteristics such as poverty, linguistic isolation, asthma, and unemployment.
ARC’S Objectives

• Create a collaborative learning environment and laboratory for engaging Anchor Institutions, philanthropy, community and public sector stakeholders in co-creating innovative models of community health, wealth and climate resilience.

• Establish long-term Anchor partnerships and investments in Richmond and Oakland neighborhoods.

• Generate a feasibility plan for tapping the procurement and investment capital of major public and private sector employers -- Kaiser Permanente, Dignity Health, Community Health Clinics, UC Berkeley and other anchor institutions - to improve community health and wealth.

• Identify specific opportunities that leverage Anchor investments into new models of community wealth creation, including quality job opportunities and career pathways, as well as potential development of local start-ups, social enterprises and cooperatives.

• Identify specific community capacity and needs to access demand-side opportunities.
What is Community Wealth Building?

Community wealth building…

- Is place-based
- Emphasizes equity and inclusion
- Promotes local ownership and control
- Creates and anchors living wage jobs
- Keeps wealth local
- Builds “ecosystem” & institutions of support
- Leverages local assets
Resilient Communities

According to the Resilient Design Institute, factors that contribute to a resilient community are:

- Locally available, renewable resources like food, water, and energy
- Diverse, simple systems for electricity, water, and transportation, which are easier to get back online after a disaster
- Foresight into future conditions: plans of action in the event of extreme weather events
- Social equity, creating a community where people know and care for each other

The ability to meet our human needs and human rights, sustainably and equitably, and thrive even with the impacts of climate change.
Methodology
Identifying & Researching Anchors

Methodology

• Identification of anchors of interest in E. Oakland and Richmond
• Identified Best Practices
• 200 + Interviews with key leadership:
  – Human Resources
  – Procurement
  – Community Engagement
  – Published Research
• Identify sustainable new business opportunities anchored by the needs for goods and services starting with anchor institutions and growing to include regional clients

Kaiser Permanente
UC Berkeley
UCB & LBL Richmond Campus
Oakland and Contra Costa School District
Community Colleges
Alameda County

ARC: Anchor for Resilient Communities
Identifying & Research Supply-side

Methodology

• Assess existing local community capacity to meet anchor demand

• Hosted Public Learning Sessions
  – Community Knowledge

• Held Regular Advisory Check-in meetings & Calls
Key Findings
Combined East Bay Anchor Corridor Procurement (Millions)

- Hospitals: $2,866 million
- Local Government: $2,221 million
- Universities: $1,717 million

$6.8 Billion a year

ARC: Anchor for Resilient Communities
Mobilizing Anchor Potential Regionally; Aggregating Up

Healthy Food

Local food system provides business and economic opportunities, that improve community health and mitigate climate change

Clean Energy/ Green Building & Construction

Utility and construction business that generates health benefits and promote climate mitigation and adaptation

Green Enterprise

Demand for ZERO-WASTE, Net Zero bldgs., recycling, green cleaning and other business services can build community wealth and promote resiliency
# A Dozen Food Business Opportunities

<table>
<thead>
<tr>
<th>Business Opportunity</th>
<th>Description</th>
<th>Category</th>
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<tbody>
<tr>
<td>Commercial Kitchen Distribution</td>
<td>Expand planned OUSD West Oakland Central Kitchen to Create a Meal Distribution Business</td>
<td>Food preparation and distribution</td>
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<tr>
<td>Food Production Business Expansion</td>
<td>Partner to develop Food Production, Nutritional Education, Food Incubator with On-site Restaurant</td>
<td>Local food production</td>
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<tr>
<td>Catering Social Enterprise</td>
<td>Social enterprise business that builds local food service workforce</td>
<td>Food service and delivery</td>
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<tr>
<td>Commercial Kitchen</td>
<td>Commercial Kitchen Reuse at Allen Temple site</td>
<td>Kitchen incubator for East Oakland businesses</td>
</tr>
<tr>
<td>New Commercial Laundry/Linen Business</td>
<td>Green laundry for anchor customers</td>
<td>Commercial Laundry/Linen Service</td>
</tr>
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Additional Green Business Ideas

**Clean Energy/Infrastructure**
- Green/Healthy Buildings
  - ZERO NET
- Battery Storage-
  - LBL
- Community Solar
- WIND energy
  - and LED Lighting

**Green Enterprise**
- Zero Waste Facilities
- Green Laundry
Strategic Vision: Immediate Opportunities
Regional Food Project
Not All Apples Are Created Equal

Environmental Nutrition Redefines What Constitutes Healthy Food

**TRADITIONAL NUTRITION**
Focuses on biochemical components of food and individual food consumption

*Asks:*
- How much Vitamin C?
- How many calories?
- How much fiber?

**ENVIRONMENTAL NUTRITION**
Accounts for social, political, economic, and environmental factors related to the food system as a whole

*Also asks:*
- Was it grown with harmful pesticides or synthetic fertilizers?
- What labor standards were used?
- Were toxic chemicals used in packaging?
Anchors for Resilient Communities
“Localizing the Food Economy”

1) Aggregate demand for healthy food products
2) Increase community access to healthy foods
3) Create jobs for community residents
4) Increase markets for local producers

Production: Farms, ranches, and fishing boats
Processing: Processing plants, slaughter-houses, and dairies
Aggregation & Distribution: Warehouses, trucks and other infrastructure
Retail/Institutional Markets
Food Services: Mobile food vendors and commercial kitchens
Sustainable, Efficient Food Production, Aquaponics & Greenhouse: 50,000 sq. ft

Food processing, Meal Preparation & Food Business incubator: 75,000 sq. ft

3-D Learning Center-Museum & Science and Education: 20,000 sq. ft

- **Goal:** 200,000 healthy, locally-sourced, prepared meals for hospitals, school districts, senior centers, military personnel
- **Redesign of existing warehouses for energy-efficient use**
- **Location in one or both communities** depending on building/land availability and pricing
- **Community participation from the start** – cooperative ownership model, job training, collaboration with existing food system infrastructure and production
POTENTIAL PARTNERSHIP

ARC – coordination, aggregated food volume procurement, creative financing, economic and workforce development, community ownership and engagement

Food Service Partners
30+ yrs institutional food production/distribution, local, union,

My Cultiver

CAFF – Community Alliance of Family Farmers, liaison to regional sustainable producers

Public Partners
Cities of Oakland and Richmond, Alameda and Contra Costa Counties – potential for SF City and County

Mycotoo, Inc.
30+ years institutional food production/distribution, local, union employed company in SF, Virginia and New York-

**2 Million meals a year nationwide

- 50+ hospitals nationwide
- Schools, senior facilities, military
- **Kaiser Patient Meals:** 7,000 meals a day
- Support **Co-operative** Ownership
- Goal: 200,000 meals a day
- Source from regional producers and support local food businesses

ARC: Anchor for Resilient Communities
• Sarah Wally, Food Systems, Development
• Clifford Warner, Mycotoo, Inc.

• 3D educational experience
Community Value, Economies and Resiliency

- Community engagement
- Seasonal, healthy meals
- Workforce development
- Support of sustainable, regional food production
- Incubator for small and mid-scale food processing
- Cooperative ownership (greenhouse, aquaponics)
Community Value, Health and Climate Co-Benefits

• Increased access to fresh, healthy foods

• Reduced dependency on fossil fuels for transport of food and conventional production

• Improved air, water, and soil quality

• Reduced dependency on harmful pesticides, fertilizers, and toxic chemicals

• Preservation of regional natural resources and healthy agricultural lands

• Increased understanding of the importance of our connection to the environment and how food can be sustainably-produced in ways that protect our air, land, and water resources
Immediate Actions and Coordination needed:

Mid May Target:
Set up Presentation with interested and stakeholders of import

• Financing
• Investors
• Economic Development
• City/County partners
• Co-op representatives
• Key BHI site community members
Clean Energy/Green Building & Infrastructure
$1Billion a year from Carbon Market –
%25 of $1Billion to most impacted communities (EnviroScreen)
%10 of $1Billion invested in specific communities (Oakland & Richmond)
$1Billion for low-income buildings – solar (battery storage)
Dozens of cities and counties in California considering CCAs
Marin County, Sonoma and SF initiated
Alameda County decision for CCE in July 2016
Other important inputs
Clean Energy/Green Building Anchor Commitments

UCB Zero Waste Commitment

UCB Green LEED certified construction goals

Kaiser Permanente’s Zero Waste Commitment

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SMART BUILDINGS/TECHNOLOGIES

High Quality Construction Careers

MBE/WBE/VBE Contracting

Co-op Models

Community-Solar

CAPITAL MARKETS
- CALCEF CLEAN ENERGY TECHNOLOGIES
- ECONOMIC INCLUSION INVESTOR
Other Construction-related Anchor Commitments

- UC Berkeley commitment to use 25% local hire for Richmond campus build-out
- Oakland Coliseum City Project
- BART proposed multi-billion-dollar general obligation bond
Anchor Capacity to Develop Large projects

- Anchor: city, county, health institution, commercial entities can coordinate and aggregate medium projects for neighborhood, employee and resident benefits

- Medium size projects can be developed under union project labor agreement, ensuring apprenticeship career pathways for disadvantaged communities

**Example:** Neighborhood Scale Net Zero Project
Clean Energy/NetZero Co-Benefits

- **Reduce**
  - Greenhouse gases
  - Air pollution
  - Energy poverty

- **Reduce**
  - Asthma
  - Respiratory disease
  - CVD
  - Adverse birth outcomes

- **Increase**
  - Energy resilience
  - Climate resilience
  - Economic resilience
    - Jobs
    - Businesses
    - Community wealth

ARC: Anchor for Resilient Communities

Courtesy: Linda Rudolph-MD MPH
Community Capacity
$1 Billion Investment to leverage

14 Communities in CA

East Oakland & Richmond

Currently in year six of investment, what happens in year 11?

What economic infrastructure is in place for sustainable health and wealth?
Developing a Solution Requires:

1. **Building up the community**

2. **Developing the neighborhood** so people have a reason to stay

3. **Creating policies** that encourage investment and bring resources to low-income areas

Sikander Iqbal
Chief of Staff at Youth Uprising, East Oakland

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Richmond Construction-related Assets

UCB Key elements to “build for success”

- Institutions contribute $300,000 annually from general funds for Berkeley Global Campus planning efforts
- Set aside of 25% for local spend on construction-related procurement (grow to 50% in 5 years)
- Assign dedicated staff to manage outreach and education to local contractors.
- Develop supplier/mentor protégé programs.
- Create “one stop shop” for construction bids.
- Fund incentives for small business support.
- Establish a $5M collateral pool or line of credit for local businesses.
- Work with local primes to provide bonding ability to subcontractors.
- Launch a fund to invest in capacity of small, local, and worker owned businesses.
Engage and Convene East Oakland partners through the City’s Director of Equity and Strategic Partnerships

FOOD-RELATED
• Possible grocery store and local food processing in International Corridor.
• ROC – New Business venture for Restaurant career pathways in Fruitvale
• Investigate potential for a business incubator using Allen Temple’s commercial kitchen
• Leverage West Oakland school district (if built) to develop a culinary training social enterprise that can supply anchors with food service workers.

GREEN BUILDING/CONSTRUCTION-RELATED
• Expand existing social enterprises at Youth Uprisings in the Castlemont neighborhood.
• If approved, BART general obligation bond would finance construction that could lead to hundreds of East Oakland jobs.
ANCHOR VALUE PROPOSITION & CHALLENGES
Value of ARC platform

MOVING REGIONAL MARKETS TO BE SUSTAINABLE AND INCLUSIVE

DEMAND

ADVANCE/TEST NEW MODELS OF COMMUNITY WEALTH, HEALTH/CLIMATE RESILIENCE

AGGREGATING DEMAND

LEVERAGING CAPITAL/FINANCING

SUPPLY

INCREASING COMMUNITY ACCESS TO MARKETS & MAJOR EMPLOYERS

INCREASE COMMUNITY JOBS, BUSINESSES, HEALTH & RESILIENCE

BRING CAPACITY & KNOWLEDGE to BUILD COMMUNITY RELATIONSHIPS
Anchor Support & Larger Table

• Corporate Confidentiality

• Coordinating Multiple Multi-anchor initiatives

• Multi-stakeholder Partnerships (anchors, community, public sector, funders)

• Competing and complementary needs/interests

• Issue of Geography (place-focused vs. sector focused)

• Pre-existing community collaborations
WHAT’S NEXT? --- PHASE II
What’s next?

Phase I - completed

- Research is just the beginning
  - Years of implementation await

Phase II –

- **Anchor (Demand Side) Engagement & Build-out**
  - Formalize, Expand & Design ARC partnership
  - Identify success measures
  - Select Initial Anchor Projects
  - Complete Business Plan for targeted projects, including investment partners
  - $$$ Capitalize Phase II
  - Raise Project/Sector investments

- **Community (Supply-Side) Engagement**
  - Design deeper community engagement strategy
  - Identify community assets and capacity specific to project identification
  - Develop & fund community capacity and engagement strategy

Phase III- Implementation

- 12-16mths – MyCultiver
- 12-24mth – Green Enterprise, Social Enterprise, Construction

ARC: Anchor for Resilient Communities
THANK YOU!

INFO: TMARCHANT@EMERALD-CITIES.ORG