

ARC Model Key Components

Component	ARC Project - California
Mission	Building community health, community wealth and climate resilience in East Oakland and Richmond.
Strategic partnership	Initiated by Emerald Cities Collaborative (ECC), the ARC multi-stakeholder table is co-coordinated by ECC and HCWH and strives towards equitable representation of community partners and anchor institutions in governance, decision-making and project development.
Long term commitment	Commitment is 20 years out, unrelated to project timelines, to realize the long term outcomes as described in ARC's Logic Model .
Landscape Assessment	California project began with a broad assessment process – to assess anchor demand for products and services, to identify priority areas for investment/purchasing, and to assess existing capacities and strengths in the communities of focus that could be expanded. The communities of focus are Richmond and East Oakland.
Evaluation Framework	Two areas of research: Process evaluation is focused on participation and collaboration at the ARC table, and Impact evaluation is focused on health, wealth, and climate indicators.
Shared Values	The advisory committee articulated a full list of values, the top two being transparency and equity.
Opportunities for learning and engagement	Co-learning is one of our four key strategies/activities to get us to our outcomes. ARC hosts two public learning sessions per year for the broader community and focuses on learning in the workgroups and Steering Committee meetings.
Sustainability standards	The ARC anchor partners are committed to following the local and sustainable criteria developed by HCWH for the first project, the Regional Food Systems Initiative.
Financing and support	A combination of grants from health care systems and foundations. For specific project components, like the East Bay food production center, ARC is supporting the development of a creative financing strategy that includes health care system investments, CDFI support, community benefit dollars, and low-interest loans.

ARC Model Details

Following is a deeper dive into the components of the ARC model and tips and resources for replicating.

MISSION/PURPOSE

General: ARC will be successful when health and wealth are equitably shared across communities, and when the systems that support daily life – especially food, water, and energy production and delivery – are robust enough to withstand the uncertainty of climate change. ARC operates on the belief that the collective power of individuals and institutions can design equitable, local economies that work for everyone. In partnership with community, anchor institutions in the health, education and public sectors can utilize the powerful combination of their procurement practices and investment capacity to address social determinants of health in the communities where they are located.

Applied in CA: ARC's mission is to address the social determinants of health by leveraging the assets and capacities of Bay Area anchor institutions and community-based partners with a focus on expanding community wealth and ownership, improving health outcomes, and strengthening the capacity of communities of color and low and moderate-income residents to be resilient in the face of climate and economic disruption.

GUIDING PRINCIPLES

(co-developed by HCWH and ECC) These guiding principles were developed in collaboration with ECC and agreed upon in a meeting in NY in 2016 with leadership from both HCWH and ECC. They guide the work and articulate how it gets done, both in the larger picture and specific to a project. They live in this resource: [ARC mission, values, co-benefits, logic 2017](#).

Collective Impact - Foster and implement big ideas, research, strategies, investments, and initiatives to build community health, wealth, and climate resilience in target communities.

Governance - Foster equitable participation of anchors and community in a transparent and open forum that provides consistent, long-term engagement with ARC mission.

Regional Projects - Identify/support transformative projects that align with mission and values.

Systems Change - Shift procurement and investment processes to create internal alignment and commitment to social capital, community resiliency and building health and wealth through place-based strategies and partnerships.

Anchor Transformation - Prototype/pilot models and best practices in advancing anchor strategies that improve the quality of life of their surrounding communities, especially those facing the greatest inequities.

Implementation Tips

Mission adaptation (phase 1 vs phase 2)– it is okay if the mission needs to adapt as you are moving through the process. Every stakeholder comes to the table with a different agenda and relationship to the work. Because of the diversity of stakeholders, it is important to develop a common mission and shared values. Different roles and responsibilities of stakeholders can later be articulated based on the common mission.

Don't sacrifice inclusion for efficiency – it is not a sprint, it is a marathon. The ARC table is a new way of organizing community and anchors together, it is a long term commitment. It relies on fostering relationships of trust. It takes time to move at the pace of community where there may be distrust. We are re-engaging community in processes from which they may have been systematically excluded.

In identifying a community consider the ways in which organizations and individuals interact and aim for a geographic area where there is connectivity across multiple issue areas. Also look at how the service areas of institutions overlay in a given geography as they are more likely to maintain deep engagement if the area is aligned with their service areas rather than a much broader area.

Build off of the guiding principles to develop an agreed upon set of core values for your project .

Key Resources

[ARC mission, values, co-benefits, logic 2017](#) (CA) - This is our working document from 2016 and 2017 before we got evaluation and governance consultants. This will help demonstrate how the mission evolved and how the core components of the work were held together in the first few years of ARC's development. Also includes the co-benefits to anchor and community partners.

[Shared values \(NE\)](#) The steering committee for the New England anchors project developed these shared values at its initial meeting. The values served to guide the research and decision making process across the first year (2018). *(Resource included because could be adapted for ARC model project development)*

[ARC SC May 2019 Agenda \(CA\)](#) - This is our meeting agenda for our May 2019 Steering Committee. Agenda includes guiding principles, latest mission, and list of attendees.