

# Market Disruption & Transformation Outcomes

## 0-5 YEARS

Increased capacity and financial resources within the community to start and operate businesses that supply sustainable goods and services to anchors.

Increased skills within the community that align with anchor hiring needs.

Increased awareness among community and anchor leaders of the co-benefits of collaboration, including anchors more effectively meeting mission and business goals and community experiencing greater wealth, health, and climate resilience.

Increased awareness among community, anchors, and businesses of alternative definition of market success and increased belief that it is feasible.

Increased willingness among anchor leadership and community leaders to collaborate.

Anchors adopt policies and practices that institutionalize support for community partnership for health, wealth, and resilience.

Increased capacity among anchor business operations teams to source and hire locally.

Demand for goods and services is aggregated across anchors.

Businesses adopt and maintain equitable and sustainable practices that align with community and anchor goals.



## 5-10 YEARS

Increased access to jobs that provide living wages, good benefits, and advancement opportunities for people of color and low- and moderate-income people at anchors and throughout supply chain serving anchors.

Increased access to capital for businesses owned by people of color and low- and moderate-income people. Increased community ownership and social enterprise.

Increased access to social and economic determinants of good health and well-being for people experiencing health inequities (e.g., healthy food, safe housing) who are participants in or beneficiaries of ARC projects.

Decreased greenhouse gas emissions due to increased procurement of goods and services from local supply chains.

Establishment of authentic, trusting relationships between anchors and communities they serve.

Business operations teams at anchors see community development as part of their mission.

Increased procurement of sustainable goods and services by anchors from local supply chains.



## 10-20 YEARS

In the target region: Decreased poverty rate, income inequality, and unemployment rate. Increased job retention. Increased wealth retention in the community.

Decreased chronic disease rates and increased well-being for people experiencing health inequities who are participants in or beneficiaries of ARC projects.

Creation of decentralized, community-owned regional networks for critical community needs (e.g., food, energy, water)

Preservation and regeneration of natural resources.

Anchors become system integrators: bringing key stakeholders together around community-driven, strategic agenda for community development.



## VISION

Community Wealth



Community Health

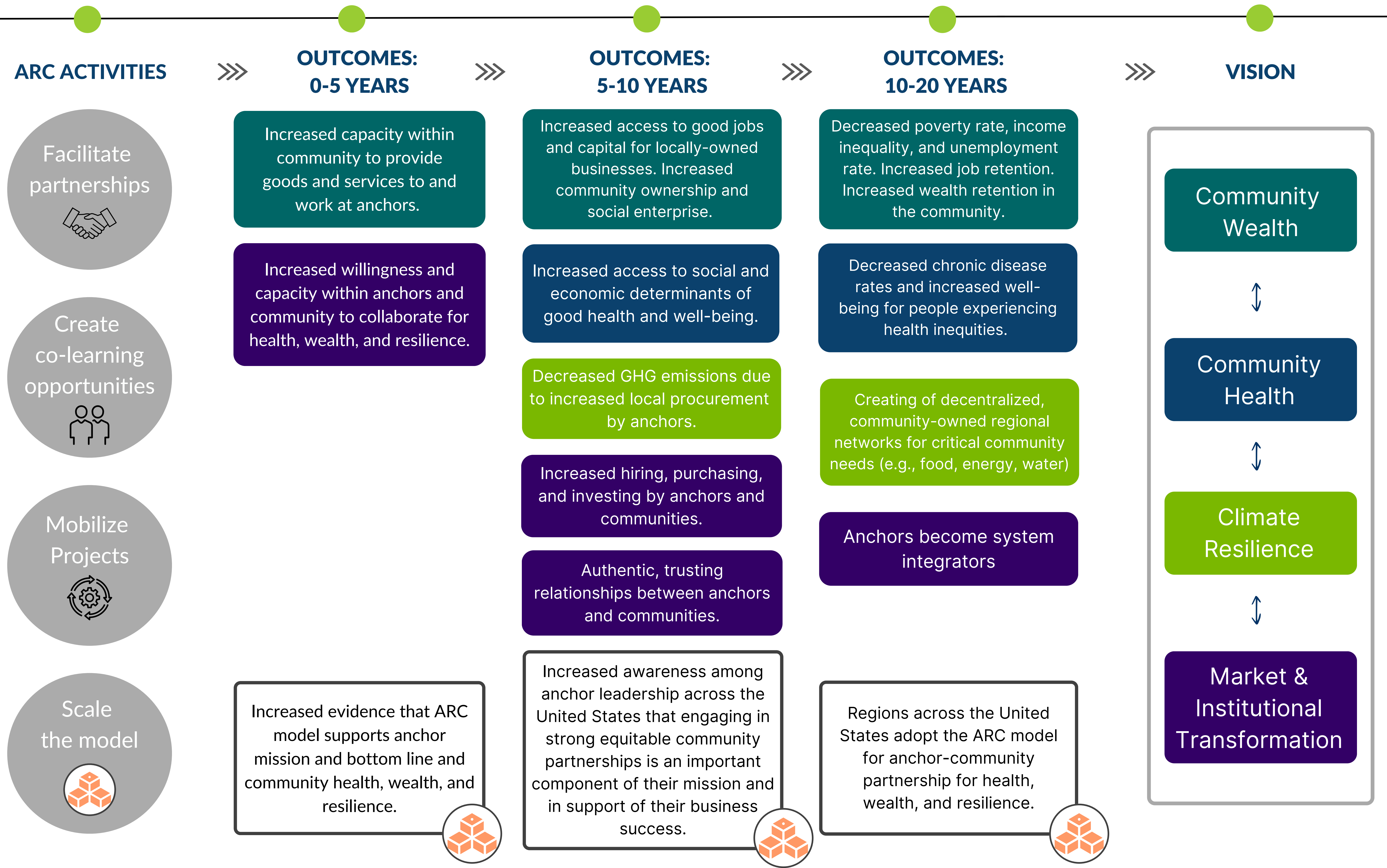


Climate Resilience



Market & Institutional Transformation

# LOGIC MODEL SUMMARY



# ARC ACTIVITIES

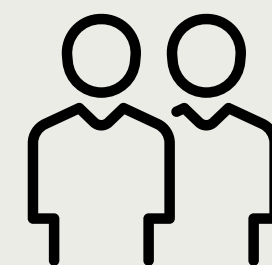
## Facilitate Partnerships

- Convene anchors, community leaders, and other key stakeholders.
- Provide a governance model for sustainable partnership.
- Nurture a network of organizations, businesses, and agencies to support anchor-community partnerships.
- Promote cross-sector collaboration for sustainable and equitable procurement.
- Identify and secure funding and financing to support the partnership.



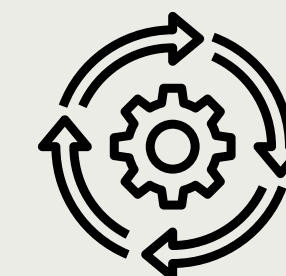
## Create Co-Learning Opportunities

- Host learning sessions on topics related to health, wealth, and climate resilience.
- Help anchors and communities understand each other's opportunities and challenges.
- Promote an alternative definition of market success, which aligns with equity, sustainability, and profit.
- Provide system thinking expertise.



## Mobilize Projects

- Prioritize and select projects based on assets and capacities of anchor and community partners.
- Provide predevelopment support for projects to leverage hiring, purchasing, and investment for health, wealth, and resilience.
- Identify and secure funding and financing to support projects.



## Scale the Model

- Document and evaluate regional projects to generate evidence for the model.
- Disseminate a model for anchor-community partnerships for health, wealth, and resilience.
- Promote a long-term vision for and commitment to anchor-community partnerships for health, wealth, and resilience.

