

CASE STUDY: EAST OAKLAND

A Community Vision for a Healthy Neighborhood Without Displacement



Fighting Redlining and Climate Change
with Transformative Climate Communities

THE GREENLINING INSTITUTE NOVEMBER 2021



Community bike rides with the Original Scraper Bike Team. Credit: Higher Ground Neighborhood Development Corporation

The COVID-19 pandemic has heightened awareness of structural inequities in the U.S., and it has become undeniable that the climate crisis does particularly severe harm in under-resourced communities, including communities of color and low-income communities. In order to build a future where all communities can build wealth, live in healthy places filled with economic opportunity, and are ready to meet the challenges posed by climate change, the U.S.'s efforts to combat the climate crisis must confront this reality.

California has pioneered a unique approach to fostering community-led solutions that meet the needs of those hit first and worst by climate change through a program called Transformative Climate Communities. TCC, managed by the Strategic Growth Council, is unique in two ways:

- TCC puts community leadership first, requiring all projects to develop a collaborative governance structure between stakeholders such as local government, community-based organizations and residents. The process works to ensure that projects are derived from resident-identified needs, giving community members ownership over changes taking place in their own neighborhoods.
- TCC then funds communities to develop and implement holistic, connected visions for how to transform their neighborhoods to reduce CO2 emissions and provide meaningful community benefits such as cleaner air, improved health

and job opportunities. For example, this might include building affordable housing near transit, planting an urban street canopy and installing solar on homes, all at once.

TCC was created by AB 2722 (Burke, 2016), cosponsored by The Greenlining Institute and the California Environmental Justice Alliance. Since then, it has provided Planning Grants to 18 communities to develop their projects, and eight Implementation Grants enabling on-the-ground work to begin.

Five years after the program's establishment, The Greenlining Institute is examining TCC's progress thus far, and is beginning to gauge both successes and areas for improvement. Greenlining conducted an intensive qualitative evaluation of how TCC's components work together to deliver equity outcomes, which is included as a separate report outlining best practices and recommendations for community-led transformation. This evaluation also includes four detailed Case Studies from Ontario, East Oakland, the Northeast San Fernando Valley and Stockton, examining specific local planning and implementation efforts in detail.

East Oakland's Better Neighborhoods, Same Neighbors TCC project builds upon deep neighborhood organizing to implement a community plan focused on redressing historic economic exclusion and ensuring that current residents can enjoy the benefits of TCC without being displaced.

PLANNING GRANT

East Oakland Resilient Neighborhoods Initiative

Award Amount: \$170,000

Award Year: Round 1 (2018)

IMPLEMENTATION GRANT

Better Neighborhoods, Same Neighbors: An East Oakland Neighborhood Initiative

Award Amount: \$28.2 million

Leverage Funding: \$34.2 million

Award Year: Round 3 (2020 - 2025)



Groundbreaking event for the 95th & International affordable housing project. Credit: City of Oakland

Located in the San Francisco Bay Area, East Oakland's TCC Project Area encompasses six neighborhoods in the flatlands of deep East Oakland. Originally developed to house automobile and defense workers in the early 1900s, these neighborhoods experienced an influx of Black residents after World War II and became predominantly Black in the 1950's. Now a predominantly Latinx neighborhood, the area has experienced rising housing prices and a significant loss of low-income Black households between 2000 and 2015.¹

The TCC Project Area falls within the top 5-20% of environmentally burdened neighborhoods in California. Neighborhoods are situated side-by-side with heavily polluting industrial facilities, drayage from the Port of Oakland and transportation infrastructure,² such as the Oakland International Airport and the I-880, one of the region's most heavily trafficked truck corridors.³

- 1 Verma, P., Rinzler, D., Zuk, M. Rising Housing Costs and Re-Segregation in Alameda County. https://www.urbandisplacement.org/sites/default/files/images/alamedafinal9_18.pdf
- 2 Communities for a Better Environment. East Oakland Particulate Matter 2.5 Community-Based Air Monitoring Research Report. <http://www.cbecal.org/wp-content/uploads/2013/01/East-Oakland-PM-Monitoring-Report-FINAL-2010.pdf>
- 3 City of Oakland. East Oakland Truck Route Assessment Report. <http://www2.oaklandnet.com/oakca1/groups/pwa/documents/agenda/oak053443.pdf>



Student participating in an afterschool biking program. Credit: Higher Ground Neighborhood Development Corporation

GOALS & VISION

In response to decades of disinvestment and environmental pollution, residents and community-based organizations have long fought for community needs. The East Oakland Neighborhoods Initiative (EONI) is a group of 12 community-based organizations that have a history of organizing residents and fighting against social inequity and environmental injustice.⁴ In 2017, EONI invited the City of Oakland to join the coalition as the Lead Applicant for TCC's Planning Grant.

The TCC Planning Grant provided an opportunity for community leaders to bring residents together to define a joint vision for community-driven development. Through a year-long planning process, residents outlined community priorities, challenges and projects that were summarized in the "Better

Neighborhoods, Same Neighbors" community plan. This plan serves as the basis for East Oakland's TCC Implementation Grant, which stakeholders successfully applied for in TCC's Round 3 funding cycle. East Oakland also applied for but did not receive a TCC Implementation Grant in TCC's Round 2 funding cycle.

East Oakland's residents identified five priorities for TCC: greenspace and healthy surroundings, housing as a human right, safe & accessible transportation, growing community wealth, and arts & culture. Given the context of displacement, neighborhood investment without displacement and a commitment to plan by and with the community are central to the community vision.

4 City of Oakland. East Oakland Neighborhoods Initiative. <https://www.oaklandca.gov/topics/east-oakland-neighborhoods-initiative>

PROJECT AREA MAP

BETTER NEIGHBORHOODS, SAME NEIGHBORS: AN EAST OAKLAND NEIGHBORHOOD INITIATIVE

- 1 95TH AND INTERNATIONAL HOUSING AND HEALTH CONNECTIVITY
- 2 HIGHER GROUND / SCRAPER BIKE TEAM BIKE SHARE & YOUTH DEVELOPEMENT
 A MADISON PARK ACADEMY B BROOKFIELD ELEMENTARY C NEW HIGHLAND ELEMENTARY
 D MLK JR LIBRARY BRANCH E 81ST STREET LIBRARY
- 3 QFPR COMMUNITY GREENING
- 4 SAN LEANDRO CREEK URBAN GREENWAY
- 5 PLANTING JUSTICE AQUAPONICS FARM AND FOOD HUB
 A 319 105TH AVE B 359 105TH AVE
- BUS RAPID TRANSIT STOP
- COLISEUM BART STATION
- WORKFORCE DEVELOPMENT PARTNERS
 A CYPRESS MANDELA TRAINING CENTER B WEST OAKLAND JOB RESOURCE CENTER
 C MERRITT COLLEGE
- CITY OF OAKLAND PARKS
- RECREATION CENTERS
- TRAFFIC CIRCLES
- GROCERY STORE

TOP 25% CALENVIROSCREEN 3.0 | 24% OF PLAN AREA |

TOP 10% CALENVIROSCREEN 3.0 | 76% OF PLAN AREA |

PLAN AREA | 4.96 SQ MI |



“ Black neighborhoods have been bulldozed, blown up, burnt down, run over, undercapitalized, loan locked, forsaken and simply discarded, not only in Oakland, but all over this country. Valuing the importance of ‘home’ is core to the Transformative Climate Communities process. ‘Home’ is a place where you live, raise your family, toil and meet hardships head on. It is where children are instilled with the capacity to hope and dream.”

— Better Neighborhoods, Same Neighbors Community Plan⁵

5 East Oakland Neighborhoods Initiative. Better Neighborhoods Same Neighbors EONI Community Plan. https://cao-94612.s3.amazonaws.com/documents/FINAL_EONI_PLAN_2021.2.16.pdf



Groundbreaking event for the 95th & International affordable housing project. Credit: City of Oakland

COLLABORATIVE GOVERNANCE ECOSYSTEM

At the time of this case study's publication, East Oakland was in the first few months of implementing its five-year Implementation Grant and had completed its one-year TCC Planning Grant. Thus, we focus the following analysis on the broader collaborative governance ecosystem from the TCC Planning Grant term and Implementation Grant proposal process, offering an initial look at East Oakland's Implementation Grant Collaborative Stakeholder Structure.

Overview

As a community-centered program, the collaborative governance ecosystem—a network of stakeholders, institutions and relationships that drive decision-making for TCC grants—is the foundation for implementing the Transformative Climate Communities program. In East Oakland, the collaborative governance ecosystem consisted of a strong community anchor, variably supportive local government and strong technical assistance.

Among our case study sites, East Oakland provides an example of a relatively community-centered approach in large part due to the strength of its community anchor, the EONI community partners. Because all of its community partners were either base-building or direct-service organizations with deep roots in East Oakland, East Oakland's TCC Planning and Implementation Grants benefited from the participation of community leaders who helped ensure a community-centered process.

As the Grantee, the City of Oakland's Planning Bureau provided a dedicated project manager to lead the TCC process. During the Planning Grant, the project manager provided staff time and administrative leadership, such as meeting facilitation, to support the TCC effort. However, interviewees indicated that the project manager was not responsive to community needs. In contrast, interviewees reported that staff assigned to support the Implementation Grant proposal from the Office of Resilience and Department of Economic & Workforce Development were proactively engaged and supportive of community needs and priorities.

Lastly, East Oakland benefited from technical assistance funds during the Implementation Grant proposal process. Using these funds, the City of Oakland hired a community member to provide technical assistance and support in centering community voices throughout the application process.

“ I don't think that how we did it was perfect at all. But I do think that it was pretty different and really cool. I do feel like we had the co-driver seat as much as possible in terms of how we wanted to do things, how we wanted to go out and show up in the community.”

— Marquita Price
East Oakland Collective

COLLABORATIVE GOVERNANCE ECOSYSTEM

COMMUNITY ANCHOR

East Oakland Neighborhoods Initiative:

Coalition of community-based organizations, focused on equity planning for deep East Oakland, that approached the City of Oakland with the TCC Planning Grant opportunity.

LOCAL GOVERNMENT

City of Oakland:

Provided a lead project manager from the Planning Bureau who offered administrative support but was not responsive to community needs.

Staff from the Office of Resilience and Department of Economic & Workforce Development, by contrast, provided strong administrative, project management and political support in the Implementation Grant proposal process.

TECHNICAL ASSISTANCE

Marquita Price:

Independent contractor brought on to support and facilitate a community-led application process for East Oakland's Implementation Grant.

Community Anchor

Leveraging base-building expertise and deep community networks, EONI community partners collectively served as the community anchor for East Oakland's TCC project. In particular, three community-based organizations—East Oakland Building Healthy Communities (EOBHC), Hope Collaborative and Oakland Climate Action Coalition—acted as co-project managers of the TCC Planning Grant, facilitating application and planning processes. These co-managers also played necessary mediation and advocacy roles between community-based organizations and the City of Oakland Planning Bureau. Due to variable City support, strong community leaders who were able to advocate for community needs and priorities were critical to advancing a community-led process during the Planning Grant.

Recognizing a need for a strong community anchor to lead TCC during the Implementation Grant, East Oakland's TCC stakeholders positioned the Black Cultural Zone Community Development Corporation to become the community anchor during Implementation Grant proposal and implementation. Early TCC Planning efforts revealed a need for a Black cultural hub and local workforce development services. Consequently, community organizations—including a few EONI partners—mobilized to transform an existing community effort called the Black Cultural Zone into a Community Development Corporation (CDC) that could act as

“ We said, ‘Let’s make this happen.’ So we started to set up the structure for the Black Cultural Zone CDC...We actually set up the organization with the idea that it would be comprehensive and that it would lead into the TCC grant as the community engagement organization that would carry everything forward and be responsible for the ongoing implementation of projects that were set forth by the community.”

— **Marsha Murrington**
City of Oakland

a community hub for Black arts, culture and commerce. A few TCC community partners, advisors from the City of Oakland, and dozens of community organizations worked together to secure additional funding, create by-laws and build the Black Cultural Zone CDC's organizational infrastructure in order to seed long-term sustainability for community-led initiatives in East Oakland.

Local Government

As the Lead Applicant and Grantee, the City of Oakland provided a staff member from the City of Oakland Planning Bureau to serve as the primary project manager for the Planning Grant. Despite providing meeting support and other administrative help, the project manager emerged as a key source of contention within the Planning Grant process. Community partners reported that the City's project manager reinforced historic dynamics of inequity between the City of Oakland and communities of color in East Oakland. Tension between the City's project manager and community partners led community partners to invest unanticipated time, labor and funding into navigating challenges, advocating for community needs, and engaging in conflict mediation.

“ We had to do a lot of teaching and equity training that we were not paid for... I feel like both sides—the City and us—needed more resources to achieve true equity. When we were having issues, we would spend our extra time trying to find elders in the community to mediate conversations [with the City].”

— Marquita Price
East Oakland Collective

It's important to note that many other cities in our Case Study communities reported tense relationships and mistrust between city government and

community partners. In East Oakland's case, TCC requirements to center community leadership and strong advocacy from community partners ensured that the neighborhood plan created through the Planning Grant centered community voices.

The Implementation Grant proposal process provides a sharp contrast to the city-community relationship in the Planning Grant and demonstrates that despite historic inequities, City staff can be strong champions of TCC's community-led principles. During the Implementation Grant proposal period, two senior City of Oakland staff members were assigned to lead the application process through the City Administrator's Office and the Workforce and Economic Development departments. These two staff provided robust administrative capacity, proactively worked to build community trust, supported community partners in pursuing additional grants to create the Black Cultural Zone CDC, and coordinated with various City departments to foster buy-in for a range of TCC projects.

“ It's been extremely positive working with the City, with Alex and Marsha. They've been on our side the whole time and pushing our agendas. So that process has actually been going really well.”

— Khariyyah Shabazz
Higher Ground Neighborhood Corporation

Because TCC intersects with so many issue areas—from housing to workforce to transportation—coordination and buy-in between City departments is especially important. Staff from the City Administrator's Office and the Department of Economic & Workforce Development led the effort to meet with leadership within each TCC-related City department to request department support and a dedicated staff person to work with them on the TCC Implementation Grant. Holding true to the community-centered vision of TCC, these staff members shared that they did not hold collaborative meetings without representation from community partners.

Technical Assistance

East Oakland hired Marquita Price as a technical assistance provider for the Implementation Grant application. Marquita is a third generation East Oakland native, lives in the Planning Area, has working relationships with other EONI partners, and brings experience organizing residents from her role at the East Oakland Collective. In her technical assistance capacity, Marquita played a key role

in ensuring an inclusive and community-centered application process. She bridged the gap between the grant application process and community stakeholders by providing dedicated capacity to interpret complex grant requirements, educate and coordinate with community stakeholders, and develop application materials that centered community voices as much as possible.

“ The Strategic Growth Council allowed us to hire a community representative to help with the application. We were able to bring on a trusted community representative, someone that all of our partners had worked with before. And it became her job to catch up on all the materials and read the grant agreements, so that she helped to distill that information and spread the knowledge and bring in a voice that we might not have heard if we hadn’t had someone who was paid to read all of that and catch up on it.”

— Alexandria McBride
City of Oakland

PARTNERS

PLANNING GRANT

Partners

Partners responsible for planning activities

1. City of Oakland Bureau of Planning (Grantee)
2. Oakland Climate Action Coalition
3. Communities for A Better Environment
4. HOPE Collaborative

Stakeholders

Additional collaborators providing technical assistance

1. The East Oakland Collective
2. East Oakland Building Healthy Communities
3. Acta Non Verba: Youth Urban Farm Project
4. East Oakland Boxing Association
5. Local Clean Energy Alliance
6. The Original Scraper Bike Team
7. Merritt College Institute for Sustainable Policy Studies
8. Sobrante Park Resident Action Council
9. Urban ReLeaf

*Many of the entities listed in this column were part of the East Oakland Neighborhoods Initiative

IMPLEMENTATION GRANT

1. City of Oakland (Grantee)
2. Related CA/ACTS Community Development Corporation
3. East Bay Permanent Real Estate Collaborative
4. East Bay Regional Parks District
5. Black Cultural Zone Community Development Corporation
6. Oakland Parks and Recreation Foundation
7. Planting Justice
8. Higher Ground Neighborhood Development Corporation
9. University of San Francisco (Site Evaluator)

East Oakland relied heavily on the Department of Economic & Workforce Development's FUSE Corps fellow to develop the Collaborative Stakeholder Structure. Where some other TCC sites struggled to develop a Collaborative Stakeholder Structure without prior experience, Oakland drew on the FUSE Corps fellow's direct experience fostering collaborative governance structures to draft their own model. Thus, the Collaborative Stakeholder Structure was primarily drafted by the City of Oakland with feedback collected from community-based partners.

Compared to other Implementation Grant sites included in this report, East Oakland's Collaborative Stakeholder Structure is relatively simple in that it only has two major components: a grant administration component and a stakeholder committee component. Furthermore, East Oakland is the only case study site in which resident representatives outnumber Grantee and Co-Applicants in the primary collaborative decision-making body. At the same time, the Lead Applicant and Co-Applicants retain all decision-making power over their deliverables. This contrasts with other Case Study sites, such as Northeast San Fernando Valley and Ontario, which include consensus and vote-based decision-making in their Collaborative Stakeholder Structures.

COLLABORATIVE STAKEHOLDER STRUCTURE

Grant Administration: The City of Oakland serves as the Implementation Grant Grantee. Two full-time staff from the Office of Resilience are responsible for overall grant administration, financial services, and management and coordination of the TCC partners. They also serve as the liaison between SGC and the TCC Partners.

TCC Stakeholder Committee: The Stakeholder Committee is a governing council responsible for the management of grant progress. As a committee, it can make recommendations to the Lead Applicant and Co-Applicants, which the Applicants are required to consider. The TCC Stakeholder Committee meets on a monthly basis and has 21 members:

- Nine representatives from the Grantee and Co-Applicants.
- 12 representatives from the TCC Project Area communities. These members consist of two representatives from each of the six Project Area neighborhoods. Any Project Area resident can nominate community representatives through the Black Cultural Zone CDC, the lead organization for TCC's Community Engagement Plan. These nominations occur on an annual basis, and nominees are voted on by the Stakeholder Committee members annually.



Construction of a 54-unit 100% affordable housing development, including a community health clinic, solar panels and community garden. Credit: City of Oakland

PLANNING GRANT

Between November 2018 and June 2019, EONI partners hosted over 20 community meetings to identify resident priorities, concerns and goals for projects that would advance sustainable, community-led development in the six East Oakland neighborhoods. The results of this community-driven planning process are summarized in the Better Neighborhoods, Same Neighbors EONI Community Plan,⁶ which forms the basis of East Oakland's Implementation Grant.

Community Engagement Strategies

Oakland Climate Action Coalition and the City of Oakland Planning Bureau partnered closely with two grassroots organizations, Communities for a Better Environment (CBE) and East Oakland Collective (EOC), to develop and implement community engagement strategies for the Planning Grant. CBE and EOC co-led neighborhood-based planning and organizing initiatives. Both of these organizations held long-standing community relationships, trust and membership bases in addition to extensive experience organizing communities of color in East Oakland.

East Oakland's community engagement strategies stood out among our case study communities for

their neighborhood-by-neighborhood approach, use of resident leaders, and adaptability. Despite physical proximity, each of the six neighborhoods in the Planning Area has its own unique history. Community leaders recognized the importance of a block-by-block community engagement approach that honored neighborhood differences. Their efforts resulted in over 200 survey responses, a series of three neighborhood-specific community meetings in each of the six neighborhoods in the TCC Planning Area, and a final convening to consolidate input.

EONI partners also leveraged resident leaders—residents hired and trained specifically for the TCC grant—to provide outreach, drive resident participation, facilitate community meetings and shape strategies for community engagement. Each resident leader was provided a stipend and was trained in Urban Planning 101 and organizing tactics to support direct engagement with their communities. Resident leaders were able to draw on their local networks to drive participation and knowledge of their neighborhoods in guiding the engagement process.

Finally, EONI partners made important adaptations to the TCC Planning Grant community engagement plan upon identifying that meetings presented barriers to engagement: Residents had to work and take care of their families, and did not have

6 East Oakland Neighborhoods Initiative. Better Neighborhoods Same Neighbors EONI Community Plan. https://cao-94612.s3.amazonaws.com/documents/FINAL_EONI_PLAN_2021.2.16.pdf



Community bike rides with the Original Scraper Bike Team. Credit: Higher Ground Neighborhood Development Corporation

“ We really wanted an event in a different way, where I can talk to you at the barbecue. But we were only able to be creative at the end, after we saw that it’s not working for people that have work or they have kids and they have to get them ready for bed. Coming on a Tuesday, a Thursday or within the week was not working. Later we were able to get our creative juices flowing on how to reach residents ourselves.”

— Dan-iel Drakes
Melrose Resident Leader

the time to attend evening meetings. Community organizations and resident leaders advocated for the third neighborhood community meeting to take the form of pop-up events, where EONI partners brought engagement materials to places where East Oakland residents spend their time, such as

parks, gas stations, schools, block parties and more. The adaptability demonstrated here is crucial to any community engagement strategy—organizers can and should use lessons learned to improve community engagement processes.

These strategies ensured high participation and broad demographic representation. Over 75% percent of attendees identified as African-American or Latinx, and 64% of attendees had an annual household income of less than \$60,000.

THE BETTER NEIGHBORHOODS, SAME NEIGHBORS’ EONI COMMUNITY PLAN

The Better Neighborhoods, Same Neighbors EONI Community Plan outlines the extensive TCC community engagement process; highlights community priorities, challenges and desired projects; and identifies existing City of Oakland plans and projects that align with TCC goals and can sustain EONI efforts to advance resident priorities into the future.

The EONI Community Plan identifies urban greening, affordable housing and increased job opportunities as the main priorities for their neighborhoods. Top concerns of East Oakland residents include neglected urban centers, lack of public transportation, environmental hazards and limited economic opportunities. The EONI Community Plan emphasizes that these concerns are related to historic economic exclusion.⁸ The TCC grant’s

7 The “Better Neighborhoods, Same Neighbors” phrase was coined by PODER SF.

8 East Oakland Neighborhoods Initiative. Better Neighborhoods Same Neighbors EONI Community Plan. https://cao-94612.s3.amazonaws.com/documents/FINAL_EONI_PLAN_2021.2.16.pdf

“What’s happening now that didn’t happen in the past is that the residents are able to be at the table to make decisions that were in the past made for us by people who didn’t even know where the heck we lived. They looked at Google Maps and they came in and made the decisions. So that has been a big change, and it’s been impactful.”

— Cynthia Arrington
Sobranite Park Resident Action Council

large scale investment and community-led ethos offers a chance to begin to redress this exclusion in a way that improves the neighborhood but ensures residents are not displaced.

The plan surfaced dozens of priority projects, of which the TCC Implementation Grant will fund five. The TCC Planning Grant also provided an opportunity to catalyze community-led planning beyond TCC. EONI partners and the City of Oakland are already using the EONI Community Plan to guide future development. As mentioned above, the City of Oakland supported EONI partners outside of TCC by pursuing additional grants to staff the Black Cultural Zone CDC, which emerged as a priority need during the TCC Planning Grant process.

“When it was time to write the plan and approve certain language, we were not able to say certain things and not able to speak freely. That’s where some of the status quo, politics and diplomacy came in on the City side that we couldn’t bypass within the time frame of this project. They didn’t want us to say certain things, even though it was the community’s personal feelings.”

— Marquita Price
East Oakland Collective

Although all interviewees stated that the EONI Community Plan reflected community desires and centered community voices, writing the plan itself brought up tension between the City of Oakland and community stakeholders regarding narrative control. The City of Oakland prevented community members from including certain language within the EONI Community Plan, and partners were not able to resolve the issue within the time frame of the grant. This illustrates that complicated government-community relations often need additional time and resources, such as conflict mediation, in order to address inevitable challenges.

Despite some challenges, residents and community leaders reported that the Planning Grant has fundamentally shifted how planning gets done. TCC provides a framework to shift away from top-down to bottom-up planning.

IMPLEMENTATION GRANT

Projects

TCC funds five projects in East Oakland that will weave climate strategies together with affordable housing, community health, active transportation, workforce development, food system resilience and green space projects. The selected Implementation Grant projects stem from the community priorities identified through the Planning Grant process.

Although Implementation Grant project partners were selected based on their expertise and ability to implement TCC projects and their existing relationships with the Project Area, many of the original Planning Grant partners will continue to be involved with project implementation through the TCC Stakeholder Committee structure.

PROJECTS

\$28.2 Million Funded Primarily Through TCC



Urban Forestry: Planting and maintenance for 2,000 street trees to reduce the urban heat island effect. This project includes a community planning process for developing the tree planting plan, and will use locally sourced trees. Under this project, TCC will also fund a flood mitigation study to address another key climate vulnerability of the Project Area, sea level rise.



San Leandro Creek Greenway: Re-open the San Leandro Creek Urban Greenway to create a 1.2 mile trail, which will provide access to green space in addition to a safe route for the public to access key community assets, including schools, neighborhood and regional parks, and the Planting Justice Food Hub, which provides produce to Sbrante Park residents.

\$34.2 Million Funded Through Additional Leveraged Funding Sources



Affordable Housing & Transportation

Improvements: Construction of 54 units of 100% affordable housing. The project includes a community health clinic, solar panels, bike storage, computer lab, tot lot and a community garden. Transportation improvements include curb ramp improvement and planted traffic circles at four nearby intersections.



Bike Share & Youth

Programming: Creation of a new permanent facility for a bike lending and repair program that will be complemented with youth training and bike education programming. It includes the purchase of 500 bicycles and after school enrichment classes for 540 students over the grant term. This program will reduce vehicles miles traveled (VMT) by encouraging active transportation and will improve bike safety through its educational programs.



Aquaponics Farm & Food

Hub: Acquisition of a three-acre nursery and support for neighborhood residents in building out an urban aquaponics farm to address the community's food desert. The site will also create 27 living-wage jobs and provide youth education, health, community development and business incubation programming.

TRANSFORMATIVE PLANS

TCC's Transformative Plans allow the community to meet long-standing neighborhood needs in a comprehensive, integrated and community-centered way.

TRANSFORMATIVE PLANS



Community Engagement Plan (CEP): Led by the Black Cultural Zone Community Development Corporation (BCZ), the CEP includes hiring two dedicated community engagement staff called Community Builders. These Community Builders lead community engagement and outreach throughout the Project Area. Their primary responsibilities include building a diverse pool of nominees for the TCC Stakeholder Committee, establishing a Small Business Alliance, seeking input to establish a community benefits district that will operate and maintain the San Leandro Creek Urban Greenway, connecting residents to jobs through workforce providers, and providing community engagement support for anti-displacement efforts.



Displacement Avoidance Plan (DAP): The East Bay Permanent Real Estate Cooperative (EB PREC), with support from the Black Cultural Zone, will implement a three-phase process to prevent residential and small business displacement in the project area, focusing on Protection, Stabilization and Accessory Dwelling Unit (ADU) housing production. EB PREC will hire two full-time local Organizers & one Project Manager to provide anti-displacement outreach, education and organizing in the Project Area.



Workforce Development & Economic Opportunities Plan (WDEOP): The City of Oakland will partner with the Black Cultural Zone (BCZ) and workforce development organizations in the broader area, such as Cypress Mandela Training Center, West Oakland Job Resource Center and Merritt Community College. They will focus their efforts on providing high-quality jobs in advanced manufacturing, health care, construction, community greening, and bike maintenance and repair. The Plan will also fund a Career Navigator hosted within BCZ to recruit residents for jobs and determine local staffing and training needs.



Climate Action and Resiliency Plan: East Oakland plans to address climate resiliency challenges through its affordable housing project, which will increase the availability of housing affordable to low-income households, increase available electric vehicle parking and charging, and mitigate heat island effects with an onsite community garden and living walls. The Urban Forestry project and Bike Share Project will also mitigate the urban heat island effect and potential flooding.



Community bike rides with the Original Scraper Bike Team. Credit: Higher Ground Neighborhood Development Corporation

As a one-year grant of \$170,000, the Planning Grants do not require extensive evaluation. The Planning Grant partners submitted a Final Report outlining accomplishments and strategies for implementation at the end of the grant term.

Now that most Round 1 and 2 Planning Grants are concluded, SGC will conduct an internal evaluation of the accomplishments and challenges experienced by Planning Grant grantees, including East Oakland. Their internal evaluation will result in adjustments to the Planning and Implementation Grant structures and inform changes to the types of technical assistance provided. We look forward to seeing the findings from this analysis.

For the Implementation Grant, data collection and indicator tracking is considered one of TCC's Transformative Elements, a core part of how the program creates positive change. As a part of this commitment, East Oakland will be required to provide extensive evaluation of its quantifiable progress and outcomes, using performance indicators based on TCC's overall framework (reductions in greenhouse gases, improvements in public health and environmental benefits, and expanded economic opportunity and shared prosperity). TCC communities are allocated funding to select and hire a pre-qualified academic institution as their TCC Evaluation team. East Oakland selected the University of San Francisco School of Management as its lead evaluation team.



Construction of a 54-unit 100% affordable housing development, including a community health clinic, solar panels and community garden. Credit: City of Oakland

Transformative Climate Communities offers a model for fighting climate change, building economic prosperity and redressing the historic oppression of our most under-resourced communities. The TCC program empowers the communities most impacted by poverty and pollution to choose their own goals, strategies and projects to reduce greenhouse gas emissions and deliver multiple tangible benefits.

This approach represents a model for national climate change efforts that should be replicated at both the federal and state levels. For our full analysis of the Transformative Climate Communities program, see *Fighting Redlining and Climate Change with Transformative Climate Communities*.

ACKNOWLEDGEMENTS

We are so grateful to the nearly 50 stakeholders across 5 Transformative Climate Communities sites who we interviewed for this evaluation. These interviews form the backbone of this evaluation, and our interviewees included residents, community-based organizations, non-profit organizations, local government and other stakeholders who are pioneering what it means to make community-led transformation real. We are indebted to our interviewees for their deep work in community, and for sharing their wisdom, stories, expertise and critical insights.

Alexandria McBride, formerly with the City of Oakland

Carolyn Johnson, East Oakland Black Cultural Zone Collaborative and Black Cultural Zone Community Development Corporation

Cynthia Arrington, resident

Dan-iel Drakes, resident

Khariyyah Shabazz, Higher Ground Neighborhood Development Corporation

Marquita Price, East Oakland Collective

Marsha Murrington, City of Oakland

We are also extremely grateful for the partnership of the University of California Los Angeles Luskin Center for Innovation. As the evaluator for five TCC sites, UCLA Luskin is conducting comprehensive quantitative and qualitative analysis of the progress, challenges and outcomes of implementing TCC. We were lucky to be able to consult with them at every stage of this evaluation, from designing the interview methodology to reviewing our findings. Special shout-out to Kristen Soares, who supported in conducting interviews with the TCC stakeholders.

Colleen Callahan, UCLA Luskin Center for Innovation

Emma French, UCLA Luskin Center for Innovation

Jason Karpman, UCLA Luskin Center for Innovation

Kristen Soares, formerly with UCLA Luskin Center for Innovation

Silvia González, formerly with UCLA Center for Neighborhood Knowledge

Lastly, we would like to thank our expert reviewers from partner organizations, public agencies and academia who offered invaluable feedback and upgrades to this evaluation. Their insights and critical questions helped to deepen and strengthen our analysis.

Alexandra Gallo, Strategic Growth Council

Corrine Van Hook-Turner, Movement Strategy Center

Dan Carol, Milken Institute

Desiree Williams-Rajee, Kapwa Consulting

Elizabeth Mattiuzzi, Federal Reserve Bank of San Francisco

Gerard Rivero, Strategic Growth Council

Madeline Wander, UCLA Luskin School of Public Affairs

Saharnaz Mirzazad, Strategic Growth Council

Sekita Grant, The Solutions Project

Sophie Young, Strategic Growth Council

Tiffany Eng, California Environmental Justice Alliance

Report design by Design Action Collective

Cover photo by DianeBentleyRaymond / Getty Images

ABOUT

THE GREENLINING INSTITUTE

The Greenlining Institute works toward a future when communities of color can build wealth, live in healthy places filled with economic opportunity, and are ready to meet the challenges posed by climate change. To achieve this vision, Greenlining is committed to building a just economy that is inclusive, cooperative, sustainable, participatory, fair and healthy. Our multifaceted advocacy efforts address the root causes of racial, economic and environmental inequities in order to meaningfully transform the material conditions of communities of color in California and across the nation. We act as an incubator of new policy ideas, a bridge builder between people, communities and government, and an advocate to build momentum for transformative change.

AUTHORS

Emi Wang

Associate Director, Capacity Building,
The Greenlining Institute

Emi is a bridge-builder and policy advocate, dedicated to supporting community-led solutions. As the Associate Director of the Capacity Building team, Emi leads Greenlining's place-based work to meaningfully connect communities to the organization's policy strategies. To reverse decades of disinvestment and racist policies, we must double down on community ownership of the solutions. The Capacity Building team supports low-income communities of color from the bottom-up to gain equitable opportunity to lead their own transformations. The team also works to change systemic and policy conditions from the top-down so that our communities can thrive. Emi has significant experience supporting local stakeholders with strategy and partnership development, as well as extensive experience in developing and implementing policy strategies that center community capacity building and leadership. Emi graduated from Vassar College with a B.A. in History.

Rachel Lu

Policy and Research Consultant,
The Greenlining Institute
Masters of Urban and Regional
Planning Candidate, UCLA

Rachel works to advance strategies that address the social, economic, and environmental impacts of pollution on low-income communities of color. She is currently pursuing a Master of Urban and Regional Planning at the University of California Los Angeles' Luskin School of Public Affairs, where she studies topics at the intersection of transportation equity, environmental justice, and land use. Prior to graduate school, Rachel worked at The Greenlining Institute where she leveraged talents in storytelling, fundraising, and multi-stakeholder collaboration to grow the organization's racial and economic equity policy programs. She launched her career in San Francisco at Mission Economic Development Agency, where she provided low-income Latinx families with essential services for economic stability. Today, Rachel serves on the board of a transportation advocacy non-profit called TransForm, the WTS-UCLA student chapter, and Planners of Color for Social Equity UCLA. She graduated from the University of Michigan with a B.A. in Environmental Studies.