THE GREENLINING INSTITUTE

2027-2029 Strategic Plan

People, Power, and Policy











Who We Are

The Greenlining Institute is a racial, economic, and climate equity organization that transforms the systems shaping communities. We lead with People, Power, and Policy.

For more than 30 years, Greenlining has challenged the systems and institutions that have denied communities of color wealth, investment, opportunity, and decision-making power.

Redlining once took the form of literal lines drawn around neighborhoods where Black, Latino, Indigenous, and immigrant communities lived. Banks, insurers, and other financial institutions used those boundaries to deny or restrict access to mortgages, credit, insurance, and investment. These practices concentrated wealth and opportunity in predominantly white communities while driving generations of disinvestment in communities of color.

Federal civil rights and community reinvestment laws outlawed discriminatory practices and sought to address redlining, but the conditions created by generations of exclusion did not disappear with the maps. Communities denied wealth, infrastructure, and investment entered the following decades with fewer resources and less political and economic power.

Those conditions made the same communities more vulnerable to further harmful decisions – from the siting of highways and polluting industries to continued underinvestment and exclusion from new economic opportunities.

Today, the mechanisms of exclusion continue to evolve through financial discrimination, higher environmental and climate risk, insurance withdrawal, technological gate keeping, and other emerging threats. The tools may look different, but the underlying pattern remains. Communities already burdened by generations of disinvestment continue to face greater risks and fewer opportunities to build wealth, health, and power.

While these systems harm communities of color broadly, Black communities continue to experience particularly severe disparities in health, wealth, and economic opportunity. Addressing anti-Black racism is central to Greenlining's work: confronting the systems that produce these disparities helps build more equitable institutions and expand opportunity across communities.

What it Means to Greenline

To Greenline is to intentionally direct wealth, capital, and technical capacity into communities of color and shift decision-making power so communities can shape their own futures. Greenlining confronts the patterns of exclusion and disinvestment created by redlining.

Though redlining originally and directly targeted Black communities, increased attacks on immigrant communities and other marginalized populations means that to Greenline is to confront racial and economic discrimination across communities of color.

Advancing a Greenlined Economy means transforming the systems that perpetuate racial inequity, directing investment and opportunity into historically redlined communities, and building community power to create an abundant and climate-resilient future for all.

A Greenlined Economy is **cooperative, sustainable, participatory, fair, and healthy.**

Our Vision and Mission

VISION

We envision a Greenlined Economy where communities of color are wealthy, healthy, and ready.

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How Greenlining Creates Change

To achieve a Greenlined Economy, Greenlining brings together People, Power, and Policy.

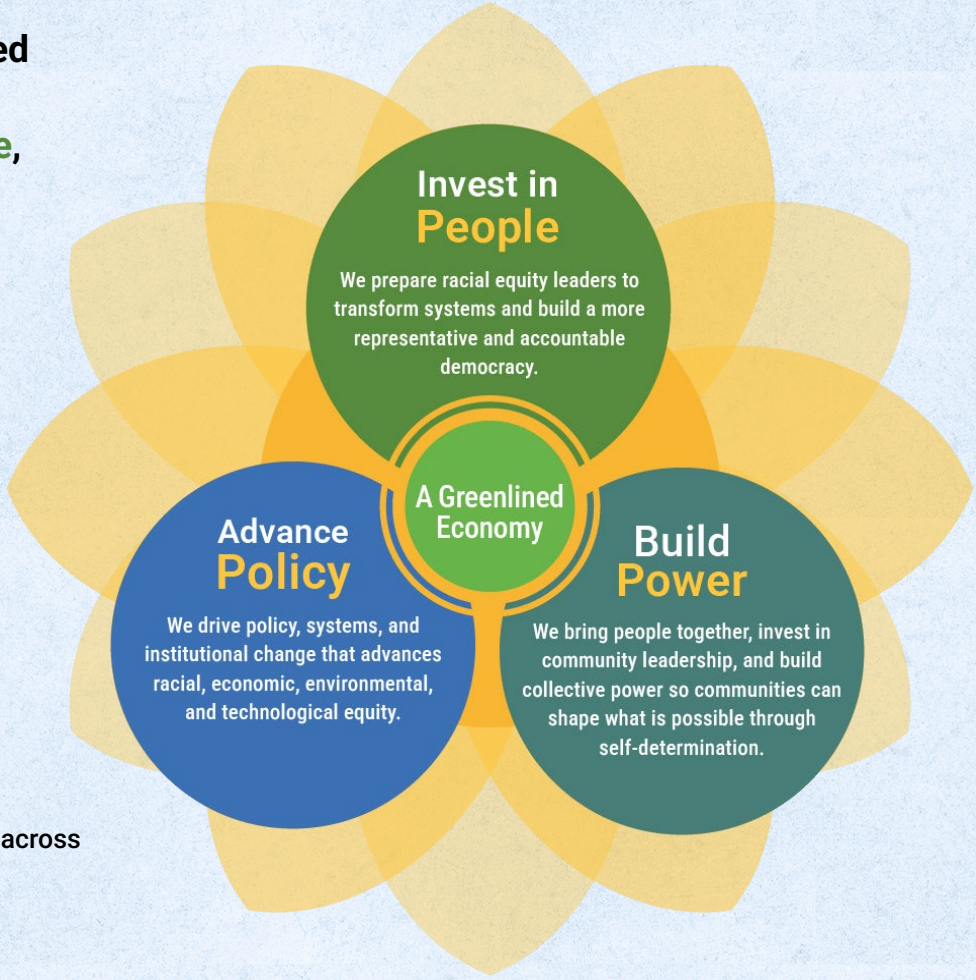
These strategies are intentionally interconnected.

Community priorities inform the policies we advance.

Policy and investment create opportunities in communities.

Capacity and community leadership turn those opportunities into tangible benefits.

Leadership development extends and sustains progress across institutions and communities.



Why This Strategy Now

Weakening federal protections, rising costs, worsening climate crisis, rapid technological change, and attacks on racial equity are compounding the effects of generations of disinvestment.

At the same time, the pathways for advancing change are shifting. With federal opportunities increasingly constrained, state and local action is becoming more important. Communities and organizations are building power to shape not only policy, but also how investment is directed and policies are implemented. California remains an important arena for defending hard-won gains and demonstrating what equitable economic and climate policy can achieve, while Greenlining's work across multiple states creates opportunities to inform national strategies.

Greenlining enters this period with deep expertise in economic and climate equity at a moment when the stakes in both areas are rising. Our 2027–2029 strategy also calls us to deepen community partnerships, connect our work more intentionally across teams and strategies, and ensure policy victories translate into meaningful benefits.

Through 2029, four challenges will shape our response:



Threats to affordability, resilience, and economic security. We will protect consumers, expand ownership and access to capital, and direct investment toward communities historically excluded from wealth-building and most affected by the climate crisis.



Rapidly transforming needs and emerging threats. We will shape climate finance, insurance, AI and technology, and the clean-energy transition as new risks and industries influence who benefits and who bears the costs.



Institutional accountability and equitable implementation. We will defend hard-won protections while pressing government, financial institutions, technology companies, and the insurance sector to deliver meaningful and equitable outcomes.



Community power and capacity to lead. We will strengthen the leadership, relationships, resources, and capacity communities need to influence decisions and advance their own solutions.

What Success Looks Like

Our strategy focuses on material changes in the conditions communities experience. Success is measured by what policies, programs, and investment make possible in people's lives and neighborhoods.

Affordability and Wealth

Communities can access capital, build assets, participate in community ownership, and move beyond meeting basic needs.

Real-world progress includes:

- Lower household costs
- Greater access to affordable credit and capital
- More pathways to homeownership and community ownership
- Stronger small businesses and community financial institutions
- Greater economic security and community wealth

Health and Resilience

Communities have the resources and infrastructure needed to live healthy lives and adapt to climate and economic disruption.

Real-world progress includes:

- Cleaner air and healthier neighborhoods
- Sustainable and equitable transportation
- Lower energy burdens and a transition away from fossil fuels
- Stronger community infrastructure
- Greater protection from climate impacts and economic shocks

Reinvestment and Community Ownership

Public and private resources flow into communities that have experienced generations of disinvestment.

Real-world progress includes:

- More resources reaching community-led projects, small businesses, and entrepreneurs of color
- Public and private institutions being accountable to their commitments
- Investment creating tangible benefits, lasting ownership, and power

Community Leadership

Communities have the power, capacity, and leadership to shape decisions, advance their own solutions, and build resilience on their own terms.

Real-world progress includes:

- Communities having the resources to shape policy and investment
- Residents leading solutions in their own neighborhoods
- Communities and organizations of color having greater representation in policy spaces
- Clear pathways for emerging leaders to influence policy and investment

Our Strategy for 2027–2029

Lasting systems change requires more than individual policy wins. Communities need the power to shape decisions, the capacity and resources to turn opportunities into action, and leaders who lead with racial equity.

Our five Strategic Pillars define how Greenlining will invest in people, build power, and advance policy over the next three years.



1. Connect People, Power, and Policy

We will bring together policy change and institutional accountability, community power and capacity, and leadership development so each strengthens the others and advances a Greenlined Economy.

We will shape the systems that determine opportunity through policy change, research, data, advocacy, implementation, and accountability.

We will partner with communities to build the capacity, resources, and ownership needed to shape solutions and direct investment.

We will develop a network of racial equity leaders equipped to influence institutions, represent communities, and carry the work forward. And, we will share knowledge across policy areas and across community engagement, advocacy, implementation, leadership development, and investment so progress in one area strengthens the others.



2. Center People and Community in How We Work

We will create the conditions for our people and communities to thrive by building the internal systems, capacity, and resources needed to sustain Greenlining's impact.

That means strengthening our organizational infrastructure, improving feedback and learning systems, deepening collaboration across teams, and expanding partnerships that bring additional expertise and resources to our work.



3. Convene and Communicate

We will build alignment and collective power across the field to develop and communicate a shared vision that advances a Greenlined Economy.

We will create spaces for listening and shared strategy; strengthen the Greenlining Coalition and other communities of practice; connect partners around shared priorities; and use communications, narrative, research, and data to amplify community experience and shape public understanding of what equitable systems change can look like.



4. Invest in Communities

We will direct meaningful and increasingly less extractive investment into communities of color through policy advocacy, capacity building, and Greenlining's own investments.

We will advocate for greater public and private investment and stronger accountability to communities. We will use catalytic capital, technical assistance, and other resources to help community-led projects move forward, leverage Greenlining's investments to unlock additional financing, and work with capital providers to expand more flexible, community-centered forms of capital.



5. Mobilize for Systems Change

We will mobilize collective action toward equitable outcomes by seeding movements for policy and systems change, strengthening community capacity, and investing in the next generation of leaders.

We will deepen investment in community leadership, turn programs and partnerships into platforms for collective advocacy, give emerging leaders opportunities to put racial equity into practice, and activate Greenlining's networks around shared priorities and opportunities for collective influence.

Policy to Practice

Our 2027–2029 strategy intentionally brings People, Power, and Policy together as a unified approach to systems change.

Community partnership, research, advocacy, capacity building, investment, implementation, accountability, and leadership development are connected parts of the same cycle. Together, they allow Greenlining to move beyond disconnected policy victories toward lasting transformation and community self-determination.

Community Partnership Shapes Strategy

We work with communities to identify priorities, understand changing conditions, and develop solutions grounded in community experience and expertise.

Learning Moves Across Our Work

Knowledge developed in one area strengthens another. Research, community insight, and lessons from advocacy and implementation move across issue areas rather than remaining siloed.

We Stay Engaged Through Implementation

Winning a policy is one step. We stay engaged as policies and investments are implemented so communities can shape what happens next, institutions remain accountable, and lessons from implementation strengthen future strategies.

Leadership Extends the Work

Through leadership development, alumni engagement, community partnerships, and coalitions, Greenlining helps carry racial equity knowledge and community priorities into more institutions and decision-making spaces.



Where Will We Focus

Racial injustice operates across interconnected systems, and harms in one area often deepen inequity in another. Our policy and programmatic priorities reflect these interconnections.

Through 2029, Greenlining will focus on advancing economic equity, climate equity, racial equity across institutions, emerging frontiers of redlining, community capacity, and leadership development through the following priorities:

Policy Priorities

Economic Equity

Protect economic opportunity and hard-won gains while building a Greenlined Economy that expands access to capital, strengthens financial accountability, and builds pathways to community wealth.

Our work will focus on:

Community reinvestment and financial accountability

We will work toward stronger community reinvestment requirements in California and beyond, advance the Greenlining Banking Standards as a framework for financial institution accountability, and press financial institutions to respond more directly to community needs.

Access to capital and consumer protection

We will advance protections that keep pace with changes in banking, technology, and government, while using research and data to identify disparities in credit, lending, and wealth-building opportunities.

Small businesses

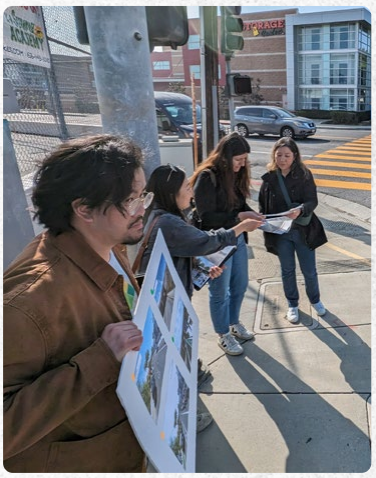
We will strengthen access to capital and climate resilience for small businesses of color, including through partnerships with Community Development Financial Institutions, or CDFIs, mission-driven financial institutions that specialize in serving communities often overlooked by traditional finance.

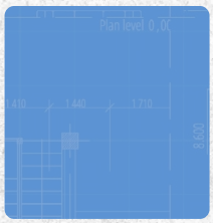
Homeownership and community ownership

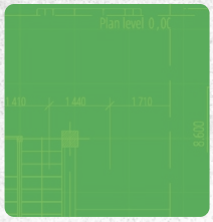
We will address barriers to financing and discrimination in housing and lending while advancing shared-equity, cooperative, and other community-centered ownership models that help residents build and retain wealth.











Climate Equity

Ensure the transition to a sustainable economy creates healthier communities, shared prosperity, and lasting resilience for those historically excluded from its benefits.

Our work will focus on:

Climate investment and accountability

We will advocate for sustained public investment in climate resilience, clean energy, transportation, mobility, and community development while working to ensure equity commitments shape how those resources are designed and delivered.

Transportation and land use

We will advance equitable electric mobility, reduce pollution burdens, connect transportation policy with housing and land-use strategies, and shift investment away from highways and fossil fuels toward healthier, more affordable communities.

Energy affordability and decarbonization

We will work to lower household energy burdens, strengthen utility accountability, accelerate the transition away from fossil fuels, and ensure clean-energy investments result in jobs, contracts, ownership opportunities, and infrastructure benefits in historically under served communities.

Community power across states

Through Towards Equitable Electric Mobility (TEEM), CleanRides, and other partnerships, Greenlining will build multi-state power for climate equity by supporting community-led campaigns, developing shared policy priorities, and strengthening communities' ability to shape climate policy and investment. Lessons from this work will also inform national climate strategy.

Emerging Systems and New Forms of Redlining

Anticipate and address emerging forms of inequity so rapidly changing technologies and financial systems serve communities, expand economic opportunity, and build resilience.

Our work will focus on three areas where new systems could either reproduce existing inequities or create new opportunities:

Technology and AI

We will address algorithmic bias, automated decision-making, AI infrastructure, and other emerging risks while ensuring communities of color have agency and share in the material benefits created by an increasingly AI-driven economy.

Insurance and climate risk

We will work to reduce community vulnerability, increase investment in resilience, expand access to insurance coverage, and uphold accountability across the insurance sector.

Climate finance

We will develop pathways that enable communities to finance resilience at the scale required to confront worsening climate impacts.

Racial Equity

Embed racial equity principles and practices in the systems and institutions that shape opportunity and community well-being.

Through 2029, Greenlining will work to:

California Leadership

Help position California's next administration to advance race-conscious governance amid growing national attacks on equity.

Equity infrastructure

Strengthen the long-term infrastructure needed to embed racial equity across state government and other institutions.

Narrative Change

Advance national thought leadership on the role racial equity plays in economic opportunity, community development, and climate resilience.

Equity tools

Develop research and policy tools that help public agencies and financial institutions take deliberate, legally durable action toward racial equity.

Programmatic Priorities

Policy change is most durable when communities and leaders have the power, capacity, and resources to shape, implement, and sustain it. Greenlining's programmatic work builds that infrastructure while creating direct pathways for community priorities to influence policy and investment.

Strengthen Community Self-Determination

Greenlining will deepen capacity and power building at the community, organizational, and project levels so communities can advance their own priorities, lead projects, access resources, and shape a Greenlined Economy.

This work includes:

Place-Based Capacity and Power Building

We will support communities in developing shared priorities, advancing local policy goals, accessing public and philanthropic resources, connecting to more flexible and less extractive forms of capital, and participating in statewide and other policy campaigns.

Greenlining the Block

Greenlining the Block is Greenlining's capacity-building initiative for community organizations advancing community development and climate-resilience projects.

Through the program, we will help organizations strengthen the readiness, tools, relationships, and infrastructure needed to take on community development projects. Participants receive cohort-based learning, peer support, technical assistance, and structured guidance designed to build both near-term readiness and long-term organizational capacity.

Catalytic Investment

Through Greenlining's Catalyst Fund, we provide flexible, early-stage capital to community-serving projects that may struggle to access traditional financing. These investments help projects overcome early barriers, attract additional capital, and build a pipeline of mission-aligned community development led by organizations serving historically redlined communities.

Turning Community Learning Into Systems Change

What we learn through community partnerships and project implementation will inform broader policy and market-transformation campaigns. Greenlining will use this experience to advocate for more investment in community capacity, remove barriers to community-led solutions, influence capital providers, and expand access to more flexible and less extractive capital.

Develop the Next Generation of Racial Equity Leaders

Greenlining's Leadership Academy prepares emerging leaders to advance policy, build community power, and drive systems change. Through 2029, we will more intentionally connect leadership development to Greenlining's strategic priorities and create stronger pathways for leaders to influence institutions, sectors, and communities.

The Leadership Academy includes three interconnected areas of work.

Fellowship and Summer Associate Programs

Our fellowship and summer associate programs give emerging leaders hands-on experience advancing racial equity through policy, research, advocacy, communications, and community work.

We will align placements more closely with strategic priorities, strengthen mentorship and leadership development, connect participants with Greenlining alumni, and create opportunities for fellows and associates to explore emerging issues and lead meaningful projects.

Casa Joaquin Murrieta

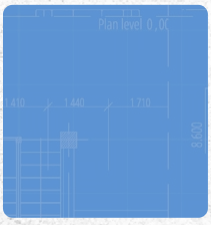
Casa Joaquin Murrieta pairs safe, inclusive, and affordable housing with leadership development for low- and moderate-income, first-generation college students.

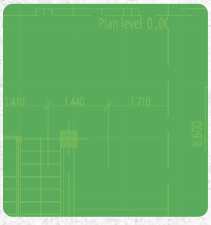
Through 2029, Greenlining will strengthen Casa's housing stability and leadership curriculum and explore opportunities to expand the model to additional public universities serving first-generation and low-income students.

Greenlining Alumni Network

The Greenlining Academy Alumni Association connects leaders who have come through Greenlining's leadership programs and now work across sectors, regions, policy areas, and communities.

We will strengthen the infrastructure of this network, deepen our understanding of alumni expertise and priorities, and create more opportunities for alumni to connect with one another and mobilize around shared racial equity goals.











Building a Greenlined Economy

For more than three decades, Greenlining has challenged the systems that determine where resources, opportunity, and power flow.

Our 2027–2029 Strategic Plan carries that work forward for a period of profound economic, environmental, technological, and political change. Over the next three years, we will invest in people, build community power, advance transformative policy, and connect those strategies more intentionally so progress in one area strengthens the others.

Our measure of success is the future those efforts help make possible: a Greenlined Economy where communities of color are wealthy, healthy, and ready to shape what comes next.

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