

EBALDC Strategic Plan

2017-2019



Health Begins in
Neighborhoods Where
We Live, Learn, Work
and Play



EAST BAY ASIAN LOCAL
DEVELOPMENT CORPORATION

BUILDING HEALTHY, VIBRANT AND SAFE NEIGHBORHOODS

Our Mission

Emphasizing our historic and continuing commitment to Asian and Pacific Islander communities, EBALDC works with and for all the diverse populations of the East Bay to build healthy, vibrant and safe neighborhoods through community development.

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Our Vision

We envision that everyone in Oakland and the East Bay can live in a safe and affordable home, and that every neighborhood provides opportunities that enable people to live long, healthy lives, regardless of income or ethnic background.

Our Values

Collaboration

We achieve more by building strong partnerships with people, organizations and businesses to accomplish neighborhood goals.

Respect

We value each person and honor diversity in all its forms. We listen skillfully to each other and the community. We will continue to deepen our capacity to approach our work through the lenses of equity, inclusion and cultural humility.

Leadership

We take initiative and set a high bar for what is possible in community development. We encourage others to be examples and problem solvers in their communities.

Accountability

We take responsibility for our work, honor our commitments and make sound financial decisions for the health and benefit of our communities.

Passion

We are driven by our commitment to our mission and vision, and we are deeply invested in our communities.

Our Future

Oakland is facing the most dramatic changes since the 1970s. The climate for the low and moderate-income communities of color who we have served has become increasingly challenging in the three years since we adopted our first Healthy Neighborhoods strategic plan. Although the recession is over, and job and population growth in the Bay Area are on the rise, this growth is putting extreme pressure on our communities, and is setting the stage for more instability and worsening health outcomes. Recent news reports have noted that Oakland's story is really a story of two Oaklands, one with increasing economic opportunities and a greater quality of life, and the other with a lack of opportunity, high unemployment, and poor health. The Bay Area's lack of housing supply is creating market conditions that threaten to drive out Oakland residents who either do not own their own homes or do not live in permanently affordable housing. At particular risk are long time and low-income residents. According to the Chief Public Health Officer for Alameda County, this housing crisis and the associated stress on families and individuals is translating into a major public health crisis in the county. If left unchecked, it is a "prescription for shorter, sicker lives..." for many Alameda County residents.¹

Because of this, we have adopted a health-based perspective to community development, which has created significant momentum in our neighborhoods and yielded important innovations for the field.

The current challenges require us to innovate and deepen our commitment to our residents and neighborhoods, particularly where we are already taking a comprehensive approach to the interconnected social, economic and environmental factors that determine neighborhood health and wellbeing. In particular, over the past three years, we have had success pioneering two connected strategies:

First, we pioneered our neighborhood collaboration model in the San Pablo Avenue Corridor (SPARC) in West Oakland, followed by the Havenscourt neighborhood of East Oakland. Our success in launching this approach has generated positive neighborhood change and has brought EBALDC national recognition. Our collaborations of neighborhood residents, community nonprofits, faith-based organizations, public agencies and hospitals have agreed to align their efforts around a common vision of improving health and wellbeing in these two neighborhoods. We are seeing the positive effects of our work through a growing body of resident leaders, more investments in affordable housing, education, jobs, and neighborhood amenities (including a full service grocery store in West Oakland).

¹ East Bay Express article published on August 30, 2016.

² Based on the July 7, 2015 Consolidated Plan for Housing and Community Development for the City of Oakland, which indicates a total rental housing stock of 89,861 homes out of a total housing stock of 173,204, and the City of Oakland's list



We have grown our capacity to collect and track health and housing data as well. This will set the stage for sustainable funding models in years to come. We are also coming back to our roots in Oakland's Chinatown by working closely with our longtime partners in the Chinatown Coalition to preserve the neighborhood's cultural identity and buffer residents, small businesses and nonprofits from ongoing displacement pressures.

Concurrently, our second innovation is focused on stabilizing neighborhoods, particularly for long time and low-income residents, by purchasing existing residential apartment buildings to be managed for long term affordability. To counter the housing displacement pressures, we established our Housing Acquisition Fund. Our idea was simple: buy the buildings that are in danger of displacement and keep the rents permanently affordable. To test our idea, we purchased 85 apartments in 2016. We are now scaling the program up to purchase 2,000 apartments over the next 7-10 years.

Currently, 13% of rental housing in Oakland is owned by organizations dedicated to maintaining long term affordability.² Given the reality that very little housing is available in the inner Bay Area for households with incomes below 80% of median (\$75,150 for a family of four); we believe that a

healthy mixed-income city requires an increase in the affordable rental housing stock from the current 13% to 25%. In pursuit of this overarching goal for Oakland, we are committed to doubling our EBALDC portfolio by 2026 to 4,000 affordable apartments. We are also exploring the possibility of expanding this concept by forming a collective impact team of organizations that we can assist to purchase and operate affordable housing in our pilot neighborhoods.

In taking stock of the critical issues to address over the next three years, our Healthy Neighborhoods approach will focus on achieving four core community impacts:

- expanding affordable rental housing options
- expanding income and wealth-building opportunities
- increasing resident and community engagement
- supporting strong neighborhood partnership networks

We will achieve these four impacts through expanding on the successful neighborhood collaboration and housing strategies described above. We will also build on our expertise in providing financial stability and other support services.

It is now more important than ever to support community voice and resident-led action to create the change needed for low and moderate-income communities of color to be able to stay and thrive in Oakland and the inner East Bay area.



Our Evolution

EBALDC began in 1975 with community leaders and activists who mobilized around the goal of transforming a deteriorated warehouse into a home for grassroots nonprofits serving Oakland's Chinatown. This effort led to the creation of the Asian Resource Center, a multi-service center that is home to various nonprofit agencies, community-serving businesses and medical facilities. At the same time, Oakland's redevelopment efforts, freeway construction and BART construction resulted in the demolition of over 10,000 affordable apartments. EBALDC responded by expanding into development of mixed-use affordable housing developments and adaptive reuse of historic structures.

Over the past 41 years, EBALDC has invested more than \$240 million in assets that have had substantial physical, economic and social impact in our neighborhoods.

We have developed and preserved over 2,200 affordable homes, and more than 300,000 square feet of space for nonprofit organizations and community serving businesses. We own and manage 27 residential and commercial developments, ensuring their continued quality and long term affordability, and we provide on-site support and programming for our residents. Our commercial tenants include childcare and health centers, numerous nonprofit organizations, and a range of food purveyors, from a resident-owned market to some of Oakland's most popular locally owned restaurants.

We are a trusted civic partner, taking on complex and difficult real estate development projects and leveraging a variety of public and private financing sources. From Swan's Market to Preservation Park to The California Hotel, EBALDC has been bold and visionary in our efforts to create, preserve and transform housing and commercial facilities for the community.

We understand that community development is more than a bricks-and-mortar endeavor.

We have also assisted partner organizations with development of their own facilities. Examples include helping East Oakland Youth Development Center (EOYDC) with expansion, and working with The Greenlining Institute to develop their new headquarters in Downtown Oakland. We are currently working with People's Community Market to build a new full service grocery store in West Oakland.

To that end, we have pursued economic development programs that support families and individuals, nonprofits and small businesses. Our Neighborhood and Economic Development programs serve more than 5,500 people annually, through comprehensive services for low-income families and individuals in Alameda and Contra Costa counties. We coordinate social services and social events at our buildings, financial education and counseling, youth and senior programming, and free tax preparation. These programs help to build neighborhoods with a strong economic base. They also help people access the resources they need to lead stable, fulfilling lives, and begin a path to financial security.





We also seek to promote deeper resident and community engagement through our resident leadership programs and an extended network of collaborating organizations. Our community planning efforts have included work in the neighborhood east of Chinatown, where we led the community process that resulted in renaming the Eastlake District and working with the city to form a merchants association and install capital improvements along East 14th Street. More recently, we have worked with the Oakland Chinatown Coalition on community planning at the Lake Merritt BART station. And our SPARC and Havenscourt neighborhood collaborations are our most ambitious community planning and engagement efforts to date, focused on convening residents, community and faith based organizations, businesses, public agencies, and healthcare providers around the shared vision of neighborhood health and wellbeing.

Our organization's roots are in Oakland's Chinatown, where we began by serving low-income Asian American and Pacific Islander (AAPI) communities.

In over four decades of work, we have maintained our emphasis on understanding and addressing the needs of this population. At the same time, we continue to work with and for all of the diverse communities of the East Bay. We will continue to consider the needs of low-income AAPI residents when determining priority sites, addressing the shifting demographics of AAPI poverty in the East Bay. Working with partners such as National Coalition for Asian Pacific American Community Development (National CAPACD), Asian Pacific Environmental Network (APEN), and other AAPI-focused organizations, we will assist research and advocacy opportunities at the local, state and national level that bring the AAPI perspective to community development work.

We will also continue to serve communities throughout Oakland and the East Bay, working in neighborhoods that most benefit from our expertise in affordable housing, community facilities and financial stability programs, building strong collaborations and partnerships, and serving low-income multi-ethnic and immigrant populations. We will continue to cultivate linguistic and cultural competency among our staff to reflect and best serve these diverse populations.



Healthy Neighborhoods Approach

PLACE HAS A PROFOUND IMPACT ON A PERSON'S HEALTH

Increasingly, research shows that our health and well-being is dependent on a range of interconnected social, economic and physical factors that impact the environments where people live, learn, work, and play. These factors and the resulting health inequities specifically play out at the neighborhood level.³

Through our Healthy Neighborhoods approach to community development, we are evaluating each neighborhood where we work through the lens of these factors. For purposes of

simplicity and clarity, we often speak of these factors as discrete elements. We are keenly aware, however, that they are intrinsically connected. Our projects, programs and neighborhood collaborations will typically impact multiple factors at any one time. We also understand these factors are not static. Rather, they have impacts of varying magnitude across the life course: in infancy, childhood and adolescence, during adulthood and in old age.

THE SOCIAL DETERMINANTS OF HEALTH

EBALDC builds partnerships with organizations who are leaders in providing services to low-income residents in our target neighborhoods. We seek to align our efforts to make measurable progress on mutually agreed upon goals.



3. In Alameda County, access to proven protective health resources like clean air, healthy food, and recreational space, as well as opportunities for high-quality education, living wage employment, and decent housing is highly dependent on the neighborhood in which one lives. These inequities cluster and accumulate over people's lives and over time successfully conspire to diminish the ultimate quality and length of life in these neighborhoods. "Life and Death from Unnatural Causes:" Health and Social Inequity in Alameda County, ACPHD report, 2008, pg.13.

Certain factors—housing options, income and wealth, and social cohesion—have always and will continue to be central to the work of EBALDC. Over the past several years, we have also become more focused on working with coalitions of residents, community partners, businesses, and public agencies to understand the needs and priorities of specific neighborhoods. From there, we build on strategic partnership and collaboration opportunities, and leverage our own organizational expertise and strengths, in order to have the greatest impact on those priorities.

In refining what we have learned, and with full awareness of the critical issues to address over the next three years, our Healthy Neighborhoods approach will be focused on achieving four core community impacts:

- expanding affordable rental housing options
- expanding income and wealth-building opportunities
- increasing resident and community engagement
- supporting strong neighborhood partnership networks

FOUR PILLARS OF OUR HEALTHY NEIGHBORHOODS APPROACH

Our programs are focused on these four primary pillars and will be pursued in a way that fosters collaboration with other organizations and results in longer term systems change.



Our Healthy Neighborhoods approach to achieving these four impacts will incorporate a spectrum of strategies. This includes convening or participating in collaborations that align residents, businesses, community partners and public agencies around a shared vision for neighborhood health and wellbeing. This also includes project or program specific partnership opportunities focused on increasing housing options, income and wealth-building opportunities, and resident and community engagement. In the case of project or program specific opportunities,

we are committed to prioritizing those that support and connect with other neighborhood health factors (e.g. a transit-oriented mixed-use development that combines affordable housing, a neighborhood grocery store, and a preschool center; or a financial services collaboration that has a dual focus on supporting parents’ financial stability and their children’s school success). And we will prioritize those opportunities in neighborhoods where there is a network of partners who are willing to take a collaborative approach to neighborhood revitalization.

San Pablo Area Revitalization Collaborative (SPARC) in West Oakland

In late 2013, we were awarded a nationwide Partners in Progress grant from Citi Foundation, Low Income Investment Fund, and the Federal Reserve Bank of San Francisco to pilot our Healthy Neighborhoods collaborative strategy along the San Pablo Avenue Corridor (SPC). EBALDC convened 14 partners, including residents, community based organizations, and institutional partners like the City of Oakland, Alameda County Public Health Department, and the Federal Reserve Bank of San Francisco to develop a community action plan to improve resident health and well-being in the three neighborhoods that surround the San Pablo Avenue Corridor in West Oakland.



The partners also identified a name for the collaborative and are called the San Pablo Area Revitalization Collaborative (SPARC). As a partnership, SPARC identified four key areas of focus: health, housing, economy and community. All partners have been working to align the goals of their organizations and groups to implement actions that reduce emergency room and hospitalization visits, improve housing affordability through housing protections and affordable housing production, reduce neighborhood blight and connect residents to good paying jobs, and create a thriving business district. EBALDC holds multiple roles in SPARC, one as the backbone organization for the entire collaborative, and also roles as an active partner in affordable housing development and management, provision of resident services, and coordination of economic development and neighborhood beautification projects.

In the three years since SPARC was formed, the collaboration has had a significant impact in the neighborhood. Some of the achievements are as follows:

- Collected close to 600 surveys from residents through door-to-door surveying, to inform the implementation of the SPARC action plan.

- Implemented two high blood pressure clinics at two affordable housing properties along the San Pablo Corridor, including the California Hotel, and provided more than 600 screenings to residents in a year

- Worked with nearly 300 residents to implement 10 community blight reduction projects, including a median clean-up day, community chalk day, and a mural project.

- Identified a pipeline of at least 300 new housing units in development within the neighborhoods over the next three to five years with other nonprofit housing developers.

- Developed the SPARC-it-Place, a neighborhood pop-up marketplace and gathering space to bring residents and vendors together to spur conversation, the local economy, and ideas.

- Partnered with SparkPoint Oakland to connect SPARC residents to the construction and permanent jobs at the Oakland Army Base development.

- Supported People's Community Market to open a full service grocery store on the corridor in late 2017.



Healthy Havenscourt Collaboration
in East Oakland

In mid-2015, EBALDC initiated a second pilot initiative in the Havenscourt neighborhood where we welcomed family and seniors to our Lion Creek Crossings affordable housing development near the Oakland Coliseum.



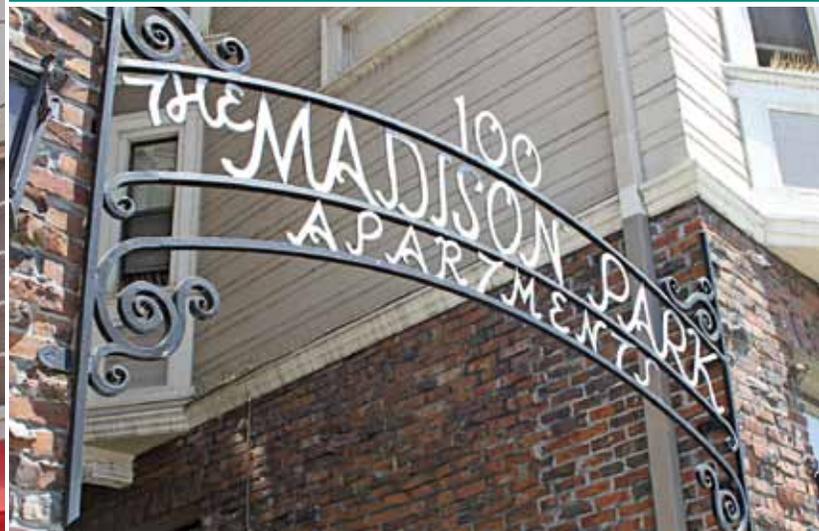
This neighborhood collaboration is focused on ensuring all children and young adults in the Havenscourt neighborhood are healthy and safe in their schools, homes, and community. The Havenscourt collaboration is working with residents, community and faith-based organizations, hospitals, and public/institutional partners (e.g. The City of Oakland Planning Dept., First 5 Alameda County, Oakland Housing Authority, Oakland Unified School District) to reduce chronic absenteeism, implement a neighborhood cradle to career pipeline, spur local economic development, connect residents to workforce development opportunities, and improve resident connections. In 2016, EBALDC received a significant multi-year national grant from Citi Foundation's Community Progress Makers Fund, to support the implementation of the Havenscourt priorities, and our role as the backbone organization for the collaborative.

The Oakland Chinatown Coalition in Oakland's Chinatown

In 2008, EBALDC became actively engaged in the Oakland Chinatown Coalition as part of a coordinated neighborhood effort to provide community voice during the development of the Lake Merritt BART Station planning process. The coalition includes many of EBALDC's historic partners, including Asian Health Services and Asian Pacific Environmental Network. The Coalition recognized that Oakland's Chinatown is at a critical juncture with residents facing multiple issues with health, economic security, public safety, quality of life and housing affordability.

Over 30% of Chinatown's residents live in poverty, and 78% of households are renters. The majority of Chinatown residents are immigrants with more than 45% who have limited English-speaking capabilities. Small businesses are facing a crisis with skyrocketing rents and inability to compete in the current economic climate. Even community serving organizations are feeling the squeeze of increasing rents and lack of space. Community stakeholders have expressed deep urgency to "Save Chinatown."

The Oakland Chinatown Coalition has agreed to work towards Chinatown's future strength by committing to improving public safety, preventing displacement, increasing affordable housing community facilities and adequate open space, strengthening small businesses, creating good jobs and opportunities and ensuring that Chinatown is treated as a cultural and economic asset. Over the last three years, EBALDC has negotiated development terms for a number of mixed-use sites that meet the Coalition's community benefit goals. The Chinatown Coalition process also shares many of the principles of our other Healthy Neighborhood initiatives (SPARC and Havenscourt) in terms of community voice setting the neighborhood priorities that all partners agree to work towards for the health and wellbeing of the neighborhood. Going forward, EBALDC will continue to approach our work in Chinatown using our Healthy Neighborhoods approach, and will offer to share lessons learned from the SPARC and Havenscourt neighborhood collaborations with the Chinatown Coalition.





The Robert Wood Johnson Foundation, PolicyLink, the Alameda County Public Health Department, and other local and national organizations are advancing our understanding of the ways social inequity impacts the health of individuals and entire communities. In its influential study, “Life and Death from Unnatural Causes”, the Alameda County Public Health Department found that, compared to a white child in the Oakland Hills, an African American child in West Oakland is:

1.5x MORE LIKELY
to be born premature or low birth weight

4x LESS LIKELY
to read at grade level in the fourth grade

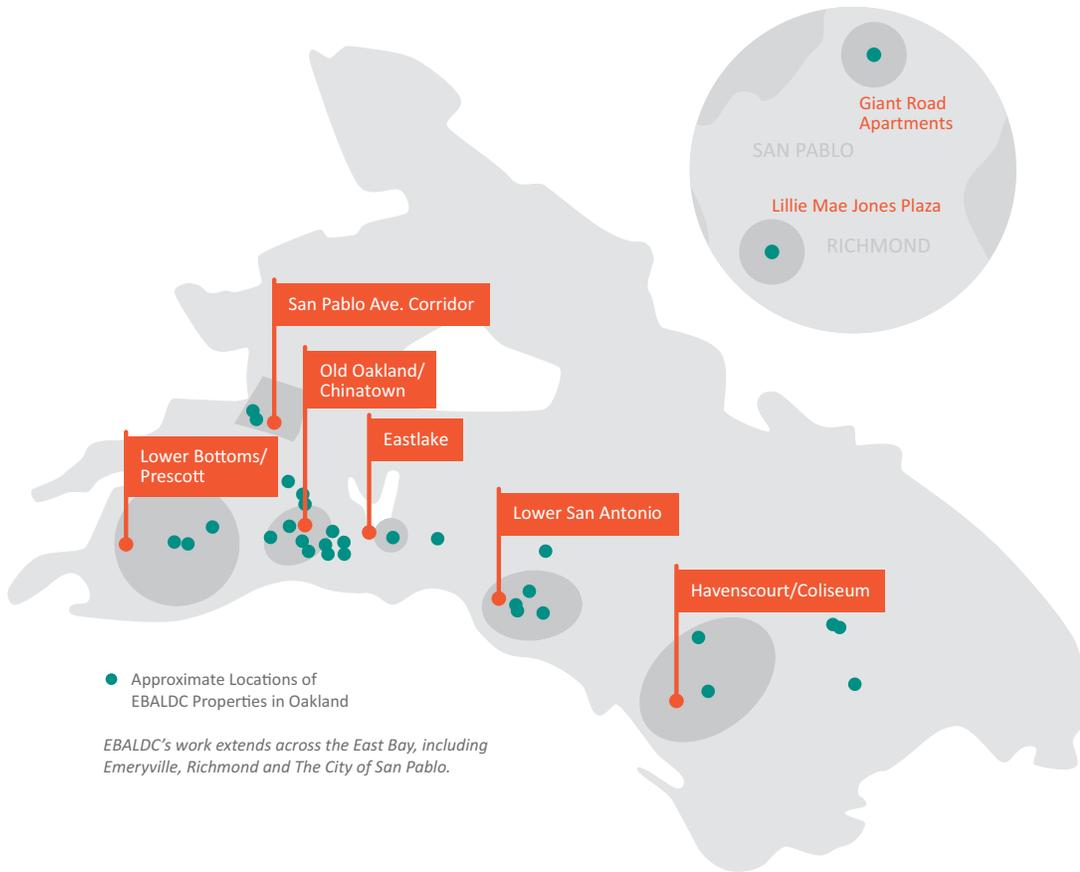
7x MORE LIKELY
to be born into poverty

5.6x MORE LIKELY
to drop out of school

This child will live in a neighborhood with 2X the concentration of liquor stores and more fast food outlets. As an adult, they will be 5X more likely to be hospitalized for diabetes, and twice

as likely to be hospitalized or die from heart disease or cancer. Ultimately, “this person can expect to die almost 15 years earlier than a White person born in the Oakland Hills.

Where We Work



2,209

homes, townhouses and apartments developed and owned by EBALDC

1,197

townhouses and apartments managed by EBALDC

304,072

square feet commercial space developed by EBALDC

231,385

square feet commercial space managed by EBALDC

EBALDC works in low-income communities across Oakland and the East Bay, with a particular focus on five neighborhoods in Oakland indicated on the map. Beyond Oakland, we have developed properties and enriched communities in the cities of Emeryville, San Pablo and Richmond. We build on the momentum of our investments by clustering our residential, commercial and mixed-income properties and our community programs to become catalysts for lasting social and economic change.

Given the severity of Oakland’s housing crisis, the current focus of our work will be in Oakland. We will still consider opportunities that can positively impact low-income communities across the East Bay, where the scale of the project and resources available deepen the impact of our Healthy Neighborhoods work. We will also consider

participating in regional collaborations that help EBALDC achieve greater impact in our neighborhoods.

In her article, “Why Health, Poverty and Community Development are Inseparable,” Risa Lavizzo-Mourey, president and CEO of the Robert Wood Johnson Foundation, states,

“For decades, policymakers, scholars, public health workers, community development leaders, advocates and others have worked to address the problems of poverty or poor health. To effectively reduce poverty and poor health, however, we now know that we must address both, as well as the contributing factors they share. We have learned that factors that are integral to poverty, such as insufficient education, inadequate housing, racism and food insecurity, are also indicators of poor health. We know that a child’s life expectancy is predicted more by his ZIP code than his genetic code.”

Our Strategic Vision

Over the next three years, EBALDC will focus on deepening our impact on individuals, families, communities and neighborhoods, incorporating our understanding of the relationship between community development and health. We will continue to apply our Healthy Neighborhoods framework by focusing on four impact areas listed below.

A single organization cannot effectively address all social determinants of health. It requires the coordinated efforts of partners across a range of sectors who are seeking to achieve a common goal of neighborhood health and wellbeing. EBALDC will continue to stay focused on the three social determinants where we have developed expertise over the last 41 years (see below). In addition, we will continue to develop our capacity as the convener and backbone of our healthy neighborhood collaborations, where we will work with our partners to strengthen their efforts.

Using the Healthy Neighborhoods approach in everything we do and promoting this approach as the gold standard for community development, we are focused on the **following four primary outcomes in each of our neighborhoods.**

1. Housing Options

Expanding affordable rental housing options

Build, preserve, and enrich housing options so that existing extremely low, low and moderate-income residents can stay in their neighborhoods. We believe healthy neighborhoods are diverse, mixed-income neighborhoods. Our focus will be to serve residents with incomes between zero income (through Section 8 vouchers) and 80% of median, including the 2,200 households that EBALDC currently serves. We will be creative and flexible to help people based on their actual income level.

2. Income and Wealth

Expanding income and wealth-building opportunities

Create opportunities for low and moderate-income residents to generate income, build assets, and stimulate local economies through business ownership so that they can support their families and build wealth. This includes the small local start-up businesses that are based in our buildings, the individuals, families, and businesses who we serve through financial counseling, Volunteer Income Tax Assistance (VITA), and the youth who we serve through our after school programs.

3. Social Cohesion

Increasing resident and community engagement

Increase and broaden the opportunities for resident engagement and leadership in the broader life of the community so that residents have more voice in community decision making. This includes our residents, neighbors, and associations in the neighborhoods that we serve and the youth involved in our programs.

4. Strong Neighborhood Infrastructure and Partnership Networks

Nurture existing partnerships and build new ones among the many players working to improve the social, economic and physical conditions in our neighborhoods.

In the following Goals and Strategies section, we have identified major strategies under each of our four impact goals. In addition, we recognize the need to continue strengthening EBALDC's organizational capacity in order to achieve these goals over the next three years.

Our Goals

1. Housing Options

Expanding affordable rental housing options

Strategy 1: Develop New Rental Housing

EBALDC will build new residential housing units affordable to residents from zero (Section 8 Voucher eligible) to 60% AMI with options for households whose incomes increase to 80% AMI. The housing we build will be created consistent with our Healthy Neighborhoods development criteria for selection of development projects, and will be focused on creating new rental housing and mixed use complexes that would be an anchor and an asset to residents and the wider community. This work will primarily be buildings or clusters of buildings larger than 60 units.

Strategy 2: Support Inclusionary Housing

Partner with market rate developers who will subsidize affordable units. These partnerships allow EBALDC to develop the required affordable housing. This work will primarily be for development or clusters of housing larger than 80 units. One specific objective in this strategy is to create inclusive mixed-income neighborhoods.

Strategy 3: Engage in or Create a Collaborative Network to Work on Projects with Fewer than 20 Units

Work with a collaborative of organizations who address issues of homeownership and affordable rental housing options for buildings smaller than 20 units. Support our collaboration partners with technical expertise and through short term acquisition until they have the capacity to take over ownership, renovation and/or operations.

Strategy 4: Use Housing Acquisition Fund to Purchase “Naturally Occurring Affordable Housing” (NOAH)

This strategy is to purchase housing with the goal of “banking” additional affordable housing that will be protected as affordable housing into the future. Acquisition decisions will be based on Healthy Neighborhoods development criteria, and with a focus on Oakland. We will explore the opportunity to expand the Housing Acquisition Fund to allow us to assist partner organizations to buy and operate affordable housing.

Strategy 5: Support Policy and Advocacy to Protect and Increase Affordable Housing Options

EBALDC has long participated as an organization in supporting progressive policy related to affordable housing. Through providing expertise, expert testimony and advocacy, our staff will continue this role. In addition, we will explore opportunities to facilitate the engagement of residents in our buildings and in our communities to lend their voices to policy debates.

Strategy 6: Preserve and enhance our existing buildings, and continue to invest in services for our residents

Deepen our impact with existing affordable housing residents through thoughtful property and asset management of our buildings and comprehensive services, including housing stabilization efforts, safety planning, and youth & senior programs. Our long term goal is to provide our residents with the opportunities to live, grow up, and age in place.

2. Income and Wealth

Expanding income and wealth-building opportunities

Strategy 1: Provide Financial Stability and Asset Building Services

As the new lead agency of the SparkPoint Oakland financial services collaborative, we will refocus attention on improving job and other income opportunities, increasing asset building opportunities, and promoting financial prosperity of residents in SPARC, Havenscourt and Chinatown neighborhoods.

Strategy 2: Support Local Businesses and Nonprofits

EBALDC will pursue acquisition, development, leasing and programming of commercial spaces for local businesses and nonprofits that will have a positive health and wellbeing impact through job creation and by catalyzing other economic development in our neighborhoods. This might include temporary marketplaces to incubate resident owned businesses and revitalize neighborhood business districts; friendly lease terms for small businesses and nonprofits and small business support services.

3. Social Cohesion

Increasing resident and community engagement

Strategy 1: Increase resident participation in Healthy Neighborhoods Collaborations

Increase resident participation in SPARC and Havenscourt steering committees and workgroups, and in the Chinatown Coalition. We seek to hear from, include, and seek feedback from residents to co-lead and partner in the implementation of program activities, collaboratives, policies, and system change efforts to assure that residents' voices are driving the Healthy Neighborhoods vision of their own neighborhoods.

Strategy 2: Formalize EBALDC Housing and Neighborhood Resident Participation in organizational decision making processes

Residents who live in our buildings must be actively involved in planning and sustaining their communities through resident leadership, involvement in potential renovation work, and engaging in issues that impact the surrounding neighborhood. There must be mutual accountability between EBALDC and our residents, including training and supporting EBALDC residents to become EBALDC board members and working with residents to join public decision making bodies.

Strategy 3: Organizationally define, align, and evaluate across all departments our community building and engagement work.

Many EBALDC departments engage with residents and business owners from the lease up process to sharing about a new development. To ensure that each EBALDC department utilizes the same set of community building and engagement strategies, we will develop a set of criteria for EBALDC's collective processes and identify metrics to assess our success of including and seeking resident and business owner voice in our developments, programs and services. EBALDC will evaluate and implement methods of community building and engagement that promote cultural humility, inclusiveness, and equity.

4. Strong Neighborhood Infrastructure and Partnership Networks

Strategy 1: Continue Neighborhood Collaborations

EBALDC is committed to continuing its role in convening and supporting neighborhood collaborations in SPARC and Havenscourt whose shared goals are the health and wellbeing of existing extremely low, low and moderate-income residents. In addition, we will refocus our efforts in Oakland's Chinatown to build on our seven-year effort with the Chinatown Coalition and our support for the new Chinatown Initiative for neighborhood stability and improvement.

Strategy 2: Enhance our contribution to the intersection of Community Development and Health by documenting the Healthy Neighborhoods Approach to Community Development.

- Utilize communication opportunities, such as speaking engagements, blogs, press, and videos to share lessons learned about our Healthy Neighborhoods approach and attract new partners and resources.
- Develop a Healthy Neighborhoods Tool Box to make our learnings more accessible to others so that we may impact more communities in partnership with other collaborations. Design the Tool Box to be useful as a basis for a future TA/consulting line of business.
- Participate in and, where appropriate, convene discussions about the Healthy Neighborhoods approach to Community Development.

Strategy 3: Provide Real Estate Services

Provide consulting, development and commercial leasing services to nonprofit organizations and small businesses in our six Oakland Neighborhoods (San Pablo Avenue Corridor, Lower Bottoms/Prescott, Old Oakland/Chinatown, Eastlake, Lower San Antonio and Havenscourt/Coliseum) to support creation of community assets that strengthen the neighborhood infrastructure and/or business district.

5. Organizational Capacity Building

As EBALDC grows, we must continue to deepen our capacity to use the lenses of equity, inclusion and cultural humility in all of our work. We will also continue to find ways to work smarter and be data driven to increase our impact.

Strategy 1: Continue to Strengthen EBALDC's Evaluation Capacity

In order to evaluate the effectiveness of our work as a neighborhood developer, we must have strong systems for evaluating our work and the work of our collaborations. We have made a lot of progress in updating our data management systems. Data evaluation is and will continue to be critical to our ability to monitor our progress and continue to attract funds to support the Healthy Neighborhoods approach.

Strategy 2: Continue our organizational development work with a focus on integrating an Equity and Inclusion Framework

- Reimagine how we do our work, through sustainable systems and approaches that best benefit our residents, staff, and the overall community. We will do this by:

- Improving our ability to evaluate and prioritize new opportunities in the context of our existing work

- Developing systems and tools, efficiencies, and appropriate staffing levels

Continually evaluate our brand/image/responsiveness and relevance seeking input from our constituents, including staff, residents of our properties and community members in our neighborhoods.

- We will deepen our capacity to approach our work and relationships with a focus on equity, inclusion and cultural humility, to ensure that all EBALDC staff, residents, clients and partners can bring all of who they are to their work and their engagement with us. We will do this through:
- Ongoing discussion about how our work can result in more inclusive communities Trainings customized at each level – for our Board of Directors, Senior Management and all staff.
- Development of a set of best practices that are enacted across the organization and impact the various ways in which we work with each other and the community.

EBALDC Board of Directors

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Interim Board Chair
Korin Crawford
Vice Chair
James Govert
Secretary
John Benson
Treasurer
Emily Lin
Immediate Past Board Chair
Christine Carr
Ted Dang
Muntu Davis, M.D.
Kelly Drumm
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Thai-An Ngo
Sean Sullivan
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Rosalyn Tonai
Joanne Tornatore-Pili
Dianne Rush-Woods

EBALDC Senior Management Team

Joshua Simon
Executive Director
Charise Fong
Chief Operating Officer
Jean Bridges
Chief Financial Officer
Jill Kunishima
Director of Development and Communications
Lanetha Oliver
Director of Human Resources and Administration
Felicia Scruggs
Director of Property Management
Tejal Shah
Director of Neighborhood and Economic Development
Jason Vargas
Director of Real Estate Development

EBALDC Strategic Planning Committee Members

James Cai
Ener Chiu
Everett Cleveland
Tammy Cotton
Charise Fong
Leslie Francis
Jim Govert
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