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California
Department of
Conservation

Transformative Climate Communities Program Round 3 - Implementation Grant Application

General Narrative Questions

Applicant Information	
Lead Applicant	The City of Oakland
Jurisdiction	Oakland, CA
Proposal Name	Better Neighborhoods, Same Neighbors: An East Oakland Neighborhood Initiative

Instructions:

- **Word counts** are listed for each question. Responses that exceed the word count limit will not be reviewed. Use the Word Count tool to check responses.
- **Maps, figures, and pictures** may also be included as part of the responses. Note that explanations and captions for any visual aids will still count towards the Word Count.
- **Formatting** such as bullet points (•, o, ➤), lettering (a, b, c), or underline may be used to organize responses. Avoid excessive formatting so that responses are easy to read.
- **Naming conventions** for all Application materials have been provided in the TCC Round 3 Implementation Grant Application Instructions.

Checklist:

Use the checklist below to ensure all materials have been submitted for as part of the Application.

Application Documents	
<input checked="" type="checkbox"/>	General Narrative Questions (this Word document)
<input checked="" type="checkbox"/>	Summary Workbook (Excel)
<input checked="" type="checkbox"/>	Project Area Maps Two formats: 1) pdf, and 2) KMZ/KML or Shapefile
<input checked="" type="checkbox"/>	Financial Audits for each Lead and Co-Applicant
<input checked="" type="checkbox"/>	Federal Form 990 and IRS 501(c)(3) Tax Determination Letter for non-profits
<input checked="" type="checkbox"/>	Audit Findings
<input checked="" type="checkbox"/>	Leverage Funding Verification
<input checked="" type="checkbox"/>	Adopted Resolution or Letter of Support from a Public Agency
<input checked="" type="checkbox"/>	Management Capacity Documentation for each Lead and Co-Applicant
<input checked="" type="checkbox"/>	Reference Letters for each Lead and Co-Applicant
<input checked="" type="checkbox"/>	Signed Partnership Agreement (MOU required for eligible applicants with unincorporated areas)
<input checked="" type="checkbox"/>	Pro-Housing Policy Incentive Documentation (if applicable)
<input type="checkbox"/>	High Speed Rail Project Map (if applicable)

Vision for Transformation

Project Area Profile

1. Provide a summary description of the Project Area. Describe how the selected Project Area meets the requirements outlined in the TCC Program Guidelines: **(200 words)**
 - a. Total square miles
 - b. Percentage of Project Area that falls within the top 10% disadvantaged communities per CalEnviroScreen 3.0.
 - c. Percentage of the Project Area that falls within top 25% of disadvantaged communities per CalEnviroScreen 3.0.
 - d. Percentage of the Project Area that falls within low-income communities per AB 1550.

The Project Area is 4.96 square miles in East Oakland with 41,566 residents in six neighborhoods.

The State of California ranks the project a in the 90th percentile in pollution burden and socioeconomic vulnerability per CalEnviroScreen 3.0. The Project Area is in a Priority Development Area, a designation within MTC's Plan Bay Area 2040 which prioritizes funding in high growth areas that can provide access to jobs and services while limiting GHG emissions. The area was identified as an AB 617 Community Air Protection Program area by BAAQMD and CARB. Fifty-one percent (51%) of the geographic Project Area overlaps with Census Tracts within the top five percent (5%) of disadvantaged communities, per CalEnviroScreen 3.0, and forty-two (42%) of the remaining Project Area is within a disadvantaged community (top 25%) CalEnviroScreen 3.0.

The number of socially and economically vulnerable residents in the area heightens the importance of developing resilient infrastructure and investments that give all communities the opportunity to thrive.

2. Describe the demographics of the Project Area (including population, race/ethnicity and income), and include a brief history of the area as it relates to the TCC Proposal. **(200 words)**

The six-neighborhood Project Area has a total population of 41,566. The current ethnic breakdown is approximately 28% African American and 59% Latino, with significant shifts occurring over the last 10 years resulting in a higher percentage of Latinos and a lower percentage of African American residents.

The Project Area assets include the Oakland International Airport, Oakland Coliseum, Coliseum BART station, the MLK Shoreline Park, the San Leandro Creek, the Capitol Corridor Amtrak and multiple public facilities (libraries, recreation centers and schools). Also, the AC Transit Bus Rapid Transit project is expected to begin service along the International Boulevard corridor by mid-2020.

In 2017, with support of a Transformative Climate Communities (TCC) Planning Grant, the East Oakland Neighborhood Initiative (EONI) was formed in partnership with the City of Oakland, and twelve community organizations. The EONI process was a year-long, community-led planning cycle for six neighborhoods in East Oakland. Five key goals shaped the planning process: reduce greenhouses gases; prevent displacement; improve public health; build economic empowerment; and plan by and with the community. The result was captured in the [EONI Community Plan](#), published in 2019. Since then, EONI stakeholders have continued to partner on the proposal for the TCC Implementation Grant.

3. List and describe the public health, environmental, and economic challenges facing the Project Area. **(200 words)**

The project area has disproportionately high health risks and lower life expectancies according to Alameda County Public Health Department ([data shows](#) that average life expectancy varies by up to 10 years, depending on race, across one mile, from the East Oakland flatlands to the Oakland Hills). The area also has disproportionate exposure to air pollution sources from industry, the I-880 freeway, Port of Oakland, and others. Environmental conditions are worsened by the minimal number of urban trees. This lack of tree canopy contributes to high asthma rates, urban heat island effect, limited outdoor activity, flooding and other quality of life concerns.

These concerns were highlighted throughout the EONI planning process, that guided project prioritization to improve air quality, environmental, health and economic benefits.

Traffic collisions are another significant hazard for people walking in the Project Area, with International Boulevard identified as a High Injury Corridor in the [City's 2017 Pedestrian Plan](#).

Economic challenges are significant: 36% of families living below poverty level; 36% homeownership; 39% of residents have no high school diploma. There is a lack of neighborhood retail/services; no banks; limited access to healthy food; and a critical need for more affordable housing.

Vision Statement

4. Present a Vision Statement that describes how the multiple proposed TCC Projects will be integrated to achieve the TCC Program Objectives: reducing GHGs, achieving public health and environmental benefits, and expanding economic opportunity and shared prosperity in the Project Area. **(100 words)**

The 'Better Neighborhoods, Same Neighbors' proposal envisions an East Oakland with healthy surroundings, safe and accessible transportation and thriving arts and culture that builds community wealth and ensures housing is a human right for existing East Oakland residents.

5. Describe how the Vision Statement was developed to meet the needs of the Project Area and how it will be realized within the proposed project timeframe. **(200 words)**

The vision statement was the result of neighborhood and stakeholder meetings that have taken place during the community planning process funded by the TCC Planning grant. It was further refined during more specific sessions with the City, Co-applicants, and residents over the past four months as we developed this Implementation proposal. We see this vision and collaborative process as embodying the core values that will drive the work proposed in the "Better Neighborhoods, Same Neighbors" TCC Implementation proposal. The vision and all the EONI project elements are also consistent with adopted city plans and policies including Oakland's 2018-20 Economic Development Strategy, 2017-2020 Workforce Development Plan, 2016 Resilient Oakland Playbook, 2020 Energy & Climate Action Plan,

2016 Housing Action Plan, Coliseum Area Specific Plan, International Boulevard TOD Plan, and the 2019 Bicycle Plan.

Integration of Strategies, Projects, and Transformative Plans

6. **Strategies:** Identify at least three (3) Strategies that will be pursued in the Project Area, from the list of Strategies in Section II.D of the TCC Program Guidelines. Explain how the Strategies will achieve the Vision identified for the TCC Project Area. **(200 words)**

The “Better Neighborhoods, Same Neighbors” proposal features five projects across four strategies:

Equitable Housing and Neighborhood Development

A 55-unit affordable housing community for renters with incomes between 20% to 50% AMI, and 25% of the units designated for the unhoused population. The project also includes a health clinic promoting the vision of healthy surroundings and housing as a human right.

Active Transportation

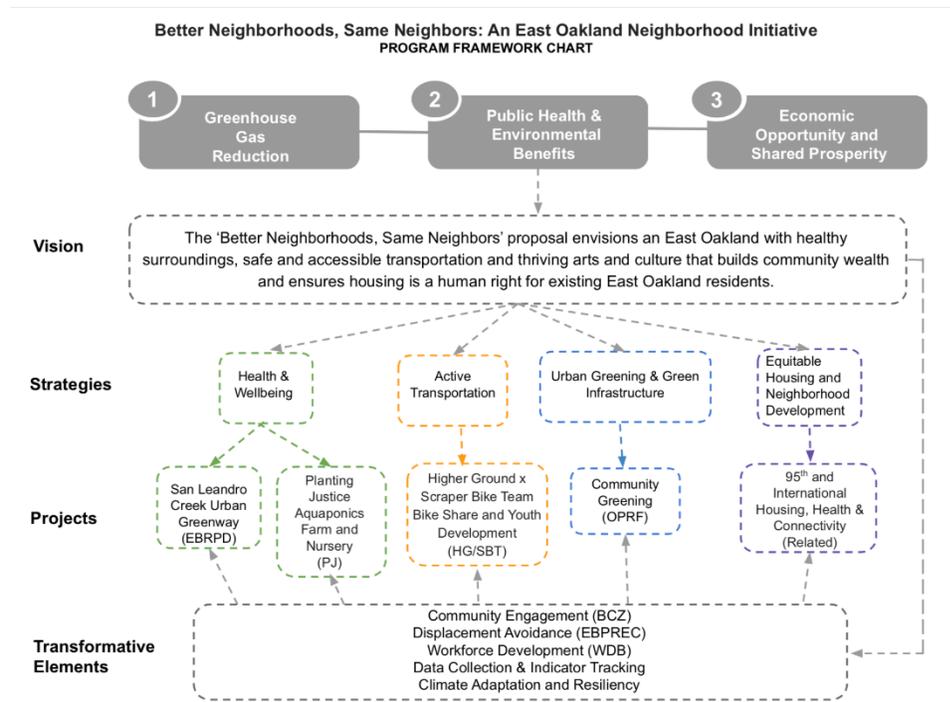
A bike share project will mobilize a bike share network for youth to promote healthy activity and safe and accessible transportation. The project also celebrates local art and culture by promoting scraper bikes, [a cultural landmark in East Oakland](#).

Urban Greening & Green Infrastructure

2,000 trees will be planted throughout the project area to promote healthier surroundings by improving air quality, mitigating urban heat island effect, reducing runoff and preventing blight. The project will also provide training and compensation for residents to support tree planting activities, enhancing community wealth.

Health & Well-Being

The Planting Justice Aquaponics Farm and the San Leandro Creek Urban Greenway provides connectivity to two community assets: the MLK Shoreline Park and the Planting Justice nursery, which provides organic and health food and food-producing plants available to a community.



7. Grant-Funded Projects: Describe how the grant-funded projects will be integrated to transform the proposed Project Area and achieve benefits that are greater than the impact of any one (1) individual project element. **(200 words)**

The projects were selected to create broad impact in response to the major challenges that have blocked the ability to transform the project area without displacement. The “Better Neighborhoods, Same Neighbors” proposal was developed to ensure projects were integrated to collectively create jobs for residents; build affordable housing to avoid displacement, enhance infrastructure to promote health and active transportation and build community wealth while embracing the cultural legacy of East Oakland residents. Most critically, these projects need to be led, co-designed and driven by the community.

Our proposal achieves this vision and will result in broader impact because of the collaboration across Co-applicants, partners, and community. An example of these co-benefits include:

- Seed funding a culturally-relevant community development corporation (BCZ) to support community engagement, provide navigational services to certificated trainings and promote anti-displacement (including the establishment of a new small business alliance)
- Bringing together three disparate agencies (City of Oakland, EBRPD, Alameda County) to bring a regional amenity to the project area and enhance the urban environment through greening
- Expanding a bike lending service that promotes safe biking, introduces bike maintenance skills to youth and enables access to nearby community assets

8. Stand-Alone Leverage Projects: Describe how stand-alone leverage projects were selected and how they will be integrated with the grant-funded projects. As described in Section II.E of the Guidelines, stand-alone leverage projects that the Grantee wishes to count towards the 50% Leverage Threshold should be within the Project Area, secured for the purposes of the TCC Proposal, and completed within the grant timeline. **(200 words)**

This is not applicable.

9. Transformative Plans: Describe how the transformative plans will be integrated with the TCC-funded and leverage-funded projects to achieve the Vision and ensure the investment results in additional community benefits. **(500 words)**

The overall design of our projects places the BCZ as the Co-applicant that brings multiple transformative elements and projects together. The BCZ is the direct contact with residents, businesses and other stakeholders across three transformative elements: Community Engagement; Workforce Development and Economic Opportunities (WFD), and Displacement Avoidance.

The Community Engagement Plan, led by the BCZ, will ensure that the community is actively engaged with all Co-applicant projects and transformative plans. The BCZ meets monthly with Co-applicants to gauge project status and prepare updates for the TCC Stakeholder Committee (“Committee”), the oversight entity for “Better Neighborhoods, Same Neighbors” initiative.

The City and BCZ coordinate the formation of the Committee that has 21 members: 9 positions for City and Co-Applicants and 12 community representatives, all with equal representation on a democratic governing council. The BCZ recruits and nominates community representatives to be voted on by Committee members at an annual meeting. The Committee convenes open public monthly meetings, with the BCZ responsible for promoting the monthly meetings and also implementing other pathways for providing community updates through presentations, workshops, events and identifying other opportunities to engage the community with the projects. The BCZ will also establish an online presence (through a website and social media) to publicize events, disseminate project information and seek input from community stakeholders.

The linkage between Community Engagement and WFD is the reason for designating the BCZ as the responsible entity to hire a Career Navigator to connect residents to training and job opportunities. Each project will create jobs that can be filled by recruiting residents from the project area. As a BCZ employee, the Career Navigator is well positioned to recruit project area residents for jobs created by the Co-applicants; connect residents with training partners; and make referrals to other City of Oakland workforce service providers. In addition, the Career Navigator will establish relationships with employers in the City that can be a source of job placements for residents. Through WFD and Displacement Avoidance, the BCZ will be responsible for connecting with project area businesses and refer residents for jobs while also providing support for the businesses to not be displaced.

EB PREC will jointly work with BCZ through Community Engagement and coordinate outreach to residents for anti-displacement support, including resident education about housing, ADUs and wealth

building. BCZ will focus on outreach to the businesses to form a business alliance and identify the support needed by the businesses to avoid displacement.

The City of Oakland will provide oversight and guidance for data collection and indicator tracking across all projects. The City's IT department will provide enhanced data collection, management and transparency through improved utilization of the City's IT infrastructure and open data platform. In addition, the City's Chief Resilience Officer and Sustainability Office will actively infuse the goals of multiple climate and resilience plans and strategies.

Throughout the TCC implementation, the City will reinforce the integration of transformative elements, including leverage-funded projects, through a multi-departmental coalition of staff to support the work of the co-applicants.

Ready for Transformation

10. Discuss why the Project Area was selected. Describe why it is ready for transformation, including the particular mix of the community resources and assets, physical infrastructure, local planning processes undertaken, local characteristics, and other factors that will make the TCC Proposal successful. **(500 words)**

The City and community groups have engaged in multiple planning efforts within the Project Area related to climate impacts and community development, including the [Coliseum Area Specific Plan](#), the [Elmhurst Neighborhood Plan](#), and the [Energy and Climate Action Plan](#). The [East Oakland Neighborhoods Initiative](#) (EONI) was born from a deep history of collaboration among community-based organizations in Oakland. The EONI partnership, funded by the Transformative Climate Communities (TCC) Planning Grant, was comprised of the City and 12 community organizations committed to reducing greenhouse gases; preventing displacement; improving public health; building economic empowerment; and planning by and with the community.

The community-led EONI engagement and resulting [Community Plan](#) energized project area residents and created hope for true transformation that centers community needs and challenges the top-down approach of local government. As stated by a project area resident:

"Today, residents bring a wide range of backgrounds, skill sets and values creating a community poised and ready to restore [East Oakland] back to a place of peace and beauty. We have awakened, working together in an organized way ensuring revitalization for a healthier, safer, greener place to proudly call COMMUNITY!" - Cynthia Arrington, Project Area Resident

The timing of the community-led EONI process aligns with a growing commitment from the City and other regional partners and agencies to invest in East Oakland. The City of Oakland has [acknowledged a climate emergency](#) and the need for a just transition from an extractive economy to a regenerative economy that is ecologically sustainable, equitable, and just for all its members. Oakland's history of redlining, injustice, and divestment links directly to the disproportionately high impacts of poverty and pollution in East Oakland.

In 2016, the City established the [Department of Race and Equity](#) committed to eliminating racial disparities and understanding the impacts of race and measured inequality in City services. One example of the Department’s influence is in the revision of City’s Capital Improvement Planning Process, which uses equity as an indicator for allocating City resources to communities like East Oakland, that have been most impacted by racial inequity. Another notable investment in East Oakland infrastructure is the City’s [\\$100 million paving plan](#), which directs the majority of resources to streets in areas, like the project area, that have been historically underserved.

From a regional perspective, investments like the AC Transit’s Bus Rapid Transit (BRT) which will bring dramatically better bus service to the Project Area, by significantly reducing bus rides times along International Boulevard with bus service every seven minutes. There are nine BRT stations in the project area, which will bring economic growth to the International Boulevard commercial corridor. Additionally, a [portion of the project area](#) has been deemed an Opportunity Zone which will incentivize equitable investment in the project area. The project area also includes the Oakland Coliseum that is currently being considered for a [major mixed used development](#). As these regional investments continue, the TCC Stakeholder Committee and BCZ will be equipped to review and advocate for equitable development projects.

11. Describe the existing investments in the Project Area (those not counted towards the 50% Leverage Threshold) that make the area ready for transformation. **(200 words)**

As mentioned, the Bus Rapid Transit system is an existing investment that will significantly improve transportation for the project area residents.

The City of Oakland also recently [received funding](#) from the CA Department of Parks & Recreation to fund the rehabilitation of two parks in the project area: \$2,469,155 for the renovation and construction of Tyrone Carney Park and \$2,600,000 for Sobrante Park.

In addition, per the City’s [FY 2019-2021 Capital Improvement Plan](#), the City of Oakland will invest over \$15M in the project area over the next two years.

Alameda County is developing the [East Bay Greenway](#), which includes a new bicycle and pedestrian facility in the project area connecting to BART stations and major destinations.

Project	Total (all Measure KK Funding)
East Oakland Senior Center Renovation	\$2M
East Oakland Sports Center Pool	\$2M
Arroyo Viejo Recreation Center and Media Lab	\$3M
Brookfield Branch Library	\$750K
Elmhurst Branch Library Renovation	\$500K
Fire Station 29 Training and Resiliency Education Complex	\$7M
Head Start Renovation at Tassaforanga	\$150K
Holly Mini Park Renovation and Landscaping	\$400K

12. Describe how the TCC Proposal is consistent with the Project Area’s local jurisdictions, land use designations, building intensity, density, applicable goals, policies, and programs. **(200 words)**

Both the MTC and the City of Oakland’s Planning Bureau submitted letters of support and consistency for all projects.

Capacity

Instructions: The Lead Applicant has primary responsibility for the management and implementation of the overall TCC Proposal, which includes all grant-funded Projects, leverage-funded Projects, and Transformative Plans. Co-Applicants who are identified as Lead Entities are responsible for leading the implementation of specific Projects under the guidance of the Lead Applicant. The answers in this section of the Application should be consistent with the proposed Collaborative Stakeholder Structure and decision-making processes outlined in the TCC Proposal’s Partnership Agreement. The Collaborative Stakeholder Structure and Partnership Agreement must meet the requirements outlined in Section II.A of the Round 3 TCC Program Guidelines.

Although the following three sections are interrelated, please avoid providing duplicative information about the Lead Applicant and Co-Applicants in each question.

I. Financial

13. Describe the Lead Applicant’s previous experience, financial stability, and capacity to manage program funds from multiple sources. **(200 words)**

The City of Oakland has decades of managing similar programs, including Oakland's the work former Redevelopment Agency and countless Public Works projects. The FY 17-19 Capital Improvement Program includes \$117 million in Buildings & Facilities, Parks & Open Spaces, Sewers, Great Streets, and Safe Streets categories. In the same period, Oakland's Housing & Community Development Department distributed \$55 million from the first tranche of Measure Bond funds which were issued in August 2017.

Funds were awarded for Affordable Housing site acquisition (\$18M), SRO/Transitional acquisition (\$14M), rehabilitation (\$10M), and new construction (\$7M). The city is increasing strategic investments towards the acquisition and rehabilitation of existing vacant, blighted, or tax- defaulted properties to converting them to deed-restricted affordable housing.

The City’s Housing & Community Development Department will manage all the financial and contractual management with Related CA and ACTS Community Development Corporation for the affordable housing portion of the “Better Neighborhoods, Same Neighbors” proposal.

14. Describe each Co-Applicant’s previous experience, financial stability, and capacity to manage program funds from multiple sources. List each Co-Applicant (indicate their

associated Project or Transformative Plan), and then identify their financial capacity to manage program funds. **(100 words per Co-Applicant)**

The **Related Companies of California**, LLC's ("Related") extensive 29 years of development experience demonstrates Related's streamlined approach and expertise in building and maintaining diverse types of affordable housing. Related is the largest and strongest privately-held real estate company in the nation with a portfolio of \$50 billion in developments. The broad platform, operating portfolio, and strong balance sheet provides a community-based approach to each development with the financial strength of a major national developer. As housing affordability declines and homelessness conversely rises in Oakland, our mission of bringing affordable housing to communities is as crucial as ever.

Acts Community Development ("ACTS") is a non-profit affiliate of Acts Full Gospel Church, a long-established religious institution that has been rooted in the East Oakland community for more than 30 years. Related and ACTS developed the Acts Cyrene Apartments across the street from the 95th and International Housing, Health, & Connectivity housing site. ACTS currently owns several properties in East Oakland primed for future development.

The **East Bay Permanent Real Estate Collaborative** (EB PREC) aligns the technical, financial, and organizational inputs to support communities to cooperatively organize, finance, purchase, and steward mixed-use and residential properties in the East Bay. Most recently, through a partnership with Northern California Land Trust, EBPREC closed escrow on Coop 789, a four-unit building with majority POC residents, in June 2019. In addition to \$250K raised in capital campaigns from community members, multiple foundations have invested in the EB PREC's work, including Center for Cultural Innovation (\$100K), Roddenberry Foundation (\$50K), Chan Zuckerberg Initiative (\$290K) and Chrysalis Fund (\$40K).

The **East Bay Regional Parks District** is the largest regional park district in the country. It provides a diversified 125,000 acre-system of 73 regional parks, recreation areas, wildernesses, shorelines, preserves, land banks and 31 regional, inter-park trails. The District's parks receive over 25 million visits each year. EBRPD acquires, manages, and preserves natural and cultural resources for all to enjoy now and into the future. EBRPD has an annual budget of \$275 million with 875 full-time employees, including 60 police officers. By comparison, for this TCC project, EBRPD will employ 1.75 full-time employees and manage a \$1.4M budget.

Higher Ground Neighborhood Development Corporation has provided comprehensive afterschool programming within deep East Oakland for the past 17 years. Within these afterschool programs HG, manages a number of programs with students in health and fitness, performance arts, visual arts, and academics. Higher Ground manages an average annual operating budget of \$900K with multiple public funding sources, including Alameda County Public Health, Bay Area Air Quality Management District, City of Oakland and Oakland Unified School District.

Since 2009, **Planting Justice** has built over 450 edible permaculture gardens in the San Francisco Bay Area, worked with five high-schools to develop food justice curricula and created 40 green jobs in the food justice movement for folks transitioning from prison. Planting Justice has a \$2M average annual

operating budget and has received funding from a mix of public and private sources, including the City of Oakland, Alameda County and East Bay Community Foundation.

The **Oakland Parks and Recreation Foundation** bridges the gap between City of Oakland's Departments of Parks and Recreation and Public Works to improve and expand parks and recreation centers. Each project relies on collaboration between community groups, businesses, and government. OPRF sponsors over 100 local organizations, including providing fiscal sponsorship to agencies that allows them to fundraise under a non-profit umbrella. Additionally, OPRF brings together community volunteers, organizations, public agencies, and businesses to maximize resources and create a stewardship network to provide the civic support needed to support neighborhood parks. OPRF has an average annual operating budget of \$1.1 million.

Black Cultural Zone is fiscally sponsored by Social Good Fund, both working to create and establish positive influences for individuals, communities, and the environment by developing projects that positively impact and develop communities into healthier and happier places to live, work, and be. Social Good Fund sponsors many organizations with different needs and has total assets of over \$15 million. The East Oakland Black Cultural Zone Collaborative, incubated the BCZ in response to the EONI Community Plan recommendation to establish a local and culturally competent community development corporation to positively impact the lives of residents and businesses in East Oakland.

15. Describe the leverage funding sources the Applicant secured to enhance the overall TCC Proposal. Leverage funding sources that count towards the 50% threshold should be spent within the Project Area, secured for the purposes of the TCC Proposal, and within the grant timeline. **(200 words)**

Leverage funding sources secured by the Applicant through Co-Applicants Related and ACTS, include a \$6,868,659 residual receipts loan from the City of Oakland, a \$956,341 residual receipts loan from Alameda County's Measure A1, \$14,307,843 in 4% tax credit equity from Union Bank, a \$1,210,000 Seller Carryback loan from the City of Oakland, a Permanent Loan from Union Bank in the amount of \$1,529,000 and 27 Project Based Vouchers from the Oakland Housing Authority which translates into a \$3,722,000 Tranche B Permanent Loan from Union Bank. All funding sources listed have been secured through enforceable financing commitments for the 95th and International Housing, Health and Connectivity project located within the Project Area, and will be expended with the TCC grant funds. In addition to the 95th & International project, the four other proposed projects bring in varying leverage amounts from local, state and private sources, including:

- \$25,000 from Union Bank Foundation to fund the BCZ;
- \$83,455 from CA Department of Food & Agriculture's Healthy Stores Refrigeration Program to purchase Planting Justice equipment in anticipation of the property acquisition; and
- \$180,000 from Lyft for the LyftUp East Oakland partnership with Scraper Bike Team to fund bike share operation startup costs.

II. Management and Organization

16. Describe the following information for the Lead Applicant: **(200 words)**

- a. Organizational capacity and previous experience managing similar programs and ability to manage long-term grant implementation;

- b. Staff resources (including the estimated Full Time Equivalent (FTE) positions) and any other resources that the Lead Applicant will dedicate to the TCC Proposal's implementation; and
- c. How will the Lead Applicant manage and monitor the implementation of elements that span the TCC Proposal, including community engagement activities, displacement avoidance, climate adaptation and resiliency activities, and efforts related to workforce and economic development.

The City of Oakland has a history of project implementation and maintenance of the facility after construction completion. The City has extensive staff resources to provide full project management, including engineering, design review, environmental assessments, testing, project planning, scheduling, budgeting, bidding, contract evaluation/negotiation/award, and construction management and maintenance. In the 2014-15 fiscal year, the City implemented 17 building and facility projects with a combined budget of over \$52 million and 49 parks and open-space projects with a combined budget of over \$53 million. The City also has experience applying for and administering capital grants, and other grant-funded projects.

The City of Oakland's Office of Resilience was created to facilitate equitable civic innovation and is well positioned for a multi-departmental, multi-agency community partnership and full-scale implementation. An estimated 2 FTE positions will support overall administration of the TCC grant throughout the grant period, which would include a full-time Project Manager to lead the coordination, development, and full implementation of the TCC projects under the direction of the Chief Resilience Officer. This estimate does not include the resources specified in individual project projects (like the Oakland Public Library's design and construction of the Bike Shed at MLK Library).

17. For each Co-Applicant who is serving as a Project Lead Entity: (100 words for each Co-Applicant)

- a. Describe their organizational structure and how they foresee managing the implementation of their specific Project;
- b. Describe their previous experience managing similar programs and explain their ability to manage long-term grant implementation; and
- c. Describe the staff resources (including the estimated Full Time Equivalent (FTE) positions) and any other resources that the Co-Applicant will dedicate to the TCC Proposal's implementation.

Related California will manage the activities of the 95th and International Housing, Health & Connectivity project. The Related team has experience developing and managing over 15,000 affordable housing units across the state. Related California has been awarded and managed numerous federal, state and local long-term grants through their work including Affordable Housing & Sustainable Communities (AHSC). Related's executive leadership will oversee the project development (0.4 FTE). A Project Manager will manage day-to-day activities (0.5 FTE) and will be supported by a Development Associate (0.5 FTE) and Development Coordinator (0.3 FTE), as well as various other administrative and accounting staff.

Acts Community Development (“ACTS”) is a non-profit affiliate of Acts Full Gospel Church, a long-established religious institution that has been rooted in the East Oakland community for more than 30 years. Related and ACTS developed the Acts Cyrene Apartments across the street from the 95th and International Housing, Health, & Connectivity housing site. For this project ACTS has 2 FTEs that have worked on the development of the TCC proposal and will also work on the implementation of the proposal.

The **East Bay Permanent Real Estate Collaborative** (EB PREC) aligns the technical, financial, and organizational inputs to support communities to cooperatively organize, finance, purchase, and stewards mixed-use and residential properties in the East Bay. EB PREC has extensive experience in community outreach, resident education, and coalition building. In the last year, EB PREC has hosted "Collective Courage" bookclubs and educational workshops, and conducted a six-month training for a cohort of 40 residents. EB PREC will dedicated 3 FTEs to the proposal’s implementation.

The **East Bay Regional Parks District** is the largest regional park district in the country. It provides a diversified 125,000 acre-system of 73 regional parks, recreation areas, wildernesses, shorelines, preserves, land banks and 31 regional, inter-park trails. The District’s parks receive over 25 million visits each year. EBRPD acquires, manages, and preserves natural and cultural resources for all to enjoy now and into the future. EBRPD has an annual budget of \$275 million with 875 full-time employees, including 60 police officers. By comparison, for this TCC project, EBRPD will employ 1.75 full-time employees and manage a \$1.4M budget.

Higher Ground Neighborhood Development Corporation has provided comprehensive afterschool programming within deep East Oakland for the past 17 years. Within these afterschool programs. Higher Ground manages a number of programs with students in health and fitness, performance arts, visual arts, and academics. Higher Ground will dedicate a total 4 FTEs, which includes part-time support for onsite bike share operation and enrichment education programming.

Since 2009, **Planting Justice** has built over 450 edible permaculture gardens in the San Francisco Bay Area, worked with five high-schools to develop food justice curricula and created 40 green jobs in the food justice movement for folks transitioning from prison. Planting Justice will dedicate 4 FTEs to the implementation of the grant, including a farm manager and technicians.

The **Oakland Parks and Recreation Foundation** will dedicate one FTE to the implementation of the Community Greening project, which includes a part-time [ISA- certified](#) project manager and grant administration.

Black Cultural Zone is fiscally sponsored by Social Good Fund, both working to create and establish positive influences for individuals, communities, and the environment to develop communities into healthier and happier places to live, work, and be. The East Oakland Black Cultural Zone Collaborative, incubated BCZ to establish a local and culturally competent community development corporation that

would implement the priorities noted in the EONI Community Plan. The BCZ will dedicate 4.7 FTEs to implement the TCC grant including 2 FTEs Community Builders; 1 FTE Career Navigator; 1 FTE Administrative Analyst; .5 FTE Communications Manager and .2 FTE Executive Director.

18. Lead Applicant and Co-Applicant collaboration: (500 words)

- a. Describe how the Lead Applicant will work with Co-Applicants to collect, verify and process information related to the reimbursement of funds for the grant-funded projects;
- b. Describe how the Lead Applicant will work with Co-Applicants to manage and verify the implementation of all projects and Transformative Plans;
- c. Describe the process that the Lead and Co-Applicants will use to report and track the indicators required by the California Air Resources Board; and
- d. Describe the contingency plan if the Lead or any Co-Applicants leave the Collaborative Stakeholder Structure or disband prior to the end of the grant term.

As the Lead Applicant, the City of Oakland is will lead the implementation of the projects and transformative elements in the Better Neighborhoods Proposal. The City is fully committed to the goals and requirements of the TCC Proposal and signed a Partnership Agreement that details the roles and responsibilities of the Lead Applicant, including:

- Facilitating resident and neighborhood involvement through the establishment of and participation in a TCC Stakeholder Committee;
- Preparing and disbursing TCC Grant funds to Co-applicants as reimbursement for eligible predevelopment, development, administration and services upon submission of full and complete disbursement requests by Co-Applicants, subject to State review and approval; and
- Reporting and submitting all required documents and reports to the Strategic Growth Council or other governmental agencies, including financial, management and project status activity reports.

The TCC Proposal's implementation will be managed in the City's Office of Resilience, which is responsible for implementing forward-thinking and strategic approaches to urban initiatives throughout the City. The City's Office of Resilience is a part of the City Administrator's Office and works across multiple City departments, including Economic and Workforce Development, Finance, Housing and Community Development; Human Services; Parks, Recreation and Youth Development; Planning and Building, Public Works; Race and Equity; Transportation, Oakland Public Library; Oakland Police and the Mayor's Office.

The City will also manage the data collection and associated indicator tracking throughout the grant implementation, which includes hiring a pre-qualified TCC evaluation contractor through the City's applicable contract and compliance policies to support the data collection and evaluation as defined by CARB. As indicated in a letter from the City's IT Department Director, the City will reinforce the TCC evaluation contractor's work by using the City's ITD infrastructure and building on existing partnerships, like the current partnership with University of San Francisco for data analysis.

Co-Applicants will lead in one or more of the TCC Proposal projects and transformative elements, and signed a Partnership Agreement that details the roles and responsibilities of each Co-Applicant. Those duties and responsibilities include, but are not limited to:

- Participating in the TCC Stakeholder Committee for the entirety of the Grant term;
- Leading and tracking performance of any project or transformative element for which it is the lead under the TCC Proposal;
- Obtaining all government approvals or discretionary reviews required for the implementation of the Co-Applicant's projects and coordinate any permits, approvals, funding or review by City, County, and/or related agencies required in the implementation of the Co-Applicant's projects;
- Submitting all required documents and reports to the Lead Applicant in a timely fashion, including financial, management and project status activity reports; and
- Coordinating the services and activities included in their workplan, indicator plan and budget.

In the event that a Co-applicant leaves the TCC Stakeholder Committee or disbands prior to the end of the grant term, the Committee will come to a consensual agreement on a plan for completing the project which may include identifying another Co-applicant to assume the responsibility for completing the tasks associated with the project.

19. Describe how the public agency partner(s) will support the implementation of the TCC Proposal (public agency partner may be a Lead or Co-Applicant). Describe the public agency staff resources to be devoted to the TCC Proposal implementation and discuss strategies that the public agency will take to advance the TCC Proposal, such as streamlining the permitting process, supporting local policy implementation, or coordinating with key departments. **(200 words)**

The TCC Grant Proposal development has transformative in the way that the City's departments collaborate and coordinate internally and externally (with community partners, other local agencies, etc). The responsibility assignment matrix below, or RACI, details the level of commitment from each department. The matrix is reinforced with the letter of support from multiple department heads (located in the "Thresholds" folder).

City of Oakland Departmental Project Support and Collaboration



**BETTER NEIGHBORHOODS, SAME NEIGHBORS:
AN EAST OAKLAND NEIGHBORHOOD INITIATIVE**

Departments	Projects									
	SL Greenway (EBRPD)	Aquaponics Farm (P2)	Bike Share and Youth Development (HG&B)	Community Greening (OPRF)	95th and International (Related/ACTs)	Community Engagement (BCZ)	Displacement Avoidance (EBPREC)	Workforce Development (WDB)	Data Collection & Indicator Tracking	Climate Adaptation and Resiliency
City Administrator's Office	R/A	R/A	R/A	R/A	R/A	R/A	R/A	R/A	R/A	R/A
Human Services	C/I	R	R	I	C/I	C/I	C/I	R	R/A	C/I
Housing & Community Development	C/I	C/I	I	I	R/A	C/I	R/A	C/I	R	C/I
Oakland Public Library	I	I	R/A	I	I	C/I	C/I	I	I	I
Oakland Police Department	R/A	I	C/I	I	I	R	I	I	I	I
Parks/Recreation & Youth Development	R	C/I	R	C/I	I	R	C/I	R	C/I	C/I
Public Works	C/I	C/I	R	R/A	C/I	C/I	C/I	R	R	R
Transportation	C/I	I	R	C/I	R/A	R	C/I	C/I	R	C/I
Economic & Workforce Development	R	R	C/I	R	R	R	R	R/A	R	C/I
Finance	C/I	C/I	C/I	C/I	C/I	C/I	C/I	C/I	C/I	C/I
Information Technology	I	I	I	I	I	I	I	I	R/A	I
Mayor's Office	R	I	I	I	I	I	I	I	I	I
Planning & Building	R	R	C/I	C/I	R	R	R	I	C/I	C/I
Race & Equity	I	I	I	I	I	C/I	C/I	C/I	C/I	C/I

R = Responsible - Who is responsible for doing the actual work for the task.
A = Accountable - Who is held accountable for the success of the task and is the decision maker. Typically the project manager.
C = Consulted - Who needs to be consulted for details and additional info on requirements. Typically the person or team to be consulted will be the subject matter experts.
I = informed - Who needs to be kept informed of major updates. Typically senior leadership.

III. Collaborative Stakeholder Structure

20. Describe the Lead Applicant’s and Co-Applicants’ experience working in TCC related fields. List each Applicant and Co-Applicant, indicate their associated Project or Transformative Plan, and describe each one’s: **(100 words for the Lead Applicant and each Co-Applicant)**

- a. Work history;
- b. Sustained community engagement around climate change; and/or
- c. Experience working with one or more of the following areas: disadvantaged communities, housing and community development, economic development, environmental, and public health issues.

City of Oakland has historically challenged norms and understands that transformation does not happen in silos, and new frameworks are needed to take on society’s biggest challenges, including racial, economic injustice and climate change. Oakland was one of the first cities to establish a Department of Race/Equity, and after an international competition, was [awarded funding](#) to establish a Resilience Office, which is guided by the [Resilient Oakland playbook](#), a strategy document developed to tackle systemic and structural challenges, and outline ways to help Oaklanders stay rooted, ensure equitable access to quality education, develop good jobs, stable housing and healthy neighborhoods.

Related/ACTs partnered in 2017 on the development of ACTs Cyrene affordable housing located at 9400 International Blvd, and included a partnership between the City of Oakland, Related, Oakland Housing Authority and ACTs Community Development Corporation (ACDC). The project featured state of the art one to three-bedroom apartments with on-site amenities including a fitness center, business center,

picnic area, and community room. The land for the project was donated by ACDC that invested several million dollars in the project. Related has developed several affordable housing sites in Oakland, and the new proposed site is the second development in partnership with ACDC.

Planting Justice runs the largest urban farm in the region (5-acres), operating with a \$2.2 million budget and employing 38 people, including 14 formerly-incarcerated individuals. It runs the continent's most biodiverse organic fruit tree nursery and has designed and installed 550+ edible gardens through its Transform Your Yard program. It provides educational programs on food propagation and nutrition to 7,000 at-risk youth and adults at 9 public schools, 3 prisons and 4 juvenile detention facilities

East Bay Regional Parks District is the largest regional park district in the country with a diversified 125,000 acre-system of 73 regional parks, recreation areas, wildernesses, shorelines, preserves, land banks and 31 regional, inter-park trails. EBRPD's top priority is keeping parks, shorelines, lakes and trails safe and well-maintained. A big part of that responsibility includes preparing for the future: Taking steps now to adapt to a changing climate, and a rising San Francisco Bay. EBRPD's Climate Smart Initiative includes integrated adaptive management such as wetland restoration, wildfire hazard reduction practices, and expansion of a network of trails for green transportation.

Oakland Parks & Recreation Foundation (OPRF) has successfully administered tree planting grants, including the California Department of Forestry and Fire Protection (CalFire) Carbon Sequestration Grant-Partnered with Trees for Oakland to plant over 1,400 trees in East Oakland over three years. OPRF has been responsible for managing grant funds, preparing close out reports, and coordinating with local agencies. OPRF partnered with the West Oakland Greening Initiative that planted 500 trees and provided job training to Civicorps youth on tree planting and maintenance. This was coordinated with Civicorps, Sierra Club volunteers, and City of Oakland Public Works staff.

BCZ CDC leverages years of experience, community engagement and relationship building of its parent entity, the Black Cultural Zone Collaborative. Since 2014, the BCZ Collaborative partners worked together to inform and elevate community driven projects that allow legacy Oaklanders to thrive. This included the development of the [Housing Oakland's Unhoused Report](#), hosting monthly political education forums, collaborating with city-wide environmental justice and housing coalitions, and conducting census outreach, engagement, and incubation of the BCZ CDC in 2019. Under the leadership of Carolyn Johnson, the BCZ is the community contact across: Community Engagement; Workforce Development and Economic Opportunities, and Displacement Avoidance.

21. Describe the process used to develop the Collaborative Stakeholder Structure. Include a description of: **(500 words)**

- a. How members were selected;
- b. How members are composed of a diverse representation of residents and key stakeholders;
- c. The roles and responsibilities of members;
- d. Proposed governance structure; and
- e. Proposed decision-making process.

If the TCC Proposal is awarded, the City will establish a TCC Stakeholder Committee, a democratic and representative governing council with representation from the Lead Applicant, Co-Applicants and community representatives. The TCC Stakeholder Committee will have 21 members, nine of which will be comprised of the Lead Applicant and Co-applicants, and twelve comprised of representatives from the project area communities.

Community members of the Stakeholder Committee should be a resident or operate a business or organization with an address in the project area. Every effort shall be made for the community members to equally reflect the six neighborhoods in the project area: Brookfield Village/Columbia Gardens; Highland/Elmhurst; Coliseum/Rudsdale/Lockwood/Havenscourt; Sobrante Park; Stonehurst; and Melrose, and maintain a diverse representation of age, race/ethnicity, gender, sexual orientation and socio-economic status/class. BCZ will be responsible for annually nominating community members, who will be in turn be voted on by the Stakeholder Committee members at an annual meeting. Appointment of a nominated community member to a Stakeholder Committee position is accomplished by a simple majority vote of the Stakeholder Committee.

COLLABORATIVE STAKEHOLDER STRUCTURE

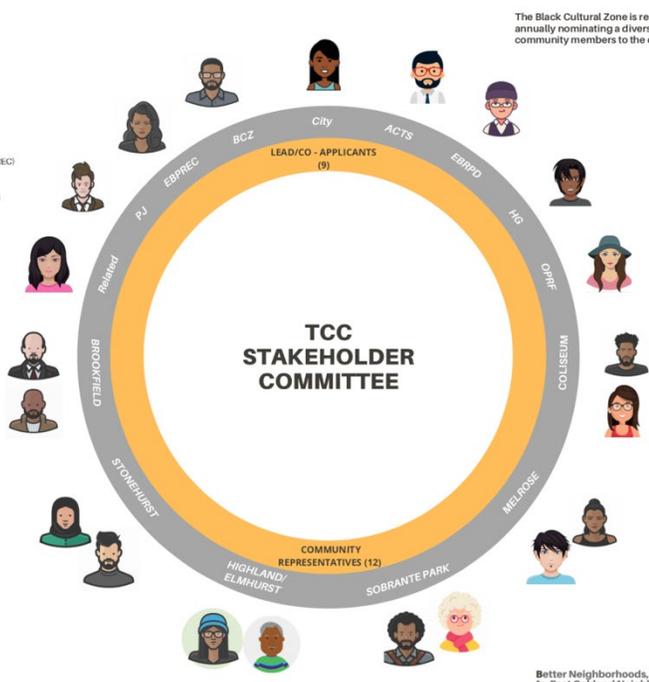
Lead Applicant
City of Oakland (City)

Co-Applicants

- Related California (Related)
- Planting Justice (PJ)
- East Bay Permanent Real Estate Cooperative (EBPREC)
- Black Cultural Zone Community Development Corporation (BCZ)
- Acts Community Development Corporation (ACTS)
- East Bay Regional Parks District (EBRPD)
- Higher Ground Neighborhood Development Corporation (HG)
- Oakland Parks and Recreation Foundation (OPRF)

Community Representatives

- Brookfield Village/Columbia Gardens (Brookfield)
- Stonehurst
- Highland/Elmhurst
- Sobrante Park
- Melrose
- Coliseum/Lockwood/Rudsdale/Havenscourt (Coliseum)



The Black Cultural Zone is responsible for annually nominating a diverse pool of community members to the committee.

Better Neighborhoods. Same Neighbors: An East Oakland Neighborhood Initiative

The Stakeholder Committee will elect officers (Chair, Vice Chair and Secretary) that will be responsible for convening and presiding over meetings and distributing minutes of the meetings. Officers will serve a two-year term.

The Stakeholder Committee will meet monthly at a location in East Oakland that will be set by the Stakeholder Committee. The Stakeholder Committee meetings will be open to the public and will post a meeting agenda and minutes from the previous meeting, in applicable languages, seventy-two hours prior to each meeting on the websites for the Lead Applicant and Co-applicants. The minutes for the previous meetings will be provided to Stakeholder Committee members one week prior to each monthly meeting. Project area residents will be strongly encouraged to attend and participate in the meetings by suggesting agenda items, commenting on agenda items, requesting reports, and providing feedback to the Stakeholder Committee.

This Stakeholder Committee will provide guidance and resources to ensure the projects funded by TCC are on track and outcomes are achieved or exceeded. If projects are stalling or organizations are not performing, these issues will be raised with the Stakeholder Committee and the Stakeholder Committee is expected to evaluate the situation and provide options for resolution.

All substantive changes or material issues related to implementing the TCC proposal shall be presented to the Stakeholder Committee in a Stakeholder Committee meeting where all Stakeholder Committee members have an opportunity to speak on the topic and members of the public are invited to listen and provide comment. The Stakeholder Committee will make recommendations and suggest alternatives that may be considered by the Lead Applicant or Co-Applicant. The Lead Applicant and all impacted Co-Applicants must consider these recommendations and present them to the State if issues or modifications require State intervention or a modification to the TCC project or scope of work is needed.

Priority Policies

I. Pro-Housing Policy Incentive

Instructions: Only Applicants claiming qualifying pro-housing policies need to complete the following table and upload supporting documentation.

22. In the table below, list and describe each Applicant/local jurisdiction's adopted strategy, policy, or program claimed and include references (provide a web link if available, or upload documentation of each policy - ordinance, administrative procedure, resolution, etc. - as described in the Application instructions). Applicants should list all qualifying policies, as defined below. Note that Applicants will receive partial points for one (1) policy and full points for two (2) policies.

Qualifying Pro-Housing Policies are listed below and in Appendix D of the TCC Guidelines:

- a. Implemented programs over the last five years that finance infrastructure with accompanying increased housing capacity or local financial incentives for housing, including, but not limited to, a local housing trust fund or fee waivers.
- b. Adopted a Nondiscretionary Local Approval Process for residential and mixed-use development in all zones permitting multifamily housing, established workforce housing opportunity zones, as defined in Gov. Code §65620, or housing sustainability districts, as defined in Gov. Code §66200.

- c. Zoning more sites for residential development or zoning sites at higher densities than is required to accommodate 150% of the minimum regional housing needs allocation for the low income allocation in the current housing element cycle.
- d. Adopted accessory dwelling unit ordinances or other mechanisms that reduce barriers for property owners to create accessory dwelling units beyond the requirements outlined in Gov. Code §65852.2 as follows:
 - Parking reductions to 0.75 or less spaces per accessory dwelling unit in areas not already exempt from parking pursuant to Gov. Code §65852.2;
 - Impact fee waivers or reductions of 50% or more;
 - Ministerial approval in less than 60 days;
 - Reduction or modifications of development standards to five feet or less side yard setbacks;
 - Reduction or modifications of development standards to two story heights;
 - Reduction or modifications of development standards to 60% lot coverage;
 - No minimum lot size requirement;
 - Provisions for affordability; or
 - Offering support programs such as a user-friendly website
- e. Only use objective design standards for multifamily residential development or adopt fee transparency measures, including publicly available fee calculators.

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CALIFORNIA
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California
Department of
Conservation

Transformative Climate Communities Program Round 3 - Implementation Grant Application

Pro-Housing Policies

Strategy Type Select from list above: a, b, c, d, or e	Strategy Description	Estimated Outcomes Describe numerically in terms of increase in supply (number of units), timing (reduced number of days), development costs (reduced costs per unit), entitlement streamlining (reduced number of approvals), or funding (dollar value of incentives).	File Name(s) Provide weblink and/or upload supporting documentation to the .zip file
c	The City has a surplus capacity to accommodate 150% of the RHNA for low income individuals.	The City of Oakland's current zoning has a surplus capacity to accommodate more than 150% of its Regional Housing Needs Allocation (RHNA) for low-income households. In the 2015-2023 Housing Element, the City of Oakland was required in the RHNA to have enough opportunity sites to accommodate at least 6,471 units. The City of Oakland at the time of adoption of the Housing Element had enough opportunity sites to allow 10,032 units, equal to 155% of its requirement.	City of Oakland 2015-2023 Housing Element, Table 4-12 (p. 245), available here: https://www.oaklandca.gov/documents/city-of-oakland-2015-2023-housing-element
d	The City has streamlined approval of Accessory Dwelling Units (ADUs) beyond Gov. Code Section 65852.2 in the following ways:	The City of Oakland's streamlined requirements affect projects in the following numerical ways:	ADU requirements, permit applications, and relevant Municipal Code statutes can be accessed via the City's user-friendly website: https://www.oaklandca.gov/topics/secondary-units

	<p>Parking Reductions -- No parking is required for ADUs located within: (i) one-half (½) mile of a public Transit Stop; (ii) an Area of Primary Importance (API) or Area of Secondary Importance (ASI), as defined in the General Plan's Historic Preservation Element; (iii) an area where on-street parking permits are required but not offered to the ADU occupant; or (iv) one block of a dedicated car share parking space.</p> <p>Impact Fee Waivers -- ADUs are exempt from impact fees.</p> <p>Ministerial Approvals -- Planning Permits for ADU's are approved ministerially through an over-the-counter process. Complete applications can be approved in a single appointment.</p> <p>Reductions or modifications of development standards for side yard setbacks to five feet or less --Side yard setbacks are 4 feet.</p> <p>No minimum lot size requirement -- The City has no</p>	<p>Parking Reductions -- Parking costs vary by type (surface, covered, etc.) and location, but can save tens of thousands of dollars per unit.</p> <p>Impact Fee Waivers -- Impact fee waivers currently save between \$6,000 and \$28,000 per unit, depending on the project location.</p> <p>Ministerial Approvals -- Ministerial approvals can reduce approval times by six months or more compared to regular design review.</p> <p>Reductions or modifications of development standards for side yard setbacks to five feet or less -- Staff is unable to calculate how many additional units may be built due to the City's reduction of setbacks to four feet. However, 67% of Oakland's existing residential land is currently zoned for single-family homes, with an average lot size of just 4,810 square feet. Reduced side yard setback requirements are likely to translate into a greater number of ADUs.</p> <p>No minimum lot size requirement -- Staff is unable to calculate how many additional units may be built due to having no minimum lot size requirement. However, 67% of Oakland's existing residential land is currently zoned for single-family homes, with an average lot size of just 4,810 square feet. The City's waiver of lot size requirements is likely to translate into a greater number of ADUs.</p>	
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	<p>minimum lot size requirement for ADUs.</p> <p>Offering support programs such as a user-friendly website -- The City of Oakland's website has a page devoted to information and resources for developers of ADUs, and is expanding the website through a technical assistance grant awarded by the Metropolitan Transportation Commission (MTC).</p> <p>ADU Legalization fund-local Measure KK reserved for legalizing existing ADUs</p>	<p>Offering support programs such as a user-friendly website -- Since being launched in late October, 2019, www.oaklandca.gov/topics/secondary-units has generated 3,432 pageviews through January 31, 2020.</p>	



CALIFORNIA
STRATEGIC
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California
Department of
Conservation

Transformative Climate Communities Program Round 3 - Implementation Grant Application

II. High-Speed Rail (if applicable)

Instructions: Only Applicants with planned HSR stations located along “Silicon Valley to Central Valley” corridor need to answer the following questions and upload supporting documentation.

23. Describe how the TCC Project Area includes multi-modal connectivity to the HSR station area. **(100 words)**

24. Describe how the TCC Project Area includes affordable and mixed-income housing connected and accessible to the HSR station area. **(100 words)**

END OF DOCUMENT