

HEALTH
BEGINS IN THE
NEIGHBORHOODS
WHERE WE LIVE,
LEARN, WORK
AND PLAY.

Strategic Plan
2013-2016



EAST BAY ASIAN LOCAL
DEVELOPMENT CORPORATION

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Our Future

The last several years have seen enormous changes in the fields of affordable housing and community development. The Great Recession and the dissolution of redevelopment agencies in the state of California have made it especially challenging to finance and develop new projects. In this context, EBALDC faced a critical choice: extend our geographic reach, or increase our investment in the neighborhoods where we were already working and knew we could have the greatest impact. While many others in our field turned their focus to new communities, we made a strategic decision to deepen our commitment to the tenants and neighborhoods where we already had a presence or where we planned to develop properties.

Inspired by the growing body of research on the direct links between poverty and poor health, we have been redefining our approach to community development. To drive this strategy, we have woven our years of experience, programs and projects into a comprehensive “Healthy Neighborhoods” approach, organized around the interconnected social, environmental and economic factors that determine the length and quality of an individual’s life. We are shifting our focus from individual properties and programs to comprehensive solutions that improve the health and wealth of neighborhoods in the East Bay. Applying the Healthy Neighborhoods framework, we will assess each project, program and partnership for its potential to deliver resources and opportunities that have a meaningful impact on these interconnected factors, enabling the people who live there to make choices that lead to healthy and vibrant lives.

Adopting a health-based perspective to community development represents both a strategic and cultural shift.

Our Healthy Neighborhoods approach is informed by funding trends based on research and data about strategies that work. Our approach is also aligned with trends in fields where we are establishing and strengthening partnerships, such as public health, where there is a growing interest in impacting health outcomes through place-based strategies. Additionally, this approach positions us to build on our history of partnership with health care providers as the Affordable Health Care Act is implemented. Taking on a role as an innovator and leader in linking health to community development is a results-driven strategy that will further strengthen our ties to existing supporters. This shift is particularly important in a post-redevelopment era.

Our focus on Healthy Neighborhoods has already begun to yield improved cross-departmental collaboration within our organization and, externally, stronger cross-sector partnerships. We will continue to work with our long-time community development partners, including banks, for-profit and nonprofit developers, construction and property management companies, public entities, service providers and affordable housing experts. And we look forward to emerging partnerships with organizations who will help us realize a shared Healthy Neighborhoods vision, including public and community health agencies, neighborhood activists, public school leaders, employers, transportation agencies and transit advocates, and many others promoting health, safety and prosperity in East Bay 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.

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 Evolution

EBALDC began in 1975 with the transformation of an underutilized historic warehouse in Oakland's Chinatown into the Asian Resource Center, a multi-service center that is home to various nonprofit agencies, retail businesses and medical facilities. We completed the Madrone Hotel, our first affordable housing project, in 1988. The Madrone is a renovated historic building, which added 32 single-room occupancy units to Chinatown's shrinking housing stock. In 1990, we built Frank G. Mar Community Housing in cooperation with BRIDGE Housing Corporation, transforming an underutilized Chinatown parking lot into 119 affordable multi-family and senior apartments with ground-level retail and service space. The project was hailed as a model of high-quality, high-density housing, and won several awards for its concept and design.

Over the last 38 years, we have invested more than \$190 million in assets that have had substantial physical and social impact in the community.

We have developed and preserved a total of 1,918 affordable homes, including 158 owner-occupied units and 1,760 rental apartments. We own and manage 26 residential communities, ensuring their continued quality and long-term affordability, and we provide on-site support and programming for residents.

We have also developed more than 300,000 square feet of commercial spaces that bring street-level vitality and critical services to our neighborhoods. Our commercial tenants include childcare and health centers, numerous nonprofit organizations, pharmacies and optometrists, and a range of food purveyors, from a generations-old butchery to some of Oakland's most popular new restaurants. We have become 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 Marketplace 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.

To that end, we have pursued economic development programs that support families and individuals, nonprofits and small businesses. Our commercial real estate development and management of office and retail space focuses on providing facilities for nonprofits and local small businesses. Our Neighborhood and Economic Development programs serve 4,000 people annually, through comprehensive services for low-income families and individuals in Alameda and Contra Costa counties. These include resident services at our buildings, financial education and counseling, youth and senior programming, and free tax preparation and assistance. These programs help to build neighborhoods with a strong economic base. They also help people begin a path toward financial security and access the resources they need to lead stable, fulfilling lives.

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.

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 the community.

Passion

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

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

In our nearly 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. As we move forward, we will maintain our historic commitment to AAPI communities. We will continue to consider the presence 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) and other AAPI-focused organizations, we will pursue 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 can most benefit from our expertise linking affordable housing to self-sufficiency programs, building strong 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.



Dance group at Noble Tower Senior Housing

Healthy Neighborhoods Approach

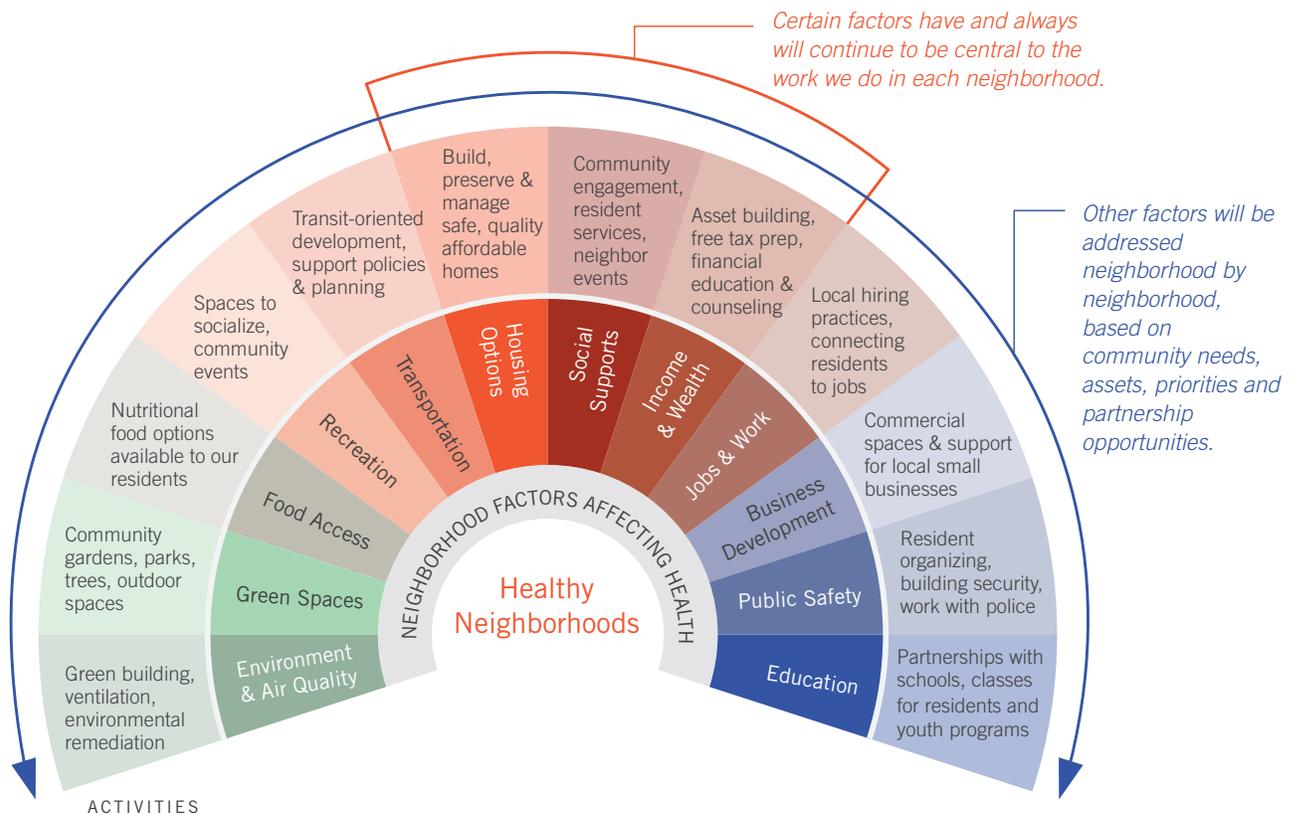
Place has a profound impact on a person’s health.

Increasingly, research shows that our physical well-being is dependent on a range of interconnected social factors that impact the environments in which people live, work, learn and play.

Through our Healthy Neighborhoods approach to community development, we are evaluating each neighborhood where we work through the lens of these factors—identifying neighborhood assets and stressors, and determining which stressors are priorities for the community; which agencies, organizations and individuals are working to address them; and in what areas EBALDC can have the greatest impact, either as a lead or partner agency.

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 and programs will typically impact multiple social factors at any one time. Certain factors—*housing options, social supports* and *income and wealth*—have always and will continue to be central to all the work we do. Other factors will be addressed neighborhood by neighborhood, based on needs and priorities, partnership opportunities, and our organizational expertise and strengths. We also understand these factors are not static. Rather, they have impacts of varying magnitude across the lifecycle: in infancy, childhood and adolescence, during adulthood and in old age.

Healthy Neighborhoods Approach As a Lens
Mapping Our Current Work to Neighborhood Factors Affecting Health



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
- 7X more likely to be born into poverty
- 4X less likely to read at grade level in the fourth grade
- 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, he or she 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.”

In Havenscourt and the San Pablo Avenue Corridor, we have been piloting our comprehensive Healthy Neighborhoods approach. In these two pilot neighborhoods, we are expanding beyond our traditional community development work to address a broader range of social factors.

In both of these pilot neighborhoods, we are working to support the development of age-friendly communities that consider the full continuum of human growth and development. For example, in Havenscourt, we provide afterschool programming at Lion Creek Crossings and partner with the neighborhood schools to impact children’s academic success, addressing quality education and social supports. And we are working with residents, the Oakland Housing Authority Police Department, youth anti-violence organizations and others to improve public safety. We will be working with local businesses on nearby commercial corridors to improve the business environment, create good jobs and support business development in the neighborhood. These programs and partnerships are in addition to our development of housing, community and commercial space, and a range of resident services and financial stability programs.

Along the San Pablo Avenue Corridor, we own and manage three affordable residential properties with on-site services. Moving beyond this core work, we are deepening our partnerships with community organizations like People’s Grocery, which operates a large community garden at our California Hotel, to increase healthy food access. At both The California Hotel and 1825 San Pablo, also located on the San Pablo Avenue Corridor, we are supporting our commercial tenants through financial coaching and other assistance, and leveraging our 26,000 square feet of commercial space to improve the business environment, support catalyst businesses, and create good jobs and business development in the neighborhood. And throughout the corridor, we are organizing seniors to advocate for age-friendly policies and projects around priorities they have identified: public safety, healthy food access and transportation options.

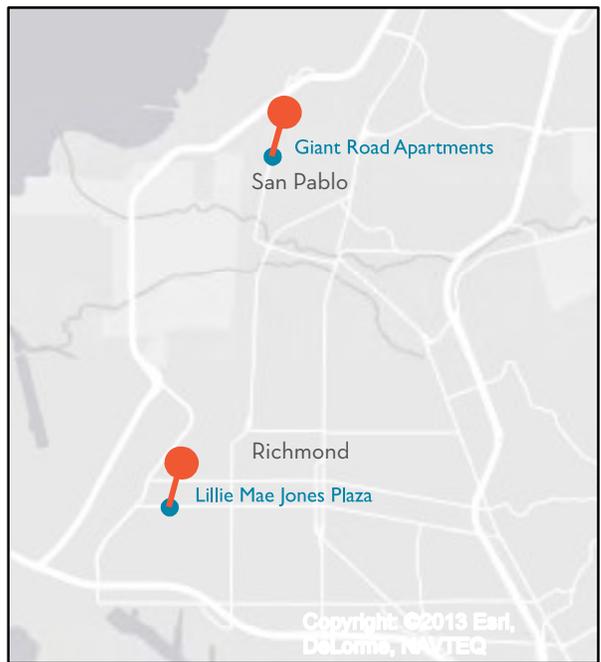
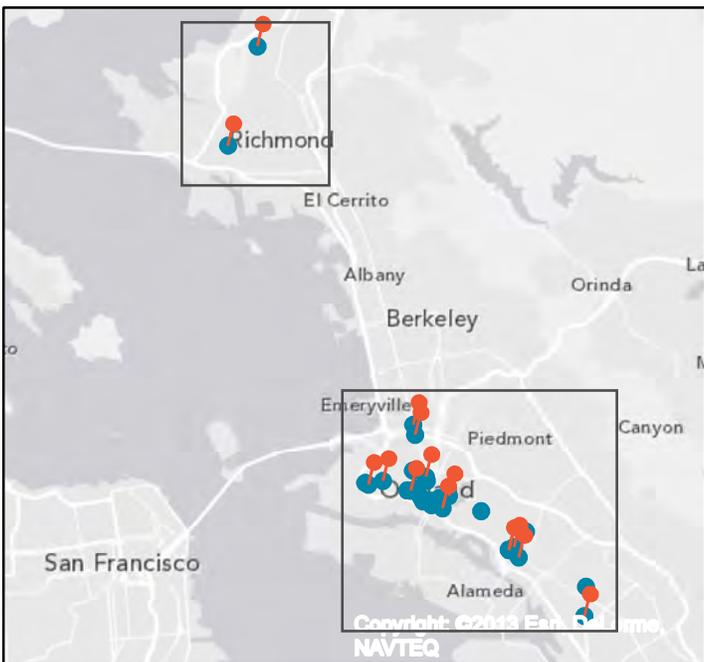
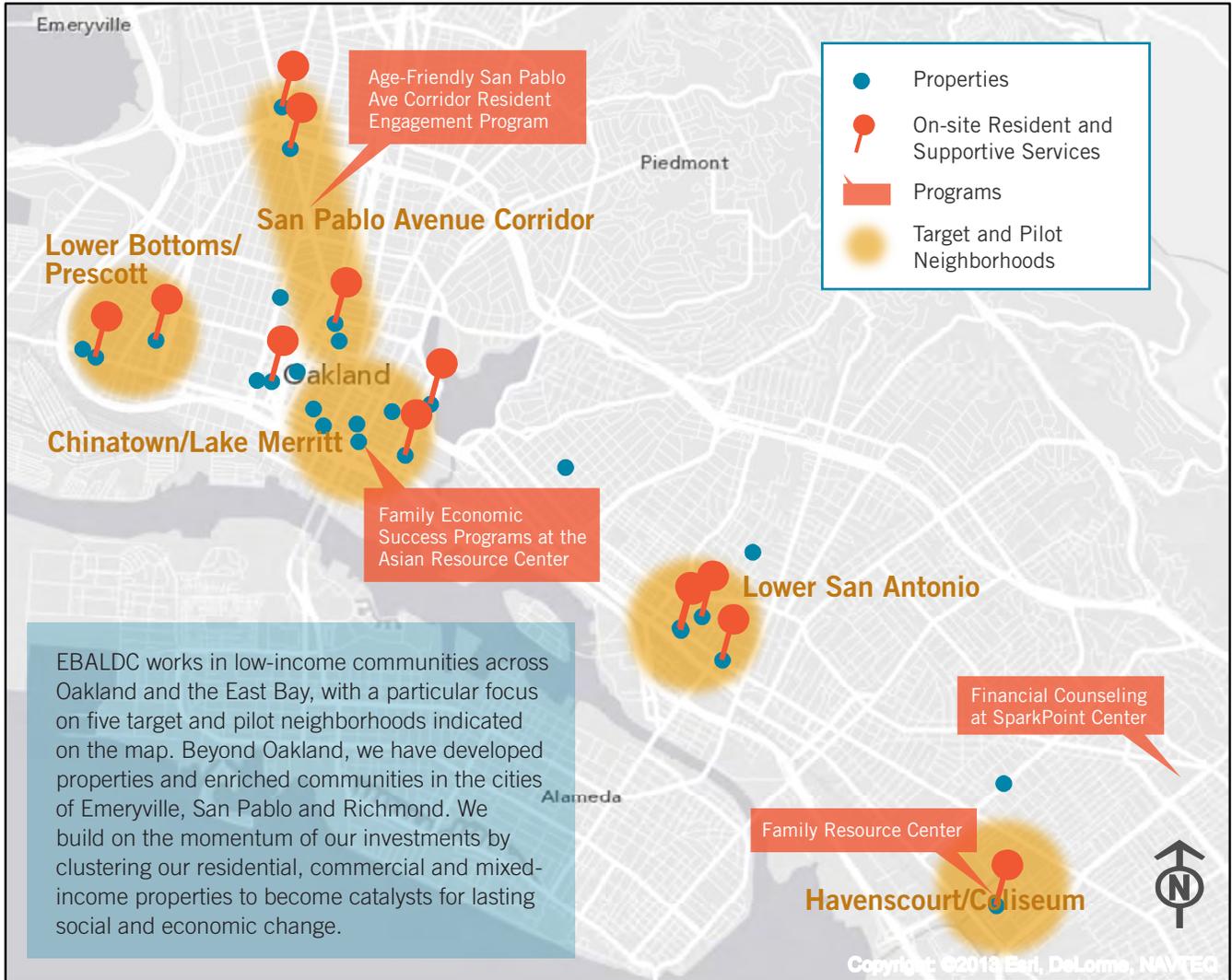
We will incorporate successful strategies and lessons learned in our pilot neighborhoods as we build on other neighborhoods where we have a long history of investment: Lower San Antonio, Chinatown and Lower Bottoms. And we will use our Healthy Neighborhoods framework to identify and assess new opportunities in these neighborhoods. We will continue to pursue strategic partnerships and opportunities beyond these neighborhoods when appropriate, financially sustainable and aligned with our Healthy Neighborhoods vision.

Pilot Neighborhoods in Oakland Havenscourt San Pablo Avenue Corridor	We are piloting our Healthy Neighborhoods approach in these two neighborhoods to measure the impact that community development can have on the health of residents. This requires deeper partnerships with community stakeholders. Engaging the residents to be the agents of change for their communities is key to this approach.
Target Neighborhoods in Oakland Lower San Antonio Lower Bottoms Chinatown	EBALDC’s work continues in our target neighborhoods, from the evaluation of opportunity sites and acquisition of new developments, to the managing of residential and commercial spaces that can be hubs for community activity.
Across East Bay Neighborhoods	We will consider opportunities that can positively impact low-income populations across the East Bay, including AAPI residents, where the scale of the project and resources available deepen the impact of our work in a holistic way. Currently, we are consulting with partners and considering growth opportunities in Alameda and Contra Costa counties.

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.”

Where We Work



Major Goals

Over the next three years, EBALDC will focus on deepening and extending our impact on individuals, families, communities and neighborhoods, incorporating our understanding of the relationship between community development and health. We will apply our Healthy Neighborhoods framework by focusing on five major goals across all of our projects and programs.

Residents of Frank G. Mar Community Housing



1 Improve the social and financial health of residents, community members and business owners in Oakland and East Bay

Three-year objectives

1. Refine and apply our comprehensive Healthy Neighborhoods approach in our Havenscourt and San Pablo Avenue Corridor pilot neighborhoods. Begin to apply successes and lessons learned in other target neighborhoods.
2. Raise capital for, identify and develop catalyst properties that build on the momentum of our investments in pilot and target neighborhoods.
3. Deepen and expand Family Economic Success programs to include workforce development, small business coaching, homeownership counseling and other programs that help residents and community members continue on a path toward financial security.
4. Provide leadership development, community engagement and participatory planning opportunities for EBALDC residents and community members, and link them to resources, opportunities and ongoing support.
5. Work across our multiple lines of business and through our partnerships to create quality jobs and asset-building opportunities. Support businesses that are poised for high growth or have the potential to spur local economic development. Create or support vibrant business districts in our target neighborhoods.
6. Increase safety in all the neighborhoods where we work.

Our work directly addresses factors that affect the health of communities. We build and manage housing that is stable and affordable for low-income residents, and we provide commercial space for relevant community businesses. Through coaching and financial education, we work with residents and community members to increase their assets and enhance their financial stability. In all of the neighborhoods we serve, high poverty and lack of economic opportunities are significant barriers to good health. While economic development has always been a core component of our work, over the next three years we will develop a more comprehensive economic development strategy to deepen our impact on income and wealth, good jobs and work opportunities, and business development. This strategy will build on our strengths and assets in developing and managing commercial spaces, creating and scaling effective financial stability programs, and operating financially sustainable social enterprises.



California Hotel resident at the groundbreaking event in 2012

2 Establish new and strengthen existing partnerships to amplify positive change in our pilot and target neighborhoods.

Three-year objectives

1. Develop partnerships with a range of organizations that help advance our Healthy Neighborhoods vision in our pilot neighborhoods. These may include schools, financial institutions, public agencies, businesses, for-profit developers, food justice organizations and other nonprofits.
2. Focus on partnerships in target neighborhoods that address priority social factors.
3. Establish or join existing collaborations to support our work in target neighborhoods.
4. Identify opportunities to assist partners in building capacity.



Age-Friendly Communities project participant and Oakland City Councilmember (District 3) Lynette McElhaney

3 Influence and shape local and national policy and planning decisions to reflect a healthy neighborhoods vision.

Three-year objectives

1. Refine our understanding of the links between community development and public health.
2. Work with National CAPACD, Alameda County Public Health Department, PolicyLink, Urban Strategies Council and others to advance policies and approaches that link health and community development.
3. Lead or play an active role in initiatives and coalitions that impact the health and well-being of low-income people and neighborhoods, with an emphasis on affordable housing and economic development.
4. Develop and support advocacy efforts tied to priority social factors affecting health in Havenscourt and the San Pablo Avenue Corridor.

Currently, we enter into joint-venture real estate partnerships, partner with 20 schools each year to deliver financial education to youth, and integrate service providers, such as healthcare and childcare centers, in our housing developments. Strong partnerships are integral to our Healthy Neighborhoods strategies. To evaluate the health-based outcomes of our work, we will build on our existing expertise and systems, and we will build on our partnerships with other organizations that have an interest in tracking health outcomes within the community development context (e.g. Federal Reserve Bank of San Francisco and the Alameda County Public Health Department).

We educate and influence local partners and policymakers on affordable housing and community development issues in order to shape local and statewide policies. For example, we work closely with East Bay Housing Organizations to encourage funding for more affordable housing in Oakland. We have also joined with the Nonprofit Housing Association of Northern California on statewide campaigns in support of affordable housing.

4 Enhance data and systems for evaluating our performance, efficiency and impact.

Three-year objectives

1. Building on our current expertise in program data tracking and evaluation, we will implement organizational outcome measures to assess the impact of our Healthy Neighborhoods pilot work. We will then expand our methodologies to other target neighborhoods.
2. Implement comprehensive performance measurement systems across all departments.
3. Conduct comprehensive performance analysis of EBALDC's portfolio to ensure continued quality and financial sustainability.
4. Create uniform methods for presenting data, outcomes and measurements organization-wide.



Residents of Lillie Mae Jones Plaza

Beyond traditional economic indicators of units built and dollars invested, we have recently implemented more comprehensive data collection and tracking for improved performance measurement practices. For example, our Neighborhood and Economic Development department implemented the Efforts-to-Outcomes evaluation tool to track the progress of program participants and measure overall effectiveness. Our work increasingly requires cross-departmental collaboration, sharing of information, and development of comprehensive methods to measure results. Within the first six months of this plan, we will establish organizational outcome measures that are directly tied to the social factors that impact health. High priority consideration will be given to outcomes tied to the areas where we have a track record and particular expertise: income and wealth, education, social supports, housing options and public safety. Within the first year, we will begin to measure and evaluate our progress as an organization against these outcomes in our two pilot neighborhoods.

“Beyond the designs for evaluation, it is critical to consider when and how health effects should be measured. Unless the outcome measures are well matched to the expected benefits, evaluators may fail to detect positive results. A community development project could, for example, help delay or prevent the onset of cancer, cardioasular disease, or diabetes, but these conditions take a number of years to develop, and benefits of the project may not be immediately measurable.”

-Nancy E. Adler, Director of the Center for Health and Community at the University of California San Francisco



Volunteer tax preparer and client at the Asian Resource Center

5 Ensure EBALDC's continued operational excellence and impact.

Three-year objectives

1. Leverage the cross-sector opportunities in our Healthy Neighborhoods approach to increase financial and strategic support from foundations, corporations, financial institutions and government agencies.
2. Expand our individual and corporate donor base to increase the number of long-term donors invested in our Healthy Neighborhoods vision.
3. Consider projects in and beyond our target neighborhoods that are of sufficient scale to be financially viable and serve as neighborhood catalysts.
4. Increase the operational efficiency of our existing real estate portfolio by exploring opportunities to expand onto adjacent sites.
5. Increase the operational efficiency of our residential and commercial property management operations through better alignment of functions and improved technology.

Our financial sustainability and strength will enable us to continue to make lasting impacts to improve the health of neighborhoods. We build financially viable, innovative, and sustainable housing developments and community facilities. We leverage our financial and organizational strengths to diversify sources of capital. For example, we recently refinanced our residential portfolio with a 501c3 bond. Market and policy shifts have forced us to reconsider our funding strategies. We are using this crisis as an opportunity to reinvent the way we invest in Healthy Neighborhoods by building a capital fund for acquisition and rehabilitation projects. This fund will enable flexibility and responsiveness and will allow us to deepen our long-term commitments to improve the health of neighborhoods where we work.

Pilot Neighborhood: Havenscourt

Families, Education and Asset Building

In Havenscourt, a neighborhood near the Oakland Coliseum in East Oakland, we are working with numerous partners to impact the social factors of housing options, income and wealth, education, public safety, good jobs and work opportunities and good transportation and planning. Much of this work will continue to be centered around our community hub at Lion Creek Crossings (LCC) Apartments, and also at the SparkPoint Oakland Center in Eastmont Mall. LCC is a 567-unit, transit-oriented development, located along major bus lines and one block from the Coliseum BART station. The development is intended to serve as the first phase of the City of Oakland's Coliseum Transit Village, a multi-phase, mixed-income, mixed-use project that incorporates the BART plaza and other surrounding properties. We are working closely with the City of Oakland and other public and private entities to ensure cohesive development of these contiguous sites, and to jointly implement pedestrian-, bicycle- and transit-friendly improvements.

The LCC complex houses two preschools, providing parents and neighbors access to critical programming that lays the groundwork for school readiness and success. Studies show that investment in the early years provides one of the greatest potentials to reduce health inequities within a generation, and experiences in early and later education lay critical foundations for the entire lifecourse. To this end, we have launched a key partnership with the nearby schools on the Lockwood/Havenscourt Campus to coordinate programming focused on children's academic and social-emotional growth. Our Lion's Pride Afterschool and Summer Program is an extension of the afterschool program at Futures Elementary, and the two programs share a curriculum that supports school-day learning. We coordinate with school staff to escort students from the school campus to the afterschool program. We also co-host events and meetings between school staff and parents. We meet regularly with our school partners to plan and coordinate additional programming.

LCC residents of all ages regularly visit the EBALDC Family Resource Center. The Family Resource Center features a computing center and classroom space, and offers a range of services, including benefits assistance, housing counseling and referrals to social services. We offer free tax preparation, financial counseling and other asset-building services. Residents and neighbors also have access to a second computer lab, which offers technology education and support services, including free computer and Internet access, free computer classes for adults and seniors, and career development and placement assistance.



Lion Creek Crossings



Afterschool program participant



Youth at Lion Creek Crossings

At both LCC and the nearby SparkPoint Oakland Center, we work to build the financial stability of individuals and families through a range of asset building programs, including financial coaching, matched savings accounts and free tax preparation. SparkPoint Oakland, which was incubated at Lion Creek Crossings, is a one-stop financial help and education center. Along with our lead partner, United Way of the Bay Area, we work in collaboration with Bank on Oakland, LIFETIME, Operation HOPE and Workforce Collaborative. With SparkPoint's long-planned departure from Lion Creek Crossings, we are working to create our own on-site Family Economic Success Center based on this successful model.

Three-year Priorities for Havenscourt

1. Develop the final phase for 128 senior residents and expand our services to address the needs of older residents and support their aging in place.
2. Expand our youth and summer programs to reach students in middle and high school, with a focus on youth in the transitional years. Incorporate conflict resolution and violence prevention programming for youth of all ages. Deepen parents' investment in their children's academic progress through parent engagement activities. Build on our partnership with the Lockwood/Havenscourt schools.
3. Engage residents, youth organizations, Oakland Housing Authority Police Department and others to improve public safety
4. Identify core commercial clusters where EBALDC can provide technical assistance to local businesses and/or other developers, linking them to revitalization efforts along International Boulevard.
5. Utilizing the SparkPoint model of bundling services, expand financial services at Lion Creek Crossings Family Resource Center.

LION CREEK CROSSINGS

Development Overview:

- 439 family apartments completed
- 128 senior housing units in development
- 5.7 acre public park
- Former 72-unit public housing site

Development partners:

- Related California
- Oakland Housing Authority

Child Development Centers on site:

- Head Start
- Supporting Future Growth

EBALDC-led services on site:

- Lion's Pride Afterschool/Summer Programs
- VITA free tax preparation services
- Family Resource Center
- 2 staffed computer centers

Pilot Neighborhood: San Pablo Avenue Corridor

Building an Age-Friendly Community

The San Pablo Avenue Corridor, a 1.5-mile stretch between downtown Oakland and Emeryville, has one of Oakland's highest concentrations of poverty. The San Pablo Avenue Corridor is also uniquely situated between two rapidly developing areas: Uptown in Oakland to the south and Emeryville to the north. EBALDC is committed to ensuring the residents of this West Oakland neighborhood have opportunities to leverage, and ultimately benefit from, this growth. Our vision along San Pablo centers on ensuring an age-friendly community by bringing high-priority services, businesses and cultural opportunities to the area to encourage economic development and increasing the range of housing options for residents to age in place.

SAN PABLO AVENUE CORRIDOR

Developments completed and occupied:

San Pablo Hotel (144 units for ages 55+)

Avalon Senior Housing (67 units for ages 62+)

Properties in pipeline or under construction:

California Hotel (137 units)

1825 San Pablo (commercial building)

West Grand and Brush (mixed-use site)

Four properties serve as anchors to our work along San Pablo: the California Hotel, which we are currently

renovating; 1825 San Pablo, EBALDC's new main office; the San Pablo Hotel, a senior residential community and Avalon Senior Housing. We continue to expand our real estate investment with West Grand and Brush, a mixed-use development that will serve as the gateway to the transit-oriented corridor. All of these properties also have ground-level retail and service space to meet the needs of the neighborhood. With this commercial presence, we are intentionally drawing small businesses and service providers that will advance our Healthy Neighborhoods approach in their product and service offerings as well as their business practices.

The majority of the neighborhood residents are older adults, and we are engaging them as agents of change as we work to create an age-friendly community. Part of our strategy involves recruiting, training and helping to organize seniors in the neighborhood so they can identify a set of neighborhood priorities, and develop the skills and access the tools that will help them advocate for those priorities. EBALDC's Healthy Neighborhood Coordinator is leading this effort, working with community partners and a cross-disciplinary team of EBALDC staff. Key neighborhood priorities that have already emerged are public safety, transit improvements and access to fresh, nutritious food.



San Pablo Avenue Corridor Age-friendly Summit on July 10, 2013

Our collaborations in the San Pablo Avenue Corridor are nascent, but several key partnerships have already emerged. People's Grocery is a commercial tenant at The California Hotel, as well as an integral program partner. Their longstanding commitment to food justice and community building make them a valuable collaborator in bringing food access to a community sorely lacking in fresh food options. Through their program at The California Hotel, People's Grocery teaches residents and neighbors to grow and prepare their own fresh food. Their program also provides volunteer opportunities and an important community space for neighborhood residents. People's Grocery will be expanding their programming when construction of The California Hotel is complete.

St. Mary's Center, a social service partner in West Oakland, provides for the basic needs of Oakland's homeless senior population, including food, shelter, and access to mental health services. Many of their clients become permanent residents of EBALDC's properties, and we have begun collaborating with them on community organizing projects along the corridor. In partnership with St. Mary's, we have also begun working with long-time partner East Bay Housing Organizations to provide community organizing training to our residents and their neighbors along San Pablo so they can begin planning their advocacy efforts.

Three-year Priorities for San Pablo Ave Corridor

1. Support residents of the neighborhood to take on active roles in EBALDC's and other community development processes, especially those prioritized by older adults.
2. Develop mixed-use and mixed-income family housing at strategic locations (including West Grand and Brush), to diversify neighborhood housing resources and provide an opportunity for youth to grow and seniors to age in place.
3. Contribute to the vitality of the corridor by moving our Main Office to 1825 San Pablo
4. Provide a continuum of services for small business entrepreneurs centered on our commercial spaces at 1825 San Pablo and The California Hotel. Identify and support new and nascent locally owned small businesses and microenterprises that respond specifically to identified neighborhood needs. Develop their capacity by providing financial and business development coaching, tax preparation services and links to financing through mechanisms such as Oakland Business Development Corporation and Kiva Zip. Help these businesses navigate the commercial real estate process, with the end goal to establish viable businesses at our San Pablo properties.
5. In collaboration with neighbors and partner organizations, leverage EBALDC's assets, skills and tools to influence public safety, healthy food access and transit access.
6. Utilize age-friendly principals in the neighborhood development of the corridor, and apply lessons, products, services and alliances created to the development of other neighborhoods.



Age-Friendly Summit Attendee



The California Hotel



Research and Resources

EBALDC's focus on the social and environmental factors that affect a person's life quality and expectancy is based on research coming out of the public health field on "the social determinants of health." Broadly defined, "the social determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks." (U.S. Department of Health and Human Services, Healthy People 2020, www.healthypeople.com). The U.S. Department of Health and Human Services' Healthy People 2020 project organizes these factors under five broad categories:

- Economic Stability
- Education
- Social and Community Context
- Health and Health Care
- Neighborhood and Built Environment

Within these categories are a range of resources and stressors, the presence or absence of which have been shown to have lasting and profound impacts on health and life expectancy. EBALDC has identified 12 factors that correspond to these categories that we will address, neighborhood by neighborhood, based on needs, priorities, partnership opportunities and available resources. Our understanding of the relationship between place and health are informed by the following sources:

Alameda County Public Health Department <http://www.acphd.org/healthequity/index.htm>

The California Endowment <http://www.calendow.org/communities/building-healthy-communities/>

Centers for Disease Control and Prevention <http://www.cdc.gov/socialdeterminants/>

Investing in What Works for America's Communities (essays) <http://www.whatworksforamerica.org/>

PolicyLink <http://www.policylink.org/>

Robert Wood Johnson Foundation Vulnerable Populations Program <http://www.rwjf.org/en/about-rwjf/program-areas/vulnerable-populations.html>

Shortened Lives: Where You Live Matters (Bay Area News Group Series) <http://www.insidebayarea.com/life-expectancy>

Unnatural Causes...is Inequality Making Us Sick? (documentary - DVD) <http://www.unnaturalcauses.org/>

World Health Organization http://www.who.int/social_determinants/en/

Acknowledgements

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