

A. Project Profile (1 page maximum)

Project Name: Healthy Havenscourt Neighborhood

Lead and Partner Organizations: East Bay Asian Local Development Corporation

Primary Contact Person: Tejal J. Shah, EBALDC
1825 San Pablo Ave., Suite 200
Oakland, CA 94612
tshah@ebaldc.org

Sub-Grant Program: Housing the Workforce

Project Type: Implementation Tools

Total Grant Amount: \$45,000

Total Match (if any): N/A

Geographic Coverage of Project: Neighborhood

Brief Description (150 words maximum): The East Bay Asian Local Development Corporation (EBALDC) utilized a \$45,000 sub-grant under the Bay Area Region Prosperity Plan’s Housing the Workforce Initiative to support the development of a transit-oriented, East Oakland neighborhood. Specifically, we designed and conducted activities that address a **community response to neighborhood stabilization efforts**. We have been gathering data and training and engaging residents and businesses along International Boulevard in Oakland, CA’s Havenscourt neighborhood around issues of affordable housing, economic security, and the risk of displacement.

Images: See attached.

B. Project Description (1 page maximum)

1. Goals and Objectives

EBALDC envisions 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 approach as a community developer incorporates both people and place-based strategies. EBALDC is part of a core group of stakeholders working to address one of these strategies for transit-oriented affordable housing and commercial development along International Boulevard, as part of the City of Oakland’s Sustainable Neighborhoods Initiative (OSNI). This effort is tied to the new Bus Rapid Transit (BRT) line planned along this key transit route by the Alameda Contra-Costa Transit District (AC Transit), slated to start construction at the beginning of 2015. We have been particularly interested in health goals in Havenscourt, where we house and support over 1,500 adults and children of Lion Creek Crossings, EBALDC’s 567-unit affordable housing site. Havenscourt is a largely low-income community between San Leandro Ave. and International Blvd., from Seminary to 73rd Ave. in East Oakland.

The BRT line will run down International Blvd. and significantly impact businesses, schools, and residents in the neighborhood. With support from the Bay Area Regional Prosperity plan, we worked to engage businesses, residents, and schools in the neighborhood around the

upcoming changes expected from this essential transit project. We also worked to connect individuals to the City of Oakland's Coliseum Area Planning process, another transit-oriented development plan.

2. Work Plan

The key work elements of the Healthy Havenscourt Neighborhood project include:

- Assessing neighborhood assets – we utilized a community mapping process to locate the major assets as well as vacant or underutilized lots in the Havenscourt neighborhood.
- Organizing residents at Lion Creek Crossings – we have begun to build a coalition of neighborhood and Lion Creek residents who can take part in planning discussions for major development projects in the neighborhood.
- Providing business support services – we have been engaging local businesses to learn about the impacts the BRT construction will have on their viability, and to prevent displacement.
- Engaging school leaders and parents at the Havenscourt Lockwood School campus – we have been working with the schools at the local Havenscourt campus to help them prepare for the BRT construction.
- Developing a Havenscourt Neighborhood Plan – we have created this tool to provide a guide for us over the next year.

3. Role of Lead and Partners

List the lead and partner organizations and briefly describe the role each organization fulfilled on the project.

EBALDC has been the lead in this project. Our Healthy Neighborhood Coordinator has been engaging our residents, surveying the community, connecting with the schools, and building relationships with local businesses. In addition, our in-house data evaluation team has been working on key neighborhood indicators of health to utilize for future work in this neighborhood.

East Bay Housing Organizations (EBHO) has provided support for our resident leadership curriculum and training, giving our residents valuable communication and advocacy tools.

The Lawyers' Committee for Civil Rights (LCCR) has developed a curriculum for business training on a variety of issues. They have also trained a number of businesses in collaboration with EBALDC and others on the International Blvd. Corridor on topics such as lease negotiation and employee management.

We have also been working with other partners who affect the neighborhood, such as the Oakland Housing Authority, Safe Passages, OCCUR, TransForm, the Hope Collaborative, Allen Temple Church, and the United Way of the Bay Area, among many others.

C. Challenges and Outcomes (1 page maximum)

4. Challenges

Describe the main challenges faced of implementing the project. How did your team address them? Describe what worked well and what did not work. What would you have done differently if you could start over?

Our challenges for getting this work off the ground included staffing issues and working with partners who were not as invested in this neighborhood as we are. We found that we needed someone with experience and a background in Oakland who has a deep understanding of the community needs. We now have a great Healthy Neighborhood Coordinator who will be continuing his work in Havenscourt, and have learned many lessons on partnership management that we will implement moving forward.

If we could start again, we would choose different partners based on their level of commitment, ability to bring resources to the neighborhood, and ability to make decisions based on collective impact.

5. Outcomes

Describe key outcomes, achievements, successes, deliverables, findings and/or lessons learned for the project. Describe who benefited from this project (may be individuals, groups or organizations) and how.

The main individuals who benefited from this work were the residents at Lion Creek Crossings, and the businesses located along International Blvd. We found a wide range of businesses along our stretch of International Blvd in the Havenscourt neighborhood, and that some were more stable than others. The major issue faced by businesses is crime and safety.

Some businesses (43%) felt that the BRT construction would help by improving streetscapes and public infrastructure. They also felt that the BRT might improve safety (30%) and bring other businesses into the neighborhood (27%). We also started conversations with one business that wanted to reduce the liquor sales and increase the healthy food sales at their store. We were able to connect them to the Hope Collaborative's Healthy Corner Store project, which provides technical assistance and tenant improvement support to such businesses.

Also, through the conversations we started, residents started talking about issues outside their building and development, and started thinking about the effects of larger, city-led development projects on their lives. Lion Creek residents, particularly seniors, were inspired to form a resident council to self-organize around the issues they would like to bring up to developers and planners. To facilitate this process, we conducted leadership trainings which were focused on topics such as effective communication and knowing how to tell your personal story to help decision-makers understand your perspective.

In the last year, we measured the following metrics:

- 55% of residents felt that they were “aware of civic, electoral, and political processes and are currently participating in these efforts.”
- 73% of residents felt that they were “pretty well qualified to participate in making decisions that affect their community.”
- 72% of residents felt that they “have a pretty good understanding of the important issues in their community.”

We plan on measuring these factors in the next year to compare year to year data and be able to better address the issues our residents face.

D. Replicability and Dissemination (1 page maximum)

6. Replicability

Describe what, how and where (within the region) the above mentioned project outcomes may be applied to address similar issues as your project.

We believe that change can and must happen at the neighborhood level. With a new “Healthy Neighborhoods” strategic framework, we are exploring innovative strategies to affect health and wellness with cross-sector allies, going deeper into particular East Bay neighborhoods. Inspired by research proving the link between poverty and poor health, we adopted a Healthy Neighborhoods framework for community development involving a combination of direct service programs, community organizing, and the development of strong partnerships through a collective impact methodology. We are evaluating each neighborhood we work in through the lens of social and economic impacts to the length and quality of an individual’s life.

Some of the work we are doing in Havenscourt is replicated from our work in the San Pablo Ave. Corridor, and we plan on developing a tool that can be utilized in other East Bay neighborhoods and possibly beyond.

7. Tools and Resources

List the tools and resources developed through this project. These may include policies and strategies, analysis and communication tools, collateral material, key findings, etc. Please attach copies of the materials to this report.

Some tools developed in the course of this work was a business training developed by the Lawyers’ Committee for Civil Rights, various leadership trainings developed by EBHO and EBALDC, and the development of our Havenscourt Healthy Neighborhoods Initiative.

8. Sharing and Dissemination

Describe how and with whom you will share these tools and resources over the next 12 months. How can other communities access the tools and resources developed through this process?

For now, we will be utilizing these tools in the Havenscourt and the San Pablo Ave. Corridor neighborhoods in Oakland, with plans to expanding to other neighborhoods in Oakland such as Oakland’s Chinatown, San Antonio, and Prescott neighborhoods. We also plan to share the business training with other groups who are working with businesses along the International Blvd. corridor.

We also held a regional convening, mostly focused on Healthy Neighborhoods in the San Pablo Ave. Corridor, in February, and plan to do this again next year.

E. Recommendations and Next Steps (1 page maximum)

9. Recommendations

List and describe the top four to five recommendations from your project. Recommendations may include but are not limited to (1) policies, projects and/or programs that may be adopted at the local and/or regional level (name agencies and/or organizations where possible); (2) tools, approaches and/or methodologies that may be adopted for analysis, communication and/or decision-making; (3) funding, capacity-building and/or engagement strategies for target communities (specify geographic areas where possible); and/or (4) implementation of specific projects and/or programs to support regional goals.

See below under “Next Steps.”

10. Next Steps

We know that affecting change on such a broad level to impact such great issues will take time and deep partnerships. Utilizing what we’ve learned about Havenscourt and its’ greatest assets – its residents, businesses, and other stakeholders, we will implement a collective impact strategy to affect some of the long term health issues faced by residents. Our strategy, the Havenscourt Healthy Neighborhoods (HHN) Initiative, includes building on our existing programs to create silo-busting partnerships and coordinate collaboration between:

- City and county agencies, such as the Alameda County Public Health Department and City Planning Department;
- Our public and private school partners, including Roots International Academy, Futures Elementary School, and Alternatives in Action;
- Early child care centers, such as City of Oakland’s Head Start, and Supporting Future Growth;
- Health care providers, such as the Black Nurses Association and La Clinica de la Raza;
- Faith-based organizations, such as Allen Temple Baptist Church and Acts Full Gospel Church;
- Healthy food, workforce, economic development, and transportation groups; and
- Neighborhood residents and businesses.

In a quarterback role, we will lead and facilitate a 10-month research and planning process with these partners, utilizing a collective impact methodology to identify and address interrelated social determinants of poor health specific to Havenscourt. The process will culminate in residents and cross-sector organizations forming a formal partnership, adopting a shared set of neighborhood outcomes, and agreeing to a shared action plan of mutually reinforcing community development and health care strategies. The plan will define how each partner will contribute expertise, staff time, and funding to lift up work in areas identified.

Havenscourt Healthy Neighborhoods Initiative

EBALDC envisions 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 approach as a community developer incorporates both people and place-based strategies. We are valued for our expertise in developing, financing, and managing residential and commercial real estate; designing and operating outcomes-based programs in financial stability, asset-building and social services; and neighborhood planning and community organizing. This track record and our reputation have enabled us to bring together collaborators across multiple sectors. With a new “Healthy Neighborhoods” strategic framework, we are exploring innovative strategies to affect health and wellness with cross-sector allies, going deeper into particular East Bay neighborhoods. Inspired by research proving the link between poverty and poor health, we adopted a Healthy Neighborhoods framework for community development involving a combination of direct service programs, community organizing, and the development of strong partnerships through a collective impact methodology. We are evaluating each neighborhood we work in through the lens of social and economic impacts to the length and quality of an individual’s life.

We will more comprehensively achieve our community development and health goals in Havenscourt, where we house and support over 1,500 adults and children of Lion Creek Crossings, EBALDC’s 567-unit affordable housing site. Havenscourt is a largely low-income community between San Leandro Ave. and International Blvd., from Seminary to 73rd Ave. in East Oakland. At Lion Creek Crossings, we offer financial counseling; asset building; after school/summer enrichment; healthy student meals; community safety; mental health counseling; and parent peer support services to help residents overcome and cope with economic hardships, community violence, and social isolation. In particular, we focus on families and children who are extremely to the negative health factors in this neighborhood.

Havenscourt’s History

International Blvd., which runs through East Oakland, was a country road that connected Oakland to San Leandro in the 19th century. Along the road were many small communities and settlements, one of which was Havenscourt. Originally conceived as an idyllic middle-class community, the neighborhood was once advertised with the slogan “The Home Place Beautiful.” After the 1906 San Francisco Earthquake, Oakland annexed many of the small communities along the road and renamed it East 14th Street, a name many local residents still use. Havenscourt continued to be served by the East Bay’s Key Route Rail System and was known as an accessible street car suburb. Beginning in World War II, Oakland experienced an influx of African-American residents from southern states. Federal policy until 1977 encouraged banks’ redlining of black neighborhoods, and Havenscourt slowly withered from decades of disinvestment.



San Francisco Chronicle
May 18, 1912

Higher rates of poverty due to the decline of industry in the post-World War era led to many federal programs over the years, including public housing. The San Antonio Village and Lockwood Gardens were built on former military barracks from World War II in the 1940s. However, public housing during this era was highly segregated, and Lockwood Gardens staff in particular were found to be taking bribes to raise people on the waiting list. One of the most notorious products of public housing was Felix



Mitchell, drug lord who lived at San Antonio Village. The method he created for drug distribution and organizational maintenance – such as using children as runners and spotters, and punishing enemies with drive-by shootings – provided the basis for the modern drug trade. Mitchell’s funeral in 1986 was widely attended by locals and celebrities alike, and included a horse-drawn carriage followed by several limousines. San Antonio Village eventually came to be known as the 178-unit Coliseum Gardens.

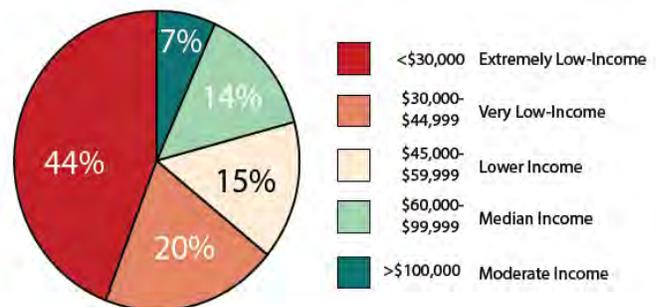
Neighborhood Assets and Stressors

A 1937 redlined map of Oakland neighborhoods places Havenscourt in a red area, indicating:

"They are characterized by *detrimental influences* in a pronounced degree, *undesirable population or infiltration of it*. Low percentage of home ownership, very poor maintenance and often vandalism prevail. Unstable incomes of the people and difficult collections are usually prevalent. The areas are broader than the so-called slum districts. Some mortgage lenders may refuse to make loans in these neighborhoods and other will lend only on a conservative basis."

In so many ways, Havenscourt continues to suffer from its racialized housing and crime-filled history. Residents still refer to the area between 65th and 69th Avenues as 69th Village, signifying Felix Mitchell’s influence. In 2010, 34% of the city’s homicides occurred in the area. Hospital emergency room data demonstrates that more people go to the emergency room due to injury from assault in this zip code than any other in Oakland. Besides being a problem in and of itself, crime in Havenscourt has serious impacts on the health, safety, educational attainment, and retail options for the residents.

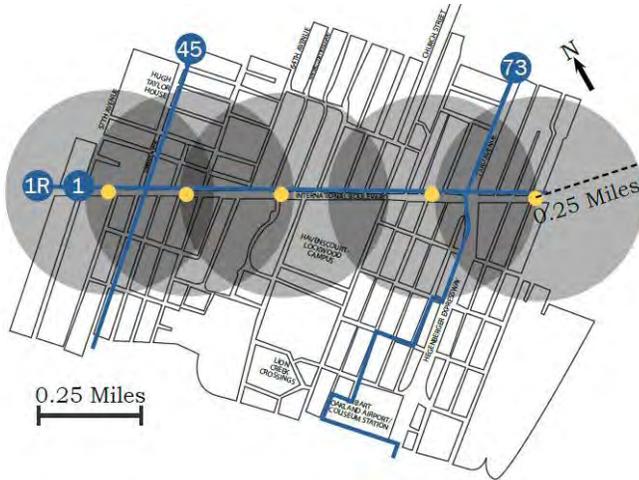
Lack of investment in this neighborhood has led to a higher concentration of low-income residents than in other neighborhoods. An almost even number of African Americans (42%) and Latinos (42%) make up the community, with a growing number of Asians (8%). Residents live with high incidences of poverty (79% - see figure). According to the 2010 census, the area median household income in the neighborhood is \$21,083, less than half the median for the city of Oakland (\$49,721) and 20% of the community is unemployed.



(Source: 2006-2010 ACS; 2010 HUD Income Limits)

In more recent years, foreclosures and recession have caused a great deal of housing instability; 12% of Havenscourt homes experienced foreclosure between 2007 and 2010 compared to 4% of Oakland homes overall. At the same time, the dissolution of California’s redevelopment agencies and the Federal sequestration greatly reduced funding for affordable housing. All of these stressors have led to negative health outcomes, such as higher incidences of hospitalization due to diabetes, hypertension, and mental illness than any other zip code in the City of Oakland.

Havenscourt was born as a transit-oriented community, and continues to be bordered by many transit options that have led to several large-scale infrastructure projects. The Oakland Coliseum BART station is a few blocks away, and AC Transit will be developing a Bus Rapid Transit (BRT) line that goes through part of the neighborhood. The City of Oakland is developing the Coliseum Area Plan, which will

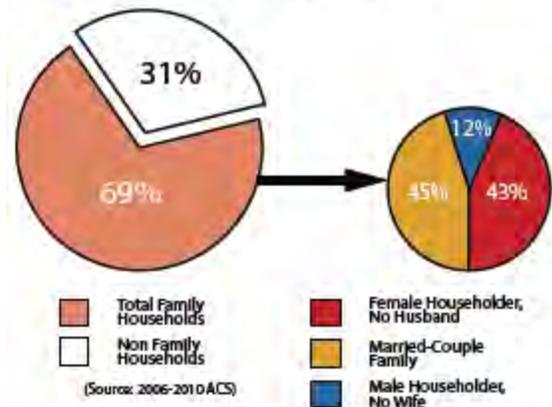


encompass the BART station and adjoining Oakland Coliseum to create a resource-rich, economically vibrant neighborhood. Advocates of these projects are hopeful for the increase in investment into the neighborhood. Critics worry over the threat of displacement and gentrification, which has already been demonstrated in other Oakland neighborhoods.

Any planning or neighborhood development project in Havenscourt needs to take into account the large number of families, particularly those headed by female-only households, in Havenscourt. The neighborhood boasts 3 elementary schools, one middle school, one middle/high school, and at least two charter schools.

Oakland Housing Authority has owned and managed Coliseum Gardens for decades, but in the 1990s, realized it needed a major overhaul. EBALDC entered into a partnership with Oakland Housing Authority and Related Management Companies to redevelop the site utilizing funds from HUD’s HOPE VI revitalization project in 2004. The site has undergone five phases of development, culminating in its completion in 2014, and being renamed Lion Creek Crossings. The complex now hosts 567 units of public housing, Section 8 housing, and tax credit housing to provide individuals at various incomes with a home. While most of the apartments are for families, the final phase of housing, 128 units, are senior housing.

Household Type in Havenscourt
The majority of Havenscourt households are families, of which over half are headed by a single parent.

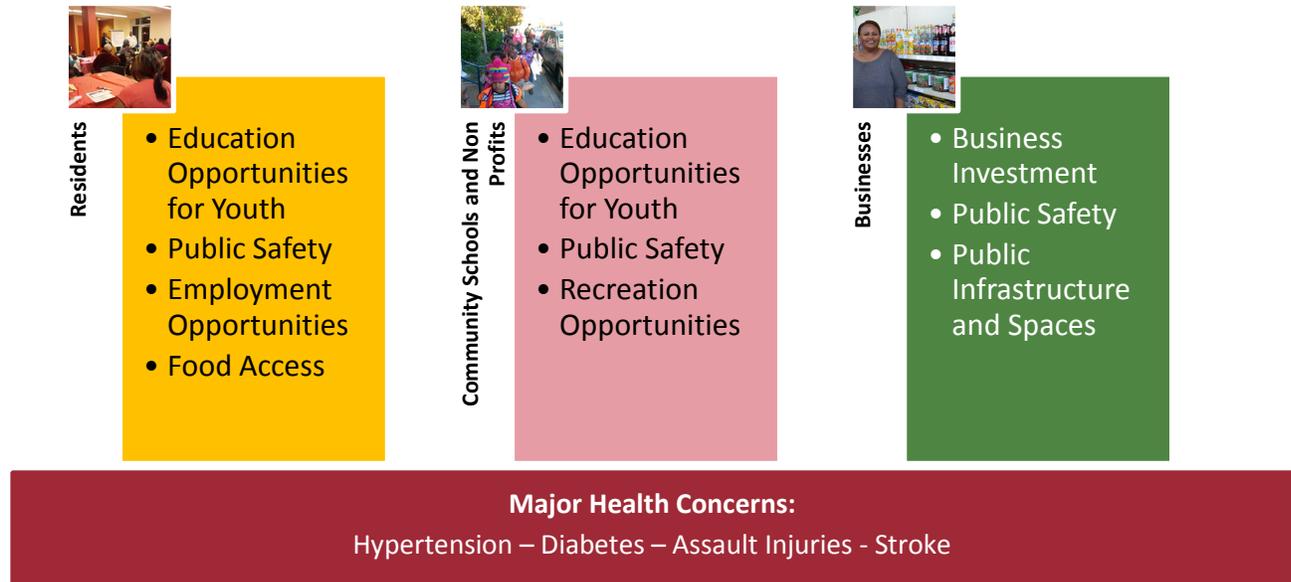


In the meantime, the Housing Authority also remodeled Lockwood Gardens and built Palo Vista Gardens, a senior housing site. With these assets and the numerous schools in the neighborhood, many non-profits have committed to support Havenscourt residents, including Safe Passages, La Clinica de la Raza (which runs a clinic at the school campus), East Oakland Youth Development Center, Alternatives in Action, and EBALDC.

Community Planning and Development

From the beginning, EBALDC has worked with our partners to ensure that the community that lived at and around Coliseum Gardens was part of the planning process, including planning for the 5.7 acre park, available services on-site, and structure of the complex. In line with our Healthy Neighborhoods

framework, we started looking at how we could impact the physical health of the residents who live not only at Lion Creek Crossings, but in the wider Havenscourt neighborhood. In 2013, we began to engage residents, businesses, and other community members to better assess all of the assets and stressors of the neighborhood. Some of the major priorities for these groups included:



We know that affecting change on such a broad level to impact such great issues will take time and deep partnerships. Utilizing what we’ve learned about Havenscourt and its’ greatest assets – its residents, businesses, and other stakeholders, we will implement a collective impact strategy to affect some of the long term health issues faced by residents. Our strategy, the Havenscourt Healthy Neighborhoods (HHN) Initiative, includes building on our existing programs to create silo-busting partnerships and coordinate collaboration between:

- City and county agencies, such as the Alameda County Public Health Department and City Planning Department;
- Our public and private school partners, including Roots International Academy, Futures Elementary School, and Alternatives in Action;
- Early child care centers, such as City of Oakland’s Head Start, and Supporting Future Growth;
- Health care providers, such as the Black Nurses Association and La Clinica de la Raza;
- Faith-based organizations, such as Allen Temple Baptist Church and Acts Full Gospel Church;
- Healthy food, workforce, economic development, and transportation groups; and
- Neighborhood residents and businesses.

In a quarterback role, we will lead and facilitate a 10-month research and planning process with these partners, utilizing a collective impact methodology to identify and address interrelated social determinants of poor health specific to Havenscourt. The process will culminate in residents and cross-sector organizations forming a formal partnership, adopting a shared set of neighborhood outcomes, and agreeing to a shared action plan of mutually reinforcing community development and health care strategies. The plan will define how each partner will contribute expertise, staff time, and funding to lift up work in areas identified.



As the partnership’s quarterback, we will move the collective work of the partnership forward while evaluating success based on level of resident engagement, partnership building, research, and resource development outcomes. We will build upon the lessons learned in West Oakland’s San Pablo Ave. Corridor area where we have formed a strong collective impact partnership and successfully developed a shared set of outcomes and an Action Plan. Our vision is to transform the image and realities of the Havenscourt neighborhood, so that individuals of various incomes and ethnic backgrounds can be born, grow, reach economic success, and age in place. Changing the narrative requires a major alignment of resources so that residents

will be able to take ownership of this neighborhood.