

OCAC People's Climate Resilience Campaign Plan

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1. Executive Summary

Climate change will increase wildfires, flooding, extreme heat events, food and water insecurity, and the price of necessities in Oakland. These impacts are exacerbated by income inequality, economic displacement, and diseases linked to poverty and limited access to healthful food. Taking a strengths-based approach, the Oakland Climate Action Coalition (OCAC) will draw on existing community networks to organize a “People’s Climate Resilience Campaign.” The campaign will be grounded in community-based planning and organizing to increase social cohesion and strengthen capacity to implement comprehensive solutions that meet people’s needs, and build grassroots power to shape public resilience plans and policies.

The path to climate resilience in Oakland will be forged by stable communities that are culturally and economically interconnected, and organized. To that end, we have identified four strategic policy priorities, reflecting active campaigns and initiatives that OCAC seeks to integrate via the People’s Climate Resilience Campaign:

1. Resilient Community-Based Economies
2. Food Justice, Water, and Land Use
3. Community-Controlled Renewable Energy
4. Preventing Displacement and Militarization of Our Communities

OCAC will educate and organize within Oakland to encourage City staff to support and implement community-driven climate solutions.

Comprised of 27 climate justice organizations, OCAC is well positioned to play a crucial convener role among Oakland’s leading climate resilience-related campaigns, integrating key initiatives for whole-system solutions supported by a comprehensive policy agenda, and amplifying community voice and leadership in City planning.

II. Introduction

A. History of the Oakland Climate Action Coalition (OCAC)

The OCAC is a cross-sector coalition building a thriving, ecologically-sound economy through equitable development consistent with Oakland’s Energy and Climate Action goals. Our membership consists of over 27 community-based, faith, labor, and environmental advocacy organizations working to realize climate justice, focusing on those communities in Oakland that stand to be hit first and worst by climate change. A list of OCAC member organizations is provided in Appendix A.

Formed in 2009, the OCAC is striving to lead Oakland’s response to climate change through sustainable, equitable, community-based economic development that strengthens community resilience. OCAC has provided research, policy expertise, strategic planning, and most importantly, advocacy, coordination, and organizing for the climate justice needs of Oakland communities. Appendix B contains a summary of OCAC’s mission, vision and principles of unity which drive our work.

The coalition championed this approach in partnering with the City of Oakland to develop Oakland’s Energy and Climate Action Plan (ECAP), which was adopted in December 2012. Based on a strong commitment to social equity, coalition members worked with city staff and Council members in an effort to shape the content of the ECAP. As a result, more than half of the language of the ECAP was contributed directly through OCAC efforts. However, despite the coalition’s advocacy efforts to fully integrate a community resilience framework into the ECAP (to address mitigation, adaptation, and social cohesion through an integrated economic development model), the priority actions listed in the final ECAP remained largely focused on measures to mitigate municipal greenhouse gas emissions.

Currently, the OCAC is building on our successful ECAP interventions to engage impacted communities in the development and implementation of a People’s Climate Resilience Campaign for Oakland. The City of Oakland’s Resilient Oakland Initiative, launched in March 2015 and supported with a 100 Resilient Cities Grant from the Rockefeller Foundation, seeks to engage local stakeholders and city staff in identifying Oakland’s resilience

challenges and developing a plan for Oakland to address these challenges. OCAC's People's Climate Resilience Campaign seeks to ensure that the Resilient Oakland Initiative is driven not by corporate interests, but by those communities that stand to be most impacted by climate change.

The OCAC is currently engaged in four advocacy efforts, which advance our climate justice perspective and contribute to building community resilience to local climate change impacts in Oakland. These efforts engage Oakland's communities in implementing climate justice policies and programs that strengthen the social and economic fabric of low-income communities of color—those most impacted by and vulnerable to local climate change impacts and best suited to lead the transition from an extractive fossil-fuel economy to a regenerative life-sustaining economy. To date, these efforts have focused on four areas of work conducted by the following issue-based committees: 1) Adaptation and Resilience, 2) Food Justice and Land Access, 3) Priority Conservation Areas (urban development zones), and 4) Energy.

B. Description of Current OCAC Committees and Campaigns

The campaigns of OCAC's four issue-based committees, described below, advance our overarching vision for building community resilience to climate change by developing safe, healthy and resilient communities. These committees have taken up issues of energy, food justice, urban greening, and strengthening neighborhood-based assets.

Energy Committee

OCAC's Energy Committee is focused on developing programs to reduce energy consumption and build local clean energy in Oakland. The Energy Committee is chaired by the Local Clean Energy Alliance (LCEA). Renewable energy resources abound in the East Bay. When harnessed, they can be a source of economic development and jobs for our communities, while reducing greenhouse gas emissions. We see the development of local energy resources (both demand reduction and new generation) as key to growing sustainable businesses, advancing social equity, and promoting community resilience.

The Energy Committee is organizing a major campaign, the *Clean Energy & Jobs Oakland* campaign, to establish, in conjunction with other East Bay cities, a Community Choice energy program that provides community benefits to residents and businesses of Oakland. The campaign is currently focusing on reaching out to community organizations and to City Council members to shape the goals and program design of a Community Choice program being initiated by Alameda County.

Community Choice Energy is a way to both reduce greenhouse gas emissions and address the impact of climate change by cutting energy consumption, switching to renewable energy sources, and building community-based renewable electricity generation. By developing local clean energy resources, Community Choice programs can spur local economic development in the community, provide good local clean energy jobs, offer competitive electric utility bills and price stability, reduce pollution, increase community resilience—especially to those most vulnerable to the impacts of climate change—and provide other benefits to the community.

For more information see <http://www.localcleanenergy.org/policy-platform/campaign2012>

Food Justice and Land Access Committee (Edible Parks Task Force)

Climate solutions in the food sector deliver a range of benefits from increasing community control over basic resources like food, land, and water to mitigating carbon emissions by intervening on industrial food systems. The Edible Parks Task Force emerged out of OCAC's Food Justice and Land Access Committee to facilitate an equitable, affordable, transparent, and streamlined process by which Oakland residents can access public parkland for growing and sharing food. Members include the Community Food and Justice Coalition, Kehilla Community Synagogue, Phat Beets Produce, Planting Justice, Victory Garden Foundation, International Rescue Committee, and local residents.

An Edible Parks Program will support Oakland residents in identifying and actualizing the type of food production and edible landscaping they deem appropriate for their respective communities to survive through impacts of climate change. The program also aims to create the space for residents to have a strong voice in shaping local policies and

systems that will support growing food in an urban setting and make it accessible for all who desire to do so. This strategy doesn't only improve urban neighborhoods by increasing access to healthy food, but it pulls communities together.

The EPTF has engaged with Oakland's Office of Parks and Recreation and the Public Works Agency, as well as city council members and staff. It is clear that increased advocacy efforts are needed to achieve victories on urban agriculture and edible parks policies.

Priority Conservation Areas (PCA) Committee

OCAC's Priority Conservation Areas Committee was formed in February 2015 in response to a request from the Association of Bay Area Governments (ABAG), a regional planning and governance agency in the San Francisco Bay Area, for an updated map of Priority Conservation Areas (PCAs) in Oakland. Because PCAs are eligible for millions of dollars of state and regional funding, the OCAC identified this as an opportunity to serve the City's most underserved communities and neighborhoods. The PCA committee is co-chaired by the Sustainable Economies Law Center (SELC) and Urban BioFilter.

Though there are four different PCA categories, the PCA committee has focused on one in particular: Urban greening. This category of PCAs will resource new and existing community-based resilience efforts, including tree plantings, and greater access to green spaces and healthy food. Having adopted OCAC's recommendation to use CalEnviroScreen environmental justice data and other key map layers, PCA projects will be located in the most sensitive and environmentally burdened areas of our city – mitigating the most harmful health impacts of industry, transportation corridors, and development.

The PCA committee has been leading a multi-stakeholder effort, including groups like the Oakland Food Policy Council, Urban ReLeaf, Causa Justa :: Just Cause, and Merritt College, to ensure that equity and gentrification issues are reflected in the PCA map and prioritization of grant applications. Our collaborative and equity-based approach can serve as a model for other local planning efforts, and we have been invited to speak about our experience at the upcoming American Planning Association conference in Oakland. Our approach consists of three main strategies, which are briefly summarized below:

1. *New PCA map layers:* The PCA committee recommended the inclusion of new map data that will expand PCAs to include CalEnviroScreen data, community-based, ground-truthed data, park need, food access data, and gentrification and displacement data – including affordable housing locations and community land trust parcels. We also advocated for the inclusion of eight Oakland creeks – from the hills to the Bay, and above ground or culverted – which will make creek improvement funds available to *all Oakland communities*, especially those in the underserved flatlands.
2. *Equity Checklist:* OCAC's Equity Checklist will be used as guidelines for the prioritization of grant applications. The guidelines prioritize projects that include workforce development and training; serve residents of affordable housing; employ anti-displacement protections; benefit residents of communities with CalEnviroScreen scores in the 75th percentile or higher; engage and/or educate people of color, people with disabilities, youth and elders, and transgender people; mitigate environmental hazards; improve quality of life; establish buffers from harmful or hazardous infrastructure; and create public spaces that promote health, happiness, and well-being.
3. *Community Advisory Committee:* The Community Advisory Committee will help promote robust community participation in the planning and implementation of urban greening projects. The Committee will vet PCA projects according to both community benefits outlined in the Equity Checklist and the potential for the project to effectively meet the specific challenges identified by the PCA map.

Resilience and Adaptation Committee

OCAC's Resilience and Adaptation Committee was formed in January 2010 to connect residents to the resources and information they need to build resilience to climate change in Oakland. Since then, It has used community-based research and popular education tools to engage and support residents in taking action to build community resilience while preparing and protecting themselves from local climate change impacts.ⁱⁱⁱ The West Oakland

Environmental Indicators Project (WOEIP) chairs the Resilience and Adaptation Committee. Other committee members include Bay Localize, New Voices Are Rising/Rose Foundation, and Sustainable Economies Law Center.

Enhancing neighborhood resilience to climate change requires that we first be able to document and quantify the factors that constitute neighborhood strength. The committee's work seeks to quantify the language of resilience and social cohesion through a neighborhood lens and then to identify those factors that represent the strongest threads of cultural fabric. It also seeks to engage community members in a process to identify public policies that will enhance the existing strengths and reduce identifiable vulnerabilities in communities across the neighborhoods. This work involves five elements:

- Researching and identifying social cohesion tools and measurement methods presently in use by government, community groups and academia
- Convening youth, families, seniors and other sub-communities to assess and adapt the known tool sets and methods to reflect local perspective and provide a community view of itself
- Performing social cohesion surveys in the community using the adapted tool set and methods and build a baseline resilience "snapshot." Subsequent use of the survey and snapshot will provide a measurement of change over time and inform the evolution of our public policy advocacy
- Engaging the general neighborhood population in exploring their cohesion data and selecting appropriate public policies that will enhance cultural and social resilience to immediate and long-term climate impacts
- Engaging community groups, youth, families, and seniors in advocating for these local policy priorities within city government and to include local priorities in the City of Oakland's Resilience Action Plan

C. OCAC's Strengths-based Community Resilience Framework

In 2011 and 2012, the OCAC and the Pacific Institute facilitated a coalition-based process to assess local climate change impacts, vulnerabilities, and adaptation options that could be put in place to address the impacts of climate change in Oakland. Through a series of coalition-wide gatherings, OCAC members informed the research process to create a baseline understanding of which places and populations stood to be most affected by extreme heat, coastal flooding, wildfire risk, poor air quality, and rising energy prices in Oakland. In the process, OCAC members also raised concerns about basing local adaptation planning efforts solely on projected climate change impacts and vulnerabilities as defined by available agency data sets, rather than on the self-identified assets and internal resources that sustain Oakland's different communities.

In 2014, OCAC developed a resilience strategy paper based on interviews with OCAC member organizations to articulate our framework for advancing strengths-based community resilience to climate change. This strengths-based framework is provided in Appendix C. Within this framework community resilience assets include the knowledge that residents have gained based on their lived experiences with navigating chronic stressors and acute threats to their well-being, the strength of relationships they have with their neighbors and local institutions, and the creative ways they leverage neighborhood resources such as available land, water and energy to meet community needs.

This framework stands in sharp contrast to the "shocks and stressors" or vulnerabilities--based framework to resilience held by establishment institutions like the Rockefellers.

Over the past several years, OCAC's issue-based committees have begun to develop and pilot innovative ways to identify and mobilize such assets (See Appendix D) to build community resilience to local climate change impacts in the areas of food and land access, energy, urban greening, affordable housing, and social cohesion. Our People's Climate Resilience Campaign engages impacted communities in further identifying and leveraging these assets to inform and advance community resilience priorities within community-based and city-led resilience planning and implementation efforts.

III. Outcomes of Kresge Planning Activities To Date

OCAC has carried out a number of planning activities over the past eight months to evaluate its current work and to engage coalition members in identifying key priorities, objectives and activities for its People's Climate Resilience Campaign. These included:

- *Convening a Resilience Project Planning Committee with representation from OCAC's four active issue-based committees as well as the Steering Committee:*

Staffed by OCAC's Resilience Project Director, the project planning committee has met twice a month since February 2015 to plan and carry out campaign planning activities. Project planning committee members include Bay Localize, Community Food and Justice Coalition, Facilitating Power, Local Clean Energy Alliance, Sustainable Economies Law Center, Planting Justice, and West Oakland Environmental Indicators Project.

- *Developing and conducting a survey of OCAC members to document their current community resilience work and inform the coalition's campaign planning efforts:*

Since April 2015, Project Planning Committee member Bay Localize coordinated the design and implementation of an OCAC member survey to inform the coalition's campaign planning efforts. With support from OCAC's Convener/Organizer, Bay Localize conducted follow-up outreach to OCAC members to expand the response rate to the survey (currently at 60% of coalition members). See results of the survey in Appendix E.

- *Organizing and facilitating a coalition-wide convening to refine campaign objectives and implementation activities:*

On June 18 2015, OCAC held an all-day member convening focused on coalition-wide resilience campaign planning with support from Facilitating Power. Over 25 people and 16 member organizations participated in the convening, which was based on the results of the OCAC member survey and further refined the coalition's vision and objectives for its People's Climate Resilience Campaign. Following the convening, OCAC committee chairs led planning efforts within their respective committees to define 3-year implementation activities to advance campaign priorities identified at the convening.

- *Organizing a series of community engagement workshops:*

With Kresge's support, OCAC had the opportunity not only to come together as a coalition to develop a shared vision for the development of a People's Climate Resilience Campaign in Oakland, but to workshop and refine the campaign as well through an initial community engagement effort, also supported by Facilitating Power. We collaborated with multiple grassroots organizations to carry out five workshops with five distinct Oakland constituencies: Low-income high school-age youth of color, West Oakland seniors, residents impacted by economic displacement in the San Pablo Corridor in northwest Oakland, residents impacted by food deserts in East Oakland, and local unionists who see climate change as an important issue for the labor movement. See Photos in Appendix J.

- *Engaging city staff coordinating the City of Oakland's Resilient Oakland Initiative and Resilience Action Plan development:*

Since January 2015, OCAC members have met with the Oakland's Chief Resilience Officer, Victoria Salinas, and her staff to discuss the development and implementation of the City's Resilient Oakland Initiative, which is slated to engage stakeholders and local agencies in the creation of a Resilience Action Plan for Oakland.

- *Performing literature review of research on Social Cohesion in Canada, United Nations, European Union, Australia and United States.¹*

The review provides critical insight into potential metrics for social cohesion. It also informs OCAC strategy by pointing to strong links between traditional approaches to urban redevelopment, gentrification, and the destruction of resilience in affected populations. The literature review can be found at <http://www.woeip.org/our-research/>.

A. Results of the Resilience Convening

At the OCAC's resilience campaign convening, held on June 18th, OCAC member organizations defined resilience as our capacity to thrive – not just survive – as a community, in the face of changing circumstances. Resilience is our ability to grow, learn, and heal from lived experience and change by controlling the resources we need to survive and building on our strengths as a community. Building resilience to climate change also depends on our ability to transition from a fossil fuel-dependent globalized economy to one based on community-based renewable energy sources that generates local jobs and meets local needs. We envision that, to create lasting community resilience, we must engage residents and institutions in the following ways:

1. Building Resource Safe, Healthy, and Resilient Communities

- Ensure that decisions about how to use public resources, such as local government funding and programmatic priorities, are driven by the visions, needs, strengths, assets, and leadership of vulnerable and impacted residents
- Develop a comprehensive community planning agenda that supports Oakland's low income communities and communities of color to survive and thrive through the impacts of climate change while transforming the regional economy to significantly mitigate climate change

2. Creating Resilient Economies

- Localize key sectors such as food and energy to reduce carbon emissions, increase community control, and benefit existing residents
- Invest in the entrepreneurial leadership of workers and residents
- Prioritize climate solutions that connect economy and ecology
- Finance climate resilience solutions through mechanism that generate community-based assets

3. Keeping Social and Cultural Fabric of Neighborhoods Intact

- Invest in development that includes resident protections and community benefits
- Involve residents in determining how land is best used to ensure that this reflects community priorities

4. Powering our Communities with Local Renewable Energy

- Generate the energy we need locally and sustainably while employing local residents, generating community-based assets, and investing in renewable energy sources instead of fossil fuels
- In the following section we outline how this vision evolved into a campaign plan for a People's Climate Resilience Plan in Oakland with a more refined set of policy and power building goals.

B. Results of the Community Engagement Workshops

Workshops (although unique in content and tailored to each audience) were designed with three overarching goals:

- Share OCAC's vision for a People's Resilience Campaign and solicit feedback from constituents;
- Learn from the community what policy agenda resonates with the lived experiences of our constituents; and
- Deepen collaboration and alignment with key allies in the movement for community-driven climate resilience.

The workshops engaged over 200 Oakland residents and Deepened collaborations with key allies in the movement for community-driven climate resilience in Oakland, including: The Economic Development without Displacement Coalition, the Oakland Food Policy Council, Emerald Cities Collaborative, and US Labor Against the War, among others.

OCAC leaders identified several high level take-aways based on information gathered from this community engagement work. The process helped to refine OCAC's special role in the movement for climate resilience in Oakland, helped inform OCAC's policy and power-building goals, and helped develop campaign and engagement strategy. The main take-aways are shown in the table in Appendix :F

C. Results of Engagement with Resilience Oakland Initiative

In March OCAC members participated in the planning of and as speakers in the City's launch event for the Resilient Oakland Initiative. OCAC members have also advocated for a collaborative Steering Committee structure for this Initiative that will share decision-making power, priority-setting, and planning resources with impacted communities. A more detailed description of OCAC's engagement with the City of Oakland's Resilient Oakland Initiative is provided in Appendix G.

As a result of this engagement, one OCAC Steering Committee member, Ms. Margaret Gordon (Co-Director of West Oakland Environmental Indicators Project) now sits at the Resilient Oakland Initiative community engagement table, however, OCAC leadership is clear that achieving significant influence over the Resilient Oakland Initiative will require a campaign that consolidates grassroots leadership and builds community capacity to advocate for climate solutions that meet real community needs.

IV. OCAC Roadmap for Advancing a People's Climate Resilience Campaign

OCAC leaders developed the following roadmap to activate community assets and build community capacity to achieve long-term climate resilience.

A. Grassroots Leadership for Community-Based Climate Resilience Planning & Power

The OCAC proposes a People's Climate Resilience Campaign that builds on key policy initiatives and emphasizes neighborhood-based climate resilience education, planning, and organizing to meet community needs.

The campaign will be carried out both parallel to and intersecting with the City's Resilient Oakland Initiative. It is important to note that the Rockefeller Foundation has significant influence over the City of Oakland's resilience initiative and is drawing predominantly on the expertise of outside consultants. The OCAC has a critical role to play in facilitating resilience planning that is driven by equitable community-led processes. This means investing in and integrating current climate resilience-related campaigns and initiatives led by grassroots groups as well as building the capacity of neighborhood-based institutions to engage Oakland residents to assess and plan for long-term climate resilience.

OCAC will engage an inside/outside strategy bolstered by strategic capacity building and power building goals (see Appendix H for a Table Overview) and their respective activities, as outlined below. This strategy builds on the approach used by the OCAC in intervening with the Oakland Energy and Climate Action Plan, and activates existing social infrastructure within frontline communities. Some of the desired outcomes of the campaign include:

- Oakland communities better understand the causes and impacts of climate change, and have increased their capacity to develop and implement asset-based solutions and effectively advocate for climate solutions that meet real community needs
- Integration and consolidation of dozens of grassroots groups and community-based institutions under a shared vision of community-driven climate resilience and preparation leaders to advocate and influence public policy
- At least one grassroots led People's Climate Resilience Policy Summit

- Multiple policy wins and climate resilience solutions (as outlined below) that increase viability of resilient economies and community-led climate solutions in Oakland
- OCAC through its People's Climate Resilience Campaign shapes the resilience planning of the Resilient Oakland Initiative.
- Producing at least three tools in collaboration with City staff to facilitate the implementation of climate solutions that meet community resiliency needs and reinforce social cohesion
- At least two impacted neighborhoods in Oakland develop climate resilience plans specific to their unique climate threats and resiliency assets
- A set of popular education tools to facilitate education, assessment, planning, and organizing efforts
- Increased community access to climate vulnerability and resilience assessment, mapping and research tools and increased community participation in public climate resilience planning processes
- Neighborhood specific planning and related trainings take place in relevant languages, are organized and hosted by key community-based organizations and institutions and meet special needs of residents

To achieve these outcomes, OCAC proposes the following set of goals and activities:

Goal a) Consolidate Oakland's issue-based resilience campaigns and initiatives into a comprehensive and integrated climate justice resilience agenda around which to organize community support and achieve policy goals

Activities

Year 1

→ Reorganize OCAC committees and coalition structure to better reflect the campaign goals, outcomes, and process needs

→ Increase leadership capacity by hiring one full time organizer and consolidating current coalition policy capacity around climate resilience priorities

→ Dedicate a team of OCAC leaders, drawing from each committee to conduct policy research, analysis, and policy agenda refinement, based on understanding of current policy, proposed policies within the Resilient Oakland Initiative, and analysis of what can be politically feasible given the coalition's power building efforts

→ Draft a concept paper that illuminates the current and impending climate impacts in the Bay Area, articulates the need for integrating multiple initiatives under a shared vision of climate resilience, and defines an intersectional campaign model, inviting collaboration among multiple partners

Year 1-3

→ Conduct on-going relationship and alliance building towards a well-functioning intersectional campaign for climate resilience

→ Explore the Zero Waste policy arena and how it might be integrated into the People's Climate Resilience Campaign and policy platform

→ Conduct a People's Climate Resilience Policy Summit in collaboration with regional partner, the Resilient Communities Initiative (RCI)

Resources/ Capacity

Policy survey conducted among OCAC members, RCI Partnership, OCAC full-time organizer, OCAC part-time Coordinating Director, OCAC Steering Committee

Goal b) Develop Neighborhood-Based Climate Resilience Plans

The development of neighborhood-based climate resilience plans has the potential to deliver multiple benefits to Oakland residents. It will serve to educate communities about the causes and impacts of climate change in the Bay Area, build the capacity of grassroots groups and community-based institutions to engage residents in assessment of climate vulnerability and resilience strategies, and to develop and implement climate solutions that meet real community needs.

OCAC members and ally groups increasingly center their work in specific impacted communities in East and West Oakland, and increasingly in partnership with schools, and faith institutions. Neighborhood-based planning is another opportunity to galvanize grassroots groups and residents around place-based climate resilience solutions that build on and generate community assets, while amplifying the social and cultural wealth of our city.

Activities

Year 1-3

- Convene community based organizations and institutions in two key neighborhoods, likely those near West Oakland BART and Coliseum BART to plan community-driven education, assessments and planning
- Draw on the tools, expertise and recent efforts of OCAC member organizations to compile and disseminate a set of popular education tools to educate Oakland residents (youth, families, business-owners, and community leaders) on the causes and consequences of climate change in the Bay Area, and to engage residents and community groups in assessment of climate vulnerability and resilience strategies
- Use these tools in an education and neighborhood-based organizing campaign to be carried out by OCAC's full-time organizer and core committees in collaboration with schools, community centers and faith-based institutions
- Partner with the Community Democracy Project to organize and implement neighborhood assemblies as a forum for resident engagement in articulating and prioritizing climate resilience solutions
- Build out the pilot of Bay Localize's Youth Leadership Institute and Map Your Future Project to build youth capacity to lead on key climate resilience assessments within key neighborhoods. Parallel this work with engagement and council of seniors for intergenerational approach to defining climate resilience and designing community-driven solutions
- At OCAC General Membership meetings coordinate efforts and share lessons learned from community engagement activities to inform policy and systems change strategies
- Evaluate strengths and resilience by developing effective metrics to measure and document social cohesion and the quality of the neighborhood "built environment" as indicators of resilience

Resources/Capacity

Bay Localize Community Resilience Toolkit and Map Your Future Toolkit; OCAC full-time organizer, OCAC part-time Coordinating Director collaboration with OCAC members, faith organizations, schools, and cultural centers in the flatland neighborhoods

Goal c) Increase community influence within the Resilient Oakland Initiative to ensure public plans reflect the needs, assets and interests of Oakland's most impacted communities

Note: The Port of Oakland is not specifically addressed for reasons explained in Appendix I.

Activities

Year 1

- Advocate for seats on the Resilient Oakland Initiative community engagement table that adequately represent grassroots climate resilience campaigns and initiatives
- Assess the Resilient Oakland Initiative's community engagement process and provide feedback, advocating as needed to ensure clear pathways for community voice and influence on Oakland's climate resilience plans and policies
- Conduct power mapping to assess stakeholder landscape and develop a shared strategy for effectively influencing key decision-makers, garnering support from key community institutions and balancing power dynamics between community and corporate interests when it comes to City planning in Oakland

Year 2

- Organize educational sessions for City officials and staff to learn from the results of residents' community assessments of climate vulnerability and resilience, and to hear resident recommendations on the Resilient Oakland Initiative

Year 2-3

- Work with community leaders and City officials to design the necessary tools to ensure implementation of the plan
- Engage grassroots groups in assessing implementation plans, solution proposals, place-based climate resilience projects using community-driven metrics

Year 1-3

- Participate in local efforts to develop financing mechanism for climate solutions that generates assets with low income communities

Resources/ Capacity:

OCAC Steering Committee, Ms. Margaret Gordon, Co-director of WOEIP, holds seat on the Resilient Oakland Initiative community engagement steering committee

Goal d) Develop a social cohesion assessment tool and use it to evaluate new public/private investment projects for enhancement or degradation of social cohesion

Activities

Year 1

- Define cohesion in collaboration with OCAC constituents via community engagement workshops and focus groups to ensure the definition reflects lived realities and social-cultural fabric
- Identify measurement methods accessible to OCAC constituents
- Collaborate with City of Oakland staff to design a social cohesion assessment tool to be used in resilience planning

Year 2 + 3

- Work to refine tool and advocate for its use across government, institutions and private development entities to evaluate community investment before projects are approved.

Resources/Capacity

WOEIP Report on Social Cohesion; Kresge tools; OCAC Coordinating Director

B. Policy Priorities: A Platform for a People's Climate Resilience Campaign

The following four policy arenas reflect active campaigns and initiatives being carried out by OCAC's members and ally organizations. These issue areas constitute an initial policy platform for community-driven climate resilience advocacy that OCAC will continue to build out and integrate in partnership with communities.

OCAC committees will collaborate with key allies to win the policy goals summarized below and in so doing strengthen the capacity to 1) engage communities in actively creating and implementing climate solutions, and 2) build power to win key policy changes. This effort supports the implementation and scaling of climate solutions towards an integrated comprehensive plan for long-term climate resilience.

1. Resilient Community-Based Economies

Resilient, community-based economics is a vital thread that runs through every facet of OCAC's work -- from food access to clean energy. The current extractive economy is largely responsible for the growing wealth gap in the US, and Oakland -- ranked 7th among US cities with the highest income inequality -- is no exception to that. In Oakland, households in the top 5% make nearly twelve times as much money as households in the bottom 20%. This is of particular concern because low-income individuals have a higher risk of facing food insecurity, vulnerability to extreme weather, and displacement.

Real estate development and the Port of Oakland are the major drivers of Oakland's economy. The Port embodies the globalized fossil-fuel based economic model that has led to climate vulnerability globally. Real estate developers promote gentrification that destroys the complex and fragile interconnections of community. The OCAC campaign builds our capacity as a coalition to cultivate a more just and resilient regional economy that will support a pathway to long-term resilience in the Bay Area.

OCAC's overarching goal is to create a more just and resilient local/regional economy -- one that cultivates sustainable livelihoods, community wealth and ownership, and democratic decision-making.

Goal 1a) Ensure Climate Resilience Plans and policies prioritize climate solutions that:

- Support the development of resilient, community-based economics
- Address economic equity issues, generating assets with Oakland's most vulnerable communities through business development and community ownership
- Support transition from an extractive fossil fuel based economy to a more equitable, localized and regenerative economy in the Bay Area

Activities

Year 1

→ Design the educational component of the campaign (both for residents and for decision-makers) to include explicit education on the connections between economy and ecology, and on resilient economic solutions such as worker-owned cooperatives, community land trusts, housing cooperatives, small scale and distributed renewable energy generation, food access enterprises, and other innovative strategies that establish equitable access to food, housing, water, energy, public funds and services, land, and sustainable livelihoods

Year 1-2

→ Identify and articulate the opportunities for building a more resilient economy within each of the climate solutions in the People's Climate Resilience Campaign. For example, Community Choice energy can provide Oakland and the East Bay with a mechanism for procuring renewable, union, and/or cooperatively-owned power -- creating a market for a new kind of energy; Local, regional and state policies can remove legal barriers to small-scale businesses within the growing urban agriculture sector, such as: mobile food vending (including trucks, carts, and bikes), and incubator kitchens that provide a commercial space for new food entrepreneurs, particularly youth, immigrants, people of color, and re-entry individuals

Goal 1b) Pass Oakland Ordinance in Support of Worker Cooperative Development

On September 8th, 2015, Oakland city Council approved the “Resolution Supporting the Development of Worker Cooperatives in Oakland” -- a landmark event and first step in Oakland's efforts to support the worker cooperative sector. This resolution, and a comprehensive ordinance in support of worker cooperatives are spearheaded by OCAC member organization, the Sustainable Economies Law Center (SELC), and supported by the Oakland Climate Action Coalition at large.

Substantial resources and support from allied organizations and residents will be required to pass the comprehensive ordinance. SELC is cultivating grassroots support for this initiative by starting the Business Ownership for a Better Oakland campaign, an effort that includes small businesses, immigrant communities, and essential allies including the Asian Pacific Environmental Network and Movement Generation.

This ordinance would level the playing field for worker-owned businesses in our city. Through four distinct approaches, including 1) preferential procurement of goods and services from worker cooperatives; 2) a revolving loan fund and city-backed loan guarantee for worker cooperatives; 3) provision of business development support tailored to the needs of worker cooperatives; and 4) the creation of a worker cooperative development fund that can incubate new cooperatives and support cooperative conversions of existing businesses.

Activities

Year 1

→ Organize SELC presentations for OCAC general membership regarding the Business Ownership for a Better Oakland campaign to collect feedback and strengthen OCAC member involvement in the campaign

Year 2 - 3

→ Support community-based institutions to identify trainings and tools for their constituents to develop Worker Cooperatives and related resilient economic opportunities

Resources/Capacity

SELC leadership, many evolving ‘new economy’ and ‘sustainable economy’ initiatives and resources in the East Bay

2. Food Justice, Water, and Land Use

Research on climate vulnerability in Oakland indicates impacted communities will be affected by drought and rising food costs, and climate vulnerabilities will be multiplied by preventable diseases disproportionately affecting low-income communities. The OCAC is committed to building and advocating for the social, political, and physical infrastructure needed to ensure food justice and water security among Oakland's most vulnerable populations.

We envision the transformation of the regional food system through local solutions that increase access to healthy foods, fruit trees and gardens, and foster greater community control over food production and creating economic opportunities within the food sector. There is a thriving food justice movement in Oakland that OCAC participates in, with policy goals that can be amplified by the People's Climate Resilience Campaign.

Inequitable access to affordable nutritious food and well-paying, dignified livelihoods within the food system are inter-related root causes of many preventable crises in Oakland, with lasting intergenerational impacts. For example, Oakland is experiencing an epidemic of preventable diet-related diseases, poverty-induced stress, and chronic unemployment that in many ways result from an unjust food economy that takes “food dollars” and economic ownership out of the local community and makes unprocessed whole foods and organic produce structurally inaccessible, unaffordable, and unattainable for those who need it most.

Managing land, water, plants and animals in a way that reduces greenhouse gas emissions and captures or holds carbon in vegetation and soil in Oakland, we can address the intersecting food, economic, and climate crises. Furthermore, increased community participation in local agricultural production would increase social cohesion and link Oakland residents to prepare and respond to emergency situations in the face of climate change.

Goal 2a) Pass an equal opportunity city-wide parkland access protocol and process in Oakland

The City Council, Public Works, and Oakland Parks and Recreation Department currently do not have an affordable and transparent process for community members and organizations to access public parks for the use of edible gardening. Yet, parks represent a critical community asset and strategic space for growing fruit trees and edible plants to support urban agriculture education and food security in low-income neighborhoods. They have a water source and can be publically managed for the benefit of residents.

A parkland access protocol and process would enable resident groups and community-based organizations to submit urban garden proposals for review by the Oakland Parks and Recreation Department, particularly in the 41 public parks already identified by OPR as “under-utilized”, in order to establish community gardens that expand the planting of fruit trees and other edible plants in municipal parks and greenways without changing the use of these parks for all residents.

Goal 2b) Pass a city-wide ordinance in Oakland authorizing access to private blighted land

The City Council currently does not put enough pressure on private landowners to keep their properties from blight or create any incentive for blighted land to be put into use. The cost of buying a home or land and rising rent prices make it prohibitive for many Oakland residents to access private land for agriculture or community gardening. Meanwhile, as identified in Nathan McClintock’s research *Cultivating the Commons: Scaling up Urban Agriculture in Oakland, California (2008 - 2011)*, there are over 840 acres of privately owned vacant land with productive potential. Combined with the unused publicly owned land, food production at these sites could potentially produce as much as 15 to 20 percent of all of Oakland’s fruit and vegetable needs, dramatically reducing the negative impacts industrial agriculture has on climate change.

A blighted land ordinance would enable property owners to enter into secure leases with urban farming groups in exchange for a reduction of blight fees.

Goal 2c) Ensure that city-wide urban agriculture zoning updates in Oakland promote urban agriculture

Current regulations require expensive conditional use permits, don’t allow for more entrepreneurial and innovative food growing activities, and limit where food growing can take place. Yet, urban agriculture can increase food security and improve food literacy, create green jobs and opportunities for local businesses, provide green space, reduce carbon emissions, encourage community and youth development/social cohesion, increase public safety, and beautify the city.

Agricultural zoning updates should maintain the ability of residents to grow food for personal consumption, have the ability to sell fresh produce city-wide, inhibit excessive permit fees to start community gardens, and establish clear, transparent processes for community groups and nonprofits to launch their own projects that meet everyone’s dietary needs/restrictions.

Goal 2d) Pass city-wide ordinances in Oakland to promote rainfall harvesting and greywater reuse

The City Council does not currently have the information or level of expertise to transition their agencies or incentivize businesses to transition their water-use practices to more sustainable methods of harvesting rainfall and re-using grey water.

An ordinance is needed to a) establish incentives for both public offices and private businesses to install sustainable infrastructure for water-harvesting and re-use that will dramatically increase local water supplies, such as rainwater catchment and grey water systems; b) regulate industries that overuse local water sources; and c) protect and improve Oakland’s local watershed including the bay, creeks, lakes, and groundwater.

Activities

Year 1-3

- Convene grassroots groups to organize around shared vision, core values, principles, practices, etc among active leaders of the food justice movement.
- Collaborate among this core leadership and key allies to conduct further educational outreach among community members through workshops, roundtables, and other collective gatherings of supporting organizations to create a broader community of interest.
- Develop a pilot project at Brookdale Park in East Oakland to establish and maintain “food forests” on highly visible but underutilized public lands, to build community capacity in revitalizing neglected parks, and increase access to free or affordable, fresh food as part of a comprehensive resilience planning effort in this neighborhood
- Work with community members and community based organizations to identify blighted and vacant parcels in their own neighborhoods that might be appropriate for food production. Map these “opportunity sites.” Work with City and County to identify property owners.
- Actively engage Land Trusts as a socially responsive vehicle for increasing land access for community controlled urban agriculture and buildings to serve as resiliency hubs and emergency preparedness center
- Meet with City Council members, County supervisors, and their staff to engage them in the goals of our Food Justice, Water, and Land Access policy arena
- Identify resources for training residents in the development of business opportunities within the growing urban agriculture and sustainable water infrastructure sectors as part of a larger food hub effort in East and West Oakland
- Join with water advocates to provide needed education to City officials

Resources/Capacity

Food Justice activists in Oakland; Oakland Food Policy Council; Neighborhood associations “Friends of the Parks”; Oakland Planning Dept; County Assessor’s Office; Environmental Justice Coalition for Water; and Movement Generation

3. Community-Controlled Renewable Energy

Community control of energy resources is fundamental to community resilience. All human activity (economic and otherwise) depends upon energy: agriculture, manufacturing, construction, commerce, communication, transportation, health, education, and creative arts. Democratizing energy resources (expanding community control) is therefore key to the OCAC’s approach to strengthening community resilience in Oakland and in the region.

The climate crisis serves to underscore the importance of communities having greater control of their energy resources in order to thrive and survive. The economic impacts of climate change require equitable, sustainable, decentralized, renewable energy to power local economic activity (thriving community). Similarly, the impacts of extreme weather require a decentralized, community-based energy system to avoid the failure of centralized energy systems under disaster conditions (community survival).

Community Choice energy, provided for by California state legislation AB 117 (2002), enables cities and other jurisdictions to choose where the electricity provided to their residents and businesses will come from. This means that local communities can decide to procure their electricity from renewable energy sources, either by purchasing renewable electricity on the market or, more importantly, by developing local renewable energy resources in the community. Under a Community Choice energy program, the incumbent utility company (PG&E) continues to deliver electricity and service customers.

Prioritizing the development of community-based renewable energy resources (including reduced consumption) is key to securing the following Community Choice energy program goals advocated by the OCAC:

- Provide competitively priced electricity to customers, at more stable and lower rates than Pacific Gas & Electric (PG&E).
- Prioritize the development of local renewable resources, including reduced energy consumption and renewable electrical generation, with goals of at least 18% reduction in electricity demand through conservation and energy efficiency, and at least 50% of renewable energy being locally generated, all within 10 years of the start of the program.^[3]
- Achieve Alameda County's Climate Action Plan Greenhouse Gas reduction goals and comparable goals of all participating jurisdictions, while also exceeding the California renewable portfolio standard (RPS) and the renewable portfolio of PG&E.
- Generate family-sustaining, high-quality, clean energy jobs through local renewable resource development that prioritizes union jobs, spurs local workforce development, overcomes barriers to employment in historically disadvantaged communities, and includes local small businesses, diverse business enterprises,^[4] and cooperative enterprises.
- Promote local and community ownership and control of renewable resources, promoting equitable economic development and increased resilience, especially in low income communities and communities of color, which are most impacted by climate change.
- Improve community health and safety by reducing pollution from fossil fuel power generation and by electrifying vehicle transportation.
- Include community stakeholders in the decision-making process of the Community Choice program and ensure inclusive representation.

Community Choice is seen as a vehicle for strengthening the community economically while transitioning to renewable energy. To achieve such goals will require mobilizing a strong stakeholder community in support of this effort, strengthening social cohesion in the process, as outlined here:

Goal 3a) Overriding Goal: Establish and implement a community-development-focused Community Choice energy program in the East Bay

→ Pressure for a community-development-focused Community Choice energy program depends on an informed and mobilized stakeholder community.

→ OCAC stakeholder organizing is to assure that prioritizing local renewable energy resource development is the basis for establishing the East Bay Community Choice energy program, and not an afterthought that takes place only after the wrong program design has been put in place.

Goal 3b) Ensure success of Alameda County's Community Choice Program be measured through achieving key outcomes or policy goals:

The key outcomes are the following:

1. Designing and shaping the program to meet community benefit goals;
2. Securing stakeholder representation in the governance structure of the program;
3. Ensuring that program priorities and benefits are equity based and meet the needs of working class people, low income communities, and communities of color.

Activities

Year 1

→ Organize the campaign core, convening around shared vision, core values, principles, practices, decision-making protocol, etc. among the active leaders of the of the Clean Energy & Jobs Oakland Campaign (CE&JO) and of the broader East Bay Clean Power Alliance, of which CE&JO is a member.

Identify and work through core issues of the campaign

Unify around clear strategy

→ Consolidate all parties, advocates and decision makers, around Community Choice program goals and ensure that any feasibility study addresses program goals

→ Collaborate among core leadership and key allies to conduct further educational outreach among labor unions and other key stakeholders through workshops, roundtables, and other collective gatherings of supporting organizations to create a broader community of interest.

→ Outreach to organizations to join or support the campaign through meetings, presentations and education to obtain their support, and on-going communications and capacity-building to effectively advocate for key community benefits

→ Meet with individual decision makers (for example City Council members and County supervisors), with County staff, and with members of a 40-person Steering Committee appointed to provide community oversight of the establishment of the Community Choice program. Note: a number of members of the campaign's leadership have been appointed to the County Steering Committee, providing an opportunity to work within that body to influence the direction of the Community Choice program.

Year 2-3

→ Mobilize communities to engage in the decision making of the governing board. This should assure full transparency and community participation, through a strong diverse community oversight mechanism

→ Work to assure representation of community organizations as part of the formal structure of the Community Choice program's governing body.

Resources/Capacity

The existing three-year OCAC campaign (Clean Energy & Jobs Oakland) that has won general support from Oakland City Council and lined up about 27 community-based organizations in support; We will need to direct resources to building community capacity to mobilize and effectively advocate for the goals of the campaign.

4. Preventing Displacement and Militarization of our Communities

Given the current crisis of economic displacement in Oakland and our understanding that economic displacement undermines community resilience, the OCAC will actively support anti-displacement campaigns and initiatives in Oakland and include policies and solutions that prevent economic displacement in the People's Climate Resilience Campaign.

As we have seen in Oakland, traditional economic development methods, specifically the attraction of outside private development capital incentivized by major public investment in neighborhood infrastructure, has the inevitable outcome of gentrification. This points to the importance of community-based resilience economies as providing a new economic development model that provides local, sustainable, family-supporting employment and stable communities.

OCAC will champion or support housing and land policies because of the close nexus between affordable, safe, and stable housing and the ability to build social cohesion, retain work, become civically-engaged, and advance up the socioeconomic ladder. OCAC will also advocate for measures that will prevent displacement exacerbated by the militarization of our communities through policing and of state and federal disaster response.

Goal 4a) Increase community stability through sustainable housing solutions for Oakland residents, such as:

- Support for or expansion of community land trusts (CLTs). CLTs provide the most politically-viable way to permanently preserve the affordability of land, commercial spaces, and housing for low to middle income residents.
- Tenant protections from economic displacement
- Transit-oriented development that creates jobs secured for low-income residents of color
- Diverse housing options, including shared housing arrangements such as cohousing, cooperative housing, and ecovillages.

Goal 4b) Prevent the militarization of climate disasters in Oakland through the following measures

- Disassociate Oakland's disaster prevention, protection, response and recovery from federally-funded militarized units such as Urban Shield and SWAT teams.
- When Oakland's law enforcement agencies respond to climate disasters, internal deployment standards should be adopted as a matter of local policy that require that:
 - Climate disaster-related deployments should be preceded by a written planning process approved by an oversight agency such as a civilian review board.
 - During a climate disaster-related deployment, officers should wear "recording systems"/"body cameras" with a post-deployment record that allows for the data to be easily compiled and analyzed.
- Initiate city-funded programs that train Oakland residents within neighborhoods on the prevention, protection, response, and recovery from climate disasters.

Activities

Year 1-3

- Throughout the People's Climate Resilience Campaign, OCAC members actively connect the dots between Climate resilience, social cohesion, and tenant protections
- Select OCAC members participate in the activities of the Economic Development without Displacement Coalition
- Develop plan for engaging BART on neighborhood issues as they develop plans for two transit-oriented development projects near BART stations.
- Build alliances with groups and leaders working to address current policies that result in militarization of our communities
- Include tenant protections as part of our comprehensive policy agenda for climate resilience
- Produce 1-3 pieces of media that clearly draw the connections between Climate Resilience and preventing displacement and militarization of our communities
- Conduct at least one educational session with City and County officials on the effectiveness of grassroots emergency response strategies vs. conventional command and control models demonstrated by FEMA and other large institutions

Resources/Capacity

Many Oakland organizations, including OCAC members, are mobilizing around anti-displacement and around demilitarization of our communities; ACLU 2014 report *War Comes Home: The Excessive Militarization of American Policing*, OCAC full-time organizer, Collaboration with the Resilient Communities Initiative (RCI)

V. Implementation and Budget

The OCAC Steering Committee will be responsible for the implementation of the People's Climate Resilience Campaign. It will leverage Kresge funding to hire key campaign staff, provide subgrants to member organizations and allies to execute specific parts of the campaign, and develop and mobilize the resources of the OCAC as a whole to make the campaign a success. Implementation will rely on the following resources, reflected as major budget items, below:

Full-Time Community Organizer: OCAC's on-the-ground presence plays a lead role in OCAC's neighborhood-based resilience planning efforts as well as in integrating the principal policy arenas. The organizer will engage community members and community-based organizations to inform and support campaign initiatives and ensure that the OCAC- identified policy arenas inform a broad resilience agenda that reflects the complex needs of low-income communities of color as it relates to climate impacts.

Half-Time Coordinating Director: The Coordinating Director is responsible for the execution of the OCAC campaign, coordinating the different areas of activity and directing the work of the Community Organizer. With additional funds anticipated from The San Francisco Foundation, this position could become a full-time position and include convening monthly Steering Committee meetings, quarterly general membership meetings, and other responsibilities now performed by the OCAC's current convener/coordinator position.

Policy Arena & Neighborhood Plan Subgrants (Range of 5-15K each): To provide additional organizing capacity, the OCAC will make subgrants to OCAC member organizations and allies in East and West Oakland to execute specific parts of OCAC's campaign including neighborhood organizing and asset-mapping.

Quarterly Membership & Neighborhood-specific Meetings: For strategy, planning, and evaluation or progress

Administration: 6.5% of our revenue is automatically allocated to pay for our fiscal sponsor

Budget for OCAC's People's Climate Resilience Campaign Plan 2016-2018		Other Project Funding Sources
	Cost/Year	
Personnel		
Full-Time Community Organizer	\$ 50,000	
Benefits for Community Organizer	\$ 10,000	
Half-Time Coordinating Director	\$ 32,500	\$ 23,375
Benefits for Coordinating Director	\$ 6,500	\$ 4,675
	\$ 99,000	\$ 28,050
Additional Program Organizing Capacity		
Policy Arena & Neighborhood-specific organizing Subgrants	\$ 65,000	
Program-Related Expenses		
Artwork, Printing, Copying	\$ 2,000	
Quarterly Membership Meetings	\$ 3,000	
Quarterly Neighborhood-Specifics Meetings	\$ 3,000	
Climate Resilience People Powered Policy Summit	\$ 5,000	
	\$ 13,000	
Consultants		
Year 1: Re-organization consultant; Years 2-3 Evaluation	\$ 5,000	
Administration		
Administrative Director	\$ 5,000	
Fiscal Sponsor Fee	\$ 13,000	\$ 1,950
	\$ 18,000	
Peer-Learning Activities		
Participation for 4 partners in Kresge Grantee Convening	\$ 5,200	
Travel for 1 partner site visit for 2 partners	\$ 2,600	
Hosting 1 site visit for partners	\$ 2,150	
Travel for 3 relevant non-Kresge sponsored events for 2 partners	\$ 7,800	
4-6 hours of staff/partner time per month for learning activities	\$ 2,250	
	\$ 20,000	
TOTAL	\$ 220,000	\$ 30,000

VI. Adaptive Capacities, Monitoring, and Evaluation

This campaign aims to deepen community understanding of climate change impacts, to invest in and integrate current climate resilience-related initiatives led by grassroots organizations, to build the capacity of neighborhood-based institutions to engage Oakland residents to plan for long-term climate resilience, and, in so doing, to empower and strengthen Oakland's low-income communities and communities of color to address the disproportionate impacts climate change will have on those communities.

Outcomes

The outcomes expected to be realized as a result of the People's Climate Resilience Campaign are detailed in the OCAC Roadmap section (Section IV) of this campaign proposal. The most fundamental of these outcomes are the following:

- Oakland communities better understand the causes and impacts of climate change, and have increased their capacity to develop and implement asset-based solutions and effectively advocate for climate solutions that meet real community needs
- Integration and consolidation of dozens of grassroots groups and community-based institutions under a shared vision of community-driven climate resilience and preparing leaders to advocate and influence public policy
- At least two neighborhoods in Oakland develop climate resilience plans specific to their unique climate threats and resiliency assets
- OCAC through its People's Climate Resilience Campaign shapes the resilience planning of the Resilient Oakland Initiative.

Participatory Metrics and Evaluation

The OCAC Steering Committee oversees the direction and effectiveness of the Coalition's work and will evaluate detailed campaign plans, timelines, progress, and unanticipated issues on a monthly basis. It will also hire a Campaign Coordinating Director to assist in the planning, coordination, and evaluation of the work.

In addition, the OCAC will utilize participatory metrics and evaluation for all campaign activities. This approach includes the following practices:

→ During initial convenings of partners, initiate a participatory evaluation process, beginning with identifying critical outcomes, indicators and metrics for the policy and power-building aspects of the campaign

→ Provide community partners leading neighborhood-based planning processes with tools and training to define outcomes, indicators, and participatory metrics for evaluating increased climate resilience

→ Collect participant evaluation forms at each community workshop to assess the extent of their learning relative to their prior knowledge about climate change impacts and actions.

→ Convene OCAC member organizations and community partners on a regular basis to evaluate the impact of the Campaign and strategize next steps based on assessments. Reflection and strategy refinements, as the Campaign unfolds, will address new developments, political alignments, economic conditions, regional or statewide actions, and unanticipated barriers and challenges.

→ Use informal process evaluation tools for project planning and implementation among partner organizations, such as "plus/delta" debriefs at the end of multi-stakeholder collaborative meetings to improve the process of collaboration among project partners.

Hence, the notion is to draw on OCAC organizations and allies to continuously reflect on Campaign implementation efforts. This is a core principle and practice of the campaign to uphold shared values, principles and practices, and alignment across multiple partners and allies. The OCAC web site will be used to provide progress information and reports on the Campaign

VII. Appendices

Appendix A:

List of Oakland Climate Action Coalition Member Organizations

- Asian Pacific Environmental Network
- Bay Localize
- Bike East Bay
- Community Food and Justice Coalition
- Causa Justa :: Just Cause
- Communities for a Better Environment
- Environmental Justice Coalition for Water
- First Unitarian Church of Oakland
- HOPE Collaborative
- InNative
- International Longshore and Warehouse Union Local 6
- Kehilla Community Synagogue
- Local Clean Energy Alliance
- Phat Beets Produce
- Planting Justice
- PUEBLO
- Roots of Change
- Rose Foundation – New Voices are Rising
- Starr King School for the Ministry
- Sustainable Economies Law Center
- Unitarian Universalist Legislative Ministry California
- Urban Biofilter
- Urban Habitat
- Urban ReLeaf
- Victory Garden Foundation
- West Oakland Environmental Indicators Project
- 350 SF Bay Area

Supporting Members

- Bend the Arc
- DIG Cooperative
- Environmental Defense Fund
- Greenbelt Alliance
- Forward Together
- Movement Generation
- Walk Oakland Bike Oakland
- Mandela Marketplace
- The Workforce Collaborative
- TransForm

Appendix B: Oakland Climate Action Coalition Vision, Mission, and Principles of Unity

2020 Vision

Oakland is the most just and sustainable city in the country, led by low-income communities of color. Residents have improved access to healthy, locally grown food, safe affordable housing, clean air, safe water, local renewable energy, and affordable, reliable, frequent and accessible transit. Low-income communities are more resilient and prepared for disaster in the face of climate change. Oakland residents have gained a sense of community empowerment and self-determination such that they can provide for their own vital needs. Oakland has a localized green economy that provides green job and ownership opportunities to local residents that restore the environment. Oakland invests in building the health, wealth and resilience of communities most impacted by climate change. These actions have reduced Oakland's greenhouse gas emissions to 36% below 2005 levels, and put the City on track to 85% reductions by 2050.

Mission

The Oakland Climate Action Coalition is a cross-sector coalition building a thriving green economy through equitable development and implementation of Oakland's Energy and Climate Action goals.

Principles of Unity

- Climate Justice and Equity – Effective climate action is rooted in social justice and equity.
- Green Jobs and Livelihoods – Effective climate action creates local green job and ownership opportunities, especially for those most vulnerable to poverty and pollution. Oakland's Energy and Climate Action Plan helps businesses and industries improve the environment and restore our communities.
- Healthy Communities – Effective climate action creates locally resilient sustainable foods systems and provides access to healthy foods, walkable neighborhoods, clean air and pure water.
- Democracy – Effective climate action depends on shared leadership and decision-making authority of impacted communities.
- Climate Adaptation – Effective climate action helps vulnerable communities prepare for disaster, adapt to the effects of climate change, and build community resilience.
- Rights of Future Generations – Effective climate action respects life in all its diversity, recognizes that all beings are interdependent, and that all life has value. We act together to protect our communities and environment for present and future generations.
- Precautionary Principle – Effective climate action is grounded in the 'precautionary principle' that a project, policy, or decision should not be pursued if it could have an adverse impact on human or environmental health.
- Polluters Pay – Effective climate action requires that entities responsible for pollution pay to clean up and compensate communities for past and current impacts.
- Community Knowledge – Effective climate action values the every-day experience and knowledge of community members as much as scientific, legal, and policy expertise.

Appendix C: Excerpts from OCAC's Resilience Strategy Paper, December 2014:

Where We Are Now: Facing the Impacts of Climate Change

Changes in our urban environment (physical, social, and economic) and access to resources that we rely on in our everyday lives will present new challenges for current and future generations of Oaklanders.

The widespread burning of fossil fuels to produce energy releases greenhouse gases that have caused rising atmospheric temperatures, destabilized the world's climate, increased the acidification of the oceans, and produced rising sea levels. These changes will increasingly affect food supplies, the number of weather induced natural disasters, migration patterns, war and social unrest, and other factors. All of these will impact the availability and price of basic necessities, political and economic stability, and other key aspects of community life.

In addition there will be more direct impacts of climate change on Oakland.

In Oakland alone, the average number of high heat days is projected to rise from 7.6 days to 18.6 days by 2100, with the warmest temperatures projected for East Oakland. By the end of this century, the average summertime temperatures in Oakland may feel more like Los Angeles. This may sound pleasant but, unlike Los Angeles, many housing units in Oakland are not equipped with air conditioning to help residents stay cool in hot summer weather. Extreme heat will especially pose a risk to the health of the elderly, children, those with pre-existing medical conditions, and those living in the higher stories of multifamily buildings.²

As temperatures rise, the amount of water stored as glaciers, sea ice, and permafrost will be reduced. Over time this melting icepack will lead to rising sea levels, which will encroach on coastal communities and contribute to flooding.³ In Oakland, approximately 5200 residents live in areas at increased risk of coastal flooding with a 1.4 meter rise in sea levels. Areas at increased risk of coastal flooding in Oakland are concentrated in sections of West and East Oakland close to the San Francisco Bay.⁴

Precipitation and weather patterns will change. Storms may become more frequent or more intense in some areas.⁵ This will contribute to increased risk of flooding in these areas, particularly in places like West Oakland with older wastewater and storm water infrastructure that may be ill equipped to handle heavy rains.⁶ The elderly, those without access to a vehicle, those with physical disabilities, and those living in housing units below street level are especially vulnerable to increased risk of flooding.

In some areas, significantly less snow and rain over time will contribute to drought, spurring water, food, and electricity shortages. Drought or dry conditions will contribute to increased wildfire risk. In Oakland, this increased wildfire risk is largely concentrated in the Oakland hills in close proximity to regional parks and other areas with heavy vegetation. Wind currents can carry smoke and soot from wildfires in the Oakland hills to other parts of Oakland, further compromising the health of residents in Oakland flatland communities that are already burdened with poor air quality.⁷

The localized impacts of climate change in Oakland include higher prices of food water, electricity and other necessities. We will also experience more frequent or intense storms, coastal flooding, extreme heat, poor air quality, and wildfire risk.

These localized impacts will disproportionately affect renters, low-income people, people of color, limited English speakers, those with pre-existing medical conditions, children, the elderly, and other vulnerable populations. Fifty-six percent of Oakland's 407,000 residents reside in census tracts with high social vulnerability to local climate change impacts.⁸ Nearly one out of five (19%) households in Oakland have one or more people under the age of 18 and a quarter (26%) of all households have one or more people 65 years and over. Over half of the housing units in Oakland (60%) are renter occupied. Nearly one out of five Oakland (21%) residents live at or below the poverty level. In 2011, 11% of Oakland's general population reported a disability.⁹

Throughout our city's history, significant adversity combined with the promise of better life opportunities prompted many people to make their way to Oakland and to make Oakland their home. Today, one of our greatest strengths as

a city is our diversity. Three out of four (75%) Oakland residents are people of color (African-American, Latina/o, Asian/Pacific Islander, and/or Native American). In 2011 39% of Oakland residents age 5 or older spoke a language other than English at home.¹⁰ We will need to marshal our creativity and collective wisdom as diverse residents of Oakland to prepare for and weather the coming changes.

Where We Want to Go: Realizing Resilient Communities in Oakland

Thriving communities have the power to decide collectively how to use our own shared resources to meet our needs. These resources include the land we live on, the air we breathe, the water we drink, the food we eat, the energy we consume, and the social relationships we build with each other. We have the right to harness these resources to develop our community, provide services to our residents, and direct how public moneys are spent to strengthen our neighborhoods.

Empowerment starts by recognizing and asserting our right to participate in and make decisions that affect our everyday lives. We have a right to participate in planning, decision-making, and designing our own neighborhoods. We can work together to share skills and resources within our communities, to reclaim our labor to meet our own needs and regenerate the resources we need to survive and thrive. By taking collective action, we can realize our own vision for the future for our communities.

By creating more power and control over meeting our needs, we can work together to transform our systems of water, food, energy, property ownership, health care, housing, transportation and education so that they work for us. This includes challenging systems of interpersonal and institutionalized racism, classism, sexism, and inequality that consolidate power and privilege in the hands of one social group while disadvantaging other groups. We can start by recognizing, valuing, and including the diverse lived experiences and knowledge of everyone in our community as we develop better systems and solutions to meet our needs.

The resilience of our communities depends on transitioning from a fossil fuel economy to one fueled by renewable energy sources. We create a new sharing economy by putting our values into practice, where everyone in the community benefits as we build on our strengths and resources to better provide for ourselves. We can create jobs and economic opportunities while creating more sustainable ways to generate the renewable energy and ecologically-sound infrastructure that we need in our communities. We can source more of our basic necessities locally, such as food, water, and energy, so that we are less dependent on outside institutions and long-distance, diesel-powered transportation of goods. We can also better design communities and invest in our local transportation infrastructure to make it easier to walk, bike, or take public transit instead of relying on individual vehicles to get around.

To build this kind of resilient economy, we must invest in cultivating the leadership of people directly impacted by the systems that we want to change. We can do so by creating and strengthening a structure for working together that is by and for those who have been historically excluded from decision-making and leadership positions. This includes lifting up the leadership of low-income people, people of color, indigenous people, immigrants, women, youth, elders, queer people, and differently-abled people.

Lastly, we can educate government agencies and elected officials about the changes needed to make our communities stronger and more resilient. We can seek opportunities to collaborate with agency staff and decision-makers to advance policy and programs that support community priorities. We can also exercise political power at the polls by educating voters to elect our own leaders into office and make our government institutions accountable to our communities.

Appendix D: Description of OCAC's Asset Mapping Approach

OCAC's approach to asset mapping to identify resources and relationships that can be leveraged to build community resilience is being adapted by Bay Localize from an existing asset mapping methodology that was first piloted in 2014 called Map Your Future. Using this approach, both OCAC members and the eighteen youth that are participating in the OCAC's 2015 Summer Climate Justice Youth Leadership Academy will engage in neighborhood resilience asset mapping to document the strengths, challenges, and strategic opportunities for building resilience.

OCAC's asset mapping methodology includes supporting the youth in developing research questions about resilience that are also aligned with the overall policy goals of the OCAC. OCAC members will also engage in a series of social movement landscape mapping as well as internal and external power mapping exercises to help identify current and potential allies, current and potential opponents, and their relative power and ability to advance different aspects of our resilience campaign.

One immediate and very practical use for the community resilience asset mapping is for engaging community members to identify key opportunity areas for applying to Priority Conservation Area urban greening grants. There are millions of dollars in state Greenhouse Gas Reduction Fund (GGRF) that could be applied to ecological restoration and sustainable economic development projects in Oakland's environmentally burdened flatlands neighborhoods. This ground-truthing will enable community groups to identify key opportunity areas for urban greening. Examples of project types include urban forests, urban farms / gardens, creek or stream restoration, wetlands restoration, pedestrian or bike paths, etc.

Appendix E:

Results of OCAC Member Survey

With just over a 60% percent response rate, OCAC's 2015 member survey gathered data about the community resilience work of member organizations in the following areas: Barriers, assets, issues/policies/program priorities, communities engaged/membership base, and areas of Oakland that members work in. While there is a wide range of responses for each area, this summary outlines the most common responses to the survey.

Barriers: The biggest barrier to member organizations' work is currently "political," accounting for 41% of the responses in this area. Marginalization, economy/economic displacement of people, and racism are also major barriers, accounting for 35% of the responses. Though at slightly lower, scarcity relevant to access to family-sustaining jobs and usable public spaces, wealth disparities, and lack of ownership and capital by underserved communities (land, business, jobs, water, energy, housing) were also barriers of concern.

Assets: The top asset to member organizations' work is currently "community organizing/engagement," accounting for 88% of the responses, which is also a known area of expertise for the OCAC. "Policy analysis/advocacy" accounted for 72% of responses in this area. "Youth work" and "technical expertise" are also key assets identified, representing 50% of the responses. These assets have been and can continue to be utilized within the organizing campaign/policy work of the OCAC to address existing barriers by creating opportunities for strength-based approaches to build community resilience.

Issues/Policies/Program Priorities: The top two program priorities as identified by OCAC member organizations are currently "alternatives to incarceration for Oakland youth" and "leadership development," accounting for 18% of the responses. These complement each other well given Oakland's lack of investment in quality education for young people as funding for the police department increases. Relevant to the urgency of these priorities, the survey also reveals concentrated efforts around revising the penal system, reducing police brutality, development without displacement, Edible Parks and resilient regional food systems.

Communities Engaged/Membership Base: "Youth," "flatlands residents," and "Black/African American communities" account for 76-78% of OCAC members organization's' core constituencies and membership base. Seniors, renters, Latino/Latina and Asian communities, though slightly lower in percentage, are also significant groups to recognize as key constituencies in the work of OCAC member organizations.

Areas of Oakland: While OCAC member organizations are carrying out their work throughout all areas in Oakland, West Oakland is currently where the most work is happening, accounting for 41% of the responses. East Oakland, though slightly less common as a survey response, is the other main area of Oakland where members' work is concentrated.

Appendix F: Main Take-Aways from Community Engagement Workshops

High Level Take-Aways:	Informing Campaign Strategy and Design:
Communities are not experiencing single issues. They experience climate vulnerability at the intersection of a number of interrelated causes and multipliers of climate impacts, such as economic inequality, displacement, food insecurity, energy costs, police brutality, and political disenfranchisement	<p>Develop a comprehensive set of climate resilience solutions that reflects the intersectionality of the issues contributing to climate vulnerability</p> <p>Seize this opportunity to unify key campaigns and initiatives within Oakland under a shared banner of human rights (equity, inclusion, and climate resilience)</p> <p>Restructure the OCAC and committees to best reflect the comprehensive campaign agenda, goals, outcomes, and process needs</p>
Knowledge and understanding of climate-related impacts both actual and potential, in Oakland, was notably limited among key constituencies	<p>Build out climate resilience education component into each aspect of the campaign</p> <p>Work to ensure more equitable access to information and research methodologies on the impacts of climate change among Oakland residents</p>
Economic issues were highest among constituent concerns and ran as a thread through all climate vulnerability assessments	<p>Develop 'Resilient Economies' as a key policy arena within comprehensive policy agenda</p> <p>Infuse economic justice solutions and economic viability considerations into each policy arena</p> <p>Focus community capacity building and educational efforts on the connections between ecology and economy</p>
Reflecting on the community engagement process, reinforced for the OCAC the power of leveraging partnerships, collaborations, and shared resources as a core campaign strategy and resilience practice	<p>Center power-building goals on alliance building and on harnessing the community power generated from key Climate Resilience-related campaigns</p> <p>Continue to expand and deepen the OCAC to reflect the most vital climate-related campaigns and initiatives</p>
OCAC's members, partners, allies, and collaborators are doing excellent work building campaigns around key Climate Resilience related issues, such as anti-displacement, food security, community-based energy, and resilient economies	<p>Clearly articulate OCAC's role as convenor and lead on a People's Resilience Campaign (with comprehensive Climate Resilience policy agenda)</p> <p>Harness community power building efforts to impact Oakland climate resilience plans and policies</p>
Residents want closer relationships with their neighbors, more inclusiveness, people working together, and community organizing for social/climate/economic justice.	<p>Develop neighborhood-based organizing tactics that strengthen Oakland existing social and cultural fabric</p> <p>Prioritize social cohesion as a core element of the campaign</p>

Appendix G: Summary of OCAC's Engagement with the Resilient Oakland Initiative

The OCAC intends to leverage our relationships with City of Oakland staff, Mayor Libby Schaaf's Office, and City Councilmembers to strategically engage them in the OCAC's "People's Climate Resilience Campaign" for Oakland. In the past, our partnership with the City has been instrumental in exerting our influence over local climate policies and programs. OCAC has strived to leverage the capacity and knowledge of City staff regarding how City departments function and public services are provided in order to advance priorities identified by community stakeholders through this engagement.

In 2013 OCAC members assisted the City of Oakland in writing a grant to the Rockefeller Foundation, which was ultimately awarded because Oakland was seen as a leader in "community-based climate resilience planning". In Fall 2013, OCAC members worked with staff in the City Administrator's Office to develop the job description for the City of Oakland's Chief Strategy and Resilience Officer (CSRO) and served on the hiring committee for this position, funded by a Rockefeller Foundation 100 Resilient Cities grant. OCAC members also spoke on a plenary panel at the Resilient and Sustainable Cities Symposium in April 2014 with former Mayor Jean Quan, participated in the former Mayor's roundtable on sustainability issues, and obtained a letter of support from the former Mayor's office for grant applications to resource the OCAC's programmatic work. In addition OCAC co-sponsored a series of Candidates' Briefings in summer and fall 2014 to build relationships with mayoral candidates running in this fall's election and to educate them about the OCAC's climate action and community resilience work.

Starting in September 2014 OCAC Steering Committee members met with the City of Oakland's new CSRO, Victoria Salinas, in an effort to develop a formal partnering agreement between OCAC and the City of Oakland. As part of these discussions OCAC members advised the CSRO and other city staff on how to integrate a robust community participation process and shared decision-making structure that included impacted communities in the design and implementation of the City of Oakland's Resilient Oakland Initiative. The goal of this initiative is to engage city staff, impacted communities, and other stakeholders in developing a Resilience Action Plan for Oakland.

OCAC members participated in the City's Launch Event for the Resilient Oakland Initiative in March 2015 as planners, speakers, and attendees. Since the launch event, OCAC members have met with CSRO Victoria Salinas and other city staff to advise the city's planned activities and decision-making process for engaging diverse stakeholders in developing a city-wide Resilience Action Plan for Oakland. OCAC members have also continued to advocate for resources to support the meaningful engagement of community stakeholders in the City's resilience planning process. As a result of OCAC's engagement in this process to date, the City has agreed to develop a Steering Committee structure for the Resilient Oakland Initiative which includes representation from community-based organizations including the OCAC.

During the implementation phase of the People's Climate Resilience Campaign, OCAC intends to leverage its participation on the Steering Committee of the Resilient Oakland Initiative to expand opportunities for meaningful engagement of impacted communities in shaping the City's priority actions for the Resilience Action Plan. This includes continuing to work with city staff to identify potential funding streams to resource the role of community stakeholders in this process. OCAC members expect to participate in the planning and implementation of activities for the Resilient Oakland Initiative, such as upcoming roundtable events and community forums to engage stakeholders in identifying priority actions for the city-wide resilience plan.

Appendix H:

Table Overview of People's Climate Resilience Campaign Goals

Grassroots Leadership for Community-Based Resilience Planning and Power

Policy Goals	Power Building Goals	Capacity Building Goals
<p>a) Consolidate Oakland's issue-based resilience campaigns and initiatives into a comprehensive and integrated climate justice resilience agenda around which to organize community support and achieve policy goals.</p> <p>b) Develop Neighborhood-Based Climate Resilience Plans</p> <p>c) Increase community influence within the Resilient Oakland Initiative to ensure public plans reflect the needs, assets and interests of Oakland's most impacted communities.</p> <p>d) Develop a social cohesion assessment tool and use it to evaluate new public/private investment projects for enhancement or degradation of social cohesion</p>	<p>Expand and strengthen OCAC to fully reflect Oakland's grassroots led climate resilience related campaigns and initiatives</p> <p>Unite grassroots groups and climate-related campaigns and initiatives within a People's Resilience Campaign and a comprehensive community- driven climate resilience policy agenda, harnessing the power and momentum of relevant movements in Oakland</p> <p>Secure seats on the Resilient Oakland Initiative community engagement table that adequately represent grassroots climate resilience campaigns and initiatives</p> <p>Develop and advocate for clear channels for resident voice to influence climate resilience planning</p>	<p>Ensure Oakland residents have equitable access to information about the causes and consequences (current and potential) of Climate Change in the Bay Area, as a context for resilience efforts</p> <p>Ensure equitable access among Oakland residents to climate vulnerability/resilience assessment tools to understand climate vulnerability and actively strengthen resilience indicators</p> <p>Build resident capacity to articulate and advocate for climate resilience solutions that meet real community needs</p> <p>Collaborate with city staff to develop metrics and tools that facilitate implementation of community driven climate resilience solutions.</p>

Policy Priorities: A Platform for a People's Climate Resilience Campaign

Policy Arena	Policy Goals	Power-Building Goals	Capacity Building Goals
<p>1. Community-Based Resilient Economies</p> <p><i>Issue-based effort that is a vital thread weaving through policy goals and campaign strategy</i></p>	<p>1a) Ensure Climate Resilience Plans and policies prioritize climate solutions that:</p> <ul style="list-style-type: none"> → Support the development of resilient, community-based economics → Address economic equity issues, generating assets with Oakland's most vulnerable communities through business development and community ownership → Support transition from an extractive fossil fuel based economy to a more equitable, localized and regenerative economy in the Bay Area <p>1b: Pass Oakland Ordinance in Support of Worker Cooperative Development</p>	<p>Continue to build alliances between economic justice groups, climate resilience related campaigns and initiatives, and labor</p> <p>Join forces with the Community Democracy Project's People's Budget Campaign in Oakland to raise awareness for resilient economy solutions</p> <p>Support divestment/ reinvestment campaigns in the Bay Area to help shift resources from fossil fuel industries to renewables and other climate solutions</p> <p>Support increased collaboration and alliance between New Economy groups and Climate Resilience groups</p>	<p>Expand access to education and training in sustainable economic principles and practices, including worker cooperative development and mutual aid societies</p> <p>Actively participate in efforts to develop financing mechanisms for community-driven climate solutions that generate resources and economic assets with Oakland's low-income communities and communities of color</p>
<p>2. Food Justice, Water, and Land Use</p> <p><i>Issue-based effort to ensure access to food and water before, during, and after climate-related crises</i></p>	<p>2a) Pass an equal opportunity city-wide parkland access protocol and process in Oakland</p> <p>2b) Pass a city-wide ordinance in Oakland authorizing access to private blighted land</p> <p>2c) Ensure that city-wide urban agriculture zoning updates in Oakland promote urban agriculture</p> <p>2d) Pass city-wide ordinances in Oakland to promote rainfall harvesting and greywater reuse</p>	<p>Uplift the voices and center the leadership of community members and organizations most directly impacted by the interrelated realities of poverty, food insecurity, and the threat of economic displacement</p> <p>Organize local food, water and land use advocates to participate in the People's Resilience Campaign and ensure equitable food security solutions are included and resourced in the Resilient Oakland Initiative</p> <p>Hold policymakers accountable to prioritizing the climate resilience needs of residents over corporate interests</p>	<p>Ensure impacted Oakland residents have the capacity to participate in decision making/working groups dedicated to food security</p> <p>Build the capacity of food justice and sustainable water use advocates to develop and implement resilience solutions that are economically viable and generate community assets</p> <p>Increase social, political and physical infrastructure to support food and water sustainability,</p>

<p>3. Community-Controlled Renewable Energy</p> <p><i>Issue-based effort to deliver multiple economic, environmental, political, and social benefits before, during, and after climate-related crises</i></p>	<p>3a) Overriding Goal: Establish and implement a community-development-focused Community Choice energy program in the East Bay</p> <p>3b) Ensure success of Alameda County's Community Choice Program be measured through achieving key outcomes or policy goals:</p> <ul style="list-style-type: none"> → Designing and shaping the program to meet community benefit goals; → Securing stakeholder representation in the governance structure of the program; → Ensuring that program priorities and benefits are equity based and meet the needs of working class people, low income communities, and communities of color. 	<p>Mobilize the stakeholder community needed to achieve a community choice program that meets the needs of Oakland's low-income residents of color by:</p> <ul style="list-style-type: none"> → Strengthening the leadership core of the 'Clean Energy & Jobs Oakland' campaign by developing the leadership of key allies → Implementing a robust organizational outreach effort that includes key sectors <p>For example, engage labor unions as key supporters of the People's Climate Resilience Campaign and allies in the movement for Community-Driven Climate Resilience and Community Choice energy</p> <ul style="list-style-type: none"> → Engaging the core leadership in developing a power analysis and related plan to effectively engage and influence public decision makers 	<p>Invest in the internal infrastructure and capacity of a core leadership, made up of diverse advocates, to effectively collaborate through:</p> <ul style="list-style-type: none"> → Collective decision-making → Authentic communication and relationship-building <p>Implement a thorough education component of the campaign to raise consciousness of major stakeholder organizations around the power of a Community Choice energy program to deliver multiple benefits to workers, businesses, unions, and communities regarding , climate resilience and economic justice</p> <p>Build the capacity of Oakland residents, entrepreneurs and community leaders to develop locally controlled renewable energy projects that generate jobs and build economic assets within low-income communities</p>
<p>4. Preventing Displacement and Militarization of our Communities</p> <p><i>Issues-based effort crucial to maintaining stable, resilient communities</i></p>	<p>4a) Increase community stability through sustainable housing solutions for Oakland residents</p> <ul style="list-style-type: none"> → Support for or expansion of community land trusts (CLTs). CLTs provide the most politically-viable way to permanently preserve the affordability of land, commercial spaces, and housing for low to middle income residents. → Tenant protections from economic displacement → Transit-oriented development that creates jobs secured for low-income residents of color → Diverse housing options, including shared housing arrangements such as cohousing, cooperative housing, and ecovillages. <p>4b) Prevent the militarization of climate disasters in Oakland</p>	<p>Amplify the campaigns and initiatives of OCAC members and allies to prevent economic displacement of low-income residents</p> <p>Build alliances with groups and leaders working to address current policies that result in militarization of our communities and institutional violence against low income residents of color</p> <p>Secure alliances with anti-displacement coalitions</p>	<p>Educate communities about the realities of Climate displacement and how it can be prevented in Oakland</p> <p>Ensure anti-displacement advocates are able to make the case for tenant protections as a critical element of Climate Resilience in Oakland</p> <p>Educate residents and community leaders on the diverse housing options that are ecologically and economically viable</p> <p>Build resident capacity to serve as first responders in climate (and other) disasters</p>

Appendix I: About the Port of Oakland

The OCAC's People's Climate Resilience Campaign does not include goals with respect to the Port of Oakland. The Port is by far the largest business establishment in Oakland, and while being a public agency, it is not subject to significant public oversight.

Rather, the Port is an independent department of the City of Oakland governed by the Oakland Board of Port Commissioners, which is vested with exclusive control and management of Port property and revenues by the Charter of the City of Oakland. The Port includes marine terminals; the Oakland International Airport, and commercial, industrial and recreational land under lease or available for lease or sale. Port operations are the largest single source of greenhouse gas emissions in Oakland, a major source of category pollutants, and a major driver of economic activity.

Even though Commissioners are nominated by the Mayor and confirmed by the City Council, these appointments do not constitute any meaningful oversight of Port operations. The independence of the Port was made clear by the OCAC's extensive efforts over a two-year period (2009-2011) to include the Port in Oakland's Energy and Climate Action Plan (ECAP). These efforts are reflected in the attached proposed Memorandum of Understanding between the Port and the City of Oakland. This proposal was rejected, as was any language within the ECAP itself to require the Port to create a plan to comply with Oakland's GHG reduction goals.

Given the past experience of the OCAC with respect to the Port, and given the lack of public oversight regarding Port operations, the OCAC opted not to address the climate impacts of this dominant commercial institution in the current People's Climate Resilience Campaign. Our ability to address the resilience issues posed by Port operations depends on the Oakland community achieving a level of influence and political power that the proposed OCAC campaign is meant to develop.

February 1, 2010

Proposal to include the Port of Oakland in Oakland's ECAP via an MOU between Port Commission, City Council, and Oakland Climate Action Coalition

Despite the important goals being called for in Oakland's Energy and Climate Action Plan (ECAP), the climate-related activities of the Port of Oakland have yet to be formally integrated with these goals. While comprehensive inventories are not yet available, Oakland's airport and seaport activities result in greenhouse gas emissions estimated to be significantly greater than those of the rest of the City. **Oakland cannot achieve its greenhouse gas reduction goals without the involvement of the Port in this effort.**

In response to directives of the state of California, the Port has undertaken a Maritime Air Quality Improvement Plan, including a Comprehensive Truck Management Plan (CTMP) and a shore power electrification program. The Port also has conducted diesel emissions inventories, an airport activity greenhouse gas emissions inventory for 2007, and inventories of onsite greenhouse gas emissions. It is also planning studies to inventory seaport activity.

While these efforts are all critically important, we believe they are insufficient to the task of reducing greenhouse gas emissions to the levels called for by the California Global Warming Solutions Act (AB 32), much less those targeted by Oakland City Council on July 7.

The Port of Oakland's commitment to reducing greenhouse gas emissions associated with tenant activities in the aviation and maritime divisions should be outlined in a Memorandum of Understanding (MOU) between the Port, the City, and the Oakland Climate Action Coalition (OCAC), which specifies Port greenhouse gas reduction targets and an integrated emissions reduction plan. (In October, the City-Port Liaison Committee agreed in principle on the need for such an MOU.)

In particular, the OCAC would like to see such an MOU establish:

1. A commitment by the Port to conduct up-to-date inventories of the Port's onsite, maritime, and aviation greenhouse gas emissions (including tenant emissions), as well as cumulative projections through 2020 and 2050. These inventories are meant to establish a baseline against which to compare future greenhouse gas emission levels, and are not prerequisites to immediate programs and actions.
2. A commitment by the Port to participate in the City of Oakland's Energy and Climate Action Plan. This means greenhouse gas emission reductions by the Port of Oakland commensurate with the City of Oakland's reduction targets (36% below 2005 level by 2020 and to 85% below 2005 levels by 2050).
3. A formal plan developed by the Port, in collaboration with stakeholders, to achieve the necessary greenhouse gas reductions within the City and at the Port, including the Port's maritime, aviation, and commercial real estate divisions. This would include working with all appropriate local, regional, state, and federal agencies to assess the full spectrum of program opportunities, legal levers of authority, and funding sources available.

Oakland's Energy and Climate Action Plan will provide an opportunity for all institutions, all communities, and all workers to contribute to a healthier, more economically sustainable, and more vibrant Oakland. The Port has a key role to play in this effort: reduction of its significant greenhouse gas emissions will have benefits in co-pollutant reductions, community health benefits, energy independence, and economic resilience.

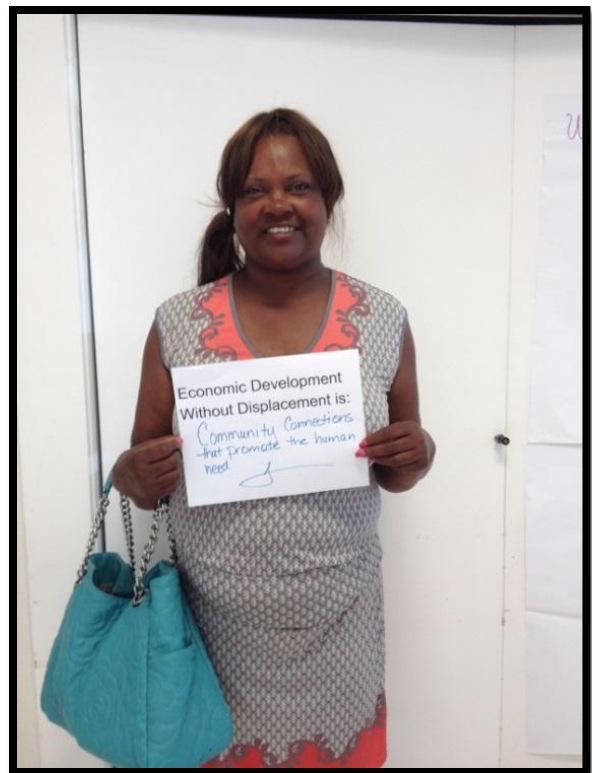
Drafted by the OCAC Special Subcommittee on the Port of Oakland

- Al Weinrub (Subcommittee Chair) and Kent Lewandowski, Sierra Club
- Emily Kirsch (Convener, OCAC), Ella Baker Center for Human Rights
- Margaret Gordon and Brian Beveridge, West Oakland Environmental Indicators Project
- Dave Room, Local Clean Energy Alliance
- James Fine, Environmental Defense Fund
- John Brauer, Workforce Collaborative

Appendix J: Workshop Photos



Clockwise from Left: Food Justice and Climate Resilience Workshop; Economic Development without Displacement Workshop; Youth Climate Resilience Workshop; Senior Climate Resilience Workshop



End Notes

¹ <http://www.woeip.org/wp-content/uploads/2010/12/Social-Cohesion-Report.pdf>

² Garzón et al 2012

³ U.S. Environmental Protection Agency (EPA), "Future Climate Change," <http://www.epa.gov/climatechange/science/future.html>

⁴ Garzón et al 2012.

⁵ U.S. Environmental Protection Agency (EPA), "Future Climate Change," <http://www.epa.gov/climatechange/science/future.html>

⁶ Bay Conservation and Development Commission (BCDC), Adapting to Rising Tides Project, "Vulnerability and Risk Profiles," <http://www.adaptingtorisingtides.org/project-reports>.

⁷ Garzón et al 2012.

⁸ Ibid

⁹ American Fact Finder, US Census, www.factfinder2.census.gov.

¹⁰ Ibid