



EXECUTIVE SUMMARY

Established at the height of the Civil Rights Movement, The Unity Council was a physical commitment by local leaders to advance a substantive—and not merely descriptive—representation of Latinos in political and policy decisions.

Today, The Unity Council (TUC) serves as a Social Equity Development Corporation devoted to improving the quality of life of Oakland's Fruitvale District—and like communities—through its innovative and neighborhood-focused economic equity and intergenerational pathway approach. As an anchor organization, TUC provides holistic support services to over 8,000 individuals and families annually.

Over time, TUC has invested over 100 million dollars in community assets, including major affordable housing and real estate such as the Fruitvale Transit Village—a nationally recognized transit-oriented development project.

Mission

Our mission is to promote social equity and improve quality of life by building vibrant communities where everyone can work, learn, and thrive.

Vision

We envision a joyful, united, and engaged community where people have the power to shape their lives.

Desired Impact and Outcomes | Theory of Change

The Unity Council's Theory of Change addresses the deeply rooted issues of inequitable financial investment and community development in low-income communities of color—particularly east Oakland's Fruitvale district and like communities. Children in these communities lack access to the tools and opportunities of their affluent counterparts.

Adults, navigating within a landscape of systemic oppression, struggle to achieve financial security and empowerment. Neighborhood infrastructure—the availability of affordable housing, small business supports, and economic vibrancy—often suffers because of profit-driven external actors that have no ties to the community.

The Unity Council’s desired impact for the Fruitvale and like communities

- Healthy and safe neighborhoods, where all residents have equitable access to the tools and opportunities for success
- Residents have the power to shape their lives and determine the future for their community
- Joyful, engaged, and thriving individuals, youth, and families
- A culturally thriving and diverse community, where differences are embraced and celebrated

In pursuit of this desired impact, we will strive to reach these outcomes over the next five years:

- Advance healthy, resilient neighborhood hubs where: 1) residents can afford to live in their neighborhood; 2) small businesses thrive; 3) culture is preserved and celebrated, and 4) holistic social services are available
- Deepen strong public and private partnerships with a focus on impact and long-term outcomes for the community
- Prepare children and their families for success in school, and give children and youth the supports they need to succeed in school
- Provide adults access to education and career pathways that allow them to achieve financial security
- Provide access to high quality affordable housing and information to support housing retention
- Support seniors so they remain connected, engaged and healthy

5-year Strategic Plan

There are two pillar approaches to our strategic plan that will position us to truly scale our impact and collectively take on the charge to building vibrant communities: 1) Neighborhood Hub and 2) Anchor organization approaches. Our unique approaches to serving our mission provide a platform that can support communities to work, learn, and thrive.

The Neighborhood Hub Approach focuses on promoting equitable opportunities for individuals and families in areas of education, housing, jobs and career pathways, small business development, and cultural identity. TUC looks to bridge generations, creating a continuous pathway of supports that a person may enter at any stage of life. Moreover, we recognize the need for equitable neighborhood and real estate development activities that will lead to improved quality of life outcomes.

Our Anchor Organization Approach is geared towards an investment in the effectiveness and future sustainability of TUC—strengthening our ability to fulfill our mission over time, and enhancing our ability to have a positive impact on lives and communities.

Our two approaches:

Neighborhood Hub Approach	Anchor Organization Approach
1. Intergenerational Pathways	3. Data-Informed Decision Making
2. Equitable Economic Development	4. Financial Sustainability
	5. Staff Leadership Development

Our five-year strategic plan outlines the specific goals under each of the five strategic directions identified above. Following the release of the strategic plan, we have committed to further testing of the business model and the development of an implementation plan that can be tracked and monitored by Executive Staff and Board of Directors.