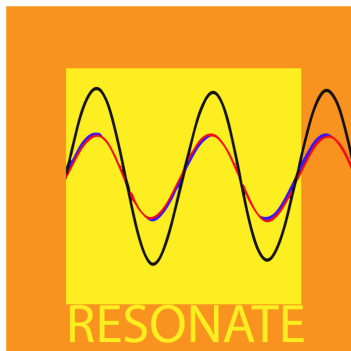


RESONATE Future Lab's

# Cultural Future Workshop proposal for Oakland

Amanda Bao, Marina Goulart and Sameera Yerramilli



# Cover Letter

Hello [Alameda, Berkeley, San Francisco and Palo Alto city officials]

We are strategic facilitators from RESONATE Future Lab. In partnership with Oakland Cultural Planning Committee and Mayor Libby Schaaf, we are excited to invite you to participate in our Cultural Future Workshop for Oakland.

Representing your city, you have been selected after an in-depth research process to identify similarities and also differences between some key Bay Area cities, how they interact and influence one another. A series of factors involved this selection of guests invited, including city size, government approach, and significant issues.

We have identified the key issues facing Oakland currently and historically and the changes already underway, and we are interested in exploring key strategies that drive positive impact for Oakland's future.

We are interested in collecting the perspectives of diverse stakeholders because like Oakland, we believe that true impact comes from diverse outlooks.

Please find workshop details below, and please respond if you will be able to join us.

Thank you,

RESONATE Future Lab



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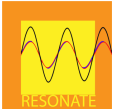
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## Overview

Oakland, currently with a population of over 420,000 (2016 census), is the third largest city in California and half the size of its next-door neighbor San Francisco. It's a city that has a strong sense of collective pride and identity, yet it is impressively diverse.

In one sense, Oakland's identity has formed as a foil alongside San Francisco's development trajectory throughout the course of its history. In 1850, Oakland's first wave of population growth was triggered by the California gold rush which drove up the price of land in SF. Throughout both World Wars, Oakland became known for its manufacturing and war-related industries, including metals and automobiles. After the WWII, the black population (at 12% then) steadily increased as racial tensions rose -- especially compounded with the mostly-white Oakland police department. During the 60's and 70's, Oakland became the birthplace of several counterculture movements, including the Black Panthers, Hells Angels, Chicano Movement, and funk music scene. In the 80's gang and drug-related crimes hit an all-time high, rap music flourished, and the black population peaked at 47%. At this point in Oakland's history, fringe and minority subcultures (most notably black culture) were fiercely celebrated.

This set the stage for the first wave of gentrification caused by the tech boom, massive changes in demographics and development just across the Bay. As gentrification in San Francisco saturated, people began to spill over into Oakland. San Francisco's "ugly stepsister" was poised to be the next "Brooklyn," a creative capital, and an oasis where culture and affordable housing still exist. Oakland, a fighting city, has since shown strong resistance to gentrification (e.g. anti-gentrification rallies, kill a hipster music



video). A sense that Oakland and its deep cultural roots are getting lost whitewashed is prevalent; however, gentrification has also made neighborhoods safer and provided more economic opportunities.

## Workshop goals and outcomes

The process is to tap into the well of knowledge from participants about Oakland's neighboring cities to re-imagine and explore different visions and futures of Oakland and in the process, challenge and dismantle Oakland's current narrative.

By looking at a long-standing problem with different perspectives, the goal of the workshop is to identify some leads on how Oakland can grow equitably and preserve the city's unique spirit and cultural identity, at the same time.

For the Oakland officials, this is an opportunity to apply other city's lenses and expertise to face the Oakland's core issues and challenges. We hope the City Council can come to some new ideas and call to actions.

For the officials from neighboring cities, it's an opportunity to start the bridge for dialogue and collaboration within the Bay Area, mainly because they can be facing the same challenges. It is also an opportunity for them to see their blind spots and use the workshop as a brainstorm for their own cities next strategic moves and decisions.

## The experience

It is challenging to create a unique experience putting together, in the same room, leaders, and thinkers from the major cities in the Bay Area. The city leaders are aware of their city's challenges, how one significant move might impact the whole region and also the potential in collaboration for shared issues. The workshop aims to bring this knowledge one step further - to create something unique from Oakland and also rethink ideas for their own cities.

This workshop is a beneficial situation for all the parties involved because it shines a light on possible blind spots the cities might have and create a possibility for higher collaboration between towns that are already deeply connected.

The group will meet at 9 am at Oakland's City Hall special conference room. They will first have breakfast, to get the participants settled in and started to get comfortable in this environment. A face chart with information about all participants was sent in advance, so they already have an idea about



who the people in the room are. They will find in their seats welcoming kits including the agenda, notebook, pen, name tags and post-its.

Then, the group will be welcomed by the facilitators and Oakland's city officials. The designated city official will make a speech providing clarity about the workshop goals and agenda, so the group can be focused and feel grounded in the purpose of the workshop. The opening keynote will set the tone and experience for the day.

The next activity is the Icebreaker where the group will be asked to introduce themselves and comment on the prompt: "Tell us briefly about your family's journey to America that ultimately resulted in where you are living today. What makes the city you live in your home?" They will have one minute to reflect on their answers, but it is expected spontaneity.

In sequence, the group will see a video prepared specially for the workshop. The footage will flesh out the emotional core of Oakland. The first few minutes of the video begins with candid interview vignettes from Oakland residents capturing sound bites from a diverse range of perspectives. These interviewees are answering the same question from the icebreaker as well as highlighting how some core changes and issues facing the city, like gentrification, have affected them personally. Next, the video will play ['Oakland, We Love You.'](#) The video will end with 3 keywords about Oakland: Diversity, Subcultures, Gentrification. By this point, is expected that participants can feel connected to the voices of Oakland. They will be emotionally invested in Oakland and its major issues, and understand what is at stake for the city.

After the video, and still with the three keywords highlighted, facilitators will reveal a fabricated and imagined poster (listed on the artifact section of this document) from Oakland's future.

The audience will have a minute to digest it, and then one facilitator will open the room up to give initial thoughts, first impressions and what is immediately arresting or compelling about the poster. They should feel provoked, curious and interested.

Facilitators will then explain and give context to the poster from a "Transformational" future scenario where a breakthrough in genetic engineering drives the popularity of pills that can alter your genetic make-up temporarily: *In line with the spirit and history of Oakland, the city becomes the birthplace of new countercultures and subcultures as they will be born and mutated out from others. The celebrated 'minority-majority' ethos of Oakland prevails. The youth of Oakland will be eagerly trying many of them on for size to see whether they could become a part of their personal identity, or just to 'taste' them, out of mere curiosity or to explore boundaries.*



The artifact from this future is intended to make workshop participants think about the future of subcultures at the intersection of diversity and technology. At this stage of the workshop, participants should feel engaged, and interest is piqued through vivid storytelling. The artifact also sets the stage for heightened imagination and creativity.

Now is the perfect timing for the first group exercise. The participants now have a deeper emotional relationship and engagement with the city. The room will be split into four groups. Each group (broken out by respective city + a facilitator, an official participant from Oakland's city hall) will arrive at three keywords that best embody their own city (e.g., Palo Alto). They will write these three keywords on the provided post-its. Then each city group will each use their three keywords to create a visual representation for an alternative future of Oakland. The idea is that they will draw upon their in-depth knowledge of their own city (e.g., Palo Alto) and marry it with what they now know of Oakland to imagine a genuinely unique future for Oakland.

The energy in the room will be very high at this point, and all will have a 15 minutes break to be fully prepared for the next activities. After the break, each group will explain their creations and thinking process (why and how Oakland arrived to this future). Their own imagined future will trigger the actual strategic conversation. They will be asked to examine and evaluate the ideas around the room to start the discussion and to shape a preferred future from all possible futures. They will possibly now start to have the "Aha moments.", while the facilitators will guide the journey by asking more questions and writing some keywords on the whiteboard.

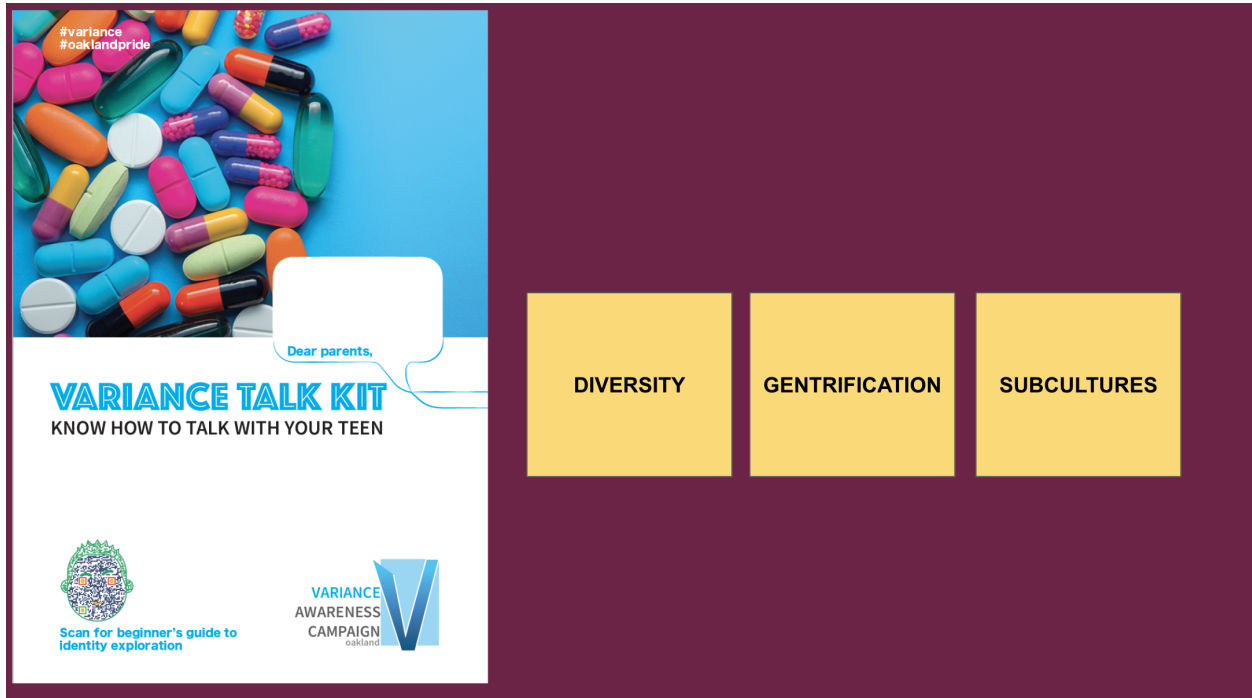
The group is entirely comfortable and is primed for the second group exercise. They will get back to their groups, now without the facilitator, to think the three key actionable priorities the city should focus on immediately and why. By the second exercise, they have a deeper understanding about the real Oakland, and they should be able to use their own city lenses to propose targets the City Hall should work toward.

Each group will share their thoughts with the room followed by a brief discussion around the room -- this time with more focus to the city's core issues (e.g. affordable housing), with more tangible proposals. This discussion will be followed by a session of Q&A's between all involved to arrive at the higher order priorities.

The city official who gave the welcome keynote will now make a parting statement with some highlights from the day. She will go through the whole process, learnings, and findings. This phase will be followed by feedback from the audience and final comments and thoughts. The spokesperson will then evaluate the proposals through Oakland's present perspective, what they are doing related to what was said and what they are not doing. The workshop will finish with a robust tangible speech talking about what the City Council is doing and possible ways they could innovate based on the ideas proposed.



# Artifacts



## Proposed participants

The participants involved will add their visions and unique perspectives to enrich this broader conversation. The cities were selected after an in-depth research process to identify similarities and also differences between some key Bay Area cities, how they interact and influence one another. A series of factors involved this selection of guests invited, including city size, government approach, and significant issues. The selected cities are: Alameda, Berkeley, San Francisco and Palo Alto.

The invitation will provide details about the workshop, what to expect and the profile of representatives who are encouraged to join. The first part of the invitation will leave open to each city the decision of who they are bringing. They will be asked to bring three members each of their strategic team. Resonate and the organization involved will then approve the list send from the four invited cities and make suggestions when necessary.





One facilitator will be responsible for recording the key moments of the workshop. A coverage short video and a document with the highlights will be sent to each city. They will be able to share this material with their city representatives.

Before the meeting, a starter kit will be sent to each participant, including relevant information and context about Oakland to put all participants at the same page so they can be able to contribute in an optimized and fully present way. The kit will also have more information about scenario planning techniques and examples.

## Aftermath

The organization expects that this will be the first of many strategic gatherings to make Bay Area cities dialogue and collaborate. The possibility of a next meeting aiming to discuss one other involved city's issue might be addressed.

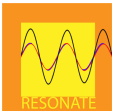
The participants will leave the room with their notes and key ideas written down. They will also receive an edited short material with the highlights of the activity, so they can share the thoughts with a larger group within each City Council.

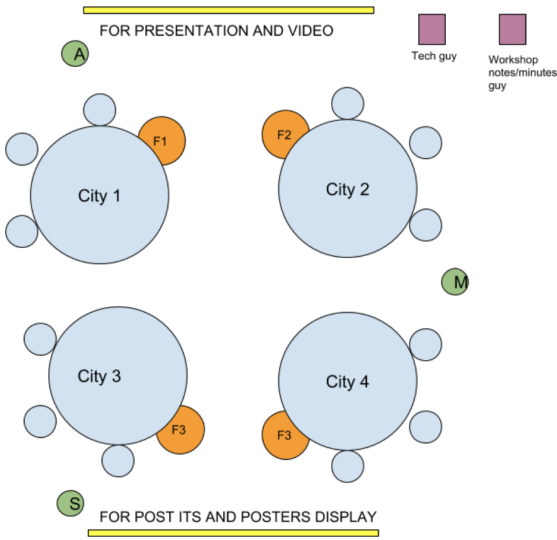
## Logistics

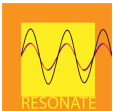
<b>Chart 1 : Logistics Request.</b>		
<i>The accommodation, airport travel and pickup and food coupons for the night before the workshop for all the guests are to be taken care as per standards by the Oakland City council. Team Resonate expert will assist the city council with necessary support in this regard.</i>		
<b>Item</b>	<b>Description</b>	<b>Ownership (provided by)</b>
Location	<ul style="list-style-type: none"> <li>• Preferably in an Institutional building that stands for or houses Oakland’s significance.</li> <li>• The venue needs to be in close proximity to the Hotel where the stakeholders would be accommodated the night before.</li> </ul>	Oakland city council



	<ul style="list-style-type: none"> <li>● Few suggested locations: OMCA, City Hall, etc.</li> <li>● The location should host an addition room/ outdoor space right next to the room with enough space and service core for buffet breakfast and lunch arrangements.</li> </ul>	
Room	<ul style="list-style-type: none"> <li>● An air-padded conference room which has roughly square layout of at least 240sft(15'X16') with sunlight ( controllable) and two blank light coloured walls.</li> <li>● The room should have access to Male and Female toilets and a lounge space.</li> <li>● The room needs an entrance patio with a check-in desk and individual locker space for mobile phone.</li> </ul>	Oakland city council
Seating Arrangement	<ul style="list-style-type: none"> <li>● A banquet arrangement with 6' tables with 4 seats on each as shown:</li> <li>● Additional #chairs required: 6</li> <li>● The participants need to have equal vision of</li> </ul>	<p>Oakland city council</p> <p><i>Seating arrangement could be monitored by Team Resonate</i></p>



	 <p>the two blank walls.</p> <ol style="list-style-type: none"> <li>1. One wall will be used as a background to project workshop content</li> <li>2. Other wall will be utilised for activity that involved posting temporary stick-on material.</li> </ol>	
<p>Technical equipment</p>	<ul style="list-style-type: none"> <li>• The room needs WiFi connectivity.</li> <li>• An Inbuilt projector system is ideal. (Team Resonate can arrange for one in case of non-availability at a prior notice).</li> <li>• Speakers, if built-in sound system not available at the venue.</li> <li>• A room clock.</li> </ul> <p><i>Note:</i></p> <ul style="list-style-type: none"> <li>• <i>Keynote speakers or facilitators are not given special equipment or microphones. The workshop is designed to be more interactive and less didactic.</i></li> <li>• <i>Additional equipment as desired for any special needs is provided as per request from the participants.</i></li> </ul>	<p>Oakland city council</p> <p><i>Team Resonate on prior notice.</i></p>
<p>Staffing</p>	<ul style="list-style-type: none"> <li>• One technical staff for necessary tech</li> </ul>	<p>Oakland city</p>



	<p>support during the vent.</p> <ul style="list-style-type: none"> <li>● One assistant to keep notes and record minutes of the workshop.</li> <li>● Wait staff, concierge support, and security for the event as per standards.</li> </ul>	<p>council</p> <p><i>Team Resonate can use interns if necessary at additional charge.</i></p>
Food and Beverages	<p>Continental Breakfast :</p> <ul style="list-style-type: none"> <li>● One/two juices (e.g., apple, orange)</li> <li>● Assorted baked breakfast bread (e.g., croissants, muffins, toasts)</li> <li>● Coffee, decaffeinated coffee and tea</li> <li>● Seasonal fruit.</li> <li>● Assorted cereals and dried fruits (usually an upgrade).</li> </ul> <p>Mineral water bottles, coffee/tea to be available throughout the workshop.</p> <p>Lunch : <i>Menu recommendation available on request.</i></p>	<p>Oakland city council</p> <p><i>Team Resonate would provide contacts of fine F&amp;B suppliers.</i></p>

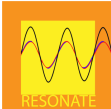
# Sample agenda



**a.) Location**

As recommended in the Chart 1.

**b.) Timeframe**



<b>Start Time</b>	<b>Time Frame</b>	<b>Description</b>
9:00 AM	15 minutes	Breakfast
9:15 AM	10 minutes	Welcome from facilitators and Oakland's City Officials
9:25 AM	15 minutes	Introductions around the room and Icebreaker
9:40 AM	15 minutes	Short Video to engage the audience
9:55 AM	10 minutes	Oakland's poster from the future
10:05 AM	10 minutes	Explanation about the scenario and poster
10:15 AM	20 minutes	Group exercise #1(teams of 4, with facilitators): creating a poster and scenario for Oakland
10:35 AM	15 minutes	Break
10:50 AM	20 minutes	Groups explain their posters, ideas and thinking processes
11:10 AM	30 minutes	Strategic conversation: Examination and evaluation with the whole group. Ending up shaping the preferred future from all possible futures
11:40 AM	15 minutes	Group exercise #2 (teams of 3, without facilitators), what are Oakland priorities for the future and why?
11:55 AM	15 minutes	Groups share the outcomes with the room and facilitators
12:10 PM	10 minutes	Q&A
12:20 PM	20 minutes	Conclusion and going through the whole process
12:40 PM	10 minutes	Feedback from the group
12:50 PM	10 minutes	City official final considerations and thank you!
13:00 PM	2 hours	Lunch with the group



**c.) breakdown of time/topic/activity at high level/who's involved**

<b>Start Time</b>	<b>Time Frame</b>	<b>Description</b>
9:00 AM	15 minutes	The group of facilitators will provide Breakfast and help the participants to settle in. The setting will be ready and perfect by the time they enter the room. "Minutes guy" facilitator will let A, M, and S when it's time to start.
9:15 AM	10 minutes	The designed city official will have the welcome statement ready and prepared. A printed version of the agenda will be position on a visible place for the whole group. The role of each facilitator will be explained for the group at this point.
9:25 AM	15 minutes	Facilitators will explain the icebreaker prompt and will start the activity as an example. "Minutes guy" facilitator will keep track of time.
9:40 AM	15 minutes	One facilitator ("Tech guy") will be responsible for the video and another one ("workshop notes/minutes guy") will be responsible for creating the environment, including setting the lights and sound.
9:55 AM	10 minutes	"Tech guy" facilitator will be responsible to have the poster ready and positioned in the correct location. Facilitator A, M or S will ask the question for the group. "Minutes guy" facilitator will keep track of time.
10:05 AM	10 minutes	Facilitator A, M or S will explain the scenario giving context for the activity and poster. "Minutes guy" facilitator will keep track of time.
10:15 AM	20 minutes	Group exercise #1: A, M or S will explain the prompt and the role of a City Official/facilitator in each group. A, M and S will walk around the room to answer specific questions each group might have and help them to shape their thoughts into Oakland's framework. "Minutes guy" and "Tech Guy" will also keep walking around the room to take notes and



		considerations. "Minutes guy" facilitator will keep track of time. The material necessary for the activity will be ready and positioned before they enter the room.
10:35 AM	15 minutes	Break. All 9 facilitators (4 from each group + 2 from the city + 3 from Resonate) will discuss some insights/angles and ideas they might bring into the conversation based on how the group behaved in the first part of the activity.
10:50 AM	20 minutes	A, M or S will ask the groups to present their ideas and help them to engage with the prompt one more time. The facilitators in each group will be asked to step aside for the presentation part. "Tech Guy" will record this whole part and "Minutes guy" facilitator will keep track of time.
11:10 AM	30 minutes	A, M, and S will lead the discussion asking questions, provoking the group and making connections and parallels between what has been said. The facilitators in each group will help to give insights. "Minutes guy" facilitator will keep track of time.
11:40 AM	15 minutes	Group exercise #2. A, M and S will explain the prompt and provide material (pen and paper) for the exercise. "Minutes guy" facilitator will keep track of time.
11:55 AM	15 minutes	A, M, and S will ask the class to share their thoughts with the class. "Tech Guy" will record this whole part and "Minutes guy" facilitator will keep track of time.
12:10 PM	10 minutes	9 facilitators will have a prepared Q&A and A, M and S will lead the session. "Tech Guy" will record this whole part and "Minutes guy" facilitator will keep track of time.
12:20 PM	20 minutes	A, M and S will wrap up the highlights of whole processes and exercises. One of the city officials will add their inputs in the end. Tech Guy" will record this whole part and "Minutes guy" facilitator will keep track of time.
12:40 PM	10 minutes	A, M and S will ask for feedback from the group and present two options: an open group discussion or feedback on paper
12:50 PM	10 minutes	Final official statement and consideration from the city



		official. S/he will have a draft ready and will include outputs based on what has been discussed. Some time for extra comments. Tech Guy" will record this whole part and "Minutes guy" facilitator will keep track of time.
13:00 PM	2 hours	The official will end up the speech with an invitation for a special lunch together

