



**EQUITY**

**IN**

**OAKLAND**

**The Downtown Specific Plan**

**Creative Solutions Lab: Housing & Economic Opportunity**

**February 7, 2018**

# EQUITY IN OAKLAND:

1. Economic vitality, providing high-quality jobs to our residents and producing new ideas, products, businesses, and economic activity so the city remains sustainable and competitive.
2. Prepared for the future with a skilled, ready workforce, and a healthy population.
3. Places of connection, where residents can access the essential ingredients to live healthy and productive lives in their own neighborhoods, reach opportunities throughout the city and region via transportation or technology, participate in political processes, and interact with the diversity of our residents.

# WINTER MEETINGS: CREATIVE SOLUTIONS LABS

**FEB**  
**05** **Arts & Culture**  
5:30 PM – 8:00 PM  
Oakstop

**FEB**  
**06** **Streets, Connectivity & Mobility**  
5:00 PM – 7:00 PM  
The Flight Deck

**FEB**  
**07** **Housing & Economic Opportunity**  
5:30 PM – 8:00 PM  
Oakstop

**FEB**  
**08** **Built Environment & Sustainability**  
5:30 PM – 8:00 PM  
Oakstop

# WINTER MEETINGS: NEIGHBORHOOD DESIGN SESSIONS

**FEB**  
**10** **Central Core**  
10:00 AM – 1:00 PM  
Oakstop

**FEB**  
**10** **Uptown & KONO**  
3:00 PM – 6:00 PM  
Oakstop

**FEB**  
**11** **Old Oakland**  
2:00 PM – 5:00 PM  
E14 Gallery

**FEB**  
**13** **Chinatown**  
5:30 PM – 8:00 PM  
OACC

# OVERVIEW

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- Introduction, Timeline & Meeting Objectives
- Desired Outcomes & Initial Strategies
- Tell Us Your Ideas (Breakout Sessions)
- Next Steps

# OVERVIEW

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# MEET THE TEAM

## City of Oakland

### Lead Agency

Planning & Building Department  
(Strategic Planning)

### Partner Departments

Economic & Workforce Development  
Housing & Community Development  
Public Works  
Race & Equity  
Transportation

## Consultant Team

### Specific Plan Lead

Dover, Kohl & Partners

### Economic Analysis

Strategic Economics

### Transportation

Fehr & Peers  
Toole Design Group

### Environmental Review

Urban Planning Partners  
Architecture + History LLC  
Panorama Environmental  
TOWN  
Urban Advantage  
William Self Associates

### Urban Design

Opticos Design

### Equity Team

I-SEED  
Asian Health Services  
Khepera Consulting  
Oakulture  
Popuphood  
Center for Social Inclusion  
Mesu Strategies  
PolicyLink

# PHASE I (2015-2016): CHARRETTE & PLAN ALTERNATIVES

Charrette: Hands-On Session



# PHASE I (2015-2016): MORE THAN 1,000 COMMENTS RECEIVED!

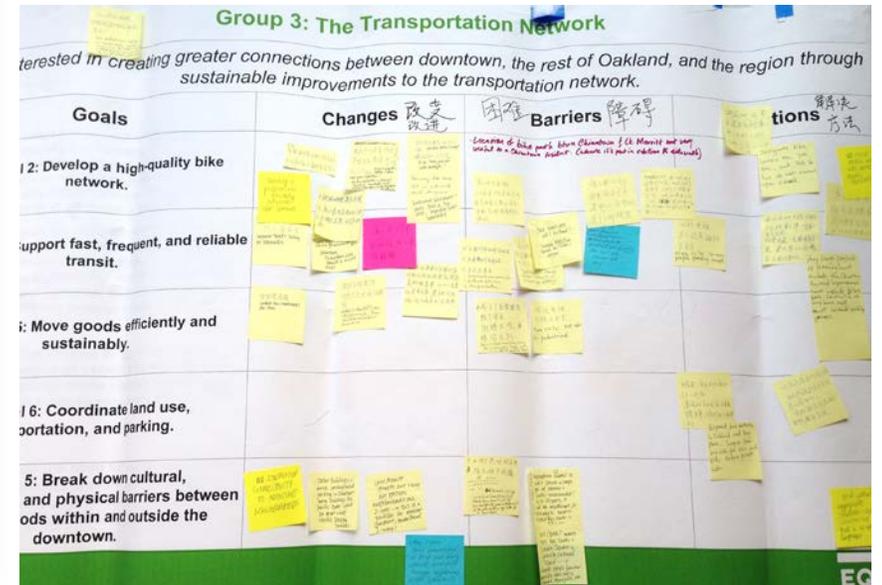
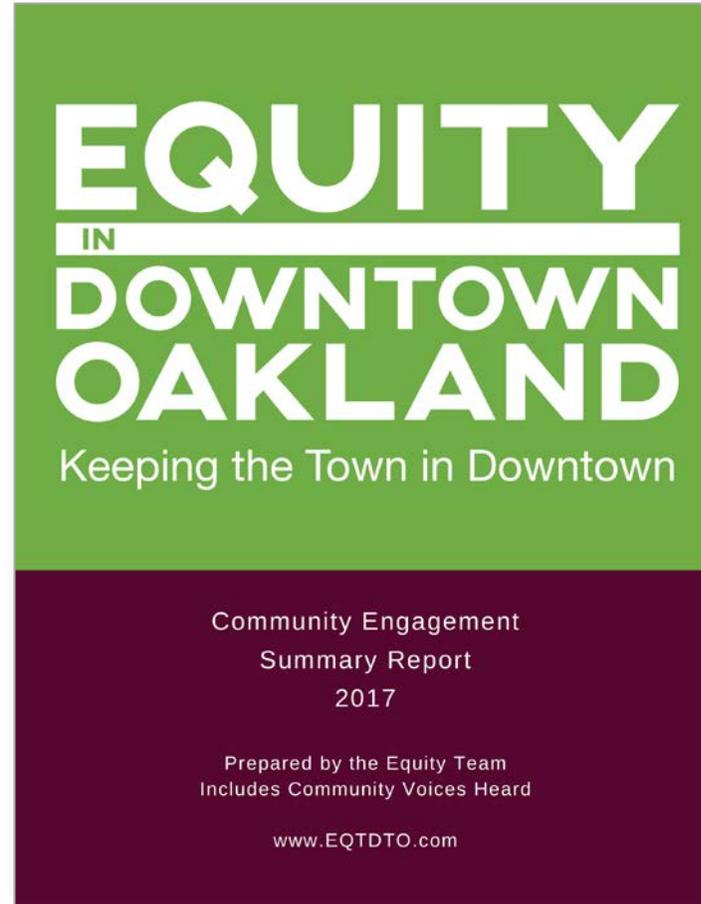
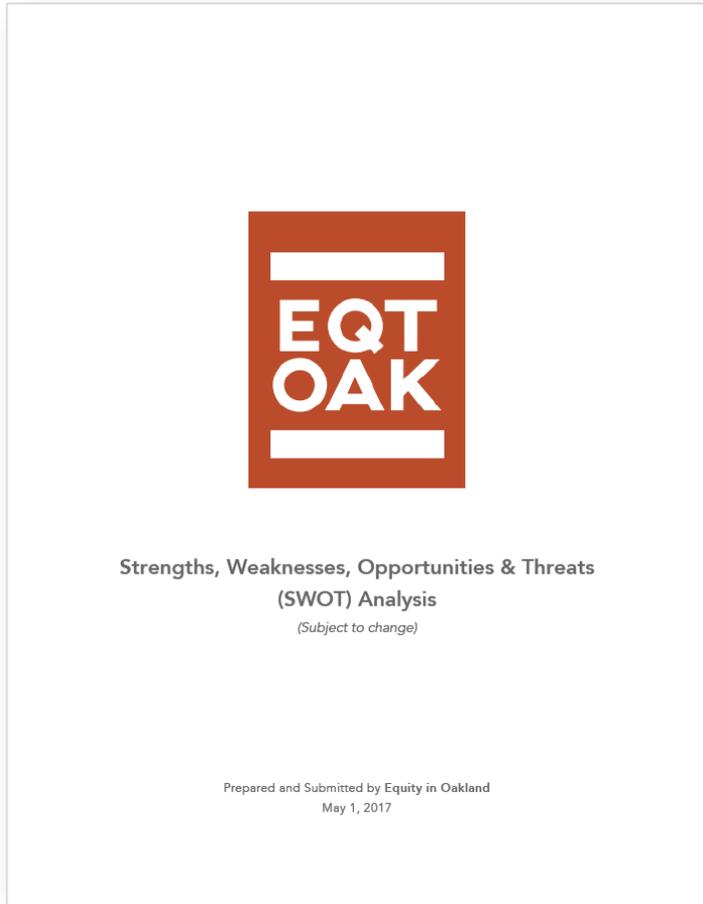


## Plan Downtown Plan Alternatives Report Comments

August 30, 2016

	Name	Affiliation	Source	Topic	Date	Comment
54	Maggie Wenger	BCDC	2016-04-05 Letter	Environmental Sustainability	4/5/16	The Plan should include an analysis of how an increase in sea level under multiple sea level rise scenarios could impact the proposed project. The map on page 2.23 in the Plan Alternatives Report uses Adapting to Rising Tides data layers but misidentifies predicted inundation levels. The Plan should map at least 12" of sea level rise by 2050 and at least 36" of sea level rise by 2100 to meet California's State Guidance <sup>1</sup> . For comparison, the City of San Francisco is using 66" of sea level rise by 2100 as a high--end estimate to understand potential inundation risk. Although climate adaptation is not a focus of this plan, it is critical to the long---term success of these strategies.
55	Maggie Wenger	BCDC	2016-04-05 Letter	Environmental Sustainability	4/5/16	The Specific Plan also overlaps with the ongoing Adapting to Rising Tides Program, a collaborative project led by BCDC investigating sea level rise and storm event flood risk in this area. Development in the plan area, especially in Jack London Square, could be vulnerable to future flooding, storm events, and sea level rise inundation if not located or designed to be resilient to current and future flood risks. For more information on the results of that project, or to participate, please contact me or visit <a href="http://www.adaptingtorisingtides.org">www.adaptingtorisingtides.org</a> .
56	Marshawn Lynch	Beast Mode Apparel-Old Oakland	Email	Economic Development	3/22/16	Increase density in order to increase economic activity throughout Old Oakland.
57	June Grant	Blink!Lab Architecture (CAG member)	email	Connectivity & Access	4/5/16	Add analysis of commercial traffic to the report (notes that 3rd St. is an existing primary truck route frequented by cyclists)
58	June Grant	Blink!Lab Architecture (CAG member)	email	Connectivity & Access	4/5/16	Need for trees; suggestions for an approach to trees in general in the Jack London District
59	June Grant	Blink!Lab Architecture (CAG member)	email	Connectivity & Access	4/5/16	See Map mark up (increase "treed blvds" on Broadway (to 14th St.) 7th St., 6th St., and 5th St. from West Oakland to channel; in Jack London also 4th St., 3rd St., 2nd St. and Webster St.); mark up also identifies diesel truck waiting areas
60	Anonymous community member at Work-in-progress presentation	Boards at the Open Studio and Work-in-progress presentation		Environmental Sustainability	11/12/15	Amplified music to 10:30PM in parks/plazas
61	Anonymous community member at Work-in-progress presentation	Boards from Work-in-progress Presentation		Connectivity & Access	11/12/15	Bike/pedestrian bridge to Alameda

# PHASE II (2017-2020): EXPANDED EQUITY WORK, DRAFT PLAN REVIEW & PROJECT COMPLETION



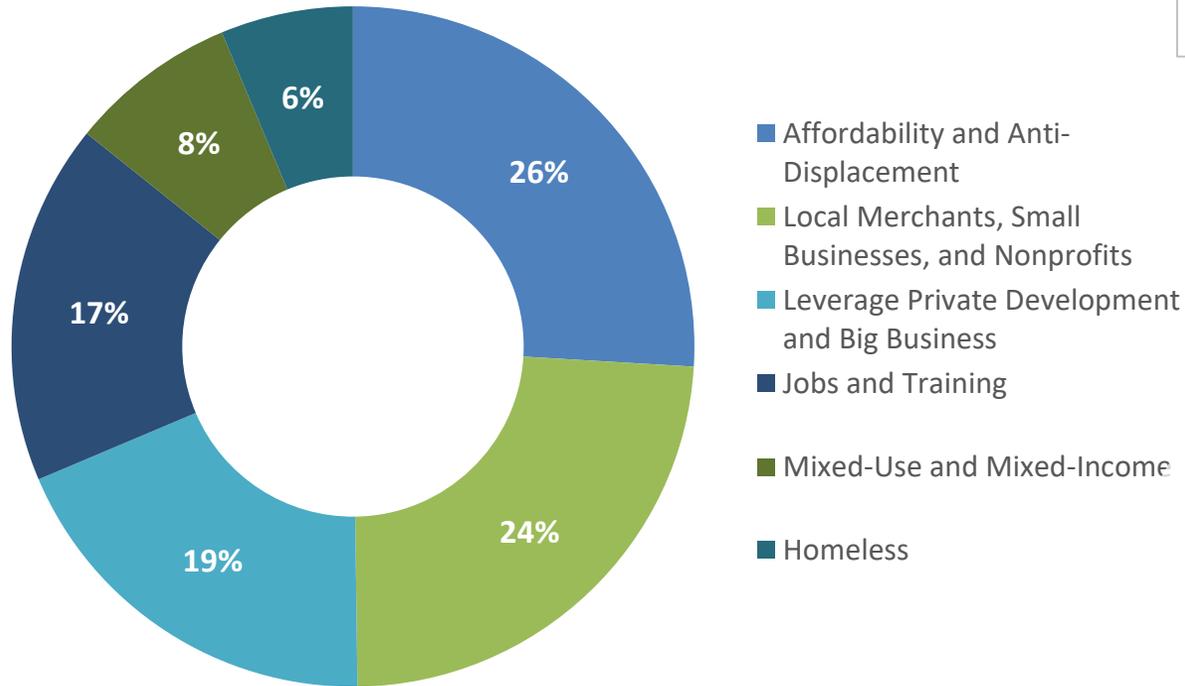
# CREATIVE SOLUTIONS LAB: OBJECTIVE

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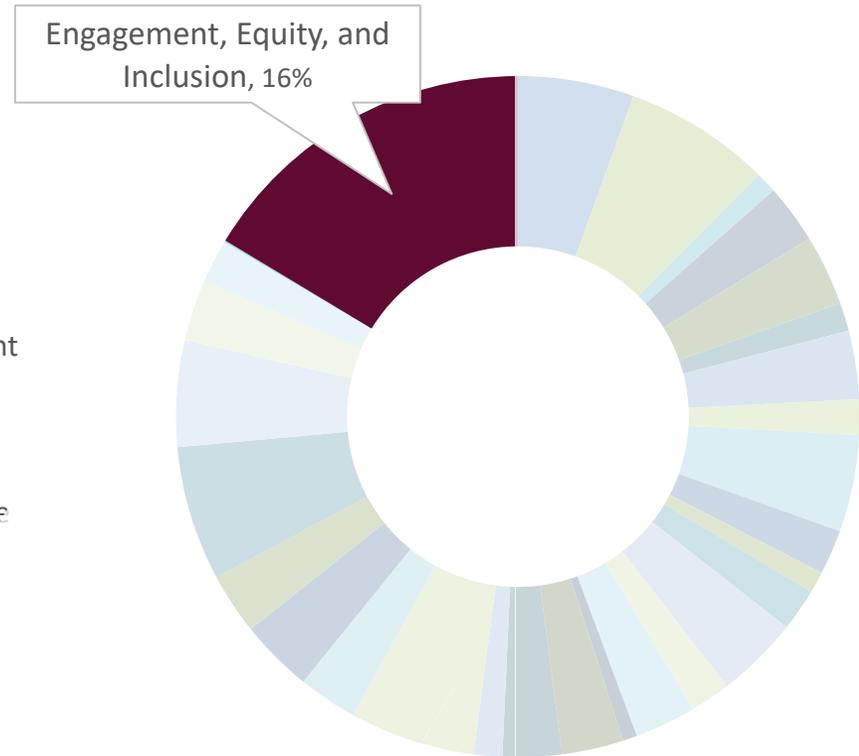
Ensure we are **prioritizing the right issues**, **learn** about draft ideas for the plan and ongoing city initiatives, and **workshop** new ways to address the primary concerns in Downtown.

# COMMUNITY PRIORITIES: EQUITY WORKING GROUP MEETINGS

Input from Participants on Economic Opportunity, Housing & Affordability



Overall Input from Participants by Sub-Topic



# OVERVIEW

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- Introductions, Timeline & Meeting Objectives
- **Desired Outcomes & Initial Strategies**
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# ADDRESSING HOUSING & ECONOMICS OPP. IN THE PLAN: STEP-BY-STEP

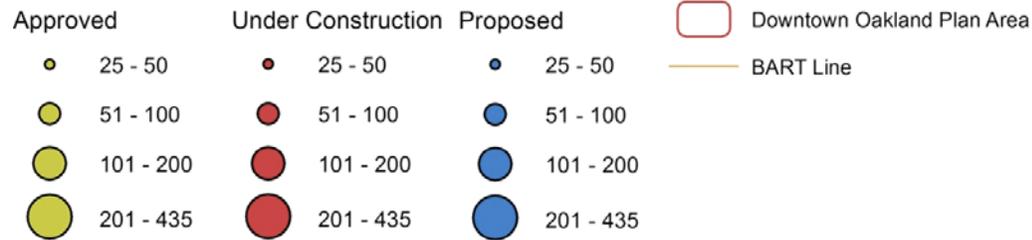
- **WHAT ARE THE DESIRED OUTCOMES? (EMERGING GOALS)**
- **HOW ARE WE DOING TODAY? (EXISTING BASELINE CONDITIONS)**
  - WHAT'S THE STORY BEHIND THE DISPARITIES?
- **WHAT WORKS TO TURN THE CURVE OF THE BASELINE? (STRATEGIES)**
  - HOW WILL WE MEASURE SUCCESS?

# OUTCOME: SUFFICIENT HOUSING IS BUILT DOWNTOWN TO MEET THE NEEDS OF CURRENT & FUTURE RESIDENTS

## PLAN BAY AREA projection: 19,608 new households

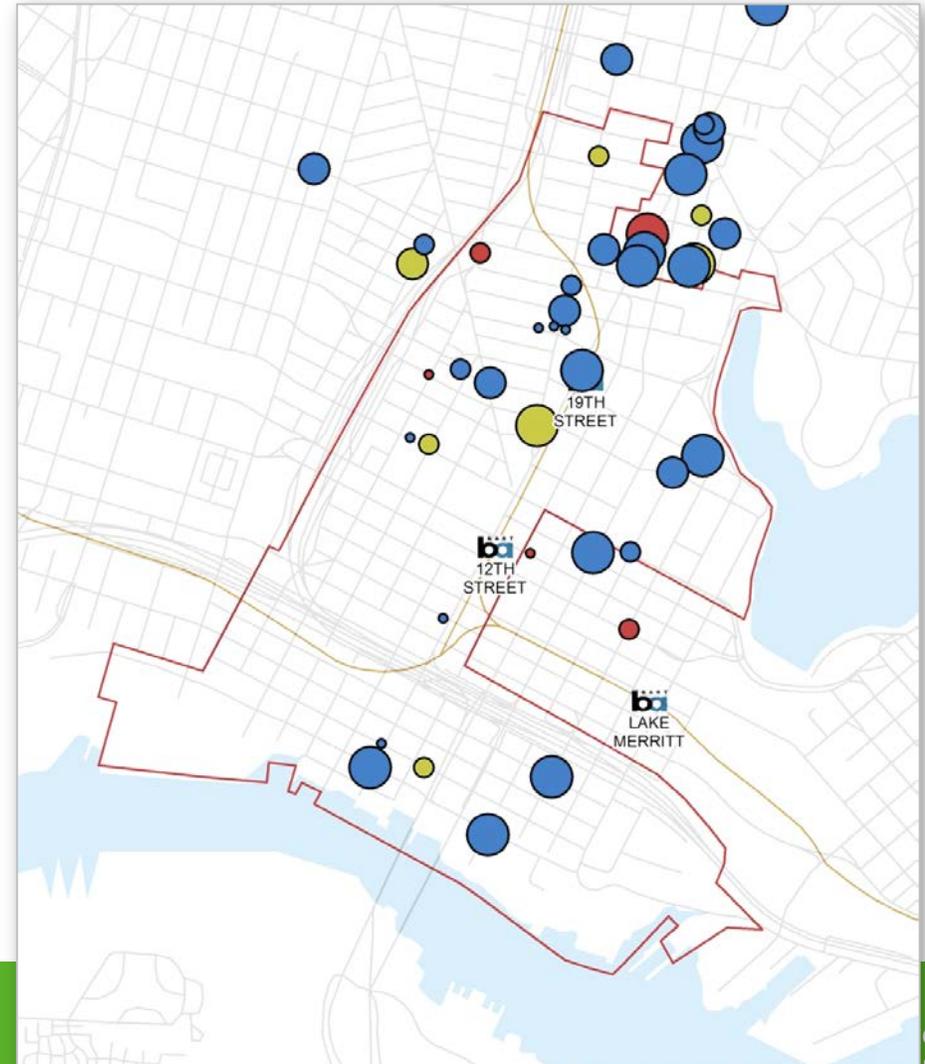
Projections from 2015-2040 including Lake Merritt/Chinatown and Broadway-Valdez

Residential Development Projects by Status and Number of Housing Units, 2015



Note: Residential projects with >= 25 units.  
Sources: City of Oakland, 2015;  
Strategic Economics, 2015.

0 0.15 0.3 Miles



# STRATEGY: DIRECT HOUSING FUNDS TO PROJECTS DOWNTOWN

- Potential funding sources include impact fees, Measure KK/Infrastructure Bond, and others
- Downtown development activity will generate a relatively high share of citywide impact fees
- Targeting of revenue helps to ensure Downtown remains a mixed-use community
- Restrictions on where funds are spent could limit flexibility to respond to opportunities elsewhere

# STRATEGY: PROVIDE MULTIPLE HOUSING OPTIONS

## Opportunity for Diverse, Mixed-Income Housing



MissingMiddleHousing.com is powered by Opticos Design.  
Illustration © 2015 Opticos Design, Inc.



# STRATEGY: FOCUS ON CITY INITIATIVES

## Ongoing/future efforts:

- Revisions to Public Lands Policy
- Partnership with OUSD for affordable housing
- Continuing to compete for cap and trade (AHSC) revenue

## Recent changes:

- New funding sources
- Revisions to Accessory Dwelling Unit and off-street parking requirements

Source: City of Oakland and Enterprise Community Partners,  
Oakland at Home Action Plan, 2016.

## OTHER STRATEGY IDEAS WE'VE HEARD

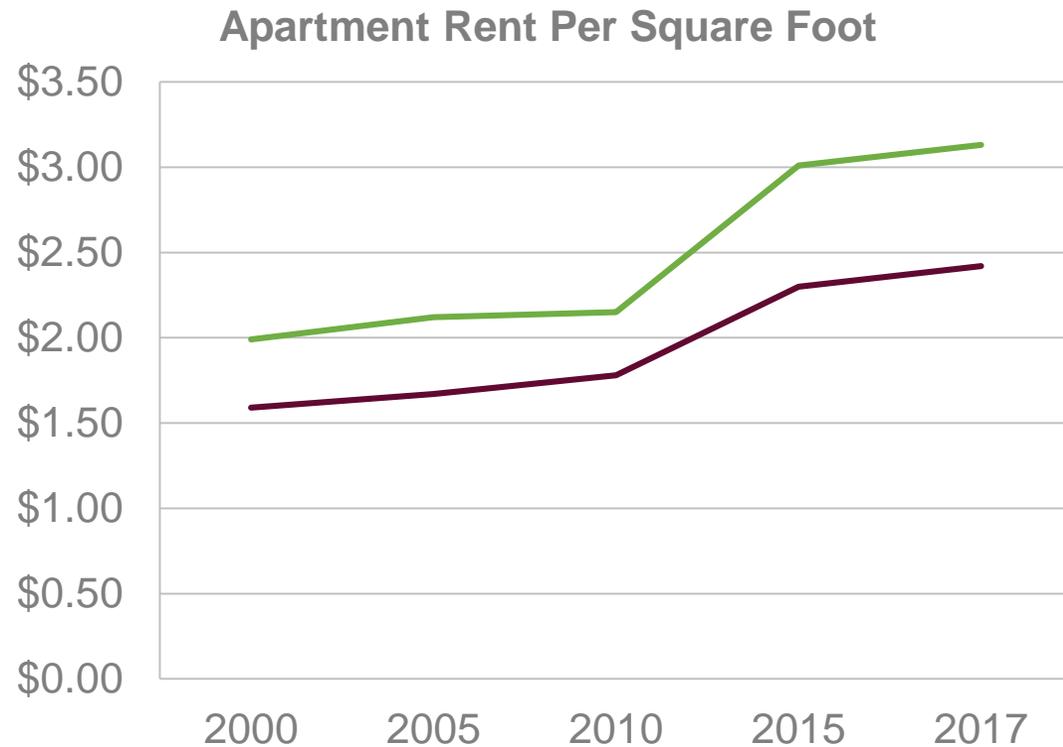
“  
More mixed-income housing.  
Do not create pockets of  
underserved poor people.  
”

“  
Build market rate housing too  
so that 30k new residents have  
places to live and don't  
displace new residents.  
”

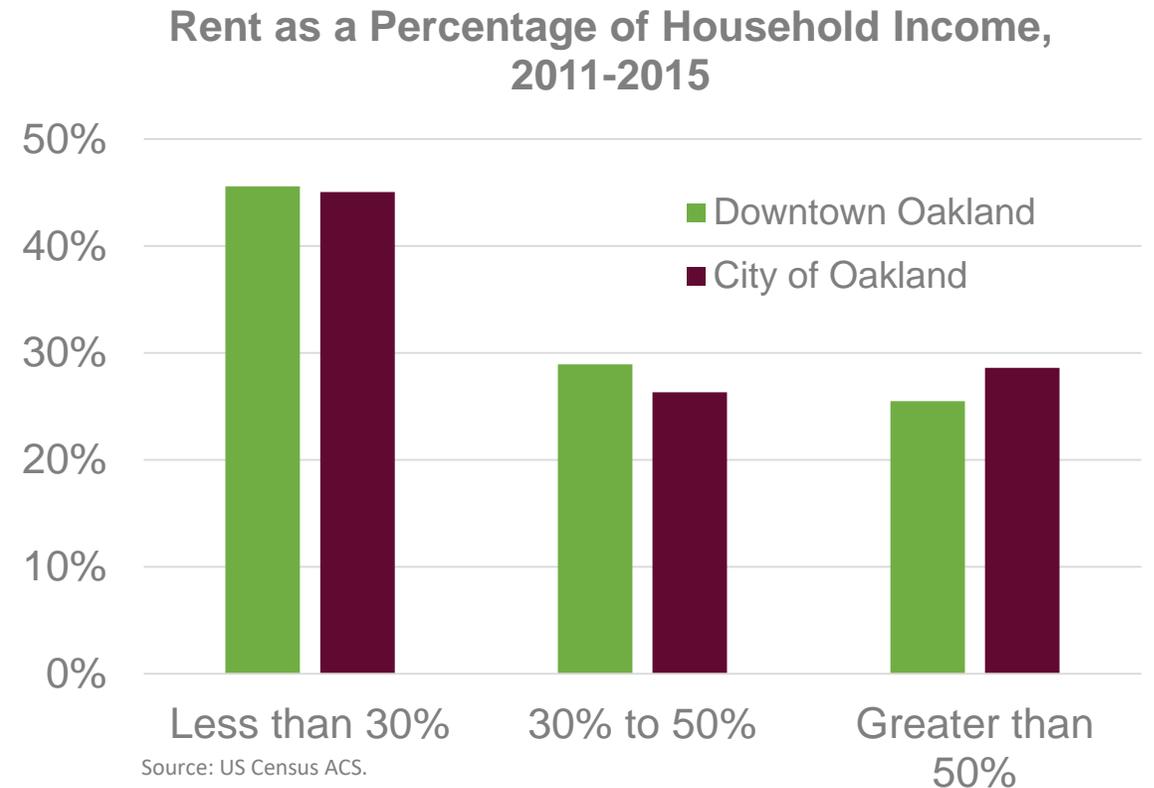
“  
Create incentives  
for secondary  
housing/accessory  
dwelling units.  
”

# OUTCOME: HOUSING IN DOWNTOWN IS ACCESSIBLE TO PEOPLE OF ALL RACES, INCOMES, AND ABILITIES

## Existing Condition: High Rents & Housing Cost Burden



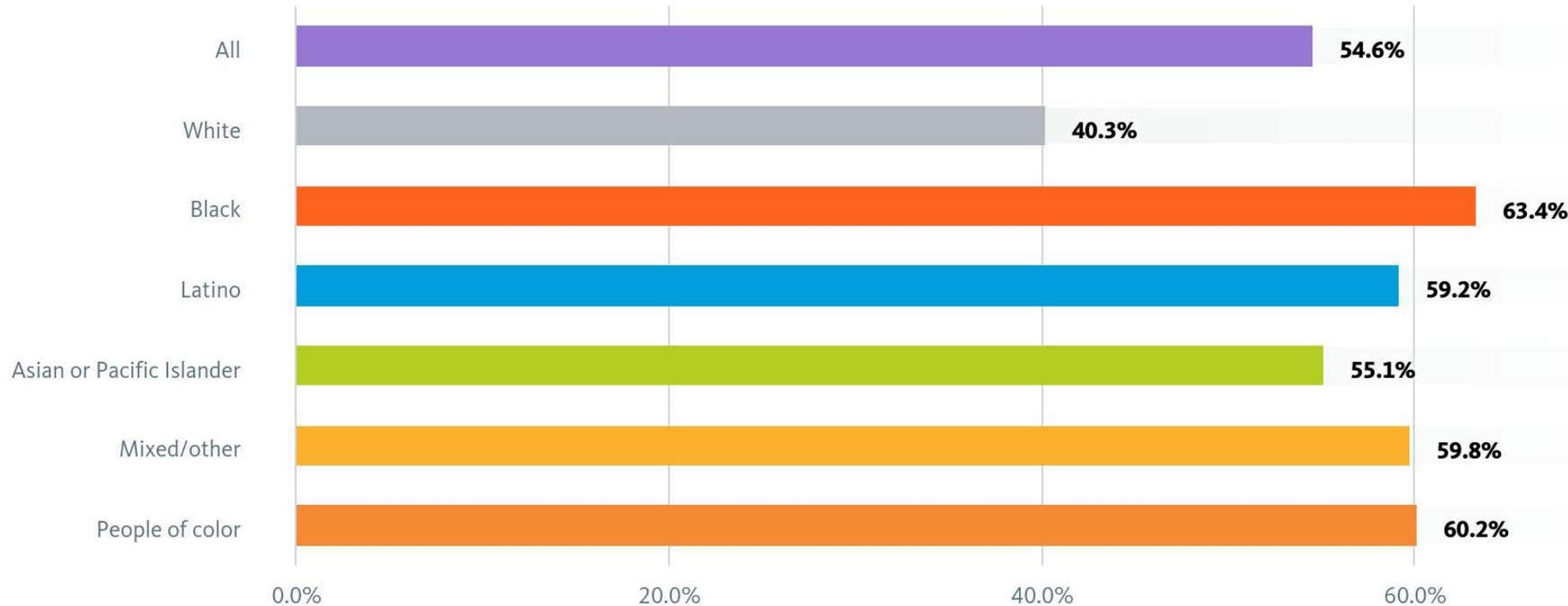
Source: CoStar, 2017.



Source: US Census ACS.

# EXISTING CONDITION: PEOPLE OF COLOR ARE MORE COST BURDENED

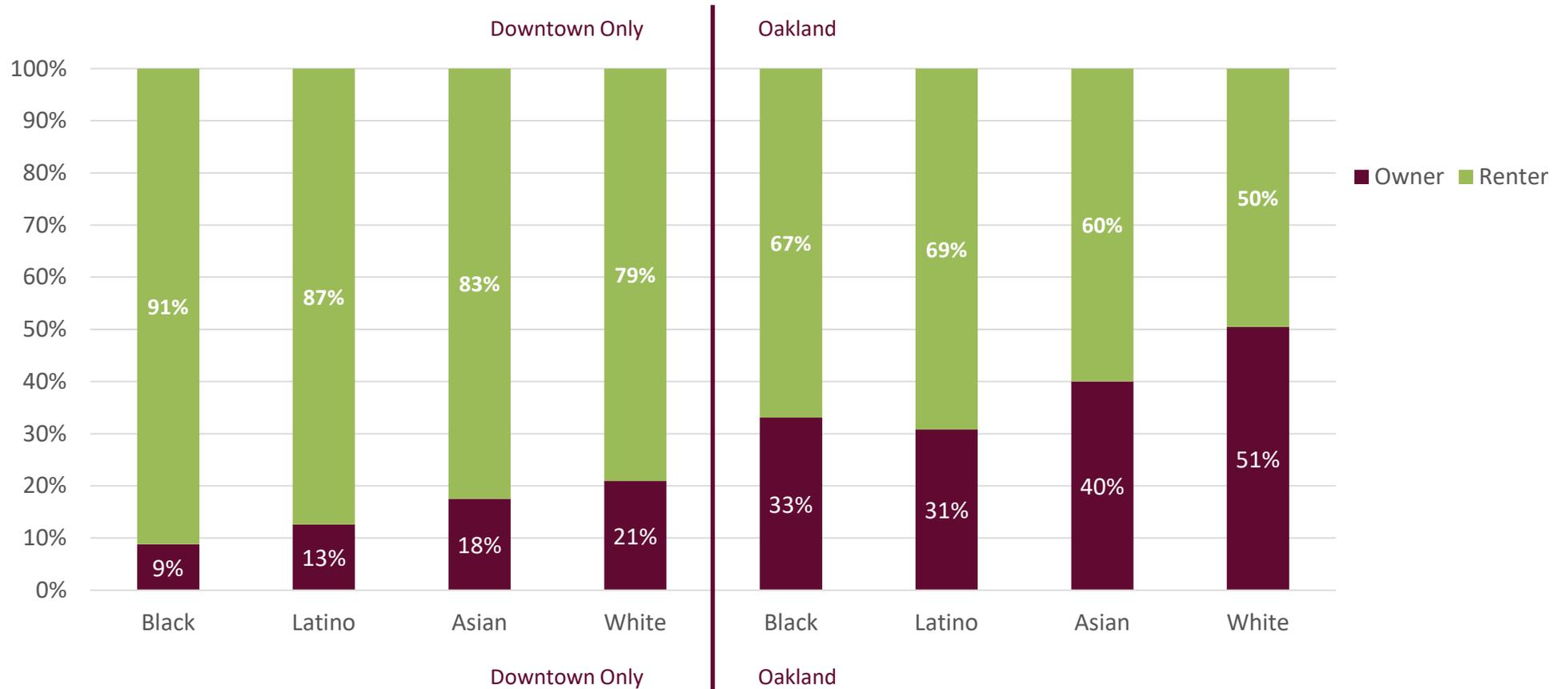
Housing Cost Burdens for Renters by Race/Ethnicity, Oakland (2014)



IPUMS  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)

# EXISTING CONDITION: DOWNTOWN IS MAJORITY RENTERS

Percentage of Renters vs. Owners in Downtown and Oakland by Race/Ethnicity



# EXISTING CONDITION: FEW NEW AFFORDABLE PROJECTS UNDERWAY

## Large Concentration of Income Restricted Housing Downtown

- 8% of Oakland's housing units are in Downtown
- 21% of Oakland's affordable income-restricted housing units are in Downtown

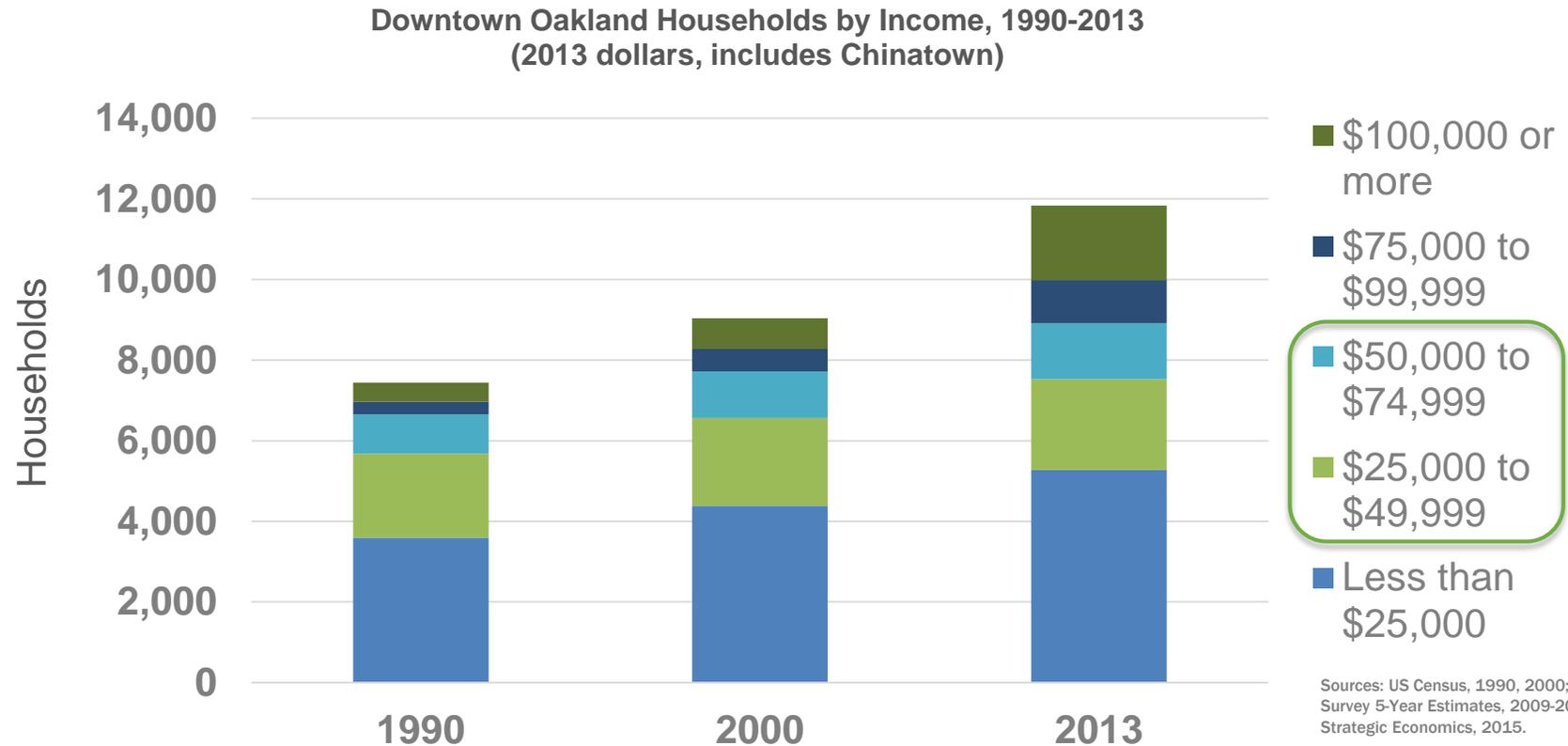
Source: U.S. Census ACS, 2011-2015; City of Oakland Housing and Community Development Department, 2015 and July 2017.

## Affordable Housing Development Projects Underway, 2017

	11th and Jackson	Civic Center 14 TOD	Harp Plaza Apartments	Embarc Apartments
<b>Address</b>	1110 Jackson	632 14th St.	430 23rd St	2162 Martin Luther King, Jr
<b>Units</b>	71	40	20	66
<b>Developer</b>	EBALDC	Meta Housing	Dignity Housing	RCD
<b>Type</b>	Family rental	Family/homeless/special needs	Family	Homeless-veteran

# EXISTING CONDITION: FEW MIDDLE INCOME HOUSEHOLDS

Middle income households have grown the least in Downtown since 1990.



# STRATEGY: AFFORDABLE HOUSING POLICY & INCENTIVES

## Idea: Create a downtown affordable housing target

- A target alone does not achieve housing outcomes, but it can help guide policy and funding decisions

## Idea: Create incentives for affordable housing contributions beyond current requirements

- Use density bonuses to incentivize developers (on-site production or contribution to a fund)
- Likely to only be effective in limited areas of Downtown with lower density limits
- Tradeoffs exist: diminishes capacity for development projects to support other goals, e.g. low-cost space for arts, other community benefits

## OTHER STRATEGY IDEAS WE'VE HEARD

“  
Let's see the city visibly use it's affordable housing impact fees to build below market rate units.  
”

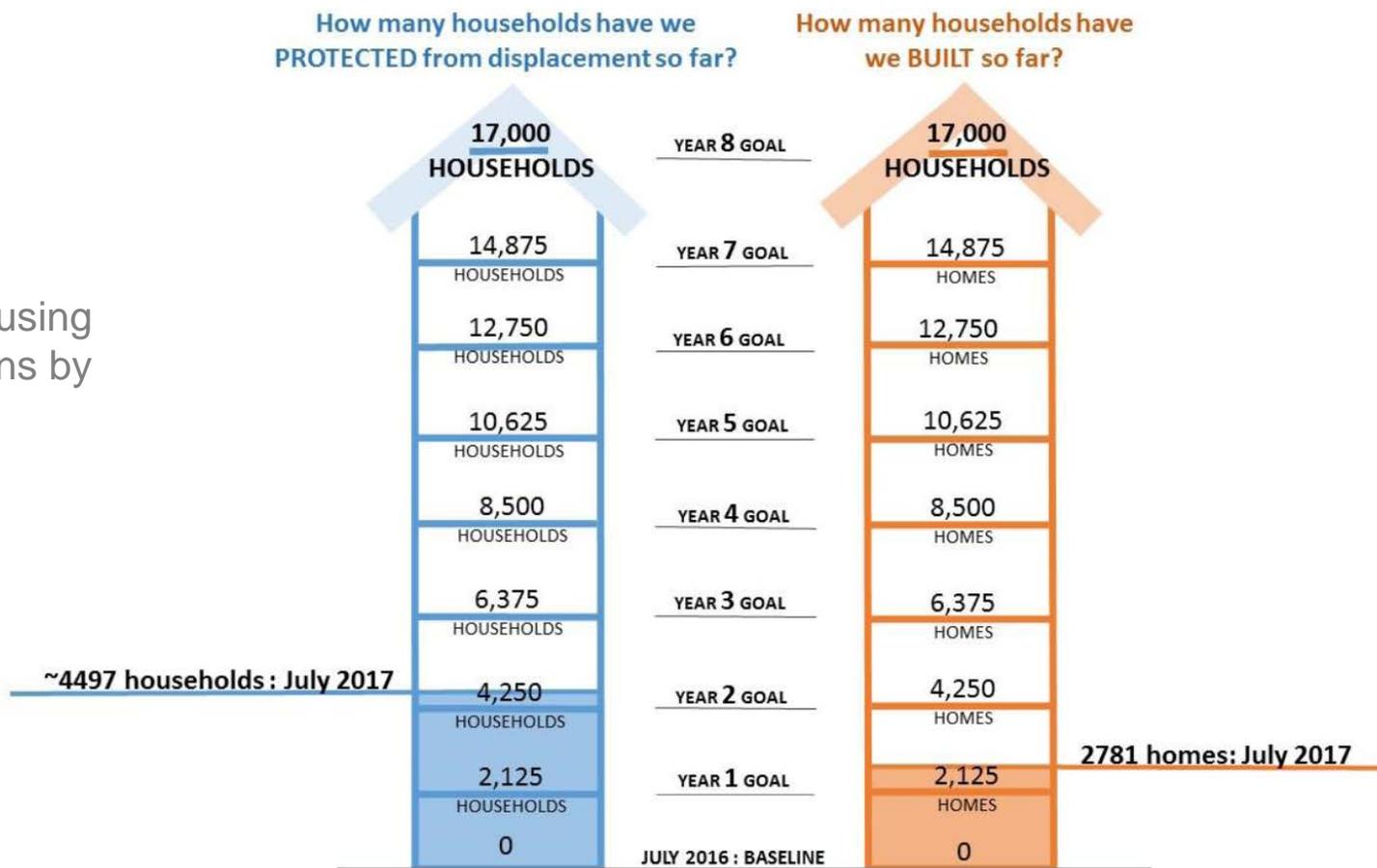
“  
Strengthen rent control and funding for outreach/connection to housing coordinators.  
”

“  
Density bonus and other incentives for affordable housing (like state).  
”

# OUTCOME: CURRENT & LONG-TIME OAKLANDERS REMAIN A BIG PART OF DOWNTOWN'S SUCCESS

## Ongoing City Effort: Housing Cabinet's 17K/17K Plan

Progress Implementing Oakland Housing Cabinet's 17K/17K Recommendations by 2024 (as of July 2017)



Source: City of Oakland and Enterprise Community Partners, Oakland at Home Update, July 2017.

# STRATEGY: TENANT PROTECTIONS (CITY PROGRAMS)

## Recent changes:

- Extensions of Just Cause Eviction Protections (Measure JJ)
- Modified the Tenant Protection Ordinance
- Increased fees to fund Rental Assistance Program
- Relocation fee increases
- Improvements to capacity of Rental Assistance Program and Housing Assistance Center

Source: City of Oakland and Enterprise Community Partners, Oakland at Home Action Plan, 2016.

# STRATEGY: HOUSING STOCK INITIATIVES

## Ongoing/future efforts:

- Development of acquisition/rehabilitation program
- New Oakland Housing Authority retention efforts
- Directing use of revenue from Measure KK infrastructure bond
- Condominium Conversion Ordinance revisions

Source: City of Oakland and Enterprise Community Partners, Oakland at Home Action Plan, 2016.

## OTHER STRATEGY IDEAS WE'VE HEARD

“  
Market developers need stronger and systematic affordability/anti-displacement requirements.  
”

“  
Costa Hawkins needs to be changed at the state level to allow Oakland to strengthen eviction and rent protections.  
”

“  
Community Land Trust needs to be encouraged and supported.  
”

# OUTCOME: ALL DOWNTOWN RESIDENTS HAVE ACCESS TO HOUSING

## Existing Condition: Homelessness Crisis

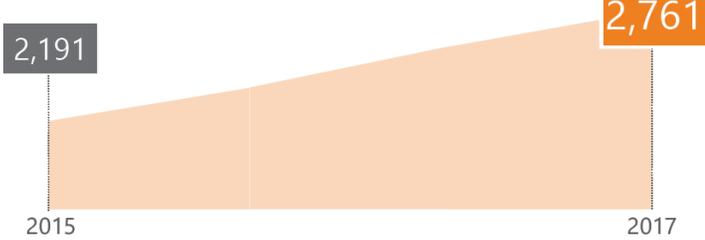
Homelessness is up 26% since 2015.

### CITY OF OAKLAND -2017 EVERYONE COUNTS HOMELESS POINT-IN-TIME COUNT AND SURVEY

#### Subpopulations



#### 2017 Homeless Census Survey Population



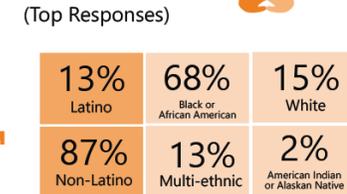
#### 2017 Sheltered/Unsheltered Population



#### Age



#### Race/Ethnicity (Top Responses)



#### Gender



#### Residence Prior to Homelessness

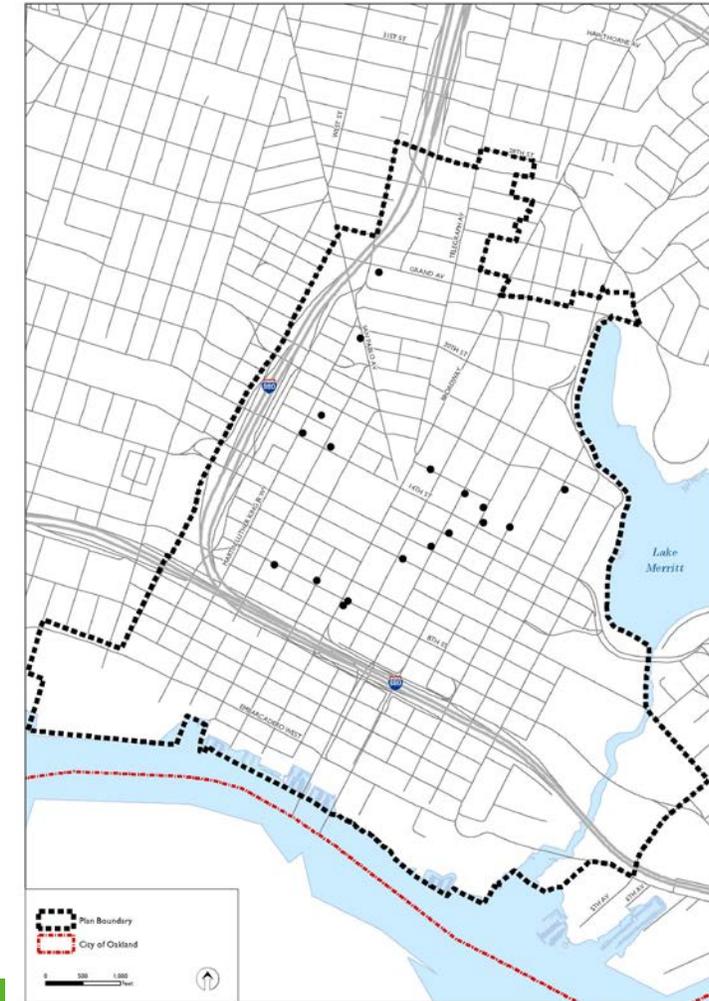


#### Length of Time in Alameda County



# STRATEGY: TEMPORARY SHELTERS AND TRANSITIONAL HOUSING

- Fund more sanctioned encampments/outdoor navigation centers
- Provide more shelters
- Acquire and rehab additional SRO hotels
- Update zoning ordinance to protect SRO hotels from conversion to another use



Downtown Plan: SROs

Planning & Building Department  
December 2017

## OTHER STRATEGY IDEAS WE'VE HEARD

“  
For homeless: legalize tiny houses,  
improve/expand safe harbor sites,  
and protect campgrounds.  
”

“  
Homelessness support funding  
needs to come from city.  
Population is growing, and funding  
needs to grow, not shrink.  
”

“  
Homeless  
outreach teams:  
train and pay  
homeless to  
provide services  
”

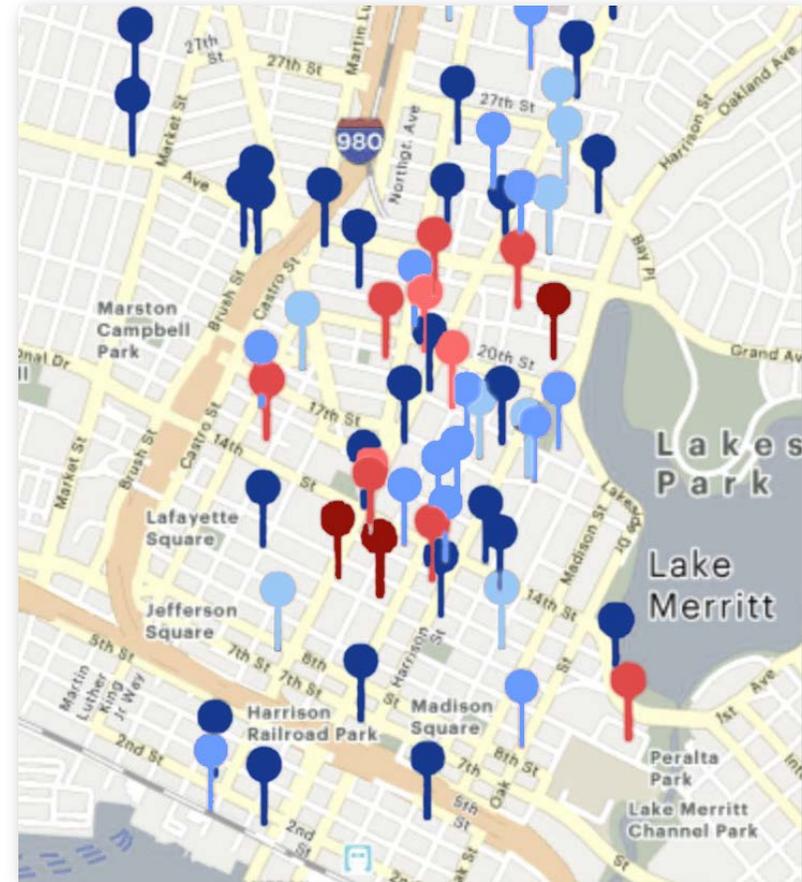
# OUTCOME: SUFFICIENT COMMERCIAL SPACE IS PROVIDED DOWNTOWN TO MEET CURRENT AND FUTURE EMPLOYMENT NEEDS

## Existing Condition: Most New Projects are Residential

- Residential development is outpacing new commercial development
- Until recently, many commercial development projects are office retrofits, transforming more affordable Class B offices into Class A offices

### Legend:

- Approved Residential (Dark Blue)
- Proposed Residential (Light Blue)
- Residential Under Construction (Light Blue)
- Approved Commercial (Dark Red)
- Proposed Commercial (Red)
- Commercial Under Construction (Red)



Source: *bizjournals.com* (Updated January 2017)

# STRATEGY: PRIORITIZE COMMERCIAL SITES

- Preserve prime office development sites for commercial uses
- Identify additional locations to target office growth
- Encourage rehabilitation of older and underutilized office buildings
- Recommend that the City explore opportunities to maintain and expand affordable office space for nonprofits

## OTHER STRATEGY IDEAS WE'VE HEARD

“  
Making use of abandoned buildings using public funds to make those spaces useful/affordable for community businesses.  
”

“  
Require smaller ground floor retail spaces, less than 5,000 square feet, in new buildings to give small businesses a chance.  
”

“  
Expand city's reduced rent program for new diverse small businesses.  
”

# OUTCOME: DOWNTOWN CONTAINS DIVERSE JOB OPPORTUNITIES

## Existing Condition

- Downtown accounts for 1/3 of Oakland's jobs and 40% of Oakland's job growth from 2011-2016
- Downtown's professional, scientific, and technical jobs lead its private sector job growth
- Accommodation, food services, and arts jobs are second-fastest growing in Downtown

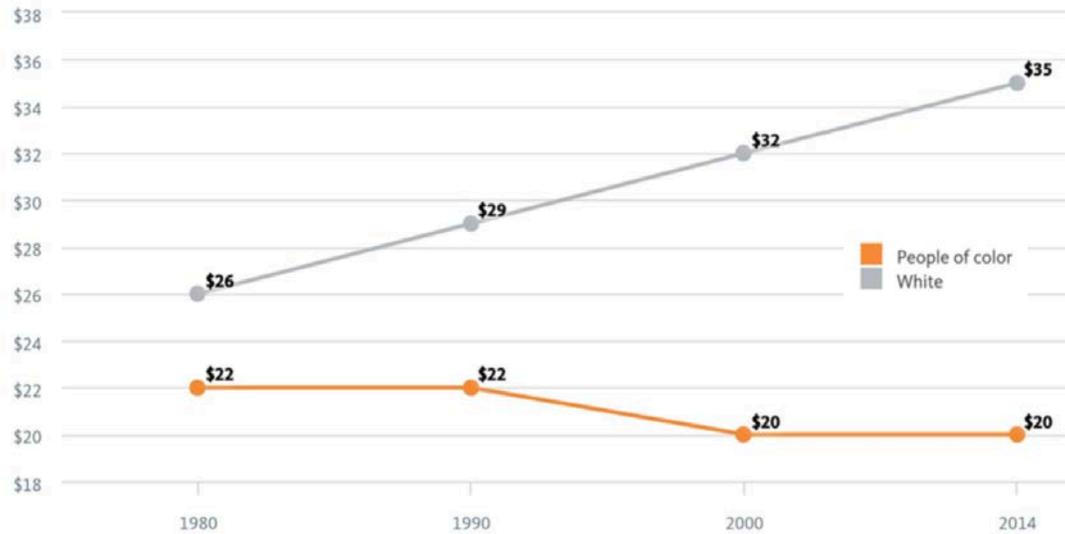
Employment Sector	Large Downtown Presence	Fast Growing in Downtown	Significant Middle-Wage Employment Opportunities
Accommodation, Food Services, Arts	X	X	
Administration, Support, Waste Management		X	
Construction			X
Educational Services		X	X
Fire, Insurance, Real Estate	X		
Health Care and Social Assistance	X		X
Information		X	
Management of Companies and Enterprises			
Manufacturing			
Other Services			
Professional, Scientific, and Technical Services	X	X	X
Public Administration	X		X
Retail			
Transportation, Warehousing, Wholesale, Utilities			

Source: Strategic Economics, 2017.

# EXISTING CONDITION: WORKING POOR

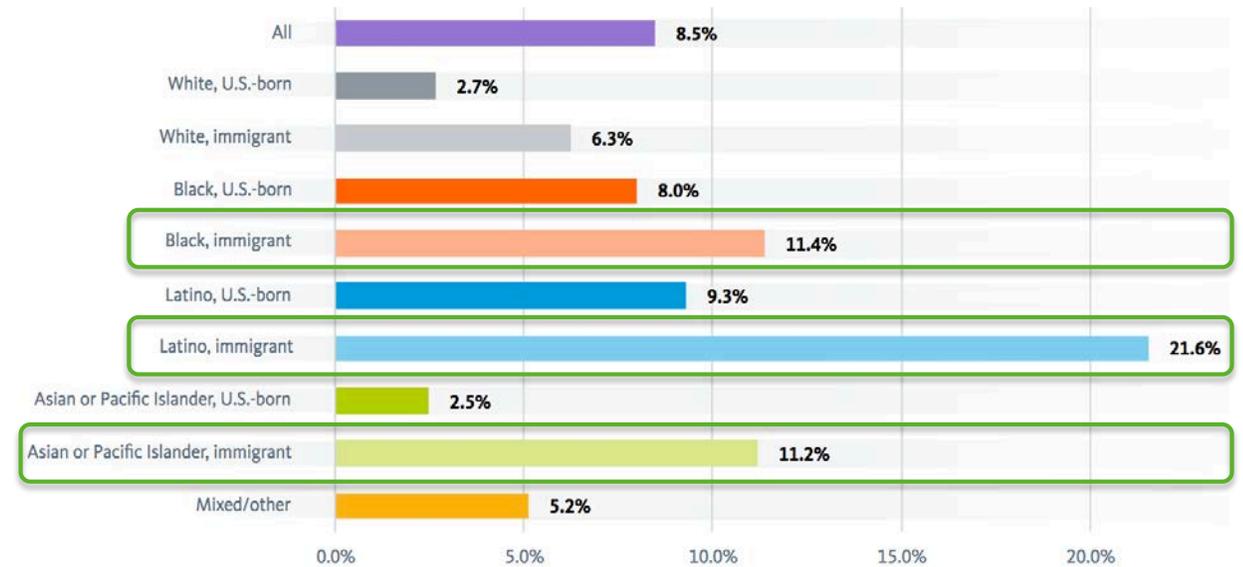
## Median Hourly Wage by Race/Ethnicity, 1980-2014

Median hourly wage by race/ethnicity: Oakland City, CA, 1980-2014



IPUMS  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)

## Working Poor: Percent Living Below 200% of Poverty Level by Race/Ethnicity & Nativity: Oakland (2014)



Sources: US Census, 1990, 2000; US American Community Survey 5-Year Estimates, 2009-2013; Social Explorer, 2015; Strategic Economics, 2015.

# STRATEGIES TO EXPAND JOBS & CONNECTING THEM TO OAKLAND RESIDENTS

- Recommend that the City regularly convene major employers, industry representatives, and workforce development service providers to coordinate programs
- Recommend that the City continue pursuing initiatives for increasing diversity and inclusion in the tech industry cluster
- Recommend that the City work with major Downtown institutions and large employers to develop procurement policies prioritizing Oakland residents and people of color
- Support for existing and new small businesses

## OTHER STRATEGY IDEAS WE'VE HEARD

“  
Work with public employee unions to raise baseline pay, make it easier to hire and also dismiss.  
”

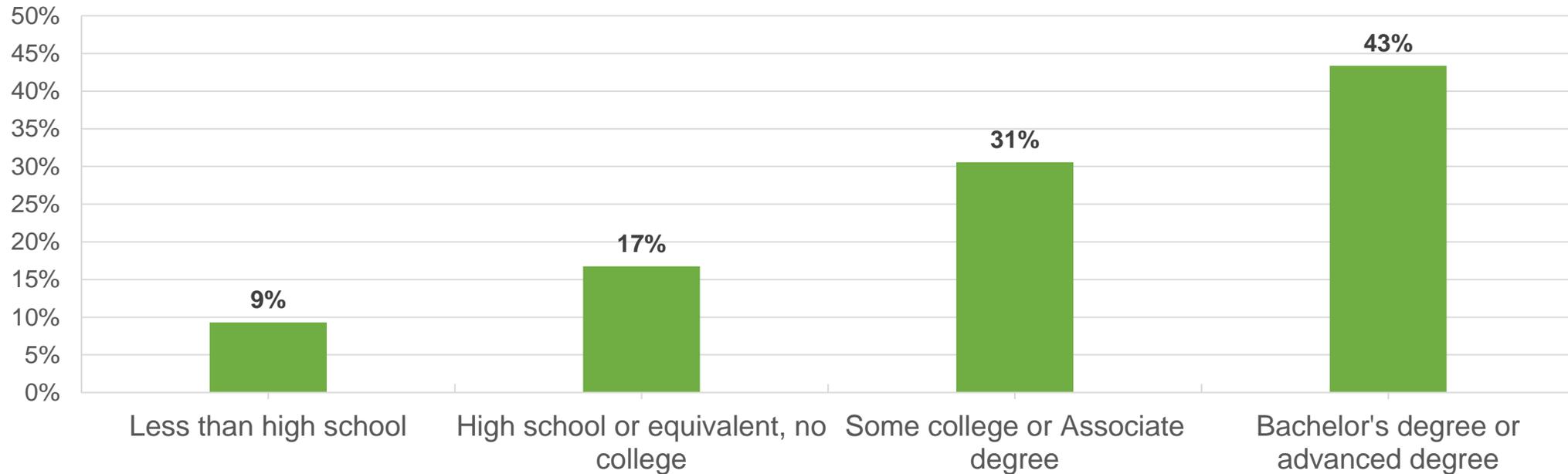
“  
Small business development support and capacity training - especially working with ethnic businesses with planning, loans, budgeting, etc.  
”

“  
Add quality jobs, local hire, training programs  
”

# OUTCOME: ACCESSIBLE JOBS TRAINING GIVES ALL OAKLANDERS AN OPPORTUNITY TO FIND LOCAL EMPLOYMENT

## Existing Condition -

Educational Attainment Requirements for Jobs in Downtown Oakland

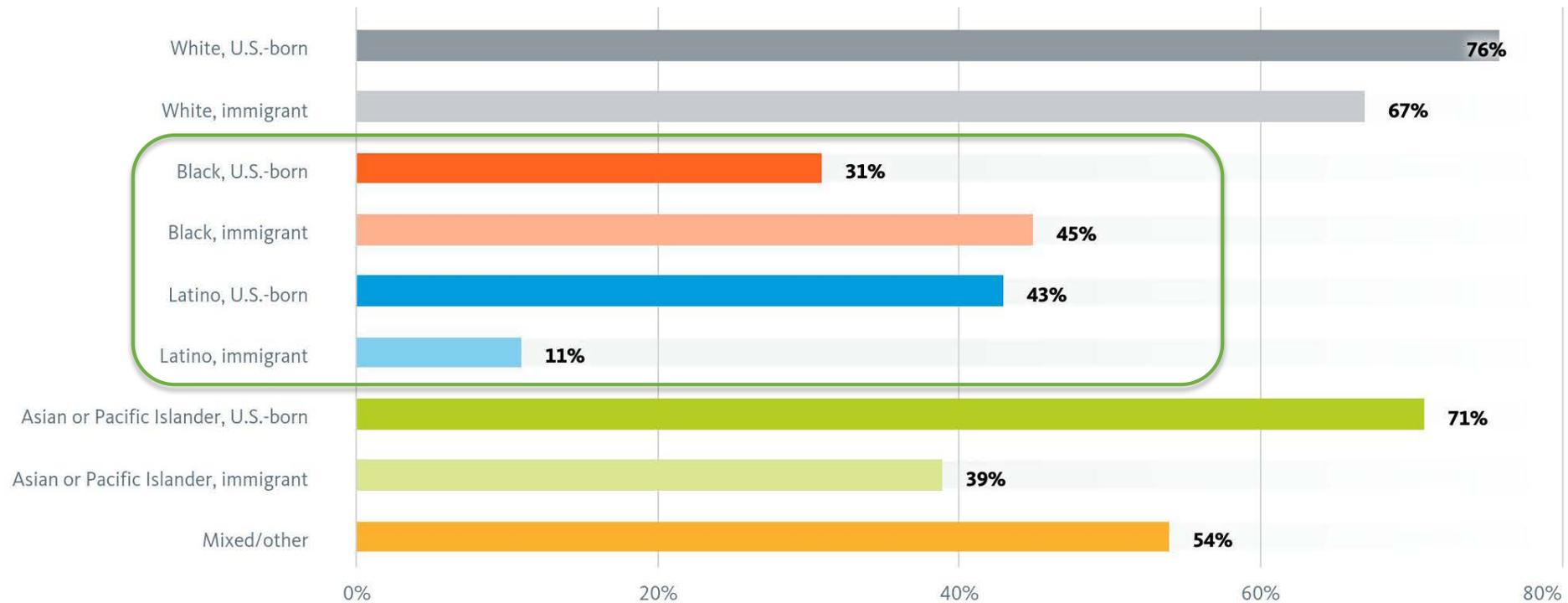


Based on education levels of Downtown workers (2014).

Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics, 2014; Strategic Economics, 2017.

# EXISTING CONDITION: EDUCATIONAL ATTAINMENT DISPARITIES

## Oakland Residents With Associates Degree or Higher by Race/Ethnicity & Nativity (2014)



IPUMS; Georgetown University Center on Education and the Workforce  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)

# STRATEGY: EXPAND JOBS & WORKFORCE DEVELOPMENT

- Leverage Downtown's employment sectors that do offer significant middle-wage job opportunities:
  - Office, administrative, and computer support: Office supervisors, administrative assistants, secretaries, bookkeepers, accounting clerks, computer support specialists.
  - Sales: Customer service representatives, sales representatives, retail supervisors.
  - Healthcare support: Medical secretaries, medical assistants and licensed, practical vocational nurses.
- Strengthen ties between workforce development services, such as the Oakland Unified School District, the Peralta Community College District, the California Department of Rehabilitation & Employment Development Department, the Oakland Private Industry Council and Unity Council – and industry to support career pathway development.

## OTHER STRATEGY IDEAS WE'VE HEARD

“  
Incubator training for informal vendors like "La Cocina" to create more people of color businesses.  
”

“  
Partner with the Peralta Community College District's CTE programs to build direct pipelines into local thriving industries  
”

“  
Develop youth entrepreneurship providers - mentorship opportunities.  
”

# KEEP SHOWING US WHERE PROBLEMS & OPPORTUNITIES ARE



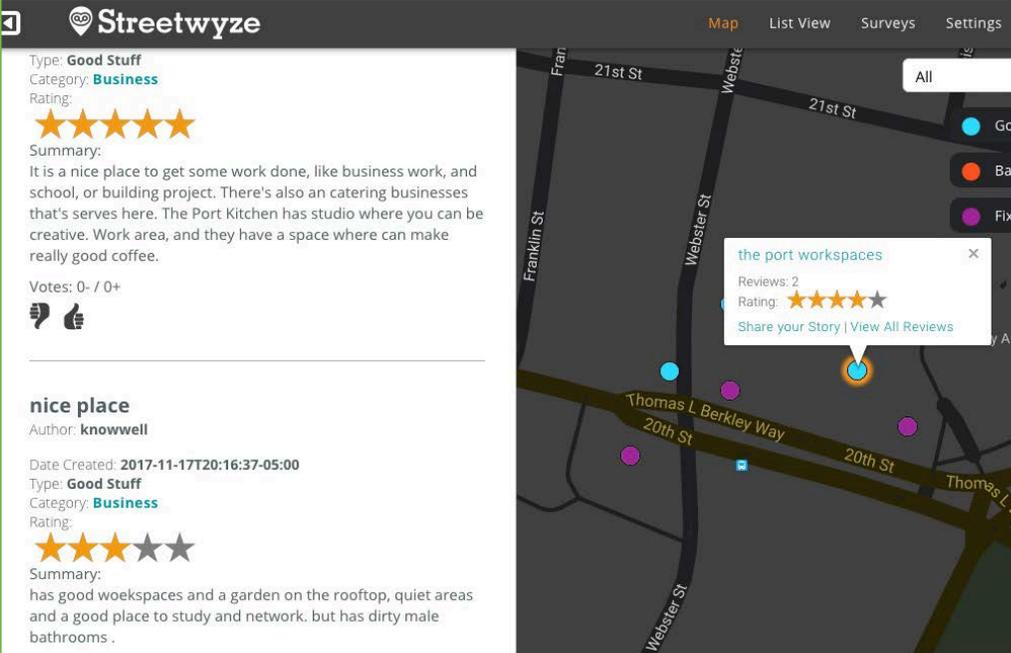
# KEEP SHOWING US WHERE PROBLEMS & OPPORTUNITIES ARE

Vacant business space  
**Three vacant spaces**  
Author: **mnordyke**  
Date Created: **2017-07-07T16:10:02-04:00**  
Type: **Fix Stuff**  
Category: **Housing**  
Rating: ★★★★★  
[Jump to asset](#)  
Summary:  
Three shut down stores in a row. Currently housing old construction equipment. Could be made into affordable business space for rent Has a lot of space above the floor ground that could be housing.  
[Show/Hide photos](#)



Votes: 0- / 0+  
👍👎

Diva Nails  
Tamarindo, 8th Street, Oakland, CA 94607, United States of America  
**Diva Nails**  
Author: **michaeljlok**  
Date Created: **2017-08-08T12:28:59-04:00**  
Type: **Good Stuff**  
Category: **Health**  
Rating: ★★★★★  
[Jump to asset](#)  
Summary:  
Diva Nails was one of the first salons enrolled in the Alameda County Healthy Nail Salon Recognition Program (HNSRP) which is a voluntary program which recognizes nail salons who take on extra steps to look out for their workers and customers.  
Votes: 0- / 0+  
👍👎



Streetwyze  
Map List View Surveys Settings  
All  
Type: **Good Stuff**  
Category: **Business**  
Rating: ★★★★★  
Summary:  
It is a nice place to get some work done, like business work, and school, or building project. There's also an catering businesses that's serves here. The Port Kitchen has studio where you can be creative. Work area, and they have a space where can make really good coffee.  
Votes: 0- / 0+  
👍👎  
**nice place**  
Author: **knowwell**  
Date Created: **2017-11-17T20:16:37-05:00**  
Type: **Good Stuff**  
Category: **Business**  
Rating: ★★★★★  
Summary:  
has good woekspaces and a garden on the rooftop, quiet areas and a good place to study and network. but has dirty male bathrooms.

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# TELL US YOUR IDEAS

## Small Group Discussions (60 min)

- What other ideas do you have to help achieve these outcomes?
- What ideas best address Downtown's priority Housing & Economic Opportunity issues?
- Are these short-term, mid-term, or long-term actions?
- What are the tradeoffs for each of these strategies?
- What are the potential equity impacts of these strategies?

# YOUR CHALLENGE: EXAMPLE

**Outcome: Housing in Downtown is accessible to people of all races and income levels.**

Strategy	Term (Short/Mid/Long)	Pros (How effective? Easy to implement?)	Cons (Any drawback? Is it feasible?)	Equity Impact (Who benefits? Who is harmed?)
Provide incentives, such as density bonuses, for developers to increase their affordable housing contributions beyond current requirements.				
Other ideas:				

# TELL US YOUR IDEAS

## Table Topics:

1. Current & long-time Oaklanders remain a big part of downtown's success.
2. Housing downtown is accessible to people of all races and income-levels.
3. Sufficient commercial space is built to meet current and future employment needs.
4. Sufficient housing is built to meet the needs of current and future residents.
5. Downtown has a diverse range of job opportunities.
6. All downtown residents have access to housing.
7. Accessible training gives all Oaklanders an opportunity to find local employment.

# BREAKOUT SESSIONS

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**1 HOUR  
GO!**

# OVERVIEW

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- Meeting Objectives
- Outcomes & Initial Strategies
- Your Challenge (Breakout Sessions)
- **Next Steps**

# PHASE II (2017-2020): PROCESS

Expanded Equity Analysis

Plan Options Memo

Draft Downtown Oakland Specific Plan

Final Draft Downtown Oakland Specific Plan

YOU ARE  
HERE

# WINTER MEETINGS: CREATIVE SOLUTIONS LABS

**FEB**  
**05** **Arts & Culture**  
5:30 PM – 8:00 PM  
Oakstop

**FEB**  
**06** **Streets, Connectivity & Mobility**  
5:00 PM – 7:00 PM  
The Flight Deck

**FEB**  
**07** **Housing & Economic Opportunity**  
5:30 PM – 8:00 PM  
Oakstop

**FEB**  
**08** **Built Environment & Sustainability**  
5:30 PM – 8:00 PM  
Oakstop

# WINTER MEETINGS: NEIGHBORHOOD DESIGN SESSIONS

**FEB**  
**10** **Central Core**  
10:00 AM – 1:00 PM  
Oakstop

**FEB**  
**10** **Uptown & KONO**  
3:00 PM – 6:00 PM  
Oakstop

**FEB**  
**11** **Old Oakland**  
2:00 PM – 5:00 PM  
E14 Gallery

**FEB**  
**13** **Chinatown**  
5:30 PM – 8:00 PM  
OACC