

Topic	Issues	Community & Plan Alternatives Ideas
Housing & Affordability	<p>1 - Meet a significant portion of Oakland's projected housing need in the downtown, where residents have easy access to transit jobs and services.</p>	<p>1.01 - Facilitate the development of new housing supply, while also developing strategies to house people more easily and affordably in the downtown in the near term through code changes to encourage more innovative housing types and responses to homelessness.</p> <p>Review existing planning, zoning and building code with housing and homeless advocates as well as affordable and innovative housing developers to identify any restrictions that could be amended.</p> <p>Models to investigate could include micro-units (expanding and allowing kitchens), tiny homes, homesteading, permitted homeless encampments, cohousing, co-living (would require exceptions to five-bedroom maximum), and shared housing (research San Mateo shared housing program).</p> <p>Consider temporary uses, including identifying sites for shelters and/or campgrounds.</p>
	<p>2 - House residents of all incomes and family sizes in a wide range of traditional and innovative housing types and sizes that cater to a variety of groups, household sizes and configurations, and income levels.</p>	
	<p>3 - Keep downtown Oakland affordable and accessible to the community by preserving existing housing, including "naturally-occurring" affordable housing, and protecting existing and displaced tenants. 3</p>	<p>3.01 - Tighten SRO protections to minimize conversions.</p> <p>3.02 - Tighten and strengthen condominium conversion controls.</p> <p>3.03 - Ensure safe conditions for low-income tenants through a Safe Housing Inspection Program.</p> <p>3.04 - Revise zoning code to ensure that permanent housing units are not taken off the market for short-term rentals.</p> <p>3.05 - Develop right-of-return policy or other anti-displacement measures.</p>
	<p>4 - Keep downtown Oakland affordable and accessible to the community by increasing the supply of below-market-rate housing.</p>	<p>4.01 - Develop and acquire new resources to subsidize affordable housing development.</p> <p>Tie downtown to a Regional Housing Bond.</p> <p>Utilize the state Affordable Housing and Sustainable Communities "Cap & Trade" program.</p>

		<p>4.02 - Facilitate development of affordable housing.</p> <p>Develop a new Public Lands Policy.</p> <p>Expand the City's pilot Vacant Lot program, which creates a pipeline for nonprofit developers and owner-occupants to purchase abandoned properties.</p> <p>Check w/ Contract Compliance/Workforce investment about 50% small and local business on top of prevailing wage.</p> <p>Exclude City-owned property sales for housing production from transfer tax.</p> <p>Streamline permitting for subsidized housing, tiny homes, and other affordable housing solutions (add staff, consider waiving fees, fast lane approvals, etc.)</p>
	<p>5 - Keep downtown Oakland affordable and accessible to the community by increasing the total supply of housing.</p>	<p>5.01 - Work with EBMUD on two-tier fee system to encourage density.</p> <p>5.02 - Streamline the development review process to reduce costs, need for discretionary review, and length of approval time.</p> <p>5.03 - Further revise the secondary unit and parking ordinances to encourage new units in lower density areas, particularly those well-served by transit.</p>
	<p>6 - Develop downtown without displacing residents, nonprofits, and community institutions.</p>	
	<p>7 - Homelessness</p>	<p>7.01 - Research whether there are any properties with code enforcement liens on them that could be opportunity sites for temporary uses.</p>
	<p>8 - Maintain accurate data about downtown housing affordability.</p>	<p>8.01 - Regularly update and publicly report data on the downtown's housing units, both deed-restricted and non-restricted.</p> <p>8.02 - In addition to existing tracked housing data, track number of bedrooms in new units.</p>
<p>Jobs, Training, & Economic Opportunity</p>	<p>1 - Keep downtown Oakland affordable and accessible to the community by supporting local businesses and artists as well as a range of commerce opportunities.</p>	
	<p>2 - Leverage the economic benefits of a strong market, growth and development to help reach plan goals and pay for the needed public</p>	<p>2.01 - Fill the gap in funding for community development left by the statewide dissolution of redevelopment agencies.</p> <p>2.02 - Criteria for targeting or prioritizing impact fee funds.</p>

<p>3 - Employ economic development strategies that build community wealth shared widely among residents, businesses, non-profits, artists and other local stakeholders of all races and income levels.</p>	<p>3.01 - Provide business assistance (including tenant improvements, incubator space, technical assistance, sales and business tax rebates, and loan guarantees) with particular outreach to minority, women-owned and small businesses, as well as assistance to worker-owned collectives and social enterprises.</p> <p><i>Consider amending Façade and TI grants program to allow grants to businesses that are currently excluded (such as cannabis, tattoo, and adult businesses); distribute funds with a racial equity lens.</i></p> <p><i>Discuss and address the racial aspects of marketing the community with Visit Oakland and the City's Marketing Director (currently a vacant position).</i></p> <p><i>Consider waiving business and tenant improvement fees and simplifying insurance processes.</i></p> <p><i>Identify and prioritize the assistance programs that will have the most equity impact.</i></p> <p><i>Create "adopt a business" mentorship program to pair startup and anchor businesses.</i></p>
<p>4 - Develop downtown as a regional jobs and economic activity center Comments Memo with a strong, multi-sector business base to make Oakland a more stable and resilient city in both strong and weak economic markets, provide jobs for all types</p>	<p>3.02 - Focus on local business retention and expansion (technical assistance, revolving loan fund), and then on local startups.</p> <p>3.03 - Develop flexible funding to support events and business engagement programs such as the BAMBD and youth effort, as well as for the development of marketing collateral and business outreach.</p> <p>3.04 - Study child care downtown to determine whether there is adequate child care to serve working parents and if not, recommend solutions.</p> <p>3.05 - Consider an enhanced infrastructure financing district (EIFD); partner with Economic Development, which is studying one around Broadway.</p> <p>4.01 - Support development of needed industrial, office, and retail space. Consider requiring minimum heights and densities.</p> <p>4.02 - Develop a Citywide economic development strategy to target workforce development to the needs of Oakland's key sectors; focus this in downtown as the City's main employment center.</p>

	<p>of workers, develop diverse tax revenue streams, and create a vital public realm experience.</p>	<p>4.03 - Provide support to and encourage affordable commercial space for small, local, and startup business. Protect and nurture a diverse set of local businesses, artists and other desired uses.</p> <p><i>Partner with community organizations and social enterprise to provide low-cost incubator and coworking space to support new businesses of all types.</i></p> <p><i>Design and implement regulations and incentives that promote incubator, coworking, and shared studio space where small businesses, nonprofits, and artists can share costs and resources.</i></p>
	<p>5 - Support youth hiring in internships and jobs.</p>	<p>5.01 - Work with Youth Advisory Commission and existing downtown youth service organizations to expand Classroom2Careers outreach to support youth hiring in the downtown.</p> <p>5.02 - Ensure that youth training programs, including content and participants, reflect Oakland's culture and demographics.</p> <p>5.03 - Consider tying a school and/or culinary program (such as Laney's) to a business or restaurant downtown to provide healthy, affordable food and employment training.</p> <p>5.04 - Develop a youth internship program in the Planning & Building Department.</p> <p><i>Partner with Laney College, UC Berkeley and the APA Diversity Committee to recruit interns for the Plannign (and other) departments.</i></p> <p><i>Conduct an internal equity review as it realtes to the current racial makeup of Plannign Bureau staff prior to the internship launch.</i></p> <p><i>Target (and be promoted toward) youth from communities of color.</i></p>
	<p>6 - Consider a voluntary and incentivized "good neighbor" program for businesses in exchange for applying fair business practices and providing a certain number of community benefits.</p>	<p>6.01 - Examples of community benefits could include fair procurement practices, local and youth hires, affordable products (like a \$5 meal), providing internships and mentorships, public events, discounts for youth.</p> <p>6.02 - Incentives in return for community benefits (in addition to good press) could include fee waivers, dedicated use of CDBG or TI incentives, CUPs for youth-friendly events and programming, etc.</p> <p>6.03 - Develop a marketing campaign that provides significant publicity around businesses signing on to the program.</p>
	<p>7 - Facilitate affordable space for nonprofits, cultural uses and community-desired businesses (including grocery stores, affordable restaurants,</p>	<p>7.01 - Expand the City's pilot program offering below market rate rents for arts and cultural uses in City-owned spaces to other locations downtown; consider expanding it to other desired nonprofit and business uses.</p>

	affordable retail, etc.).	7.02 - Adopt an easy and clear system of approvals for temporary uses, including partnering with co-ops and farms (such as Mandela Foods) that might want temporary low-cost retail space.
		7.03 - Convey desired retail to development team for 1911 Telegraph (a City-owned site) and Newberry Market on the first floor of the Uber Building..
	8 - Connect neighborhoods with downtown.	8.01 - Consider creating a new Community and Business Deveopment Coordinator position connected with arts and culture, palnning, and business loans and grants.
		8.02 - Expand buses and other transit that supports low-income residents and employees.
		8.03 - Tie citywide workforce training and education programs to the sectors targeted for expansion downtown.
		8.04 - Re-imagine Art & Soul as a quarterly free event.
		8.05 - Work with Economic development and Jim McIlvene to streamline the City's special events processes.
		8.06 - Hire a savvy marketing director or marketing firm that can provide macro and micro marketing for Oakland, and it's neighborhoods and businesses, etc. Cross-partnership marketing would be good and supports Oakland unique interconnectedness.
	9 - Accommodate new growth and public revenue in underutilized areas of the downtown.	9.01 - Develop a vision for the future of the convention center that improves pedestrian connections and street walls and improves Oakland's ability to be a nationwide business destination.
		9.02 - Consider converting I-980 to a boulevard to free up additional space for development.
	9.03 - Bring new energy to the Jack London District and the rest of downtown with a visionary, long-term, and phased plan for Howard Terminal.	
10 - Incorporate both public and private mechanisms for achieving the growth that is outlined in the community's vision for the future of downtown.	10.01 - Develop new tools, strategies, and funding sources to continue public-private projects that mitigate physical and economic blighting factors.	
Equity and Accountability	1 - Ensure that new residents and visitors are aware of Oakland's rich history, culture and traditions.	
	2 - Meet the needs of Oakland's dramatically different median income levels.	2.01 - Prioritize improvements in areas where residents have been historically underserved.
	3 - Ensure that new businesses and development benefit the entire community.	3.01 - Develop and heavily market a "good neighbor business" program with incentives or points for local hire, youth internships, living wage jobs, responsible procurement, hiring hard-to-employ residents, mentorship, discounts for youth, low-cost menu items, etc.

	<p>4 - Welcome youth to the downtown (both with amenities and training of BID ambassadors and police).</p>	<p>3.02 - Consider adopting a land value recapture community benefit incentive program.</p> <p>4.01 - In partnership with youth organizations, youth stakeholders, businesses and the Oakland Police Department, create a Youth Empowerment Zone with a clear, shared vision for the area, as well as incentives and guidelines to support youth. Shared programming and coordination for events could also be a part of the designation. Include implementation techniques to ensure that the Youth Empowerment Zone vision can be accomplished (e.g. neighborhood guidelines, incentives or requirements, a definition for youth-related organizations).</p> <p>4.02 - Work with BIDs and OPD on a cultural sensitivity program to address excessive policing of youth, and particularly youth of color.</p>
	<p>5 - Balance distributing resources, particularly revenues from new downtown development, in the downtown where all Oaklanders can access them with providing them to outlying neighborhoods that are underserved.</p>	<p>5.01 - Develop a policy for how impact fees, arts fee and other fees will be distributed equitably throughout the city.</p>
	<p>6 - Preserve and encourage downtown's existing community members, culture and racial and ethnic diversity, including the cultural amenities and businesses that serve the various populations. Reduce cultural conflicts and connect different</p>	<p>6.01 - Develop a "no whining" ordinance to allow existing cultural and entertainment uses to continue despite new residential development.</p> <p>6.02 - Work with Department of Race and Equity to develop intercultural dialogue and events.</p> <p>6.03 - Develop anti-displacement measures (see Housing & Affordability Goal 3).</p>
	<p>7 - Proactively engage residents from all walks of life, including youth, low-income residents and hard-to-reach populations, in community planning and governance.</p>	<p>7.01 - Provide stipends or other incentives to encourage participation of residents from historically marginalized communities and populations in planning processes.</p> <p>7.02 - Create a participatory budgeting process that allows inclusive access by all residents to decision-making about how to allocate a portion of the City's resources.</p> <p>7.03 - Improve notification and development process to provide residents with more accessible information about planning issues and applications.</p> <p>Switch Planning/Zoning database program to something like USPS and send bulk mailers to all residents, not just property owners. Note that people of color are more likely to be renters based on redlining, sub-prime mortgages, etc.</p> <p>Create a standard procedure for a higher level of notification of planning issues; consider a newsletter and social media (with a social media professional trained in racial equity and the role of institutionalized racism), as well as making calls to community members and groups about issues (as we also walk developers through the process).</p>

	8 - Break down the historic barrier between Chinatown and Old Oakand; co-market the two neighborhoods, and also connect Chinatown and Jack London.	8.01 - Update the Lake Merritt Station Area Plan to incorporate appropriate policies and measures developed for the Downtown Specific Plan.
	9 - Ongoing Accountability	