



## Downtown Oakland Specific Plan (DOSP) Community Advisory Group Meeting: **Zoning Incentive Program for Community Benefits**

### Issues for Discussion at July 16, 2020 Meeting

*This memo provides an introduction regarding issues to be discussed at the July 16 CAG meeting. Following a brief introduction on each issue, DOSP staff and consultants will invite the CAG to discuss and provide input. The contents of this memo are similar to those in the memo prepared for the previously scheduled June 23 CAG meeting, which was cancelled. This memo has been revised for the July 16 meeting.*

#### 1. Zoning Incentive Program Relationship to Other Community Benefits

The zoning incentive program, currently under development, is one of many tools designed to implement the goals of the Downtown Oakland Specific Plan, and is only one part of the overall zoning program.

The zoning incentive program is a **voluntary** program in which a developer can elect to provide community benefits – many of which may not be achievable through requirements – in return for the incentive of increased development potential (height, density, floor area ratio, etc.). Because participation is not required, any benefits that Oakland expects **all** developments to provide by default should be achieved through different means.

This voluntary program is **over and above** other means of achieving community benefits, including:

- **Existing** zoning requirements for developers to provide benefits such as streetscape improvements, bicycle parking, and protection of historic buildings;
- **New** requirements for developers, including for publicly accessible private open spaces, design standards for universal and family-friendly housing, and site changes in response to projected sea level rise;
- **Existing** requirements to pay impact fees for affordable housing, transportation, and capital improvements (including for parks, libraries, police and fire); and
- **New or expanded** programs and funding sources proposed throughout the Downtown Oakland Specific Plan to provide community benefits such as:
  - An Enhanced Infrastructure Financing District (EIFD) to help pay for affordable housing and other downtown needs;
  - Increases to the impact fees for affordable housing, capital improvements and transportation;
  - Increases to the Landscape and Lighting Assessment District (LLAD) fee for park and streetscape maintenance;
  - A master lease program to provide below market-rate commercial, arts and nonprofit space;
  - A cultural facilities fee to support improvements to cultural facilities;
  - Partnerships to expand local-hire initiatives, training and apprenticeships;

and many other proposed new programs that were reviewed as part of the Draft Plan, which is available on the DOSP website at <https://www.oaklandca.gov/topics/downtown-oakland-specific-plan>.

## 2. Incentive Program Structure

Projects seeking to use the Downtown Oakland community benefits zoning incentive program will be required to fund one or more specified community benefits and/or provide them on site, based on a standard area-wide fee that is tied to the bonus increment of additional development above the base zoning to be developed in a project. This approach will serve to maximize the aggregate amount of community benefits provided, while avoiding project-by-project negotiations that rely on subjective judgements and/or time-consuming and costly follow-up studies.

The cost to participate in the program (whether through a fee or provision of on-site improvements) will be set to hit a “sweet spot” that serves to maximize aggregate community benefits by charging the highest possible amount that would still result in broad feasibility for projects and effectively incentivize use of the program.

Cost to participate in the program will be prorated based on the level of upzoning to be achieved. A project that seeks to build to the maximum limit of the upper zoning envelope will pay 100% of the program cost, while a project that seeks to build to a certain percentage of the upper zoning envelope will pay a proportionate ratio of the program cost.

To determine the details of the cost structure and what cost level would be optimal, additional feasibility and cost studies will be conducted prior to the finalization and implementation of the incentive program.

No downzoning will be utilized as a means of implementing the community benefits incentive program. Participation in the incentive program will be based on taking advantage of increases in development potential that are allowed under the DOSP.

## 3. Balancing Fees vs. On-Site Improvements

The zoning incentive program will offer applicants the option to either incorporate on-site features that provide community benefits, pay a one-time lump sum fee for community benefits (calculated based on the cost structure described above), or a combination of the two.

Based on community input and staff recommendations, the cost structure will be designed to incentivize the inclusion of on-site features over lump-sum fee payment. The goals of this approach are to: provide community benefits more quickly, reduce the need for administration of future community benefits projects, and promote more equitable geographic distribution of community benefits.

For projects that still opt to pay lump-sum fees, resulting revenue will be allocated to projects across the Downtown area, with input from the oversight committee and final allocation by the City Council.

## 4. Community Benefit Categories by Sub-district

The attached map illustrates the boundaries of the community benefit subdistricts in which the incentive program will be available to developers, although benefit funds will be available to the entire downtown. This map captures all downtown areas in which the DOSP will result in significant upzoning relative to the existing zoning. The map has been revised to ensure more properties in the BAMBD/14<sup>th</sup> Street Corridor in the Central Core area will be able to provide on-site benefits in return for increased development capacity.

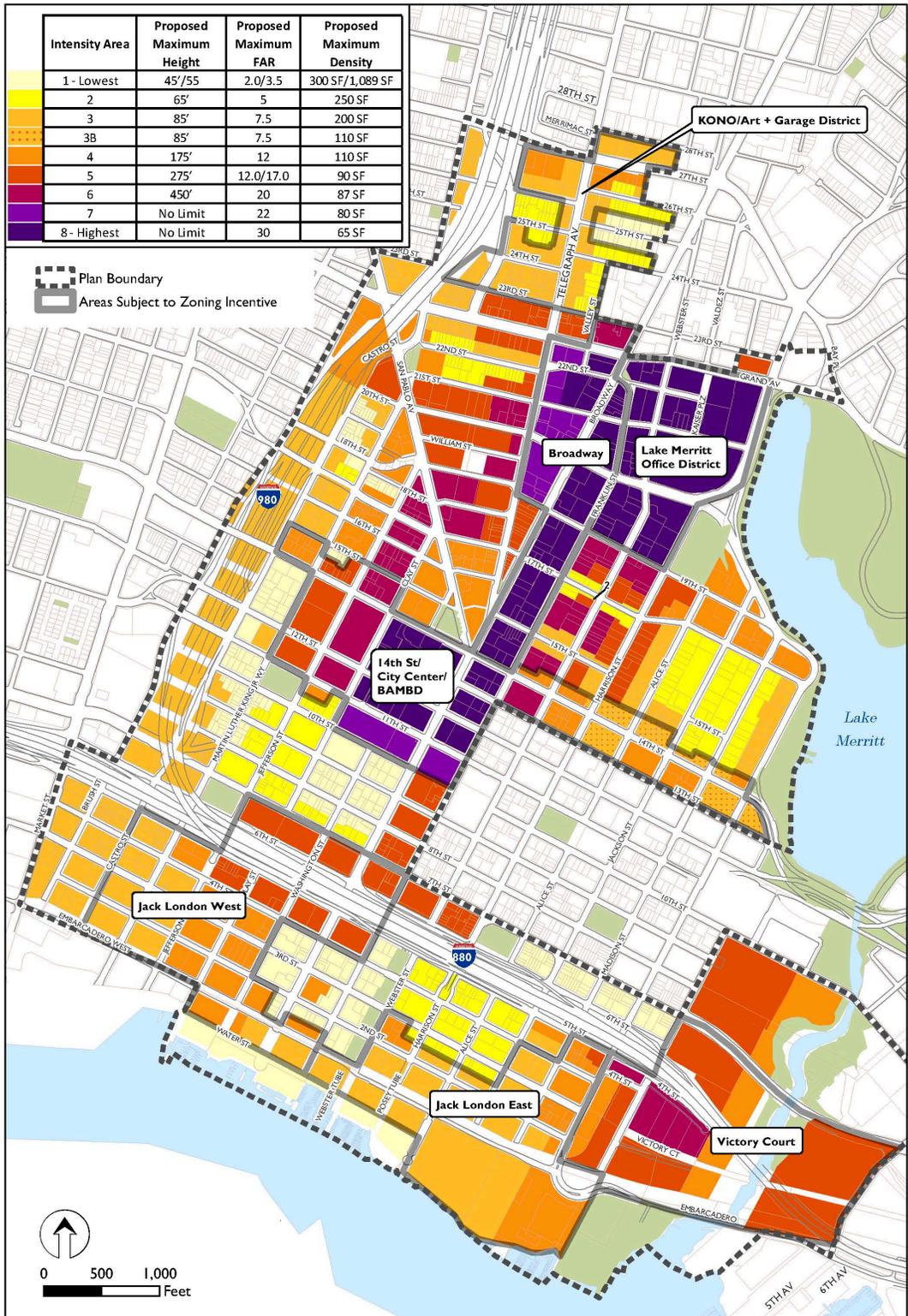


Figure LU-I0a: Proposed Maximum Intensity Map

REVISED

The matrix below indicates the categories of community benefits that will be eligible for inclusion in the incentive program in each of the identified community benefit sub-districts.

The matrix results are from a poll of CAG members during and after the May 14 CAG meeting whereby participants were asked to select their top priority benefit categories for each sub-district. The options in that poll were identified and categorized based on community input in the Draft Plan development and review process, as well as input into priorities provided primarily by the DOSP Working Group in response to the January 16 CAG meeting. Staff and consultants tallied the results of the ranking process; the raw results are shown in **Attachment A**.

After tallying, staff and consultants decided to propose combining two pairs of benefit categories, namely “Culture Keeping” and “Below Market Rate Retail Space,” as well as “Neighborhood- and culturally-relevant streetscape” and “Publicly accessible open space.” Once these pairs were combined, the five community benefit categories shown on the matrix were the top vote-getters.

Three of the five eligible community benefit categories (“Affordable and family-friendly housing,” “Homeless Services,” and “Economic Opportunity”) were top vote-getters in all community benefit sub-districts. The other two (“Culture Keeping (including below market rate space)” and “Neighborhood and culturally-relevant streetscape and open space”) were top vote-getters in four and two sub-districts respectively.

(Please note that since the completion of the CAG survey, the Jack London East / Victory Court area has been split into separate Jack London East and Victory Court areas. Since these were not voted on separately, each has retained to top community benefits of the original.)

Staff and consultants are seeking CAG input on this matrix overall, and also would like input on the following question:

***Should all five on-site benefit categories be included as eligible benefit categories in all sub-districts, or should “Culture Keeping” and “Neighborhood- and culturally-relevant streetscape and open space” be included only in sub-districts where they were among the top four vote-getters?***

	Art + Garage District	Lake Merritt Office District	Broadway	Black Arts Movement and Business District / City Center / 14 <sup>th</sup> Street	Jack London West	Jack London East	Victory Court
Affordable and family-friendly housing	X	X	X	X	X	X	X
Homeless Services	X	X	X	X	X	X	X
Economic Opportunity	X	X	X	X	X	X	X
Culture Keeping (including below market rate space)	X	X		X	X		
Neighborhood- and culturally-relevant streetscape and open space			X			X	X

## 5. Number of On-Site Benefits Options by Community Benefits Category

Staff and consultants recommend that one specific type of on-site community benefit per community benefit category be included in the incentive program, rather than allowing multiple types of community benefits within each category. The reason for this recommendation is that it would greatly simplify program administration and calculation of the values and amounts of benefits. Staff and consultants recognize that this approach would also limit flexibility and exclude some important types of community benefits from on-site implementation. However, it should be noted that the types of community benefits provided through the collection of lump sum fees could go well beyond the list of on-site benefit options.

Staff and consultants suggest the following specific on-site benefit types for each benefit category:

- **Affordable and Family-Friendly Housing:** Inclusion of a minimum percentage of very-low-income and/or low-income housing units on site, with an option to provide a specific percentage of these units with three or more bedrooms to accommodate families.
- **Homeless Services:** Provision of space for homeless services on site (possibly including housing, offices for service providers and/or restrooms), and/or a commitment to fund on-going provision of specific supportive services.
- **Economic Opportunity:** Local hiring, job training and prevailing wage during project construction.
- **Culture Keeping:** Inclusion of a minimum percentage or amount of on-site, below-market rate space for non-profits, locally-owned and culturally relevant businesses, arts organizations and/or childcare.
- **Neighborhood- and Culturally-Relevant Streetscape and Open Space:** Provision of specified streetscape and/or open space improvements that exceed basic City requirements (examples include street tree plantings, park improvements, improvements to adjacent freeway underpasses or street infrastructure, art, or wayfinding supporting cultural districts).

Details regarding each of the above specific on-site benefit types have yet to be worked out and will be determined after the overall direction is set.

## 6. Uses of Lump Sum Fees

As noted above, the types of community benefits provided through the collection of lump sum fees could go well beyond the list of on-site benefit options.

These funds would be eligible to be spent anywhere in the Downtown, with guidelines on the type of projects that meet the purpose and intent of the Downtown Oakland Specific Plan and the benefits program. Guidelines for the use of these funds will be developed later in this process, before finalization of the benefits program.

Any of the community benefits that have previously been discussed by the CAG might be funded through these fees. Examples include:

- Improvements to the Milonga Center or other specific cultural facilities
- Job training in fields such as technology
- Homeless and daycare services
- Transportation improvements and transit passes for certain users or populations

# **ATTACHMENT A**

# **Survey and Email Input on Downtown Oakland Specific Plan Incentives Study and Community Benefits**

Spring 2020

# 1. Survey Input on DOSP Incentives Study and Community Benefits:

## General Guidance

Focus benefits primarily on services and assets with broad-based public benefits as opposed to primarily indirect benefits for the general public

Encourage ZIP to err on the side of additional bonus rather than high rents

Bonus cannot be too low, nor the capture level too high, such that less revenue is generated

Focus on lower-cost benefits upfront to preserve feasibility and consider how additional community benefits can be funded over time from on-going revenue stream generated by development

Certain priorities should be required and not optional, i.e., affordable housing, local job training and local hire, and homeless services

Careful consideration for how existing and new benefits are layered to produce more benefits; analyze benefits using a matrix of equity and cultural impacts based on indicators and prioritized according to impacts to improving those outcomes

Voluntary benefits only work if base densities are set low enough to make the density bonuses valuable enough to support the cost of benefits

Standardize benefits requirements across projects; need widespread agreement about importance/prioritization of benefits

Community Benefits Oversight Committee must be transparent and accessible; Implementation Steering Committee must include a diverse membership (including from the Youth Advisory Commission)

Mapping of subdistricts is inaccurate (subdistricts cover only a portion of the specific plan area and boundaries only vaguely defined); areawide benefits and some of the subdistrict-specific benefits would apply outside mapped areas; opportunities for increased project intensity may apply to various sites outside the subareas shown on the map

## Benefits & Incentives to Add or Eliminate

Add to benefits: ground floors with store entrances no more than 100 ft apart from each other to activate streets

Add to benefits: fund Broadway Merchandising Plan for purpose of activating our Main Street that may recommend a Master Lease Program

Add to benefits: fund Broadway Mobility Plan to look at how streets can be activated as local and regional transportation hub

Public parking should not be considered a benefit; public parking should come with a disincentive (i.e., you should lose zoning for providing it)

Consider transportation justice as part of any housing initiative

Priority should be job creation downtown, affordable/homeless housing, public bathrooms, and basic city services/schools. Historic preservation is good, but don't go overboard. Local hiring and training is also good, and unionized.

Mobility, Connectivity, and Reversal of freeway barrier damage on downtown neighborhoods must be addressed as a plan goal, through community benefits

## 2. Email Input on DOSP Incentives Study and Community Benefits:

Topic	Benefits & Incentives to Add
Cooperatives	<p>Directly fund cooperative startups</p> <p>Capitalize a fund for cooperative conversions</p> <p>Provide space for cooperative/employee-owned enterprise development</p> <p>Procurement requirements for the City and local anchor institutions can specify cooperatives as a key contractor</p> <p>Establish a local holding company for distressed enterprises in the Covid era that could be relaunched as cooperatives or other forms of democratic ownership</p>
Family Friendly Units	<p>Family friendly units, family friendly design guidelines: <a href="http://emeryville.org/DocumentCenter/View/7787/Item-VID---Family-Friendly-Design-Guidelines?bidId=">http://emeryville.org/DocumentCenter/View/7787/Item-VID---Family-Friendly-Design-Guidelines?bidId=</a></p>
Libraries	<p>Support the inclusion of the Oakland Public Library in any final community benefits package and request that the \$2.00 library impact fee be set aside from the general capital fund to which impact fees are deposited; any increase in the downtown fee should be dedicated to the renovation of the downtown serving libraries (Main, Asian, and the African American Museum and Library at Oakland [AAMLO]) because impact fees collected in the DOSP do not necessarily stay downtown</p> <p>Prioritization of city owned cultural and recreational facilities for community benefits with OPL being a model facility</p> <p>Request that two lots at the corner of 14th Street and Madison Street, as well as the Fire Alarm Building site, are zoned to include a new zoning category "civic use - library"; request that civic use - library be a by-right use so that these sites can be available for an expanded new Main Library, or that any development on these sites will prioritize the library for future community benefits</p> <p>Affordable and Family-Friendly Housing: construction of library kiosks and more meeting spaces within affordable housing projects</p> <p>Services to the Unhoused Population: development of private meeting spaces, in existing library space, for community members and housing specialists to gather and offer services</p> <p>Culture Keeping: development of meeting spaces and display spaces within existing downtown libraries: free meeting space for multicultural and multilingual arts programming; display spaces for local authors, makers and artists to showcase their work; increase multilingual resources in all platforms</p> <p>Economic Opportunity: increased print and online resources for businesses of all sizes to help start, expand, and multiply businesses; creation of a maker lab to support fabrication needs and emerging technologies; design flexible meeting spaces to support entrepreneurs (especially the growth of the self-employed)</p>

Topic	Benefits & Incentives to Add
Libraries	<p>Community Health: update free public restrooms (plumbing); replace boiler and HVAC system to include air conditioning so that building always offers the same healthy temperatures for the public; add air filtration system so that air quality is healthy even during times of wildfires or other weather events; replumb so that free healthy water is available; replace roof so that HVAC system can be improved; increase electrical capacity (solar panels); ensure ability to serve in case of disaster with backup generators</p> <p>Facade Improvements Program: fund an Oak St. mural to thwart graffiti; add mosaic tiling to book drops to thwart graffiti; build an indoor book drop to decrease theft and damage of library materials; create Children's Room outdoor signage to make access to the Main Library easier</p> <p>Publicly Accessible Open Spaces: rebuild/replace elevators to ensure access within the entire building; redesign exterior areas to promote individual reading, small group read alouds and the sharing of ideas in safe attractive environments thus promoting literacy; add outdoor places with flexible meeting spaces to meet needs of community</p> <p>Below-market rate space for arts: construct increased free meeting space for arts programming; construct more display space for artists to exhibit their work within the libraries.</p> <p>Neighborhood and culturally-relevant streetscape infrastructure: partner with local groups and organizations, such as the Eastside Arts Alliance, Malonga Casquelourd Center for the Arts and other Black Arts Movement organizations, OMCA, Museum of Children's Art, The Unity Council and Chinatown cultural groups to increase landscaping, murals, outdoor tables and seating on library grounds; create fenced outdoor children's programming space; build outdoor playground (play is essential to early literacy growth); increase children's gardens on the Oak St. side of building</p> <p>Public Parking: provide angled parking on Madison and Oak Streets for traffic calming and greater patron access. This is especially needed for elderly patrons and patrons with very young children.</p> <p>Digital Divide: the June 2019 Fiber Master Plan identifies the three downtown libraries; Main, Asian and AAML O as tier-one priorities for fiber optic hook up and has specific costs for connecting these facilities to the fiber infrastructure. These facilities play an important role in providing free Internet access and decreasing the digital divide. Downtown development can contribute towards this infrastructure as well as specifically connecting community institutions to these resources. Secure investment in wireless mesh networks in all downtown libraries</p> <p>Digital Divide: All developments in the downtown can be part of the library ethos of making information accessible through free internet access and having charging outlets in their building's public open space as a way of closing the digital divide.</p>

Topic	Benefits & Incentives to Add
Youth	<p>Where youth are concerned about affordable housing and being able to continue to live in Oakland, can revenue collected from housing impact fees be earmarked for TAY housing? Equitably distributing HIF revenues to high-needs districts for transit improvements, roadway improvements, school funding, workforces housing, etc.</p> <p>In terms of making it affordable for youth to work in the area, generate funds from employers to invest in school-based career pathway programs like Measure N (OUSD), raise the minimum wage floor, earmark funds towards a Mayor's youth employment program such as MYEEP in San Francisco. Related to this, students understand the importance of supporting teachers to improve quality schools, and therefore funding teacher/staff workforce housing to retain quality teachers and lower the cost of housing for teachers</p> <p>Being consistent with ECAP 2030, establish a free transit pass for youth to lower emissions and increase youth mobility so they can travel seamlessly to/from work, home and school</p> <p>Reduce barriers to obtaining youth Clipper cards</p> <p>Increase youth access to Oakland bikeshare</p> <p>Improve bus shelter safety in east Oakland</p> <p>Establish a youth planning council to review and advise the Specific Plan Implementation Committee</p>

### 3. What are your 1st, 2nd, and 3rd priorities for the following DOSP Areas or Districts?

Priorities	Arts + Garage Area Ranking		Lake Merritt Office District Ranking		Broadway (10th to 23rd Streets) Area Ranking		Central Core & Black Arts Movement and Business District Ranking		Jack London West Area Ranking		Jack London East Victory Court Ranking		
	Area Ranking	Ranking	Area Ranking	Ranking	Area Ranking	Ranking	Area Ranking	Ranking	Area Ranking	Ranking	Area Ranking	Ranking	
Affordable and Family-Friendly Housing		1		1		1		1		2		1	1
Below-Market Rate Space		3		4		6		7		7		4	6
Community Health		11		8		7		10		10		12	5
Culture-Keeping		2		12		8		1		1		8	8
Economic Opportunity		5		2		2		2		3		2	2
Facade Improvements		10		9		5		8		8		7	11
Homeless Services		4		3		3		4		4		3	3
Local Hiring and Training		--		6		11		12		12		10	10
Neighborhood- and Culturally-Relevant Streetscape		6		7		4		5		5		6	7
Public Parking		9		10		12		9		9		11	12
Publicly Accessible Open Spaces		7		5		9		6		6		5	4
Transfer of Development Rights		8		11		10		11		11		9	9

Notes: "--" indicates that zero votes were received to rank that priority for the Area or District in question.

## **ATTACHMENT B**

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
<b><i>EQT-1 Housing Cost Burden</i></b>						
Economic Opp (E-1.1)	Implement measures to ensure that new development provides funding/contributions such as impact fees, community-serving tenants, and other direct and indirect contributions, and enhances Oakland's ongoing fiscal sustainability to better fund City services and community investment.	X	X	X	X	X
Housing (H-1.7)	Ensure that a mix of market-rate and income-restricted housing is constructed in downtown. Target creation of between 4,365 and 7,275 affordable housing units including units designed to accommodate larger families out of a total housing production target of 29,100 new units.	X				
Housing (H-1.1)	Explore and implement tools and policies to prioritize use of some portion of affordable housing funds in downtown by adapting scoring criteria for responses to City notices of funding availability (NOFA).	X				
Housing (H-1.2)	Leverage the city's inventory of publicly-owned land in a manner that supports housing affordability.	X				
Housing (H-1.3)	Establish public/private partnerships between libraries / county properties and affordable housing providers aimed at co-locating public facilities with affordable housing above.	X				
Housing (H-1.4)	Study increasing the city's affordable housing impact fees, with a goal of potentially dedicating a portion of the new revenues generated to affordable housing production in downtown.	X				
Housing (H-1.5)	Study increasing the City's jobs-housing linkage fee for non-residential development.	X		X		
Housing (H-1.6)	Explore the creation of a new downtown value-capture mechanism, such as an Enhanced Infrastructure Financing District (EIFD), with a significant portion of this new long-term revenue stream dedicated to affordable housing retention and production.	X				
Housing (H-1.12)	Study an inclusionary housing policy for downtown as part of re-assessing the city's current affordable housing impact fees and the impact fee's existing option for developers to provide affordable housing units on-site in lieu of paying the impact fee.	X				
Housing (H-1.9)	Encourage the development of more commercial hotels downtown to relieve pressure to convert permanent housing units and SRO hotels to short-term tourist rentals.	X				

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeper	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Housing (H-1.10)	Explore expanded use of the community land trust and/or other shared equity homeownership models in downtown to increase home ownership and wealth-building opportunities for low- and moderate-income households.	X				
Housing (H-2.1)	Continue to purchase and rehabilitate downtown's residential or single-room occupancy hotels (SROs) as income-restricted affordable housing, as funding and purchase opportunities arise.	X				
Housing (H-2.2)	Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs.	X				
Housing (H-2.8)	Maintain effective enforcement of rent adjustment and just cause eviction laws.	X				
Housing (H-2.12)	Continue applying State and local first-time homebuyer programs in downtown to enhance stable ownership opportunities, and consider modifying programs to allow former Oakland residents to apply	X				
Housing (H-2.3)	Develop a process to expedite the review and approval of planning and building permits for 100% affordable housing projects.	X				
Housing (H-3.1)	Incorporate artist-serving housing into the City's affordable housing Notice of Funding Availability (NOFA) process scoring criteria.	X		X	X	
Mobility (M-3.5)	Study the long-term feasibility of replacing I-980 with a multi-way boulevard to better connect West Oakland and downtown; creating opportunities for new housing and other uses, using the revenues from public land to repair inequities caused by the creation of I-980, and supporting walking, biking, and transit.	X				X
<b>EQT-2 Homelessness</b>						
Housing (H-1.3)	Establish public/private partnerships between libraries / county properties and affordable housing providers aimed at co-locating public facilities with affordable housing above.	X				
Housing (H-1.9)	Encourage the development of more commercial hotels downtown to relieve pressure to convert permanent housing units and SRO hotels to short-term tourist rentals.	X				
Housing (H-2.2)	Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs.	X				
Housing (H-2.7)	Pursue additional funding for expanded renter services and counseling.	X				
Housing (H-2.8)	Maintain effective enforcement of rent adjustment and just cause eviction laws.	X				

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Housing (H-2.9)	Target creation of supportive services in existing and new affordable housing and at SRO's rehabilitated as income-restricted housing in downtown.	X	X			
Housing (H-2.5)	Update Oakland's "Permanent Access to Housing" (PATH) strategy and implement its recommendations to prevent homelessness and support and assist homeless residents.	X	X			
Housing (H-2.6)	Continue implementation of services for encampment areas, including health and hygiene interventions, provision of Community Cabins facilities, and temporary shelters.		X			
Housing (H-2.13)	Per citywide efforts to secure homeowners in distress, implement programs to proactively identify homeowners at risk of foreclosure and direct these residents to available assistance and resources.	X				
Comm Health (CH-1.12)	Provide secure storage lockers for unsheltered residents in places where they can access them.		X			
Comm Health (CH-1.13)	Provide creatively designed public drinking water, trash, and restroom facilities in parks and other public spaces, including re-opening restrooms in parks that have been closed due to understaffing.		X		X	X
Comm Health (CH-1.14)	Work with downtown libraries to create a safe daytime shelter, community gathering and services program for Oakland's unhoused and vulnerable residents.		X			
Comm Health (CH-1.20)	Create and manage needle exchange locations.		X			
Comm Health (CH-1.22)	Prioritize capital improvements and maintenance of public facilities such as libraries, cultural centers and recreational centers to ensure mechanical systems are adequate for them to serve as cooling centers and air quality respite shelters.		X			
Comm Health (CH-1.23)	Explore capital improvements to convert one or more downtown public facilities to essential service facilities.		X			
<b>EQT-3 Displacement</b>						
Economic Opp (E-1.1)	Implement measures to ensure that new development provides funding/contributions such as impact fees, community-serving tenants, and other direct and indirect contributions, and enhances Oakland's ongoing fiscal sustainability to better fund City services and community investment.	X	X	X	X	X
Housing (H-1.1)	Explore and implement tools and policies to prioritize use of some portion of affordable housing funds in downtown by adapting scoring criteria for responses to City notices of funding availability (NOFA).	X				

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Housing (H-1.4)	Study increasing the city's affordable housing impact fees, with a goal of potentially dedicating a portion of the new revenues generated to affordable housing production in downtown.	X				
Housing (H-2.1)	Continue to purchase and rehabilitate downtown's residential or single-room occupancy hotels (SROs) as income-restricted affordable housing, as funding and purchase opportunities arise.	X				
Housing (H-2.2)	Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs.	X				
Housing (H-2.7)	Pursue additional funding for expanded renter services and counseling.	X				
Housing (H-2.8)	Maintain effective enforcement of rent adjustment and just cause eviction laws.	X				
Housing (H-2.9)	Target creation of supportive services in existing and new affordable housing and at SRO's rehabilitated as income-restricted housing in downtown.	X	X			
Housing (H-2.4)	As part of citywide efforts, develop and adopt improvements to Oakland's condominium conversion ordinance to promote affordability, prevent displacement, and reduce racial disparities.	X				
Housing (H-2.12)	Continue applying State and local first-time homebuyer programs in downtown to enhance stable ownership opportunities, and consider modifying programs to allow former Oakland residents to apply.	X				
Housing (H-2.13)	Per citywide efforts to secure homeowners in distress, implement programs to proactively identify homeowners at risk of foreclosure and direct these residents to available assistance and resources.	X				
Housing (H-2.10)	Explore expanding the definition of displacement in the City's regulatory agreements with affordable housing developers to prioritize units for Oaklanders who have been displaced for broader economic reasons. Explore legally compliant ways of targeting homeownership and rental assistance to former residents harmed by discriminatory housing policies such as redlining and predatory lending. Allow such individuals or groups to apply for local assistance programs.	X				
Housing (H-2.11)	Implement a centralized online waiting list for affordable housing to include information on applicant's demographics, income and family history of residence in Oakland.	X				
Housing (H-3.1)	Incorporate artist-serving housing into the City's affordable housing Notice of Funding Availability (NOFA) process scoring criteria.	X		X	X	

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Housing (H-3.2)	Establish live-work zoning designations in arts-focused districts such as Koreatown/Northgate (KONO), Jack London, and the Black Arts Movement and Business District (BAMBD). Expand requirements for future live-work spaces to ensure they are not used solely as residences, beyond the existing requirement of having a business license.	X		X	X	
Economic Opp (E-2.3)	Develop and continually update requirements or incentive options for new development to provide affordable space for arts, nonprofit organizations, and small, local, culturally-specific businesses.			X	X	
Economic Opp (E-2.7)	Ensure City policies and actions maintain sufficient industrial space downtown to accommodate user needs—especially maintaining downtown’s unique existing strengths in providing space for small- scale light industrial uses.			X		
Economic Opp (E-2.9)	Pursue creation of a nightlife district and strategy in downtown locations such as Uptown and the Black Arts Movement & Business District (BAMBD); design the strategy to accommodate these uses at a variety of price points, and support attraction of diverse populations. Ensure the strategy provides support for Black-owned and Black-oriented businesses.			X	X	X
Economic Opp (E-2.8)	Provide affordable space for entrepreneurs and small, local retailers, artists, and artisans by exploring the implementation of a land trust model, and by expanding Oakland’s master leasing efforts, in which the City or a nonprofit intermediary leases or sub-leases space to tenants meeting criteria such as length of residency in Oakland, location of residence, economic status, and disability status.			X	X	
Economic Opp (E-2.13)	Pursue establishment of additional arts and culture districts in downtown, similar to the BAMBD; potential districts could include a Chinatown Cultural Heritage District, KONO Art + Garage District, or Jack London Maker District.			X	X	X
Economic Opp (E-2.14)	Pursue additional funding for the façade tenant improvement program and restructure the program to focus on assisting businesses and nonprofits that meet criteria for income and location in established cultural districts.			X	X	
Economic Opp (E-2.4)	Explore opportunities to partner with non-profit support organizations to augment the capacity of Oakland’s existing Business Assistance Center in downtown.			X		
Economic Opp (E-2.10)	Expand the business outreach efforts of Oakland’s Economic and Workforce Development staff by pursuing the creation of an interdepartmental outreach team.			X		

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Economic Opp (E-3.5)	Partner with local nonprofits to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown.			X		
Culture Keeping (C-1.1)	Establish a Cultural Districts Program to formalize a collaborative partnership between the City and cultural communities and identify resources to stabilize vulnerable communities and to preserve, strengthen, and promote the City's cultural assets and diverse communities.			X	X	
Culture Keeping (C-1.5)	Explore the development of an incentive program (such as a cultural density bonus program) for downtown that identifies affordable arts, culture, and commercial space, including space for community-serving nonprofits, as one of the priority community-benefiting uses.			X	X	
Culture Keeping (C-1.2)	Provide support for the Black Arts Movement and Business District (BAMBD) and promote the district with special urban design elements and marketing materials.			X	X	
Culture Keeping (C-1.8)	Explore the use of a land trust model to help stabilize cultural businesses, institutions and residents through community ownership of land; consider cultural easements as well to restore Indigenous People's rights to land, habitat and stewardship.			X	X	
Culture Keeping (C-1.1)	Adopt zoning, land use and building regulations to preserve existing and encourage more Production, Distribution and Repair (PDR, also known as "maker"), arts and culture spaces.			X	X	
Culture Keeping (C-3.1)	Continue leasing City-owned properties downtown at below-market rents for arts and culture uses utilizing the City's existing process and consider partnering with an intermediary organization to create an incubator model that outlines a pathway to growth and expansion for the tenant.			X	X	
Culture Keeping (C-3.6)	Incentivize the use of privately-owned, vacant, or underutilized buildings as temporary affordable art or social enterprise space.			X	X	
Culture Keeping (C-3.7)	Explore the development of a facilities access fund to subsidize access to space (performance venues, theaters, etc.) for artists seeking affordable exhibition/performance space.			X	X	
Culture Keeping (C-3.4)	Increase funding and support for arts & culture programs and organizations, particularly for groups most impacted by racial disparities, by either increasing the hotel tax or reallocating existing hotel tax funds, which would require a ballot initiative.			X	X	

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Culture Keeping (C-3.5)	Expand existing technical assistance in business and marketing, and support the extension of CAST's Keeping Space Oakland program, which provides technical and financial real estate support for arts organizations facing displacement, particularly for artists of color and from vulnerable communities.			X	X	
Culture Keeping (C-3.2)	Consider a master lease program where a nonprofit intermediary, like CAST or EBALDC, could partner with building owners to sub-lease underutilized ground-floor spaces to artists and arts organizations.			X	X	
Land Use (LU-1.3)	Create and adopt a development incentive program for downtown that works seamlessly with updated zoning regulations and addresses the community's most pressing needs.			X		
Land Use (LU-2.2)	Study and develop an updated Transfer of Development Rights (TDR) program that will assist in overall preservation efforts downtown.	X				
Land Use (LU-2.3)	Establish a Cultural Districts Program and use the zoning regulations developed in support of such a program to both require and incentivize specific uses identified by the community as priorities.				X	
Land Use (LU-2.5)	Coordinate new downtown development to ensure that construction downtown does not interfere with the accessibility of streets and public spaces, and is coordinated to the extent feasible to minimize negative impacts to small businesses.			X		X
<b>EQT-4 Disconnected Youth</b>						
Economic Opp (E-3.2)	Develop incentives for contractors/builders to hire local workers, with a focus on increasing equitable representation of groups most impacted by racial disparities and other priority populations, including justice-involved individuals.			X		
Economic Opp (E-3.3)	Continue and expand local-hire initiatives, training, apprenticeships, and partnerships with employers and Laney College to develop a job pipeline in the technology sector, "clean and green" sector, and other major industry sectors in downtown.			X		
Economic Opp (E-3.1)	Pursue establishment of a youth empowerment zone program in Downtown Oakland, integrated with local nonprofit organizations and focused on career training opportunities.			X		
Culture Keeping (C-2.1)	Program and encourage youth activities in public spaces and businesses.			X	X	
Comm Health (CH-1.9)	Invest in youth and senior-driven programming and facilities for downtown public spaces.			X	X	

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
<b><i>EQT-5 Unemployment Rate</i></b>						
Economic Opp (E-3.2)	Develop incentives for contractors/builders to hire local workers, with a focus on increasing equitable representation of groups most impacted by racial disparities and other priority populations, including justice-involved individuals.			X		
Economic Opp (E-3.3)	Continue and expand local-hire initiatives, training, apprenticeships, and partnerships with employers and Laney College to develop a job pipeline in the technology sector, “clean and green” sector, and other major industry sectors in downtown.			X		
Economic Opp (E-3.4)	Continue City efforts to work internally and with major downtown institutions and large employers to develop procurement and contracting policies that support small local businesses and businesses owned by people from groups most impacted by racial disparities.			X		
Economic Opp (E-3.5)	Partner with local nonprofits to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown.			X		
Land Use (LU-1.3)	Create and adopt a streamlined development incentive program for downtown that works seamlessly with updated zoning regulations and addresses the community’s most pressing needs.			X		
<b><i>EQT-6 Median Income</i></b>						
Economic Opp (E-2.4)	Explore opportunities to partner with non-profit support organizations to augment the capacity of Oakland’s existing Business Assistance Center in downtown.			X		
Economic Opp (E-2.10)	Expand the business outreach efforts of Oakland’s Economic and Workforce Development staff by pursuing the creation of an interdepartmental outreach team.			X		
Economic Opp (E-2.11)	Improve and expand Downtown marketing and branding efforts, targeting not only people and organizations interested in downtown’s cultural and entertainment offerings, but also employers, entrepreneurs, and institutions looking for accessible commercial space near high-quality public amenities and transit.			X	X	
Economic Opp (E-3.3)	Continue and expand local-hire initiatives, training, apprenticeships, and partnerships with employers and Laney College to develop a job pipeline in the technology sector, “clean and green” sector, and other major industry sectors in downtown.			X		

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Economic Opp (E-3.4)	Continue City efforts to work internally and with major downtown institutions and large employers to develop procurement and contracting policies that support small local businesses and businesses owned by people from groups most impacted by racial disparities.			X		
Economic Opp (E-3.5)	Partner with local nonprofits to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown.			X		
<b><i>EQT-7 Other Equity Concerns</i></b>						
Economic Opp (E-2.15)	Partner with local businesses and the Building Bureau to enhance the physical accessibility of public-serving retail, workplaces, and other spaces through application of “universal design” principles.			X		
Housing (H-1.13)	Investigate passage of policies requiring a high standard of accessibility retrofits during remodels of existing buildings/units, and/or adjust requirements for new residential development in order to strengthen accessibility.	X				
Housing (H-2.14)	Ensure habitability standards for residents of affordable and market rate housing developments.	X				
Mobility (M-2.2)	Improve passenger amenities, including wayfinding in multiple languages					
Mobility (M-1.1)	Design and construct safety measures along the high-injury pedestrian network, including ADA measures that support access for people with disabilities (as identified in Figure M-1 and described in Appendix Table M-1).					
Mobility (M-1.2)	Implement the pedestrian and bicycle programs/policies for Downtown Oakland detailed in the 2017 Oakland Pedestrian Plan and 2019 Oakland Bike Plan.					
Mobility (M-1.9)	Support the Let’s Bike Oakland library partnership with OakDOT which will provide bike mechanics, fix-it stations and bike repair and maintenance tools for free at library locations.					
Mobility (M-2.1)	Implement transit priority treatments on key corridors and decrease bus headways to improve overall transit travel times, and access to, from and within downtown (as identified in Figure M-8 and described in Appendix Table M-6).			X		
Mobility (M-2.3)	Reconfigure transit service in Jack London and Chinatown to better connect with regional transit and improve bus transit connections between downtown and East Oakland.			X		

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeper	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Mobility (M-2.2)	Improve passenger amenities (including wayfinding) and security at bus stops on all transit streets throughout downtown. Bus stops can include lighting, new shelters, benches, wayfinding information in multiple languages, and other amenities including those that improve access and comfort for people with disabilities.					
Mobility (M-2.5)	Maintain reliable, ADA-accessible access to transit stations (i.e. BART elevators and escalators) and find opportunities to increase the number of elevators.					
Mobility (M-2.4)	Work with transit agencies to offer a low-income transit pass to reduce the cost of transit fare.			X		
Mobility (M-2.6)	Name transportation facilities to reflect the character of the place they serve (e.g. Chinatown).				X	
Mobility (M-3.2)	Decrease freeway traffic on local streets through improvements in the Oakland/Alameda Access Project.					
Mobility (M-3.7)	Expand the Park Oakland program to additional areas of Downtown Oakland to ensure parking availability, increase ADA-accessible parking and passenger loading to serve the needs of people with disabilities and downtown businesses, reduce the number of drivers looking for parking, balance the needs placed on curb space, and better manage parking resources and demand.					
Mobility (M-3.5)	Study the long-term feasibility of replacing I-980 with a multi-way boulevard to better connect West Oakland and downtown; creating opportunities for new housing and other uses, using the revenues from public land to repair inequities caused by the creation of I-980, and supporting walking, biking, and transit.	X				X
Mobility (M-3.10)	Adopt stronger regulations to ensure safe access for pedestrians, bicyclists, and transit riders of all abilities during construction projects downtown.					X
Comm Health (CH-1.3)	Draft and adopt guidelines for new or improved parks and public open spaces; include 'active design' guidelines with policies and design standards that create healthier and more physically accessible public spaces.					X
Comm Health (CH-1.15)	Update CPTED guidelines to reflect best practices and be inclusive of all different users of public space.					X

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeper	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Comm Health (CH-1.16)	Expand implementation of community safety initiatives, including strengthened community policing and partnerships, expanded bias training for police and other neighborhood peacekeepers, partnerships with mental health service providers, expanded support for community-based service and workforce development organizations serving at-risk youth and re-entry populations, and restorative justice programs and methods.			X		
Comm Health (CH-1.11)	Invest in and create universal design principles for public spaces and playgrounds to make downtown more accessible to people with disabilities of all ages.					X
Comm Health (CH-1.19)	Provide incentives for the creation of more childcare centers and invest in programs to help subsidize the cost of childcare for vulnerable residents and workers.			X		
Comm Health (CH-2.3)	Support the implementation of the Sea Level Rise Roadmap, which identifies key actions needed to prepare for impacts of climate change; particularly for vulnerable neighborhoods.					
Comm Health (CH-2.12)	Add green buffers along highway edges to filter air pollutants.					X
Comm Health (CH-2.13)	Accelerate the electrification of private vehicles and low capacity taxi/TNC vehicles, aiming to improve air quality by significantly reducing tailpipe emissions from transportation.					
Comm Health (CH-2.14)	Transition to natural gas-free buildings to reduce safety and air quality/health risks in buildings.					
Comm Health (CH-2.16)	Support cultural and civic facilities (libraries, museums, landmarks, etc.) as disaster preparedness and relief centers, providing emergency social services in times of distress (cooling stations, food distribution, shelter, etc.).		X		X	
Land Use (LU-2.5)	Coordinate new downtown development to ensure that construction downtown does not interfere with the accessibility of streets and public spaces, and is coordinated to the extent feasible to minimize negative impacts to small businesses.			X		X
Engagement (IMP-155)	Establish a Specific Plan Implementation Committee, with broad representation for area residents and community stakeholders, to monitor and assess the implementation of Specific Plans and provide annual reports to the Planning Commission and City Council.					

DOSP Key Policies with Equity Impacts		Zoning Incentive Benefits				
Strategy or Policy	Policy Summary	Affordable & Family-Friendly Housing	Homeless Services	Economic Opportunity	Culture-Keeping	Neighborhood- & Culturally-Relevant Streetscape & Open Space
Engagement (IMP-156)	Populate the Specific Plan Implementation Committee with an inclusive constituency of underrepresented populations, youth, older adults, and people with disabilities, as well as business and institutional representatives.					
Engagement (IMP-159)	With the participation of a Specific Plan Implementation Committee, review the Downtown Oakland Specific Plan every year to report on progress, evaluate whether the strategies are achieving the desired equity and other outcomes, evaluate whether strategies are still appropriate, and update as needed.					
Engagement (IMP-160)	Conduct racial equity impact assessments of Plan actions as they are developed after adoption to ensure that investments, programs and policies narrow disparities and do not have unintended negative consequences on vulnerable populations.					
Engagement (IMP-161)	Create an Economic Development Commission tasked with implementing economic opportunity and workforce development aspects of the Downtown Specific Plan.			X		