

Community Input on Draft Downtown Oakland Specific Plan Goals
 Social Equity Working Group Meeting
 Housing and Affordability & Jobs, Training & Economic Opportunity Working Group

Goals	Changes	Barriers	Solutions	Uncategorizable
Affordability & Displacement				
JTEO Goal 5: Facilitate affordable space for nonprofits, cultural uses and community-desired businesses (including grocery stores, affordable restaurants and retail, etc.).	City needs to define what businesses should be granted affordable space. Not all existing businesses need to stay.	<p>Developers appear to be exploiting Oakland's need for money. They do not want to be PART of Oakland, making all of Oakland better. They want to exploit the city. What is a fair profit for developers? Why do any leaders let themselves be played?</p> <p>City not making policy to facilitate goal (political will)</p> <p>Rising costs...Development pushing out</p> <p>Workday services not resident services</p> <p>Hard to start a nonprofit because they can't afford a space and then the nonprofit can't get started because they have no place to work.</p> <p>Need more office space! Currently not enough office space. Ownership of buildings want profitable spaces, but nonprofit/community spaces are not profitable</p>	<p>Create a master arts group tenant to sign leases, then sub-tenant to smaller artists and groups.</p> <p>Commercial rent control</p> <p>Do not remove neighborhood amenities for new commercial development, especially grocery stores</p> <p>Rent control</p> <p>Map specific amenities: groceries, SROs, homeless in specific neighborhoods</p> <p>Anti-displacement for artists, especially young artists of color</p> <p>Make neighborhood-serving business that's open on weekends</p> <p>Protect social and racial justice centered nonprofits</p> <p>Grocery stores in food deserts</p> <p>Stipends to nonprofits for cultural uses</p> <p>Businesses that serve the community, both residents and visitors. If resident population is 20k, how many are here every day to work (and should be served too)?</p> <p>Transportation! Ensure people have access. Keep and increase public transport stops.</p> <p>Making use of abandoned buildings using public funds to make those spaces useful/affordable for community businesses.</p>	

Require community benefits for new development
 Financial advice, low-cost financing for business
 City will own buildings and regulate prices

HA Goal 1: Develop downtown without displacing residents, nonprofits and community institutions.	Include transit accessibility. Without displacing public transportation. Keep transportation affordable.	Lack of replacement housing.	No one builds in DTO w/o affordable units!	Displaced tenants - how are we bringing them back to Oakland?
--	--	------------------------------	--	---

Rigid zoning to get outcomes we want.

 Increase supply of housing, particularly affordable
 Market developers need stronger requirements systematically
 Costa Hawkins at state level
 Strengthen rent control
 Funding for outreach/connection to housing coordinator

HA Goal 2: Keep downtown Oakland affordable and accessible to the community by increasing the supply of below-market-rate housing, preserving existing "naturally-occurring" affordable housing, and protecting existing and displaced tenants.	"Preserving and upgrading" or "Maintaining"	Not strong zoning to ensure affordability	Let's see the city visibly use it's affordable housing impact fees to build below market rate units	
---	---	---	---	--

Include sub-standard

No corporate/real estate incentives to affordable housing

Structure zoning to be higher percentage of affordable
 Create more oversight of bonds
 Build market rate housing too so that 30k new residents have places to live and don't displace new residents.
 Tenant representation of bond oversight.
 Require more affordable housing, not just market rate housing.
 More mixed-income housing. Do not create pockets of underserved poor people.
 Prioritize building permits to buildings with affordability.
 Include more than small % of affordable homes in buildings
 More mixed-income buildings
 Need inclusive zoning
 Increase overall supply of housing

Have city become developer! So they can buy affordable housing.
 Abandoned space downtown. Lots - buildup.
 Accessory dwelling units need to be encouraged
 Tax people who keep property vacant
 CLT needs to be encouraged and supported
 Legalize tiny houses safe harbor site and protect campgrounds
 Secondary units incentives

<p>HA Goal 5: Protect the social services and housing of last resort that serve and house populations at risk of homelessness.</p>	<p>Provide MORE social services and SROs</p>	<p>Homeless people not represented here.</p>	<p>Ensure SROs and allocate dollars in city budget for mental health services</p>
	<p>"Expand social services and housing"</p>	<p>Nonprofits not necessarily focused on greatest needs.</p>	<p>Homelessness support funding needs to come from city. Population is growing, and funding needs to grow, not shrink.</p>
	<p>Discriminating homelessness</p>	<p>Bond money needs better oversight Underfunded and understaffed social services Accessible land and buildings</p>	<p>Homeless should be involved. Inclusion of homeless families in solution-building. Homeless preventative assistance monies to serve residents that are a paycheck away from being on the street</p>
		<p>Current SROs are hard to maintain so owners sell to the highest bidder SROs ordinance not strong enough - prevented by state law</p>	<p>Library as social service for homeless Homeless outreach teams: train and pay homeless to provide services</p>
<p>EA Goal 1: Preserve and support downtown's cultural, racial, and ethnic diversity, including cultural amenities and businesses that serve Oakland's diverse populations.</p>		<p>Limited local dollars dedicated to community-serving enterprises.</p>	<p>Set up protections for ethnic businesses and cultural centers protections = only replaced w/ other ethnic businesses and other cultural centers, low rent</p>
		<p>Disabled, seniors, and kids accessibility</p>	<p>Continuous education + community capacity for leadership, diversity Strengthen diversity Preserve places where poor people of color are welcome and not harassed.</p>
			<p>Require businesses coming in to serve community diversity</p>

Strengthen cultural institutions like Islamic centers and other communities

Interdisciplinary teams between agencies to outreach
Identify and protect and display cultural landmarks
Educating neighbors about cultural landmarks
Make festivals more interactive
Go after grant opportunities to increase funding
Public support of festivals
Fund libraries
Libraries need to be utilized/supported

Good neighbor program
Highlight cultural districts

Uncategorizable

Only property owners get notices of new development. Tenants need notice!
City not exerting priorities of community for development

Old school bulletin/board about planning + development meetings

Notifications of public meetings - YMCA, schools, social services, print media, radio, TV news
Require mental health accommodation for new developments

Food/restaurants under \$10 meals quality/healthy
Cultural assets (AALMO, BOSS), water features, Joyce Art Gallery, Jefferson's [illegible]
Examples: OakStop, Farley's
Incentivize public transit stops in front of grocery stores
If a bus stop is moved, the business must pay to relocate the stop
Increase frequency and locations of downtown free buses. (Roundabouts and jitneys)
Developing compassionate teams.
Understanding and nurturing

Housing Density & Variety

HA Goal 3: Increase the total supply of housing downtown where residents have easy access to transit, jobs and services. Mixed-income

Access to parks in hills is difficult, need local too

Condo conversion law reform

	<p>Including bus stop protected access Plus play/open space recreation opportunities</p> <p>Significantly increase Emphasize affordable "All" includes affordable This is a method to achieve the goal of Goal 1</p>	<p>Height limits may incentivize removal of lower height buildings Cost of construction (including approval process)</p>	<p>Lower height limits + add incentives for benefits Density bonus for affordable housing (like state) Expedite parking lot conversions Provide a schedule for planning approval. Deem applications complete within 30 days, as required</p>
<p>HA Goal 4 (1?): 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>Define configurations</p>	<p>Tall units operate like gated community</p>	<p>Incentivize 3rd bedroom units</p>
	<p>Flexible design strategies</p> <p>Wide range of family shapes</p> <p>Broad goal good but remember various income levels and subsidize versus unsubsidized housing</p>	<p>Commercial space can't only be big and tall. We will lose mom & pops Incentivizing 3rd bedroom units won't always pencil out and design isn't family friendly Tend to build at top of market</p> <p>Prop 13 -> repeal</p> <p>Costa Hawkins Low income is a barrier</p>	<p>Inclusionary housing? incentives Taxation/redistribution of wealth (???) post-it on top</p> <p>Incubate more Black construction companies to take advantage of incoming job opportunities Community land trusts</p>
<p>EA Goal 3: Balance the need for public investment in the downtown and in underserved outlying neighborhoods, particularly when using resources generated by downtown development.</p>	<p>Can mean multiple things</p> <p>A little confusing. Includes: public land, benefit of downtown to rest of city</p>	<p>Geographic disparities</p> <p>Politics</p>	<p>Ground floor walk-ups that connect to street</p> <p>Specific development requirements</p> <p>Regional tax share</p>
<p>EA Goal 4: Meaningfully engage residents from all walks of life, including youth, low-income residents and hard-to-reach populations, in community planning, implementation and accountability.</p>	<p>"Hard-to-reach" is unclear</p>	<p>Limited notice for smaller infill project</p>	<p>Bigger public notice sign guidelines</p>

High turnover/displacement
 People don't have time
 People don't trust. Aren't include to share (shy people)

Larger public notice perimeter & include residents
 Plans online in color & downloadable (smaller size)
 Make sure all stakeholders are represented
 Interactive map & transact(??) database to track pipeline & bedroom counts
 Community liaison
 Online tools
 Marketing
 Schools
 Community advisory group
 Clear what goals are

Public lands policy
 Host neighborhood
 Cultural shift on capitalism/(??)

Uncategorizable

"How to Kill a City"

Community-Business Interaction

JTEO Goal 3: Employ economic development strategies that build community wealth shared widely among residents, local businesses, non-profits, artists and other local stakeholders of all races and income levels.

Decrease vacant storefronts.

Conventional real estate system

Mandatory local hire, mandatory hire of POC, mandatory hire of formerly incarcerated people.

Affordable business rents (SF program)
 Produce more (consume less)

Transit frequency
 Safety (for women)

Rotate first Fridays
 Work with property owners to sign leases to smaller biz footprints
 Establish task force for small biz service

Connect goals of the city's cultural plan with the downtown plan, particularly around racial equity access, and cultural production.

Landlords who don't lease space

Richard Raya of D2 said himself that youth radio and Oakland school of arts are orgs that increase access for youth of communities of color, but right now nonprofits being pushed out.
 Absence of a resource center
 No baseline for community benefits

Develop youth entrepreneurship providers - mentorship opportunities
 Multi-cultural urban design
 Tax vacant spaces, land
 Rotate first Fridays to distribute economic development.
 Supporting small business owners of color who historically face barriers to capital...low credit scores support with financial planning.

Tax tech and large corporations, use money to create business retention program grants
 Small business success program that incentivizes business owners of color to utilize financial planning services to ensure sustainability and pay landlord rent
 Tax structure - tap growth to feed retention
 Sustainability and resilience - support for small business to do solar alt energy --> union connection

<p>JTEO Goal 4: Incentivize businesses and new development to be "good neighbors" with fair business practices that support community goals.</p>	<p>City could use more leverage to encourage</p>	<p>Businesses not accountable</p>	<p>Monitor number of local employees at businesses getting city contracts</p>
<p>Incentivize green biz/green jobs [Arrow connecting JTEO goal 4 and EA goal 5]</p>	<p>So much construction going on...hard on merchants Hikes impact business: min-wage and new taxes</p>	<p>City does not use power and oversight to incentivize biz and "good neighbors" Business accountability</p>	<p>Track local employment at firms greater than 50 employees Annual report card/eval accountability, especially large corporations</p>
<p>\$ rent</p>			<p>Business ratings City asks all businesses for metrics re: good neighbor and social equity both when obtaining biz tax registration and annually Vacancy tax...certain % affordable retail</p>
			<p>More local hiring initiatives so we have greater sense of community Ask [illegible] and developers to contribute to a fund for grants to start-ups via pop up in vacant storefronts for residents who want to start a business</p> <p>Advance PLA that don't require city involvement Good neighbor values for city Anchor institutions mentorship/retirees/transitions Below market rents via CBA Understand/infiltrate tech sector</p>

<p>JTEO Goal 6: Connect neighborhoods to downtown to access services, jobs, education, training and other amenities, particularly working with business and education partners to connect youth and other residents from low-income communities of color throughout the city.</p>	<p>Emphasize inclusion</p>	<p>Affordability</p>	<p>BRT!!!</p>	<p>OSA and youth radio great to create access</p>
	<p>Look at zoning...more mixed use...more flex Affordability: customer base changing due to relocation. Q: what kind of services? [illegible] Center equity</p>	<p>Beer gardens/entertainment vs. culture Define barriers to biz startup (racial/ethnic) Centering cultural and racial equity in the business culture of downtown Cultural production instead of cultural consumption Beer gardens and bars City staff member said how get youth? Right now city is doing the reverse and pushing out nonprofits [illegible] labor Ed. pipeline: analyze/understand barriers better</p>	<p>Free transit for youth (Portland) [Covered by post it note] events More retail Help merchants organize and participate in parades and major events when occurring Ensure BRT implemented equitably Build indigenous production here....light manufacturing should return Incentivize biz to locate across the city -> democratize Establish private-public fund to do 6 month popups [arrows pointing to JTEO goal 6 solutions and EA goal 5 solutions] work together - cultural Add labor standards to language for strategies target zip codes Job training Incentivize new business to emulate new business policy Job training center Intel-[illegible] - great program...models/incentives. What [illegible] intel. Incentive scales IZ for business practices</p>	

<p>EA Goal 5: Break down cultural, socioeconomic and physical barriers between neighborhoods within and outside the downtown.</p>	<p>"Break down" aka celebrate</p>	<p>City not finding money for [covered by post it note] support for Black Arts Biz District</p>	<p>Replicate what's already working: youth radio, OSA</p>	
	<p>Investment in new leaders</p>	<p>Ability for citizens and groups to create new programs, designs, processes, etc</p>	<p>Rotate events into other parts of town.</p>	

Investment in City's own commitments	City seeks input, but doesn't seem to use it.	Apps for different cultural groups to connect w/ city info..."What's going on in Chinatown, KONO, etc?"...connection, especially among youth
Equity ought to be distributed more equitably	Political leaders not in trenches with us	Task force of key nonprofit service providers to evaluate their work and make shifts and create programs to work toward the equity goals of the downtown plan.
Attract youth!	Workforce development structure --> hard to see how it's working	Nonprofit service providers helping to ensure their [illegible] ensure the equity goals of the downtown plan.
Be able to sell out of home	Affordable rents: arts orgs, youth orgs, etc	Connecting to cultural plan to ensure cultural and racial equity.
Cultural/ethnic equitability	Zoning role in affordable real estate Barrier analysis Info gap(s) Huge immigrant disparities/divide. How do we [illegible]	Incentivize culture of apprenticeship Resource non-traditional networks Look at merchant associations, eg east lake merchants [illegible and post it note bent] Lift up organic authentic conversations. (eg SBTask force Campbell Washington)

Uncategorizable

Policy!

Who is Oakland recruiting?

Responsible Economic Growth

JTEO Goal 1: Develop downtown as a regional jobs and economic activity center 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 of workers, develop tax revenue streams, and create a vital public realm experience.	How might we define regionalism in a way that doesn't lead to exclusion of very people we are trying to protect	Education and skill set of low-income people of color	Partner with the Peralta Community College District's CTE programs to build direct pipelines into local thriving industries
In buildout of Downtown, create good middle class jobs for at-risk workers Too long to be realistic	Language - definition of phrases that are not commonly use Plan needs to have land use policies to facilitate and accommodate business and job growth. Currently market favors housing growth over jobs/business growth, reducing opportunities for economic development and job/business growth	Require pay(?) area standard wages for downtown construction Make working with Admin. easier	

Need to recognize Downtown's role as economic engine of city - 45% of city jobs are in greater Downtown Downtown fits into city other areas have other roles - can't do everything DT without limiting business and job potentials Develop/ provide living wage jobs	Negative impacts of construction on small businesses	Affordable leases. Making leases that work for all business types.
Make clearer that this is about the positive benefits of growing jobs downtown "connected to a regional transportation network" with a strong, multisector... How do we foster street-level entrepreneurship or non-traditional tracks? Define resilience	No requirement to pay construction workers living wage No policy to require job opportunity for local workers in construction Ownership of existing site opportunities Wage equality High cost of living: -housing -transportation -medical -retirement -leisure	Dedicated downtown area for cultural groups (ie BAOBOB(?)) Use community murals and better signage during construction to make people aware of small businesses Require developers to fund pre-apprenticeship programs and require apprentices Provide a glossary or orientation/community event Incubator training for informal vendors like "La Cocina" to create more people of color businesses
Public realm important but perhaps include in a different goal since this one has a lot.	Unchecked growth (who is responsible?) Insufficient level of public review deprives community of opportunity to advocate for community benefits, particularly related to quality jobs. Market is not delivering new office space quickly enough - so rents spike and there's displacement of price sensitive tenants	Access to youth education and workforce development connected to DT opportunities Evaluate housing feasibility and market feasibility. Make studies transparent. More worker-owned cooperatives Convert existing parking lots and garages into mixed-use buildings, emphasizing office/commercial space on main corridors Outreach and education for local biz owners: best practices Bring formerly incarcerated people into fair wage job market for stability of community Set aside property tax proceeds for affordable housing and small business support

Major conditional use permits rather than minor conditional use permits.
 Lower thresholds for major CUP
 Less "by right" development

JTEO Goal 2: Leverage the economic benefits of a strong market, growth and private development to achieve the beneficial growth, infrastructure improvements and other goals that are outlined in the community's vision for the future of downtown.

IDENTIFY and then LEVERAGE

Alignment of values between private sector and community so that development can mutually benefit without severely (disadvantaging one party

Fund and support current organizations doing the work, like BAOBOB (Bay Area Organizations of Black Owned Businesses)

Differentiate the intended benefits whether for residents or business

Office market is not strong enough to support much new development (?) yet. Existing space is full - need to focus on economic development and feasibility (?) of development in order to share in additional growth and economic benefits

Finance program to buy back business

Leverage the cultural creativity to develop new industries

Impacts of health costs on workforce and small businesses paying for health insurance
 Who leverages?

Create money(?) for small businesses to purchase business (long term equity businesses)

Economic growth to include metrics other than money ie social benefits

Who determines what is beneficial?

Work with anchor institutions like Kaiser and Uber to diversify their workforce, diversity procurement and hire local, have local suppliers

Is it a strong market? There is little new development

Fear

Use value-capture strategies for developers and big businesses like Uber and Kaiser to raise revenue for housing and infrastructure

How is economic benefit defined? Greatest impact? Align/qualify growth with community values

Public-private development partnerships can be non-transparent

Require community benefits agreement process for projects above threshold, paying (?) proportion(?) to budget(?)

Who does the infrastructure benefit?

Lack of transparency and accountability

Small business development support and capacity training - especially working with ethnic businesses with planning, loans, budgeting, etc
 Oakland Municipal Bank!!!

Emphasizing businesses owned by and serving existing communities

Financial services and capital to existing communities who need it

Accountability
 Transparency
 Calculated financial risks
 Development money should affect different aspects of constituent life
 "Point system"
 Apprenticeships
 Paid internships
 Lined learning
 Connect businesses with people

			Work with Oakland schools to build pipeline to good jobs in DTO
EA Goal 2: Prioritize business, development, services, programming and infrastructure that meet the needs of the full range of Oakland's income levels, age groups and ability levels.	Prioritize local businesses	Lack of political will for real estate commercial rent control	Zoning protection and incentives for micro-businesses and cultural district local businesses
	How to benchmark Oakland's diversity for sustainable development. How can we reframe this goal so that it's not only about economy?	Capitalist narrative Leading council members + city leaders through development lobbyists + campaign contributors + Chamber of Commerce	Work for entertainment
	Instead of prioritizing business/econ dev need to address how to help all share in the benefits	Be careful to not add requirements and costs that are counter-productive	Access to business services, such as access to capital and business planning
	Prioritize individual sustainability	Need a robust business assistance center where you can go and get more than just brochures and flyers. there should be onsite consultants daily!	Stronger internship and student apprentice programs with MSD, etc
	Prioritize business restriction that would benefit individual quality of life	1 barrier: left out voices -advocates -actual listening? -decisions	Support merchants assoc. specific to at risk communities ie BAOBAB, OAACC, etc
	Not substantive so difficult to respond to	City is limited in connecting land use approvals to job quality and other economic justice issues	Accountability Call to Action: listening->City->action->show constituents
	^ value of human infrastructure	Drug testing and impact on union jobs at Port for young people of color	Set aside a proportion of business licenses in the cannabis industry for disadvantaged groups Use growing tax base to support local businesses
	ie private industry council. jobs != truck drivers. No good for people and environment. Prioritize business that will create good jobs, with incomes that can support a family.		Target our most vulnerable populations with future proof skills. Outreach: outside City Hall, go to where people are
EA Goal 6: Implement plan policies and actions using a system that ensures accountability and coordinates with the implementation of other specific plans.	Do we necessarily need to think in terms of systems to solve the problems we have? What if systems aren't right tools?	Residents do not trust the city to implement policies that actually work for the people	Cultural district and neighborhood councils and review processes for major projects
	We need more actions, less plans and policies. "Death by planning" let's get on with life!	No requirements for community engagement and input in planning department	Cheaper rents and flexible lease options for low-income black residents
	Set realistic timetable for measuring business and individual impact felt	Staff planners not using specific plans in meetings with developers	Include community engagement/ input in governance structure of planning department

I would like health equity to be specifically called out "create vibrant and healthy community"	Current city planner (policy-writers) are not culturally experienced with the groups they serve. Nor do most of them live in Oakland	Make the RFP process less tedious and accessible to all orgs
Break city silos	Gaining universal satisfaction	Research other cities that have implemented successful racial equity development plans for best practices ie Fillmore
Ensure public hearings for major development	Incompetence	Include Chinatown + (?) + West Oakland stakeholders at table in Downtown Plan. Integrate plans.
Give City Council ability to review major projects	Half-assing the work to do this really well :) Success also means coordination with other city agencies and the county/MTC/AC/BART	Make a system that applies to all business not just the selected ones. Create a city-wide strategy for CBAs and land it Regular meetings every 6 months to check-in on progress for transparency and community involvement Do a linkage study for inclusionary housing Develop and strengthen conditional use permit criteria related to socioeconomic impacts of development projects

Uncategorizable

Those goals are very broad and a little duplicate
Not clear who the actor is across these