

# HOUSING EQUITY ROADMAP - A CALL TO ACTION

## Protect Existing Tenants

Rehousing and Anti-Displacement Strategies	Status
Tenant Evictions	Rent Adjustment Program <ul style="list-style-type: none"> <li>RAP recently strengthened to protect existing renters from rent increases due to increase in debt service costs and to limit the pass-through of the costs of capital improvements.</li> <li>RAP recently strengthened to protect existing renters from rent increases due to increase in debt service costs and to limit the pass-through of the costs of capital improvements.</li> <li>RAP adjustments under consideration (as of January 2016): increase number of alternate Rent Board members (to reduce cancelled Rent Board meetings due to lack of a quorum), change the length of the Board Member holdover period and authorize more cases to be heard by the Board Appeals Panels. The next public meeting of the Community and Economic Development Committee (subcommittee of the City Council) is scheduled for February 9 at City Hall.</li> </ul> Oversees Just Cause for Eviction program Just Cause for Eviction Ordinance revisions under consideration (as of January 2016): extend relocation payments to all tenants subject to eviction (i.e., subject to the Ellis Act) regardless of income status, establish a standard payment for relocation of \$8,000 per unit to be adjusted by the CPI annually (or an alternative policy option of \$6,500 for studio and one bedroom, \$8,000 for two bedrooms, and \$9,875 for three or more bedrooms and require an additional payment of \$2,500 per unit for units with vulnerable tenants (elderly, low-income, disabled, etc.). The next public meeting of the Community and Economic Development Committee (subcommittee of the City Council) is scheduled for February 9 at City Hall.
Update Condo Conversion Ordinance	City Planning & Housing Development staff to work with stakeholder groups to draft proposed policy terms for Council Community and Economic Development Committee (a subcommittee of the City Council) deliberation. Possible changes include: <ul style="list-style-type: none"> <li>Protect 2-4 units in non-Impact areas</li> <li>Address multi-family buildings</li> <li>Require explicit tenant relocation terms</li> </ul> Provide exemptions from restrictions for tenant purchased units
Up to 29,000 2-4 units in non-Impact areas	
Seismic Retrofit of Soft Story Buildings & Develop Housing Plan for Disaster Recovery Funding	As of February 2016, The Soft Story Retrofit Ordinance is nearing the final stages of development and community input before being brought to Council. It is estimated that potentially affected owners will be officially notified by early summer. The first year (from date of adoption) will be used to analyze the housing stock and, with that info, develop technical criteria, forms, and procedure. Then, over the course of six years, affected owners should be applying for building permits and performing the required work to comply with the program.
Homeless or At Risk of Homelessness	The Homeless Families Coordinated System opened in November and serves as a single point of entry (call center) for literally homeless families in Oakland. The call center is the way that families can access homeless resources such as shelter, transitional housing and the new Rapid Rehousing funds.
Bank Foreclosures & Housing Placement	The City is engaged with regional and state homeowner advocacy stakeholders to collaboratively pursue "up-stream" default and foreclosure prevention strategies.
Home Preservation Funds for Homeowners & Tenants	The City is partnering with nonprofit homeowner legal services provider to (a) pilot a joint home preservation grant program for vulnerable homeowners and (b) pursue funding for a joint program coupling home rehab resources with in-depth foreclosure prevention counseling to keep seniors in their homes.
Convert Regulated Rental Units into Long-term Affordable Housing	State Tax Revenue Code Section 236 provides for state tax exemption of market rate housing that converts into affordable housing for at least 35 years under nonprofit operations. In development to secure: <ul style="list-style-type: none"> <li>Marketing outreach to private landlords about current state tax abatement program</li> <li>Align with City incentives, i.e. new Seismic Retrofit Funds</li> </ul>

## Create New Resources for Affordable Housing

Production Vehicles	Funding Mechanism	Status
<b>NEW Housing Impact Fee</b>	<b>Development Impact Fees</b> <ul style="list-style-type: none"> <li>One-time funding source</li> <li>Takes time to accumulate funds</li> <li>Address new development; not existing deficiencies</li> <li>Used for capital costs; not operation and maintenance</li> </ul> <b>Key Characteristics</b> <ul style="list-style-type: none"> <li>Start date: December 1, 2016</li> <li>Fees phased in over time</li> <li>Fees apply to projects at building permit application</li> </ul>	Three different geographic zones for residential projects, based on real estate. [see map below] <ul style="list-style-type: none"> <li>Zone 1: Dec. 2016 \$5,000 for affordable housing; \$710 for transportation</li> <li>Zone 2: Dec. 2016 \$4,000 for affordable housing; \$710 for transportation</li> <li>Zone 3: Dec. 2016 \$3,000 for affordable housing; \$710 for transportation</li> </ul> Note: all fees per dwelling unit; additional fees phased in during subsequent years; an impact fee, yet to be determined, for capital improvements will phase in later CED Committee meeting date to discuss item (2/9/16)
<b>NEW Regional Housing Bond: \$250 million for Oakland</b>	Develop and pass a regional housing bond that includes funding for homeless prevention and moderate-income families. Developers would compete for the money generated by the bond and agree to keep units affordable for a minimum of 30 years. \$250 million would produce about 2,500 new housing units	Need political leadership to drive regional support.
<b>NEW State &amp; Federal Affordable Housing Funds</b>	Leverage the state Affordable Housing and Sustainable Communities "Cap & Trade" funds.	Continue to seek grant funding for affordable housing projects, and related infrastructure improvements, near well connected public transit systems.

## Build New Housing

Mechanism	Description	Status
<b>NEW Public Lands Policy</b>	Use City-owned properties for development of affordable housing such that developers who make a commitment to develop affordable housing can be provided the property at below market-value price to facilitate affordability	The City is actively pursuing development of affordable housing on the following parcels: <ul style="list-style-type: none"> <li>12th Street Remainder Parcel: developer selection and negotiations underway</li> <li>1911 Telegraph Ave.: developer selection underway</li> <li>City Center T-5/6 (11th/12th/Clay) – Disposition and Development Agreement executed with \$1.8 million affordable housing fee (approximately \$8,000/unit);</li> <li>2315 Valdez - Disposition and Development Agreement approved with 15% below market inclusionary units</li> <li>2100 Telegraph – developer selected, Exclusive Negotiating Agreement executed, proposal includes 15% below market inclusionary units</li> </ul>
<b>NEW Second Units Initiative</b>	The goal of the proposed amendments is to encourage construction of Secondary Units, one way to help address the City's housing shortage and escalating costs, by reducing the regulatory barriers in the City's current Planning Code language. Secondary Units built in established neighborhoods can contribute to the city's desire to maximize the use of existing available land, as well as foster greater use of bicycling and transit.	The changes to Oakland's Secondary Unit regulations will become effective in <b>February 2016</b> .  Changes include: <ul style="list-style-type: none"> <li>Parking revisions</li> <li>Setback revisions</li> <li>Height revisions</li> </ul>
<b>NEW Vacant Lots Initiative</b>	City's pilot community buying program which creates a pipeline for nonprofit developers and owner-occupant purchasers to purchase abandoned properties, starting with county tax auction properties in a new partnership with the county tax collector-treasurer.	In pilot stage with 26 properties pending purchase and an additional 10 properties under negotiation for possible purchase by nonprofit affordable housing organizations.

Draft Impact Fee Geographic Zones for Residential Projects  
 DRAFT FOR DISCUSSION PURPOSES - SUBJECT TO CHANGE



**A Roadmap Toward Equity:**  
 Housing Solutions  
 for Oakland, California



# CITY OF OAKLAND HOUSING PROGRAMS

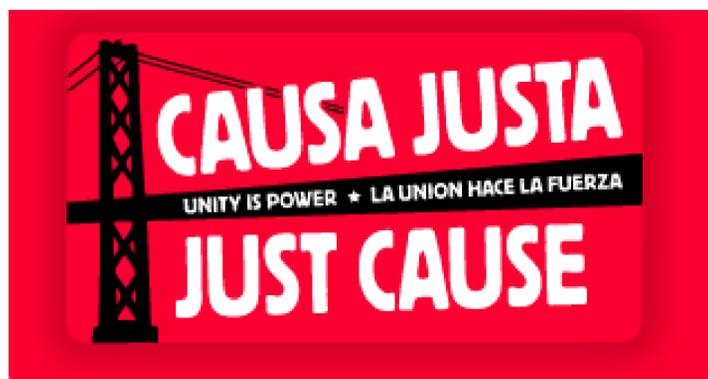
## Existing Programs and Selected Affordable Housing Development Resources

Public and Environmental Health Efforts and Homeless Services and Shelters	
East Bay Community Recovery Project	In addition to housing resources, also provides: <ul style="list-style-type: none"> <li>• Substance abuse recovery treatment</li> <li>• Mental health counseling and treatment</li> </ul>
Operation Dignity	Counseling, treatment and housing referrals/assistance for military veterans; operates Aztec Hotel, supportive housing for veterans
San Pablo Avenue Corridor Coalition	Community organization dedicated to reducing blight and increasing health outcomes for San Pablo Corridor residents
Bay Area Community Services	Interim Housing - Henry Robinson Multi-Service Center
Alameda Family Services	Nika's Place (formerly Dream Catcher)
City Team Ministries	City Team Ministry Shelter
Covenant House Oakland	Crisis Shelter
BOSS	Rosa Parks House



Referral/Counseling/Fair Housing Resources	
East Bay Community Law Center	Eviction defense and tenant legal services
Centro Legal de la Raza	Eviction defense and tenant legal services
Causa Justa :: Just Cause	Provides non-legal tenant counseling and runs the tenants rights hotline
Eviction Defense Center	Provides counseling and legal assistance for residents facing possible eviction proceedings
Housing and Economic Rights Advocates	Provides foreclosure prevention counseling, homeowner/consumer legal services, and runs the Oakland homeowner rescue fund.
Catholic Charities of the East Bay	Tenant financial assistance
Seasons of Sharing	Tenant financial assistance
ECHO Housing	Fair housing services
211	County-wide housing referral services

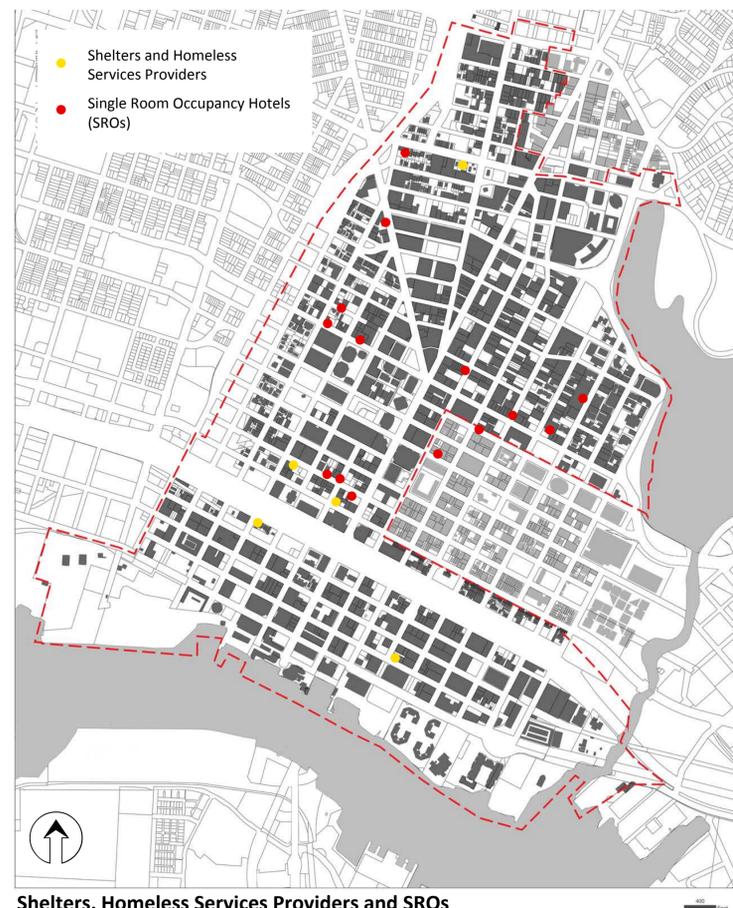
### Partners providing tenant legal defense and tenant counseling:



Government Housing Agencies	
City of Oakland – Department of Housing & Community Development (DHCD) -Housing Assistance Center (HAC)	The HAC has been designed as a one-stop center to streamline City housing services, as well as to provide a central portal to the agencies working to meet the housing needs of Oakland residents.
City of Oakland – DHCD - Housing Development & 1st Time Homebuyers Program	<ul style="list-style-type: none"> <li>• Provides, on a competitive basis, funding for constructing and rehabilitating restricted affordable housing, rental and homeownership</li> <li>• Oversees restrictions on units completed through the City's density bonus program</li> <li>• Monitors restricted affordable housing developments</li> </ul>
City of Oakland – DHCD - Residential Lending	<p>Provides loans and limited grants on a funds available basis for rehabbing work on 1-4 units, primarily owner-occupied properties. For low to moderate income households.</p> <ul style="list-style-type: none"> <li>• Access Improvement - Homeowner (Owner-Occupied)</li> <li>• Access Improvement - Rental Property Owner</li> <li>• Emergency Home Repair</li> <li>• Home Maintenance &amp; Improvement Loan</li> <li>• Lead Safe Housing and Paint Program</li> <li>• Minor Home Repair Program</li> <li>• Neighborhood Housing Rehabilitation Program</li> <li>• Weatherization and Energy Retrofit Loan Program</li> </ul>
City of Oakland – Community Housing Services	Emergency housing services, including shelters and transitional housing
Alameda County	<ul style="list-style-type: none"> <li>• Mortgage Credit Certificate program – Low to Moderate income homebuyers</li> <li>• Lead Paint remediation</li> </ul>



City of Oakland –DHCD - Rent Adjustment Tenant Protections	
<ul style="list-style-type: none"> <li>• Sets allowable rent increases for properties subject to Rent Adjustment Program (RAP), and arbitrates rent disputes between tenants and landlords</li> <li>• RAP recently strengthened to protect existing renters from rent increases due to increase in debt service costs and to limit the pass-through of the costs of capital improvements.</li> <li>• RAP adjustments under consideration (as of January 2016): increase number of alternate Rent Board members (to reduce cancelled Rent Board meetings due to lack of a quorum), change the length of the Board Member holdover period and authorize more cases to be heard by the Board Appeals Panels. The next public meeting of the Community and Economic Development Committee (subcommittee of the City Council) is scheduled for February 9 at City Hall.</li> </ul>	
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Oakland Housing Authority	<ul style="list-style-type: none"> <li>• Public Housing Units</li> <li>• PB and voucher Section 8</li> <li>• Partnership for improved educational outcomes with Oakland Unified School District</li> </ul>
State of California – CalHFA	Provides 1st time homebuyer loans, as well as programs to reduce foreclosures, including the Keep Your Home California program, which provides mortgage payment assistance to low to moderate income homeowners who have lost their employment

# MAYOR'S ARTIST HOUSING & WORKSPACE TASK FORCE

## TOP 3 STRATEGIES

The task force studied and vetted a wide range of strategies for creating and preserving affordable housing and workspaces for artists in Oakland. Informed by a survey of more than 900 artists and the affordable housing work being done by the Mayor's larger Housing Cabinet, the task force's work resulted in a greater focus on workspace affordability. Presented here is an outline of the top three strategies that garnered the strongest and broadest support from task force members and can begin to be implemented most quickly.

### Strategy 1 Real Estate Acquisition and Leasing

**1a. Create a property acquisition program, modeled on CAST in SF, to create permanently affordable space for arts organizations in collaboration with foundations and other partners**

**1b. Lease City or other publicly-owned property for arts uses at affordable rates, modelled on Spaceworks in New York City**

**1c. Purchase properties via community land trust to create or maintain permanently affordable housing and workspaces for artists**

**1d. Create affordable temporary art spaces in private developments in existing vacant or underutilized buildings poised for future redevelopment**

**1e. Incentivize private developers to provide permanently or long-term affordable artist spaces in mixed-use developments through zoning tools**

#### Case Study: Community Arts Stabilization Trust (CAST), San Francisco

CAST was established in 2013 to acquire properties in San Francisco's Mid-Market neighborhood to create permanently affordable arts spaces. Rising rents and development pressures in this neighborhood put existing arts and culture uses at risk, especially given that most organizations had short-term leases. To help those organizations without the capital necessary to purchase property themselves, CAST purchased real estate and then entered into long-term leases (7-10 years) with the arts organizations. The goal is in 7-10 years, the arts organizations would have the capacity to buy the real estate from CAST at cost. NCCLF in turn provides the arts organizations with technical support to help move them toward eventual ownership, but an organization can decide whether or not to continue to lease when they hit the 7-10 year mark.

The Kenneth Rainin Foundation provided \$5 million to launch CAST and allow it to begin making acquisitions. The first two buildings CAST acquired almost doubled in value, which allowed CAST to leverage another \$5 million in NMTC, development rights and other funds for acquisitions. The Luggage Store Gallery, Hospitality House, and CounterPulse dance company now have permanently affordable homes in Mid-Market. CAST began as a conduit model for purchasing and holding real estate; for-profit developers like Forest City now have begun to contract with CAST to bring arts organizations into new projects, making it a conduit for the provision of community benefits. CAST is considering expanding the geography of its work beyond San Francisco to include Oakland.

#### Case Study: Spaceworks, New York City

Spaceworks is a nonprofit real estate developer created in 2011 by New York City's Department of Cultural Affairs to transform underutilized public and private property into affordable rehearsal and studio space for artists. Spaceworks serves as the master lessee and assists with space build-out, tenant selection, and artist lease negotiation. Development costs range from \$200,000 to \$6,000,000 per project. Spaceworks receives substantial city funding and foundation support.

### Strategy 2 Financial Assistance

**2a. Provide direct financial assistance to help artist groups/arts organizations avoid or cope with displacement**

#### Case Study: Nonprofit Displacement Mitigation Program, San Francisco

In 2014, the San Francisco Board of Supervisors allocated \$4.5 million in general fund reserves to fund a 3-year Nonprofit Displacement Mitigation Program to help keep organizations facing displacement stay in San Francisco. \$2 million was given to the SF Arts Commission, which contracted with the Community Arts Stabilization Trust (CAST) to provide financial assistance to arts and cultural organizations to help pay for relocation costs (e.g., professional services, rent stipends, moving expenses, tenant improvements, furnishings/fixtures/equipment). The remaining \$2.5 million was given to the Mayor's Office of Housing and Community Development, which contracted with Urban Solutions to provide assistance to nonprofit social service agencies. Only 501(c)(3) nonprofits in existence for at least 3 and 5 years are eligible to apply for up to \$50,000 and \$100,000 respectively. These financial assistance grants can be paired with Nonprofit Displacement Mitigation Program technical assistance grants administered by the Northern California Community Loan Fund. Five arts and cultural nonprofits received financial assistance in the first round of allocations.



CAST, San Francisco



Top & bottom: Spaceworks, New York City

#### Case Study: ArtSpan, San Francisco

While it works to get entitlements to redevelop a property in San Francisco, Build Inc. is temporarily leasing an existing, otherwise vacant, old office building on the property free-of-charge to ArtSpan. ArtSpan then leased the building, now referred to as the Journal Building, to 22 artists for studio space at very affordable rents. The developer creates activity and vitality in the short-term on its property, and a large group of artists receives affordable workspace. ArtSpan made basic building improvements to create the artist studios then selected the artists through a competitive process to sublease the space as part of an artist residency program, renewable until the master lease ends. At the end of the lease, artist residents will have a group show to share the work created during their time in the Journal Building. ArtSpan now looks to replicate this model in two more locations.

### Strategy 3 Technical Assistance

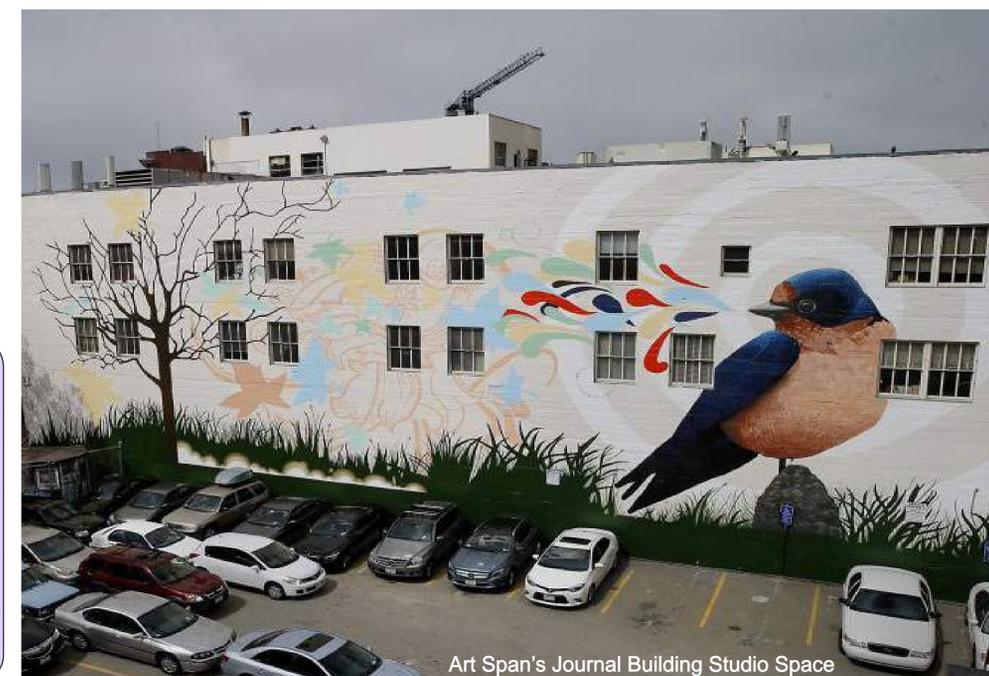
**3a. Establish a robust portfolio of technical assistance programs to support and help artists strengthen their businesses and art practice and stay in Oakland**

The City should develop a clearinghouse of resources that artists and arts organizations can refer to when in need. This clearinghouse could provide links to applications for financial assistance (Strategy 2) as well as tenants rights groups, legal help, business planning tools, available artist space, and an information packet for landlords and artists (including a multi-year model lease)). The City should create a clear and easy to navigate website of resources to support artists and arts organizations in Oakland.

**3b. Improve the City's internal infrastructure to support artists and arts organizations in Oakland**

The City's Cultural Arts Unit has been understaffed for many years and currently has a vacancy. In order for the City to offer better and broader support for the arts in Oakland, it needs a more robust infrastructure in place. Strategies include:

- Move swiftly to fill the vacant permanent Cultural Affairs Manager and elevate that position within the organization to be more senior and externally facing.
- Add additional new staff to the Cultural Arts Unit to increase its capacity to support arts and culture in Oakland, including moving ahead with the creation of a Cultural Plan, implementing the strategies of this Task Force, working with the State of California Arts Council on the new Cultural Districts program, and other proactive policy work
- Consider reconstituting a Cultural Affairs Commission empowered to devise and implement policy related to arts in Oakland, with appropriate staff support in place.



Art Span's Journal Building Studio Space



Existing



Proposed

Uptown Arts Area

Black Arts Movement & Business District

Uptown Entertainment Area

Jack London Square Entertainment Area

### Produce Market

Existing

Proposed



# CULTURAL ARTS & MARKETING UNIT

## Cultural Arts & Marketing Programs

### Cultural Funding Grants

- The City of Oakland Cultural Funding Program supports Oakland-based art and cultural activities that reflect the diversity of the city for citizens of and visitors to Oakland.
- Provides nearly one million dollars in grants to Oakland-based, non-profit arts organizations and individual artists
- Annual call for proposals in the Spring
- A highly competitive program funded by portion of General Fund and Hotel Tax

### Public Art Programs

#### Public Art in Publicly Funded Projects

- The Public Art Program commissions original works of art for public spaces throughout Oakland. The program enriches the city's visual environment, integrates the creative thinking of artists into public construction projects, and provides a creative means for citizens and visitors to enjoy and experience Oakland.
- City funded Public Art projects are generated through 1.5% allocation from all eligible City of Oakland capital improvement projects and eligible grant-funded projects.
- Includes new or renovated City facilities, public spaces and infrastructure improvements such as the East Oakland Sports Center, the BART 17th Street Gateway and the Watershed Markers Project.

#### Public Art in Private Development

Nonresidential development must contribute at least one percent (1%) and residential development must contribute at least .5 percent (0.5%) of building development costs, based on Building Permit valuation, for publicly accessible art and/or new cultural facilities. Contribution can be satisfied in several ways: public art on the development site, in-lieu fees or through the provision of cultural space such as galleries.

### Walking Tours

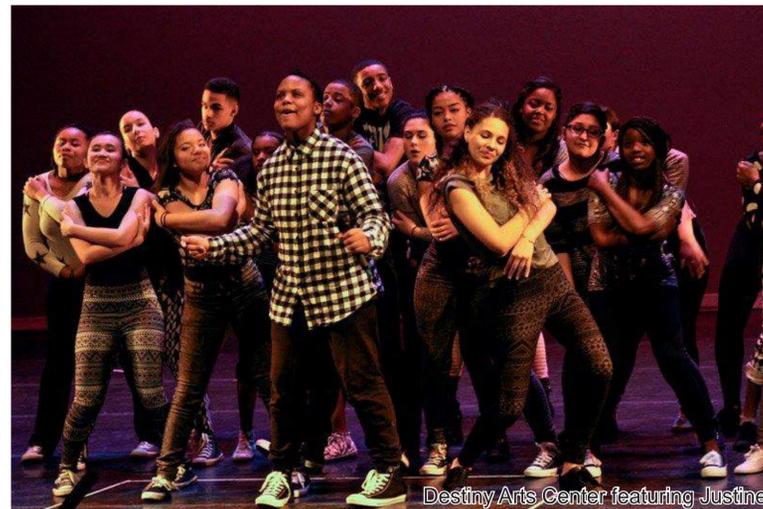
The Oakland Tours Program offers free walking tours year round to school groups, private adult groups and members of the public. The guided tours offer information on Oakland's changing downtown skyline, with emphasis on both historic landmarks and examples of new development, art and public spaces.

### Film Office / Permits

The Oakland Film Office promotes filmmaking in Oakland to advance economic development and civic pride and to increase awareness of Oakland as a beautiful and culturally diverse place to create film, television and other visual productions.

### Special Events

The city's special events department is responsible for organizing and supporting a wide range of community and cultural events and festivals throughout the City, including: the city's major annual street festival, Art + Soul Oakland, each summer, and dozens of street festivals.



Destiny Arts Center featuring Justine

### City of Oakland-owned Buildings that House Arts and Culture Uses

The City of Oakland owns several buildings in the downtown that are home to important arts and culture uses and organizations. A key objective is to stabilize and secure these types of partnerships and spaces.

#### Malonga Casquelourd Center for the Arts

A multicultural, multidisciplinary performing-arts complex owned by the City of Oakland, and managed by the Office of Parks and Recreation. The six story building includes housing on the upper three floors (rented at affordable rates to primarily artists), five dance studios, and a 350-seat theater.

#### Oakland Asian Cultural Center

This non-profit cultural organization builds vibrant communities through Asian and Pacific Islander American (APIA) arts and culture programs that foster intergenerational and cross-cultural dialogue, cultural identity, collaborations, and social justice.

#### Betti Ono Gallery

An experimentally minded space for arts, culture and community. The gallery hosts events, rents space to arts organizations, and is a frequent gathering space for community meetings. Betti Ono is a tenant in the City-owned 150 Frank Ogawa Plaza building.

#### ProArts

Pro Arts is a non-profit gallery featuring exhibits of local artists plus youth & community programs. ProArts is a tenant in the City-owned 150 Frank Ogawa Plaza building.



Pro Arts Gallery



Oakland Asian Cultural Center



Malonga Casquelourd Center for the Arts



Betti Ono Gallery



East Oakland Sports Center by Daniel Galvez and Jos Sances



Watershed markers on Lakeshore Ave. by Wowhaus



Shifting topographies at the 19th St. BART Station by Dan Corson

**Cultural Assets**

- |                                      |  |
|--------------------------------------|--|
| 1. A City Obsession                  | 34. OCCUR                              |
| 2. African American Museum & Library | 35. Preservation Park                  |
| 3. Bay Area Girls Rock Camp          | 36. Pro Arts                           |
| 4. Betti Ono Gallery                 | 37. Project Bandaloop                  |
| 5. Bissap Baobab                     | 38. Quick Bite                         |
| 6. Bust of John B. Williams          | 39. Ragged Wing Ensemble               |
| 7. Byron Rumford Post Office         | 40. Ronald V. Dellums Federal Building |
| 8. C.L. Dellums Apartments           | 41. The Flight Deck                    |
| 9. California Revels                 | 42. The Hatch                          |
| 10. Cantare Con Vivo                 | 43. U'NEXT                             |
| 11. Crossburger                      | 44. Uncle Willie's BBQ                 |
| 12. Don McCullums Statue             | 45. Unique Braids                      |
| 13. East Bay Performing Arts         | 46. Venue Nightclub                    |
| 14. Elihu M. Harris State Building   | 47. Youth Radio                        |

**Civic / Cultural Buildings**

15. Ella Baker Center
16. Feelmore
17. Geoffrey's Inner Circle
18. Imagine Affairs Lounge
19. Joyce Gordon Gallery
20. Kitka, Inc.
21. Living Jazz, Inc.
22. Malonga Casquelord Center
23. Marvin X's Academy of the Da Corner
24. Museum of Children's Art
25. New Karibbean City
26. Oakland African American Chamber of Commerce
27. Oakland Ballet Company
28. Oakland Interfaith Gospel Choir
29. Oakland Main Library
30. Oakland POST
31. Oakland Public Conservatory of Music
32. Oakland Youth Chorus
33. Oaktown Jazz Workshops

