

Oakland Housing Action Plan

February 2016

Note: These strategies and activities are in addition to the existing efforts already underway amongst the City and its partners.

Short Term – 2016

OVERALL AND IMMEDIATE:

1. Set up internal working group with standing meetings to ensure coordination and accountability over strategy development and implementation.
2. Raise funds from philanthropy, the business community and individuals to support additional activities and capital needs.

KEY:

- ❖ Denotes Immediate Action
- Denotes Action if new resources are available
- (L) Denotes Legislative Action

IMMEDIATE STRATEGIES TO PROTECT AFFORDABILITY FOR EXISTING RESIDENTS

STRATEGY	ACTION	WHO IS SERVED & WHERE	LEAD PARTNERS	POLICYMAKING & TIMELINE
Improve renters' services	❖ Complete audit and redesign Renter Assistance Program to serve more clients	All Renters-Focus on 20%-80%AMI	<ul style="list-style-type: none"> • Housing and Community Dev Dept (HCD) • City Administrator' Office(CAO) 	Audit complete by April 2016
	❖ Increase Rental Assistance Program Fee to sustain higher service levels	All Renters-Focus on 20%-80%AMI	<ul style="list-style-type: none"> • City Council • Housing &Community Develop 	(L) New Ordinance required – April 2016
	❖ Enhance outreach and service by expanding contracts with local groups to extend the City's ability to outreach to and assist tenants and landlords with issues, including more legal assistance initially with one time funds.	Renters at every income level – especially 20-80% AMI and people living in the flats, slopes and near transit where property values are rising quickly.	<ul style="list-style-type: none"> • HCD • Office of the City Administrator (CAO) 	April 2016
	<ul style="list-style-type: none"> • Secure grant funding to overhaul the website to streamline how people assess their rights, answer their questions, assess next steps and/or pursue direct help 	Renters at every income level especially 20-80% AMI	<ul style="list-style-type: none"> • Same as above 	Fall 2016
Strengthen renters' protections & Enforcement	❖ Expand coverage of all eligible building types under the rent stabilization ordinance	Renters living in 2-3 unit buildings with an owner-occupant	<ul style="list-style-type: none"> • City Council • CAO 	(L) New Ordinance Required

	❖ Develop State legislative agenda to address Costa Hawkins covering units built after 1983 under rent stabilization also including reforms to CEQA and Prop 13	All renters	<ul style="list-style-type: none"> • Mayor’s Office • City Council (DK) • State Lobbyists 	(L) New Legislation required
	❖ Update and Revise Condominium Conversion Ordinance with particular emphasis on tenants’ rights and protections during the conversion process	Renters living in 2-4 unit buildings	<ul style="list-style-type: none"> • City Council (DK) • HCD • Planning and Building Dept • City Attorney 	(L) New Ordinance Required June 2016
	❖ Expand and enhance the existing Safe Housing Inspection Program into a Citywide proactive rental inspection program	Renters at every income level especially 20-80% AMI and people living near transit where values are rising quickly	<ul style="list-style-type: none"> • City Council (LGM) • Planning & Building • City Attorney 	(L) New Ordinance Required Framework by Dec 2016 Recommendations by January 2017
	❖ Establish a residential code enforcement database, using the Acela system to track enforcement efforts, monitor overall effectiveness and provide information and analysis on the health of the City rental housing stock	All Renters	<ul style="list-style-type: none"> • City Council • Planning and Building Dept. • Fire Dept. • City Attorney 	(L) New Ordinance Required December 2016 Implementation April 2017
	❖ Review for possible increase all housing related penalty schedules and levels including Code Enforcement Relocation Program	All Renters	<ul style="list-style-type: none"> • City Council • CAO • HCD 	(L) Ordinance Revisions Required June 2016
	❖ Develop appropriate language to ensure current Oakland residents have preference in new affordable housing units in neighborhoods	Renters in gentrifying neighborhoods	<ul style="list-style-type: none"> • City Council (LGM & AG) 	(L) Legislative action
	❖ Advance Seismic Retro-fit program	All Renters	<ul style="list-style-type: none"> • City Council (DK) 	(L) Legislative Action June 2016
Preserve housing for existing residents by buying, fixing up and converting homes to permanent affordability.	❖ Establish Oakland Buyers’ Collaborative to actively pursue buying, fixing up and converting homes to permanent affordability from existing private owners.	Current renters making 60-80% AMI –especially in the flatlands	<ul style="list-style-type: none"> • EBALDC • HCD • Planning & Building • CDFI’s 	June 2016
	❖ Prioritize the acquisition of buildings where affordability protections are about to expire	There are 600 units of housing in buildings with affordability protections about to expire.	<ul style="list-style-type: none"> • UC Berkeley Turner Ctr. for Housing Innovation • HCD • CAO • Organizations 	Immediate

			specializing in scattered site property development and management	
	❖ Create and pass a City Infrastructure Bond that includes potentially \$50 million funding for buying, fixing up and converting homes to permanent affordability.	Current renters making 50-100% AMIL Focusing on renters making 60-80% AMI	<ul style="list-style-type: none"> • City Council • Mayor's Office • CAO • City Attorney 	(L) Legislative Action required June 2016
	❖ Work With MTC to develop a regional acquisition and rehab fund	Current renters making 50-100% AMIL Focusing on renters making 60-80% AMI	<ul style="list-style-type: none"> • MTC • CDFI's 	Fall 2016
	❖ Set up a Transfer Tax Rebate for affordable housing non-profits to apply towards renovations to existing housing being bought and converted to permanent affordability.	Current renters making 50-100% AMIL Focusing on renters making 60-80% AMI	<ul style="list-style-type: none"> • City Council • CAO 	Dependent on staff capacity to establish (L) New Ordinance Required
	❖ Establish a more comprehensive and aggressive program to acquire tax defaulted single and multi-family properties in Oakland by amending procedures and protocols with Alameda County and the State of California	Homeowners	<ul style="list-style-type: none"> • Mayor's Office • City Attorney • CAO • Alameda County Tax Collector • HCD 	July 2016 LGM Interested
Address Homelessness	❖ Continue to advance the declaration of a state of shelter emergency. So far some buildings have been donated to the City for shelter and code compliance has been relaxed to allow some buildings to become shelters.	Homelessness Individuals	<ul style="list-style-type: none"> • CAO • Council 	
Keep Artists' in Oakland	<ul style="list-style-type: none"> ❖ Purchase properties via community land trust (CLT) to create or maintain permanently affordable housing and workspaces for artists ❖ Identify potential property owners that might be interested in the CLT model and proactively market to them ❖ Create marketing materials necessary to clarify the benefits of donating property to a CLT are and who would benefit 	Artists –especially renters with household incomes 50-120% AMI	<ul style="list-style-type: none"> • Community Arts Stabilization Trust • Philanthropy • HCD. • Planning and Building Dept. • NCCLF and other Community Dev't Finance Institutions 	<i>Details forthcoming in a separate report (LGM)</i>
	<ul style="list-style-type: none"> • Build capacity of CLTs in Oakland 			<i>If new Resources are available.</i>

IMMEDIATE STRATEGIES TO CREATE MORE AFFORDABLE HOUSING:

STRATEGY	ACTIONS	WHO IS SERVED & WHERE	LEAD	POLICYMAKING & TIMELINE
<p>Adopt affordable housing impact fees, including an option to incentivize building affordable units within market rate developments.</p>	<ul style="list-style-type: none"> ❖ Draft ordinance for City Council and implement the program. ❖ Establish the internal administrative and monitoring capacity to communicate and manage the program 	<p>Households with 50-120% AMI who want to live in new buildings</p>	<ul style="list-style-type: none"> • Planning and Building Dept. • CAO • City Council 	<p>(L) New ordinance required Spring 2016</p>
<p>Create a public land policy that helps fund and build more affordable housing.</p>	<ul style="list-style-type: none"> ❖ Draft a resolution for City Council to establish policies, process and criteria for evaluating how public lands should be used 	<p>All household income levels with emphasis on inclusionary homes for households with 15-100% AMI</p>	<ul style="list-style-type: none"> • Economic & Workforce Devt Dept. • City Council (AG) • CAO 	<p>(L) New legislation required June 2016</p>
	<ul style="list-style-type: none"> • Fund, Inventory and develop an asset management plan for City-owned real estate 	<p>All household income levels with emphasis on inclusionary homes for households with 15-100% AMI</p>	<ul style="list-style-type: none"> • Economic & Workforce Dev Dept • CAO 	<p>Fall 2016 If new resources are available</p>
	<ul style="list-style-type: none"> ❖ Continue conversations with other public agencies (such as OUSD and BART) to seek ways to partner on the development of potentially synergistic interests with proximate parcels 	<p>All household income levels with emphasis on inclusionary homes for households with 15-100% AMI</p>	<ul style="list-style-type: none"> • CAO 	<p>December 2016</p>
<p>Pursue an Alameda County Bond measure for affordable housing construction funds</p>	<ul style="list-style-type: none"> ❖ Conduct polling and based on results, assess the size & uses of this bond ❖ Garner County’s and Cities’ elected officials’, stakeholders’ and key groups’ support ❖ Refine the bond measure to ensure maximum impact. 	<p>Households with 15-120% AMIs -likely lower incomes in Oakland</p>	<ul style="list-style-type: none"> • EBHO • Nonprofit Housing Association of Northern California • Mayor’s Office • Council supporters • Many other key supporters 	<p>(L) Possible Council action to support the placement on the County ballot</p>
<p>Establishment of an Enhanced Infrastructure</p>	<ul style="list-style-type: none"> • Complete the analysis and financial research to establish the feasibility and criteria for the Enhanced 	<p>Steps forthcoming</p>	<p>Steps forthcoming</p>	<p>(L) New ordinance required</p>

Finance District focused on affordable housing	Infrastructure Financing Districts within the City of Oakland			
Pursue State Affordable Housing and Sustainable Communities (AHSC-cap and trade) funds for affordable housing, transit & public works	<ul style="list-style-type: none"> Craft 7-9 proposals for state cap & trade funds with afford. housing developers, transit agencies, planning dept. & public works dept 	All household income levels emphasis on inclusionary homes for households with 15-100% AMI	<ul style="list-style-type: none"> HCD Enterprise Affordable housing developers Public Works Dept. Planning and Building Dept. BART ACTransit 	Annual Affordable Housing NOFA needs to be directed to areas and projects that meet AHSC requirements to potentially leverage \$5-20m/year

IMMEDIATE STRATEGIES TO CREATE MORE MARKETRATE HOUSING:

Educate & Publicize property owners on the new secondary unit legislation	<ul style="list-style-type: none"> ❖ Make sure there are no process barriers to implementing this new law. ❖ Implement outreach and education campaign to promote unit creation. 	Renters at every income level	<ul style="list-style-type: none"> Planning and Building Dept. East Bay Realtors Association 	Funding to cover costs of program
Support the creation of units that are efficient to construct	<ul style="list-style-type: none"> ❖ Encourage pre-fab or modular construction 	All renters in Oakland	<ul style="list-style-type: none"> Planning & Building Dept. Example (DK) 	New funding to cover costs program.
	<ul style="list-style-type: none"> ❖ Support parking reforms such as replace parking minimums with parking maximums –especially where there is proximity to transit. 			Administrative guidelines to clarify roles of City and State in permitting process. (L) Parking reforms
	<ul style="list-style-type: none"> ❖ Consider replacing density controls with form based controls (This can be done through regulations that govern height, bulk and setbacks or through regulations that govern Floor Area Ratio –or FAR). 			Amendments to planning Code (L) Legislative Action
	<ul style="list-style-type: none"> ❖ Consider a pilot defining a class of projects that can be built “by right” Smaller projects could be subject to ministerial review, saving staff time and public scrutiny for larger projects. 			
Ensure that the permitting process	<ul style="list-style-type: none"> ❖ Create more neighborhood plans ❖ Make the best use of current staff resources. 			Funding to prepare for

provides certainty and makes the best use of city resources and public input	Includes activities such as improving the submittal intake process and training or hiring staff with special expertise to make consistent code decisions			neighborhood plans
	<ul style="list-style-type: none"> • Monitor progress on approved DDAs at Valdez/Webster/23rd, 1100 Clay Street, Fruitvale Transit Village IIB, Coliseum Transit Village, MacArthur BART Transit Village. 			(L) Ordinance amendment Planning Commission & City Council
Proceed with Exclusive Negotiating Agreements (ENA) and Disposition and Development Agreements (DDA) leading to public/private development of Redevelopment Successor Agency properties	❖ Approve funding commitments to affordable housing developers under the Notice of Funding Availability process currently underway.			Underway
	❖ Approve funding commitments to affordable housing developers under the Notice of Funding Availability process currently underway.			
	❖ Continue to implement and process development projects under approved Specific Plans (Broadway/Valdez, Lake Merritt, West Oakland, Coliseum,			
	❖ Complete Downtown Specific Plan which will spur and guide new development that is appropriate and desirable.			