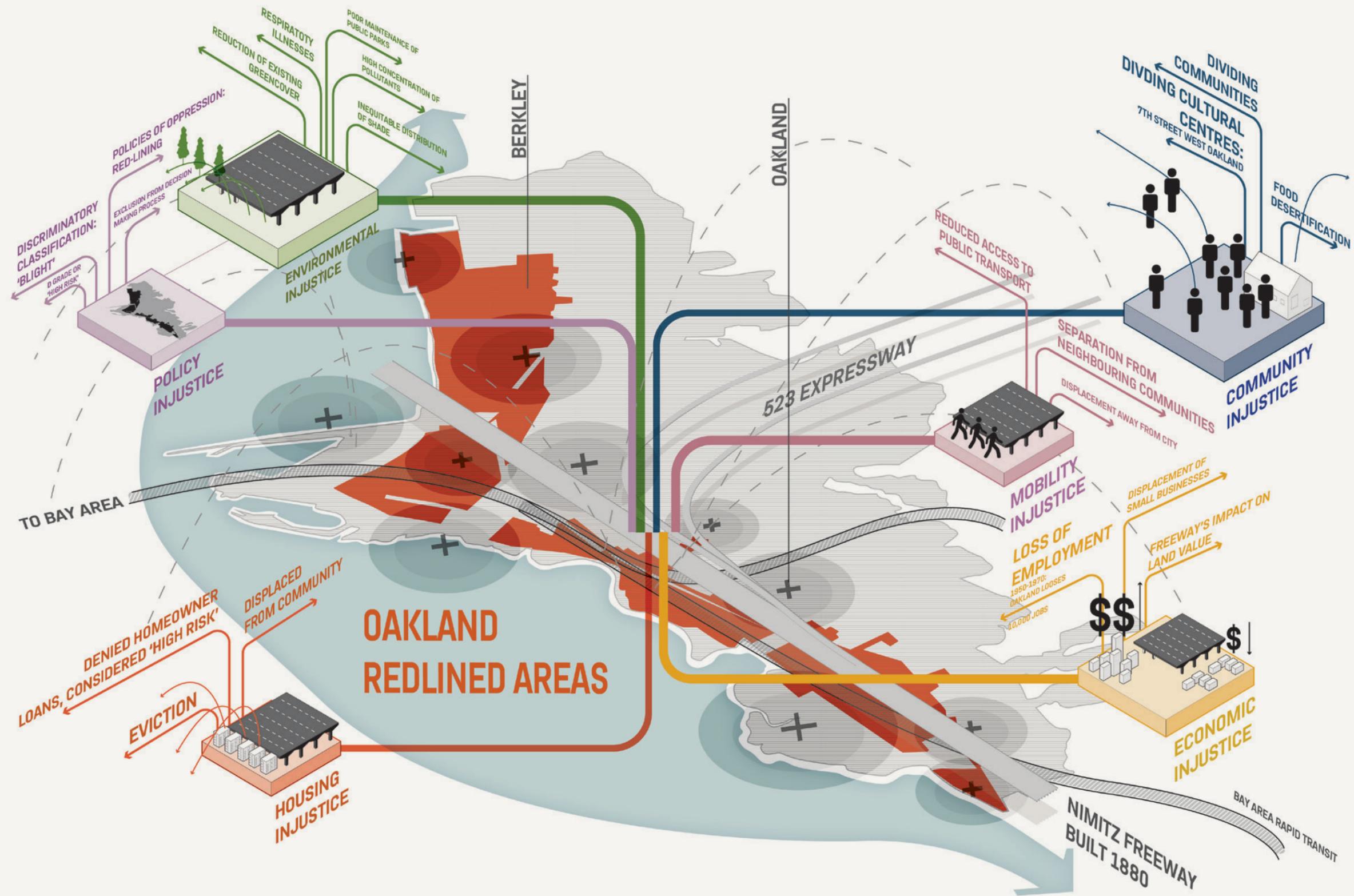


JUST OAKLAND

REPARATIVE DEVELOPMENT FRAMEWORK FOR OLD OAKLAND DISTRICT

2022-5279



MAPPING INJUSTICE IN OAKLAND

JUST OAKLAND

REPARATIVE DEVELOPMENT FRAMEWORK FOR OLD OAKLAND DISTRICT

REPARATIVE FRAMEWORK VISION FOR OAKLAND

HOW CAN WE CO-CREATE A JUST DEVELOPMENT?

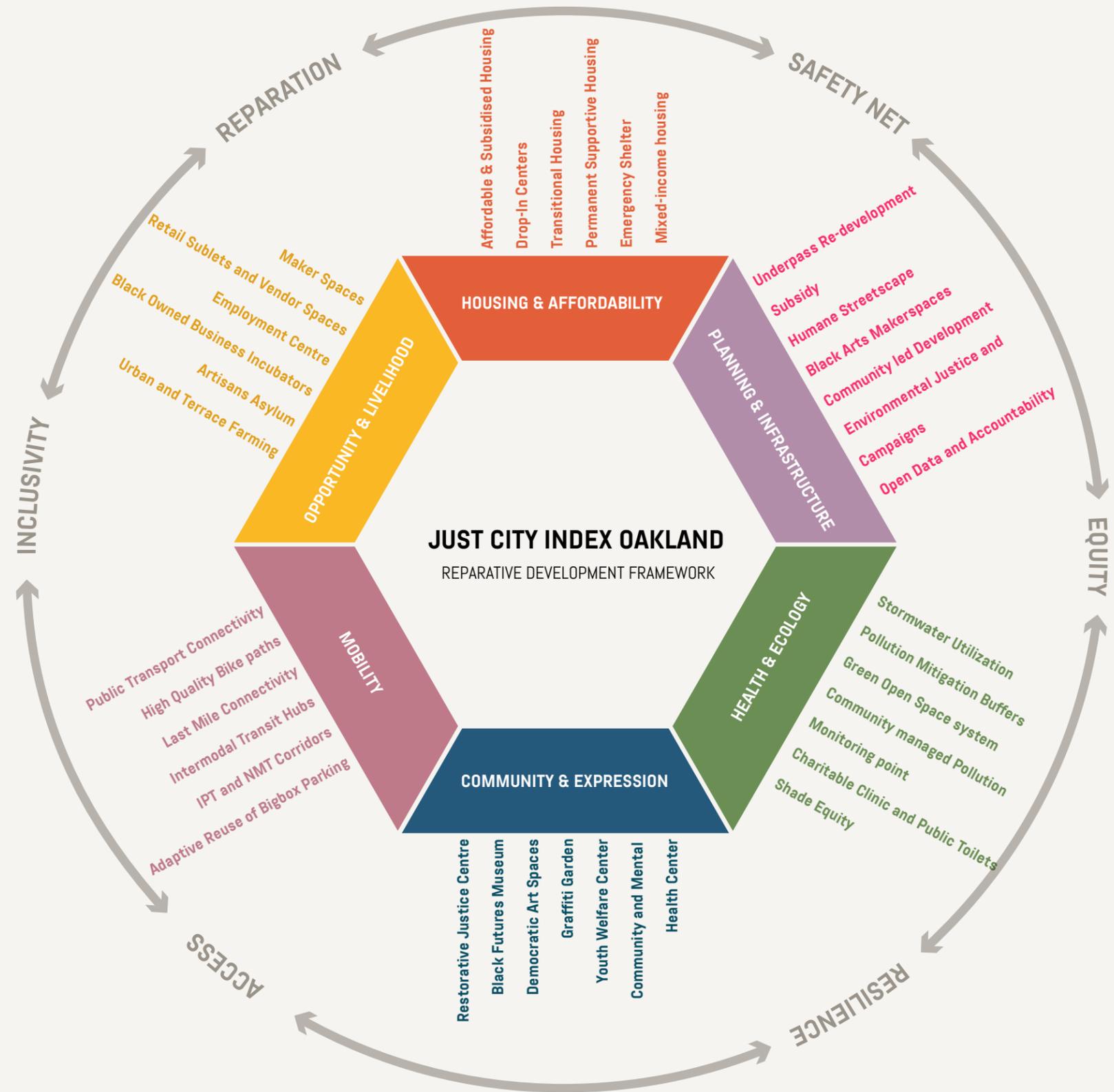
The idea of a Just City was initiated by black practitioners, advocacy groups and institutions, not to mention BIPOC communities in the Bay Area have been actively pushing for inclusive planning and investment into artists and entrepreneurs for decades. Our proposal stands on the shoulders of this and puts forth this vision as one to be co-created with these leaders.

"I believe it is imperative that each city or community decide for itself what values it should assign to become more just. I only insist that there be clear intention, expressed through a clear and collectively developed definition, so that when we achieve the just city, we will know it when we see it."

- Toni L. Griffin, Founder of the Just City Lab, and editor of The Just City Essays

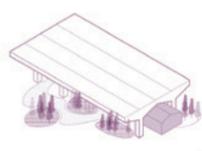
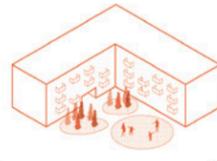
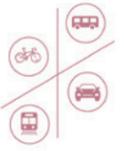
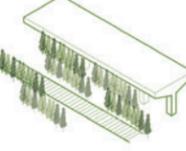
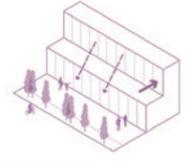
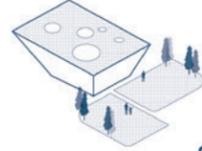
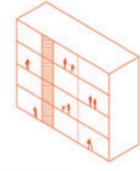
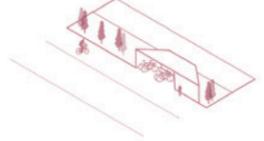
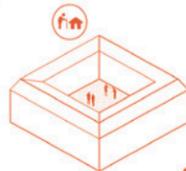
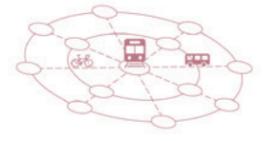
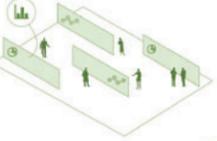
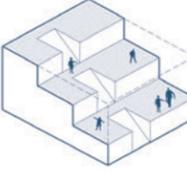
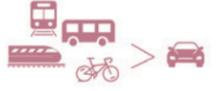
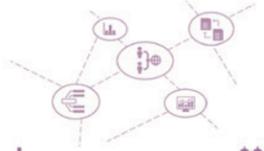
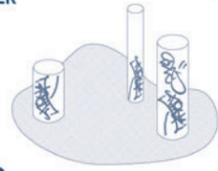
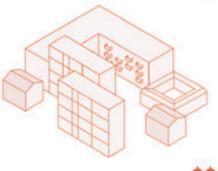
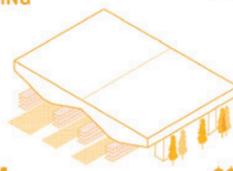
COMMUNITY AND ENVIRONMENTAL BENEFITS

- Affordable housing is allocated in the tower portion of the block as part of mixed-income housing. The number on required detail required its sounding generic.
- The higher volume of the underpass is articulated with native plants, percolating ponds and bio-swales fed by rainwater captured from the freeway. These seek to create a restorative landscape to mitigate flyover pollution. The darker, lower height expanse of the underpass on-site offers an opportunity to create unique light-based activation of space which creates a sense of safety. Hydroponic glasshouses punctuate the underpass forming a productive landscape that generates income and food security.
- Pedestrianization of the 5th and 6th st strengthens accessibility across the freeway. The new metro stop and transit hub connects the site to the locality, district and larger bay area.
- Unsheltered residents are supported in transitional housing on-site with a component emergency housing. The homeless resources centres, free clinics and employment centres on-site serve as safety net resources for the home insecure.
- The proposal calls for over 6 times the existing open space on-site through pedestrianization of roads and rerouting of traffic, placing community health at the forefront of the design.
- The inclusion of arts programming in open spaces and underpass plaza builds ownership toward the site which is at present not an active cultural space for the community.



JUST DEVELOPMENT TOOLKIT

The framework applied here generates a set of scale based strategies to incrementally intervene in a just manner.

HEALTH AND ECOLOGY	INFRASTRUCTURE AND POLICY	COMMUNITY AND EXPRESSION	AFFORDABILITY AND HOUSING	ECONOMIC AND LIVELIHOOD	MOBILITY AND CONNECTIVITY
STORM WATER UTILISATION H1  M RESILIENCE \$\$\$	UNDERPASS REDEVELOPMENT I1  L RESILIENCE \$\$\$\$	RESTORATIVE JUSTICE CENTER C1  M REPARATION \$\$\$	AFFORDABLE HOUSING A1  L REPARATION \$\$\$	MAKER SPACES E1  M EQUITY \$\$\$	EFFICIENT PUBLIC TRANSPORT M1  L EQUITY \$\$\$\$
POLLUTION MITIGATION & SHADE EQUITY H2  L REPARATION \$\$\$	HUMAN SCALED STREETSCAPE I2  M INCLUSIVITY \$\$\$	MUSEUM OF BLACK FUTURES C2  L REPARATION \$\$\$	TRANSITIONAL HOUSING A2  L SAFETY NET \$\$\$	RETAIL SUBLETS AND VENDOR SPACES E2  L EQUITY \$\$	E-BIKE STATIONS AND BIKE PATHS M2  S ACCESS \$\$\$
BLUE-GREEN NETWORK H3  L RESILIENCE \$\$\$\$	COMMUNITY LED DEVELOPMENT I3  M INCLUSIVITY \$\$\$	DEMOCRATIC ART SPACES C3  M INCLUSIVITY \$	PERMANENT SUPPORTIVE CENTER A3  M INCLUSIVITY \$\$\$	BLACK OWNED BUSINESS INCUBATORS E3  S SAFETY NET \$\$	LAST-MILE CONNECTIVITY M3  S ACCESS \$\$
COMMUNITY MANAGED POLLUTION MONITORING H4  S RESILIENCE \$\$\$\$	ENVIRONMENTAL JUSTICE CENTER I4  L REPARATION \$\$\$	GRAFFITI GRADEN C4  M INCLUSIVITY \$	EMERGENCY SHELTER A4  S SAFETY NET \$\$	ARTISANS ASYLUM E4  M SAFETY NET \$\$\$	IPT AND NMT CORRIDORS M4  M ACCESS \$\$
CHARITABLE CLINICS AND PUBLIC TOILETS H5  M INCLUSIVITY \$	OPEN DATA AND ACCOUNTABILITY I5  L ACCESS \$\$\$	YOUTH ADVANCEMENT CENTER C5  S SAFETY NET \$	MIXED-INCOME HOUSING A5  EQUITY \$\$\$\$	URBAN AND TERRACE FARMING E5  M RESILIENCE \$\$\$	REUSE OF BIG BOX PARKING M5  S REPARATION \$\$\$

NARRATIVE SUMMARY

Just Oakland places equity at the center of the design to reframe the relationship of divisive infrastructures with the black community. The freeway is reframed as an urban commons that connects the neighborhood and activates the site to become a resource center and place for justice. The mixed-use development is anchored by cultural expression, affordable housing and health that drive the growth of the site as a model for marginalized neighborhoods.

Design Narrative

History of Resilience

The history of the Nimitz freeway in Oakland is the history of red-lined neighborhoods across the country, where already isolated communities were broken apart. Highways have come to represent a systematic oppression of the black community that have also disproportionately borne the brunt of a regional infrastructural expansion. Rather than begin at the site as it stands today, our approach is to develop a framework of equity that addresses these historic barriers to physical and economic mobility. This allows us to initiate interventions and catalyze opportunities in a just manner, honoring the rich cultural landscape and a community that is already resilient.

Building Trust

The proposal seeks to rebuild trust with the community by reclaiming the sites of existing law enforcement as institutions for restorative justice and resource centers that are run by the community. These include mental health care, homeless resources centers and free clinics among others that perform the labor of community trust building. Further, the fifth and sixth street sections are transformed into green buffers emanating from the Jefferson Park,

using the water captured from the freeway to sustain restorative natural spaces. These are programmed as year-round public spaces anchored by the Black Futures museum, a cultural landmark that brings together expressions of the past and future by local artists. The museum weaves through the underpass, interspersed by light-based installations and productive landscapes to activate a vibrant civic space.

Catalyzing an Opportunity Landscape

At the scale of the district, the proposal strengthens the connection between the Black Arts Movement business corridor to the north and the Jack London Maker district to the south, by positioning affordable commercial space and retail spaces for makers at this cultural intersection. This leverages the innovation already underway in Oakland driven by black led organizations. The proposal calls for inclusivity through affordable mixed income housing reinforcing an investment into the community and home insecure residents. The urban form of the development acknowledges the existing fabric through podium heights, positioning towers to maintain the street scale, and frames the art plaza through a verdant ecological edge.

High quality public transportation is essential to economic mobility, especially to a community that was segregated to benefit the transportation of those who lived and worked elsewhere. To repair this legacy, an above ground BART station is introduced on the site along the existing metro line, marking an inflection point in access to public transport networks for the neighborhood. This signals to the city and region a commitment to equitable development as it catalyzes mobility, visibility and a just approach to development.

FINANCIAL SUMMARY

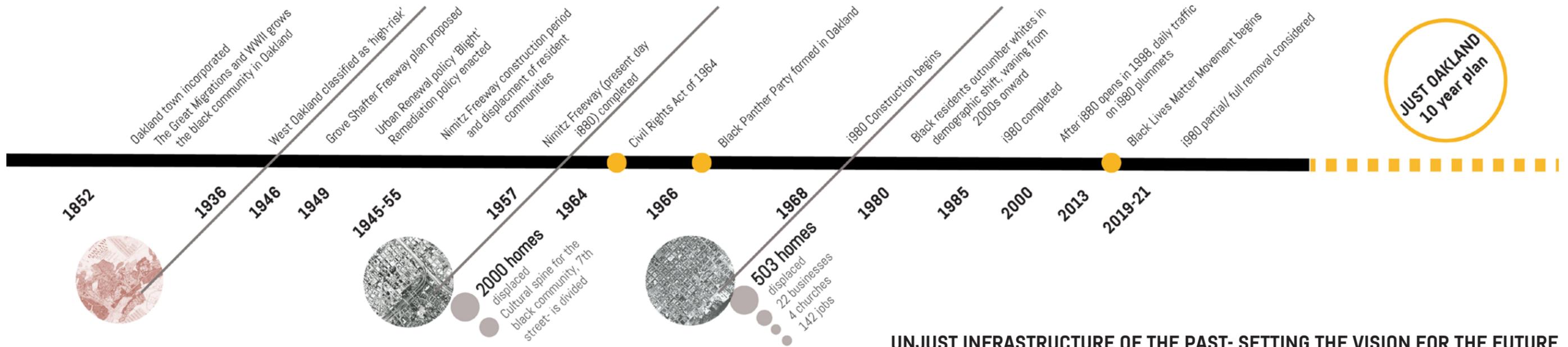
The project unfolds along 2.6M sq. ft. spread across 8 plots bordering the freeway. In addition to commercial programs, it is designed to have 468 units of affordable housing in the midst of an emerging center for the community. The 2.5 million sq. ft. mixed-use development project will be built in four phases over 8 years of construction. We will acquire the 4 plots from the city as well as the 4 plots on the southern side of the freeway. \$80 million will be used to acquire the properties, \$36M for the properties to the south of the freeway and \$44M for the properties to the North of which \$60M is paid for the properties as required during the timeline of development and \$20 City write-down is obtained for the properties under its possession.

The proposal details a phase-based strategy to achieve an equitable development of the site. It is structured so that the first phase of development including the commuter rail stop, Jefferson Park and Black Futures Underpass Museum will build trust and drive investment in the neighborhood. Phase 1 that has 0.62M sq. ft. with programs that will connect to Jack London Makers district and the BAMBD corridor bringing attention to the site. The commuter rail bolstered by retail and coworking spaces catalyzes the growth of the site.

Phase 2 of 0.68M sq. ft. builds on densifying around the commuter rail stop by building on the adjacent plot. The Police Administration Building will be demolished, and the police department will move to its new consolidated property. The museum program development will draw visitors from along Broadway to the rest of the development. The ensuing 0.71M sq. ft. of development in Phase 3 will initiate demolition of remaining structures on site except for the parking structure. This was done despite the low parking requirements of the CBD-x zone. As the area develops this 700-parking space's structure will generate cash flows and support the development of the neighborhood. The final phase develops and provides retail to cater to movement along Broadway. It introduces 145,507sq. ft of office space in 2032 by which time the recovery of market for office and the draw of the neighborhood will drive

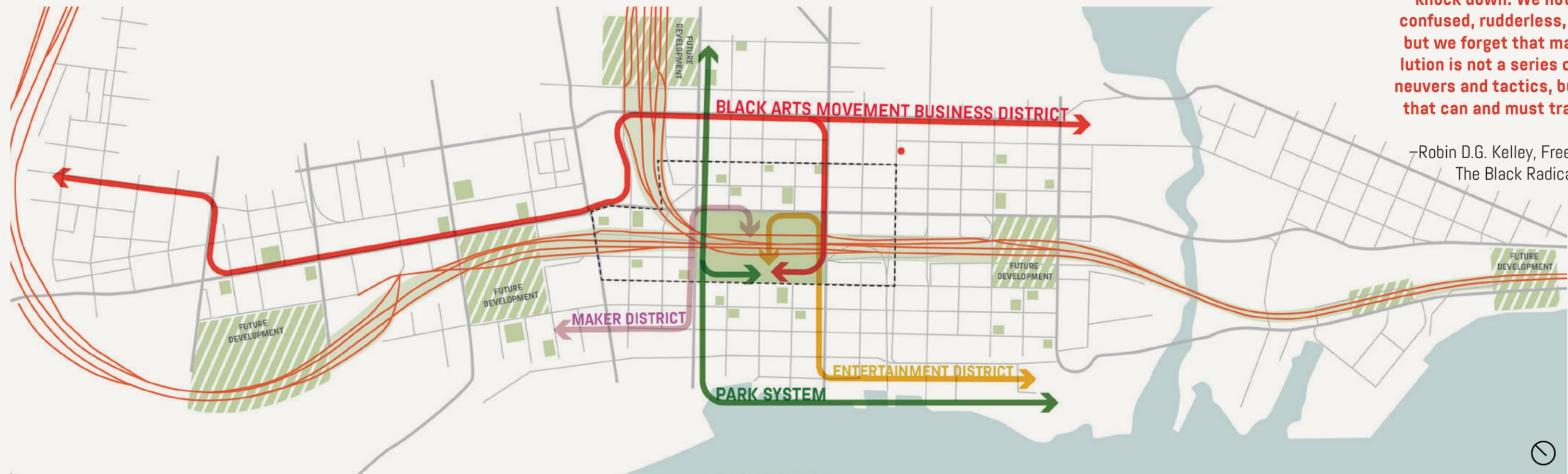
quick absorption.

The overall project cost is \$1.2B. Equity sources (including 26.5% developer funds) form 33% of the capital stack. Other financing sources (52.2% from Senior debt) constitute the remaining 64% and public subsidies are responsible for the final 2.9%. Affordable housing will cost \$168M and will be funded by a combination of tax credits of \$25M, Senior Debt of \$20M, Tax-exempt bonds of \$113M and CRA funds of \$10M. For infrastructure, we are providing public amenities and will make use of \$25M in grants and put \$29M of equity into the project. The project on an unlevered basis will make a 6.5% IRR and 1.36 Multiple.



UNJUST INFRASTRUCTURE OF THE PAST- SETTING THE VISION FOR THE FUTURE

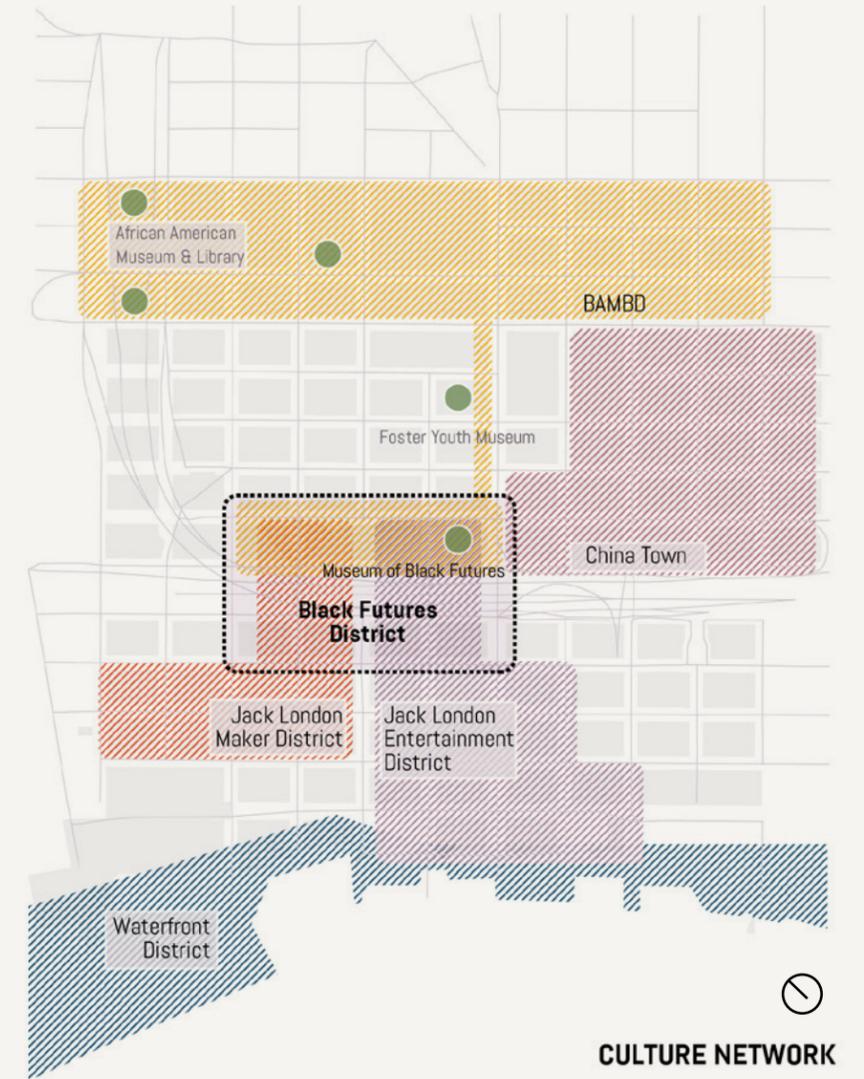
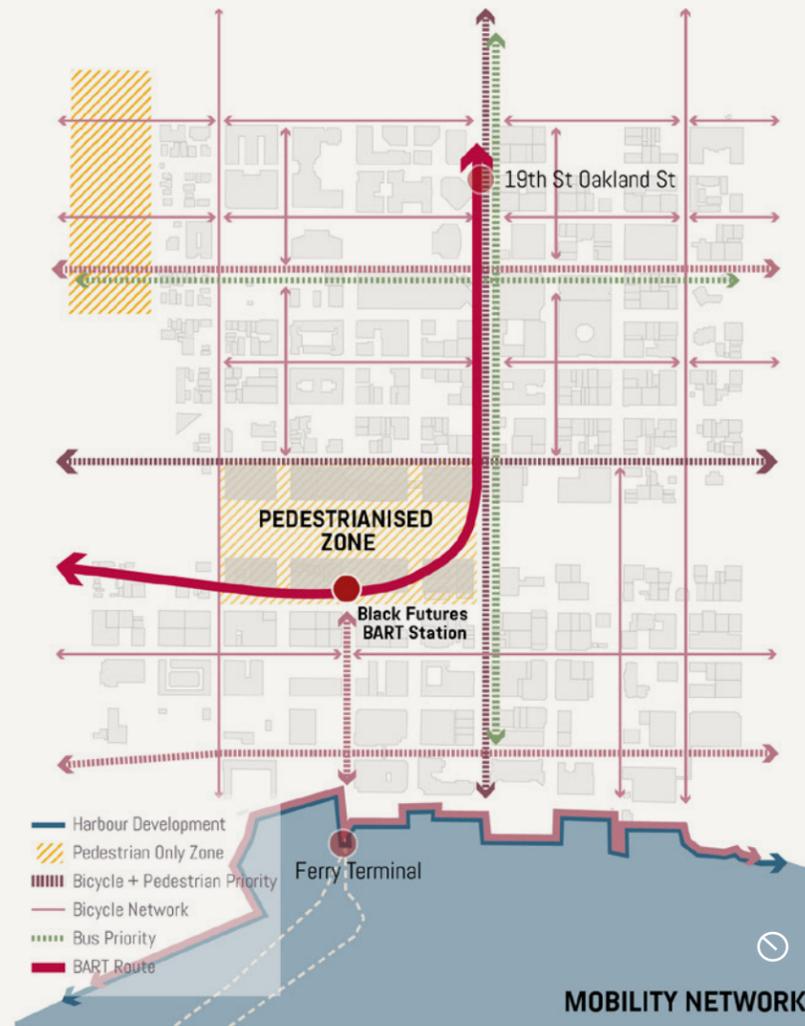
Weaving Black arts movement business district, maker district, and entertainment district into the site that connects either sides of the expressway.



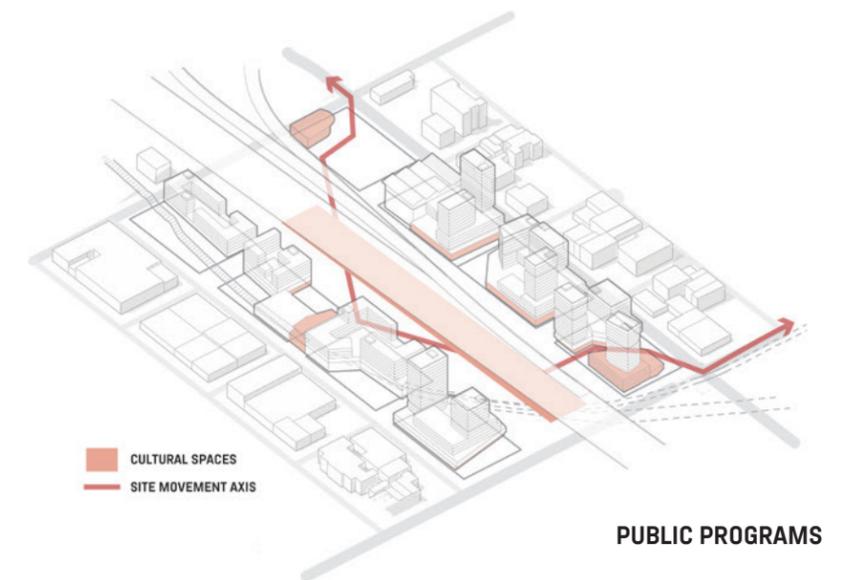
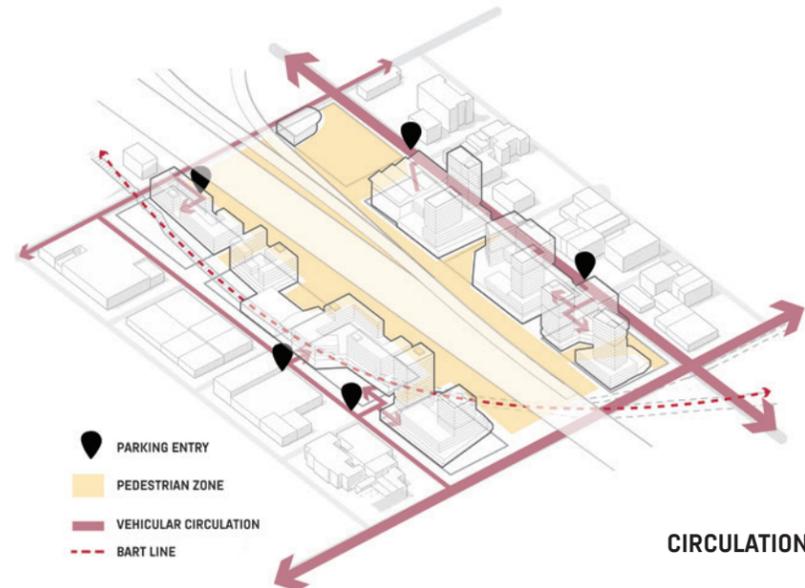
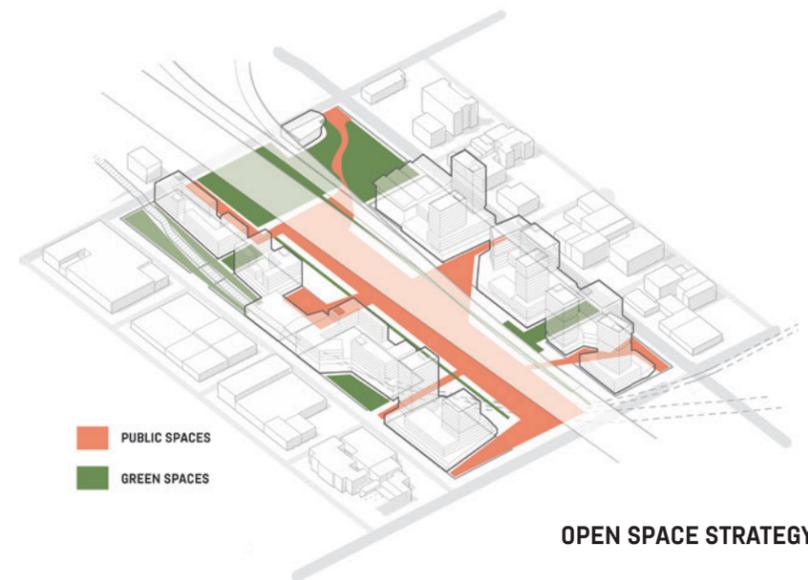
"Without new visions, we don't know what to build, only what to knock down. We not only end up confused, rudderless, and cynical, but we forget that making a revolution is not a series of clever maneuvers and tactics, but a process that can and must transform us."

—Robin D.G. Kelley, *Freedom Dreams: The Black Radical Imagination*

CONCEPT PLAN: USING INFRASTRUCTURE AS A LEVERAGE FOR EQUITY



SITE STRATEGY

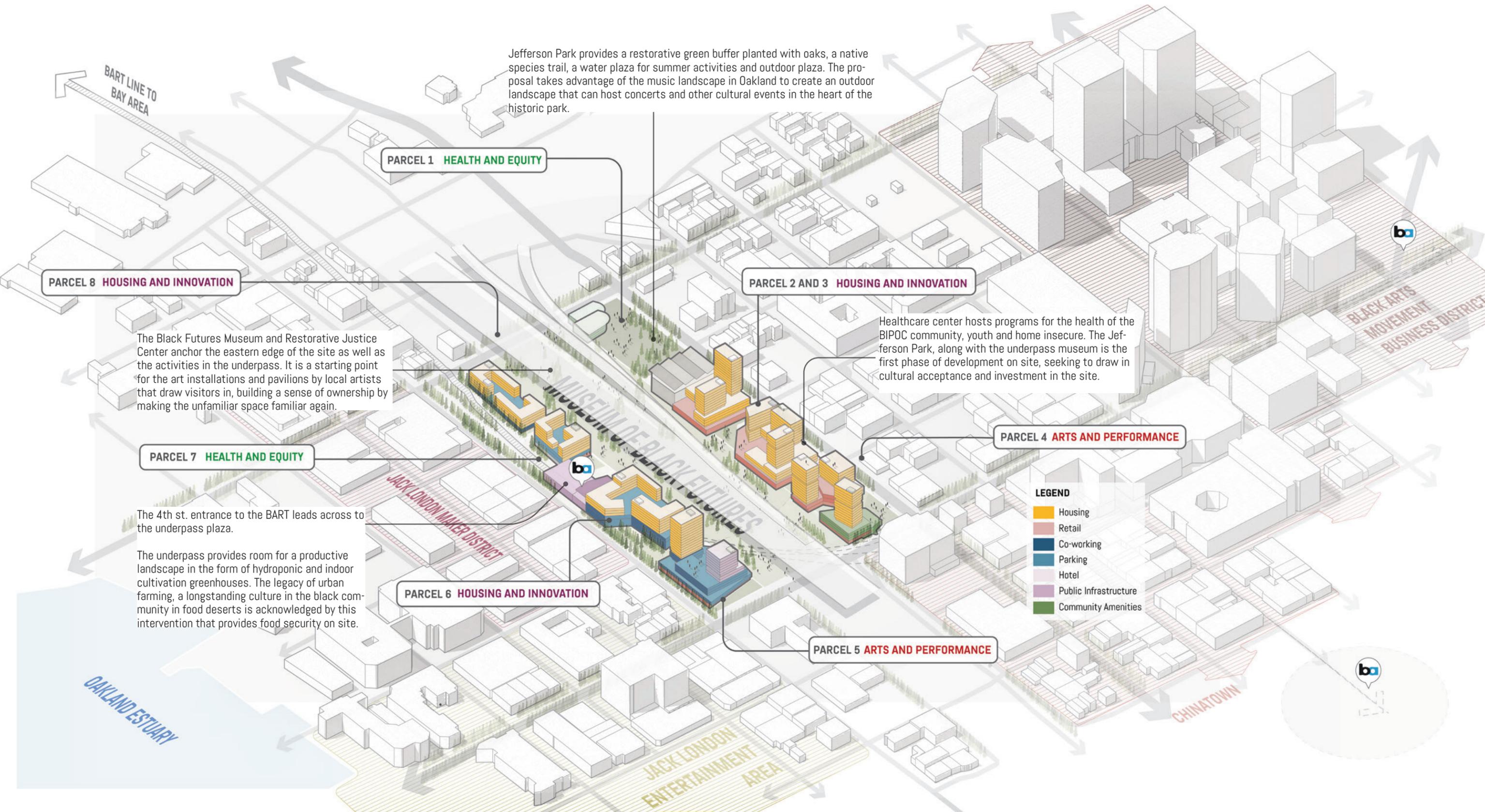


JUST OAKLAND

REPARATIVE DEVELOPMENT FRAMEWORK FOR OLD OAKLAND DISTRICT

FRAMEWORK AXON

The development framework proposes mixed-use zoning that primarily focuses on three goals, health and equity, housing and innovation, performance and art.



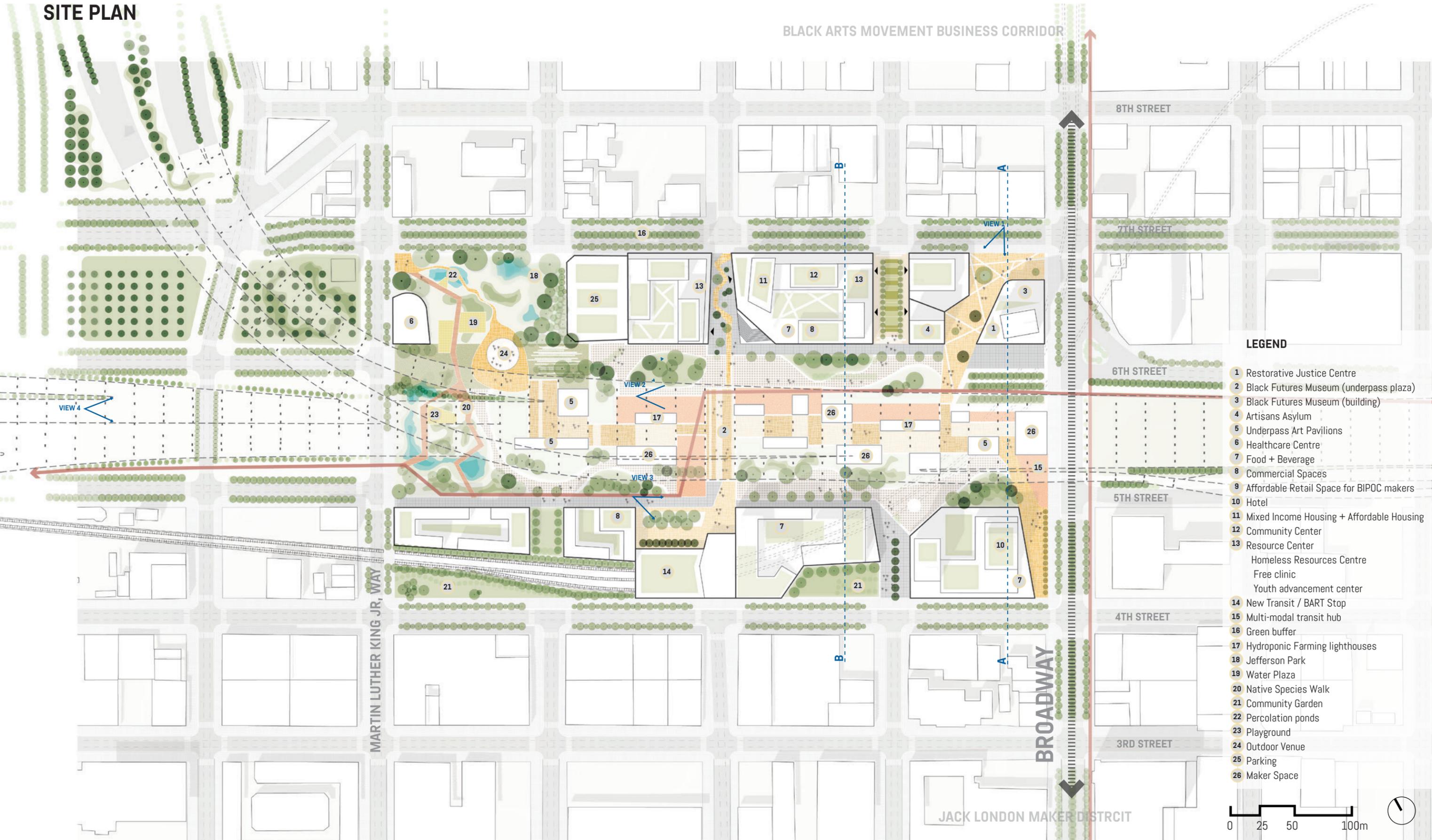


VIEW 1

The scenario presents a vision for a Black arts movement festival to take place in the parcel with existing Police Administrative building and courthouse. The art plaza seamlessly connects the central business district to the proposed Museum of Black futures below the express way with programs such as retail, artisans asylum, restorative justice centre and a Black artists gallery.

SITE PLAN

BLACK ARTS MOVEMENT BUSINESS CORRIDOR



LEGEND

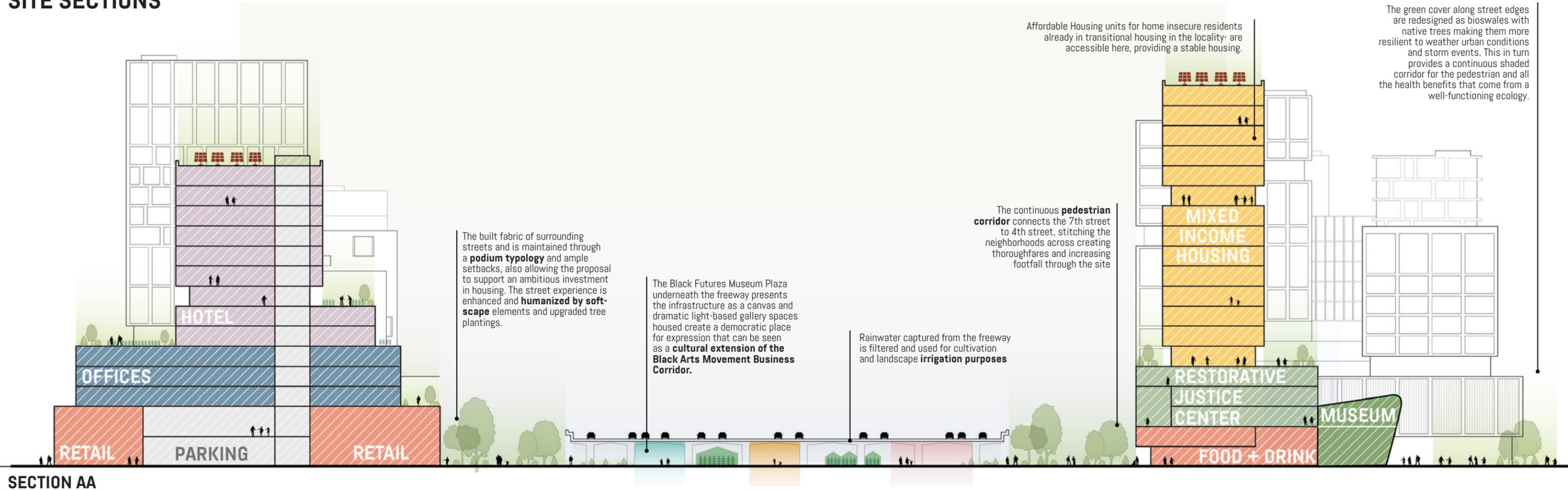
- 1 Restorative Justice Centre
- 2 Black Futures Museum (underpass plaza)
- 3 Black Futures Museum (building)
- 4 Artisans Asylum
- 5 Underpass Art Pavilions
- 6 Healthcare Centre
- 7 Food + Beverage
- 8 Commercial Spaces
- 9 Affordable Retail Space for BIPOC makers
- 10 Hotel
- 11 Mixed Income Housing + Affordable Housing
- 12 Community Center
- 13 Resource Center
 - Homeless Resources Centre
 - Free clinic
 - Youth advancement center
- 14 New Transit / BART Stop
- 15 Multi-modal transit hub
- 16 Green buffer
- 17 Hydroponic Farming lighthouses
- 18 Jefferson Park
- 19 Water Plaza
- 20 Native Species Walk
- 21 Community Garden
- 22 Percolation ponds
- 23 Playground
- 24 Outdoor Venue
- 25 Parking
- 26 Maker Space



VIEW 2

The scenario presents a vision for the defunct space beneath the expressway. The landscape is regenerated and converted into a Black futures Museum with thematic trails such as projected histories, entrepreneurial future that include light shows, maker spaces, and hydroponic farming. The landscape is used as a means to create vibrant public space that weaves the splintered neighborhood.

SITE SECTIONS



SECTION AA



SECTION BB

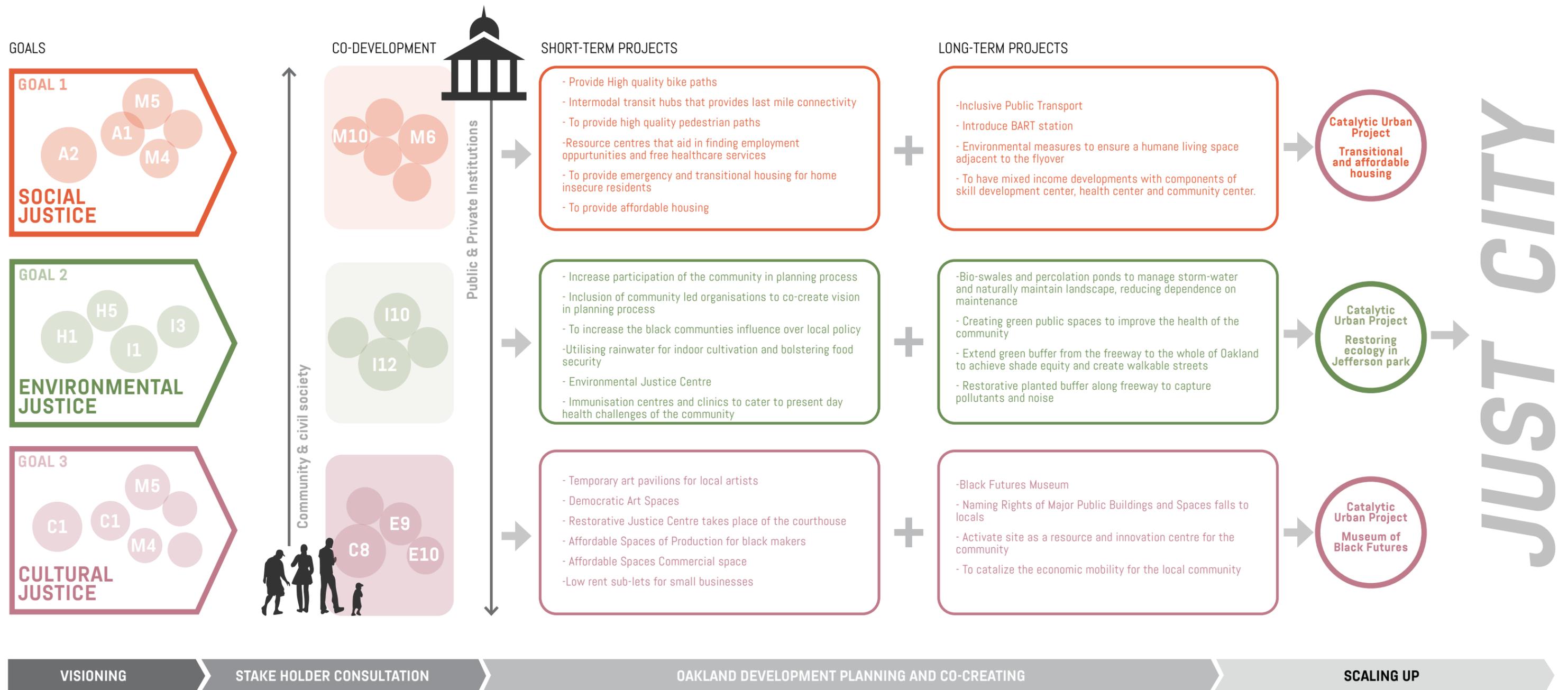
The existing parking structure being retained means the proposal requires lesser new parking



VIEW 3

The scenario presents an everyday experience of the retail plaza in the proposed BART station. The plaza opens up to the Museum of black futures present beneath the expressway. This flexible public space becomes opportunity for vendors and small businesses.

IMPLEMENTATION FRAMEWORK



URBAN VISION IMPLEMENTATION FRAMEWORK

The implementation framework is meant to kickstart a series of urban development projects that can co-create a just city.

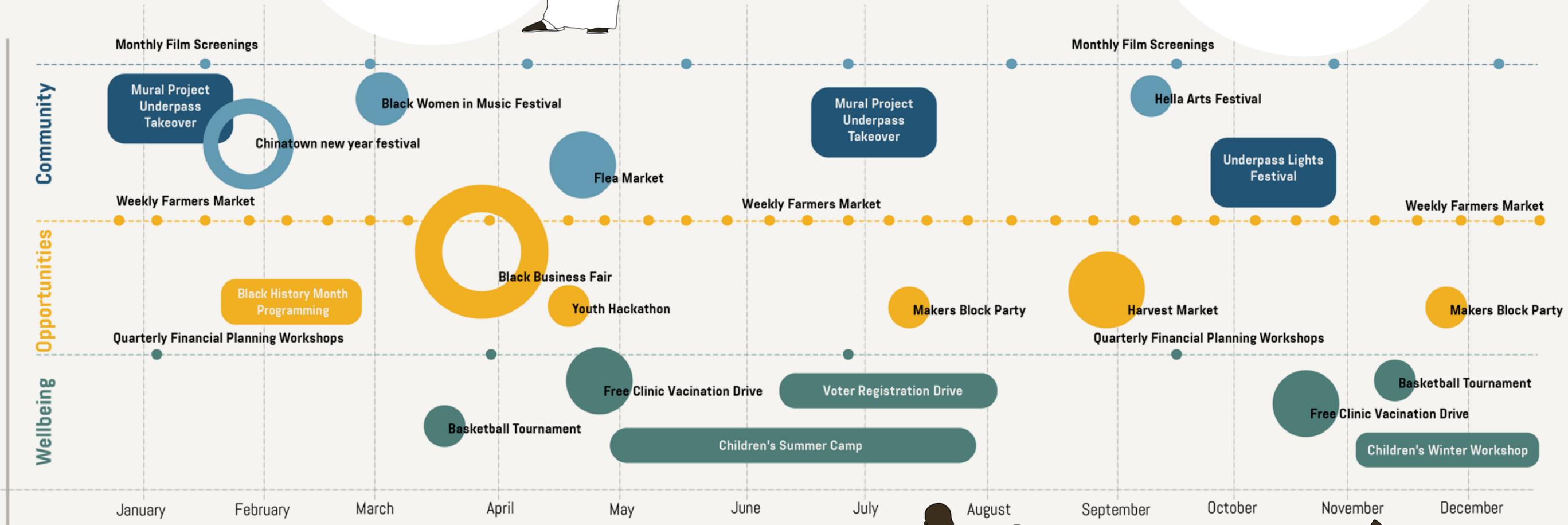
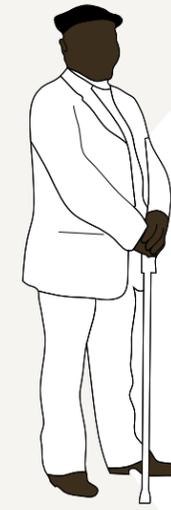
EVENT PLANNING

BLACK FUTURES DISTRICT

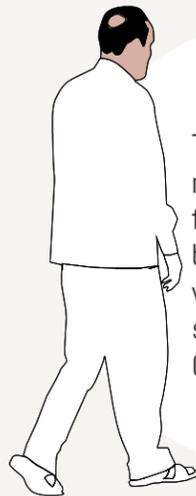
They are healthcare advocate for BIPOC women. After moving into an commercial space sublet on site, their organisation has been working to increase access to doctors and connecting local women to maternal health needs.



Has been living in a transitional housing unit, for the past 3 months, and recently moved into an affordable unit on site. They were able to secure employment in downtown Oakland, with aid from the local employment center.



They moved to the mixed income housing from San Francisco, to be near their parents who live and run a small business in Chinatown.



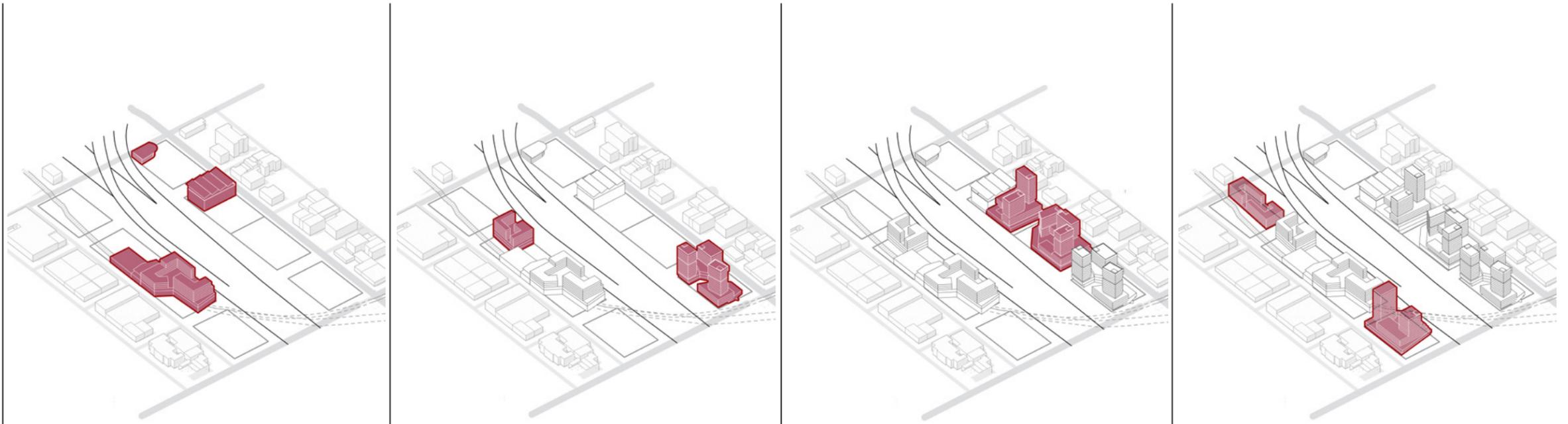
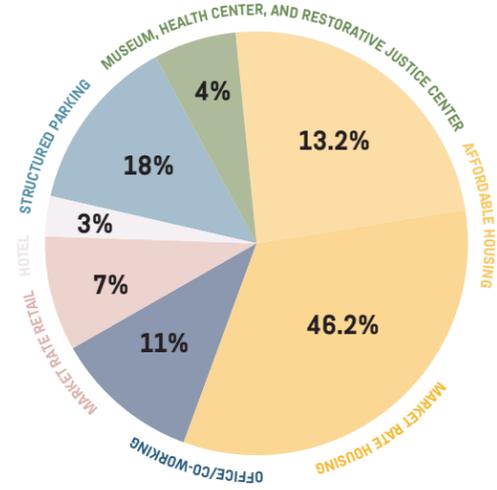
They reside in an affordable housing unit and commutes to San Francisco for work. The new BART stops affords them more frequent visits to family and friends.



They live on 10th street and enjoys the playground in Jefferson park which he often walks to with their parents. They have also visited the museum with their school on a field trip.



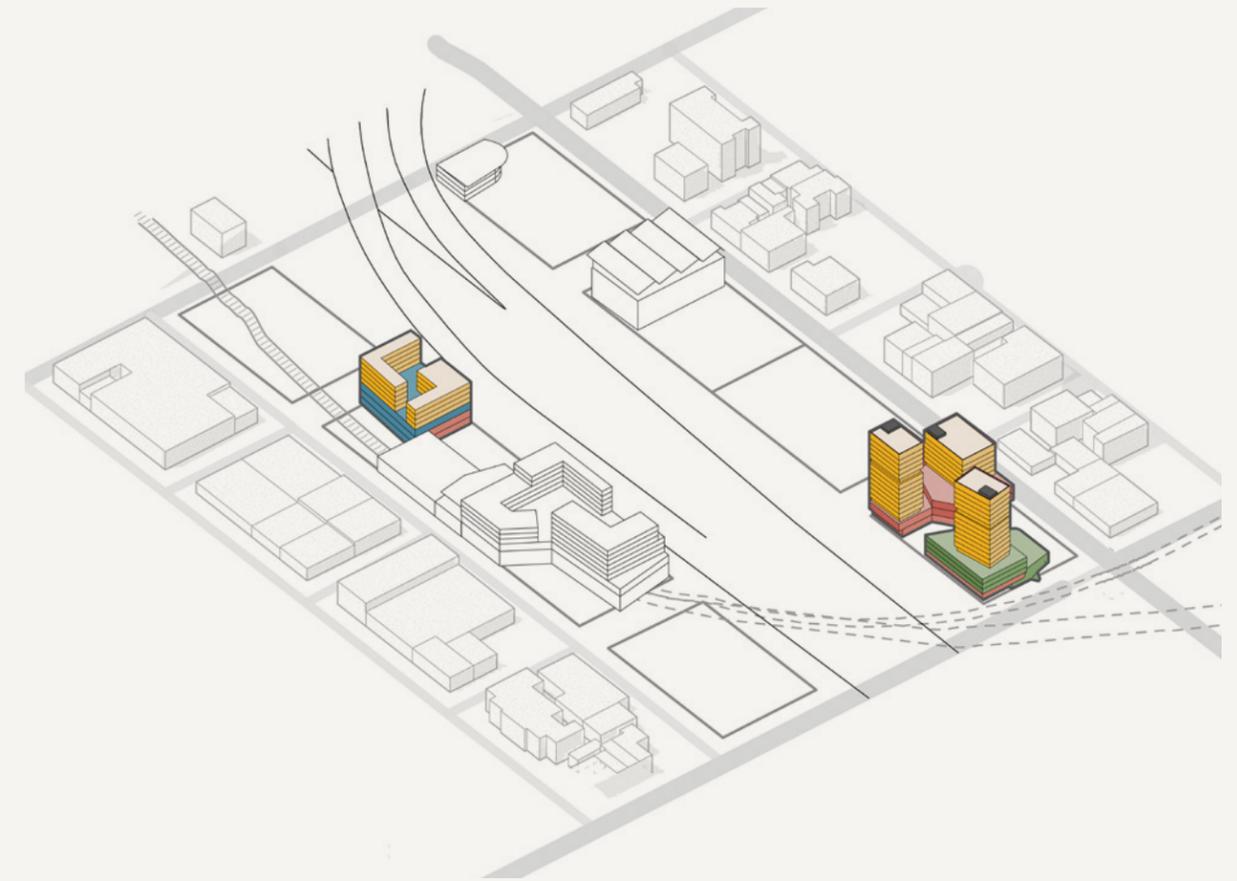
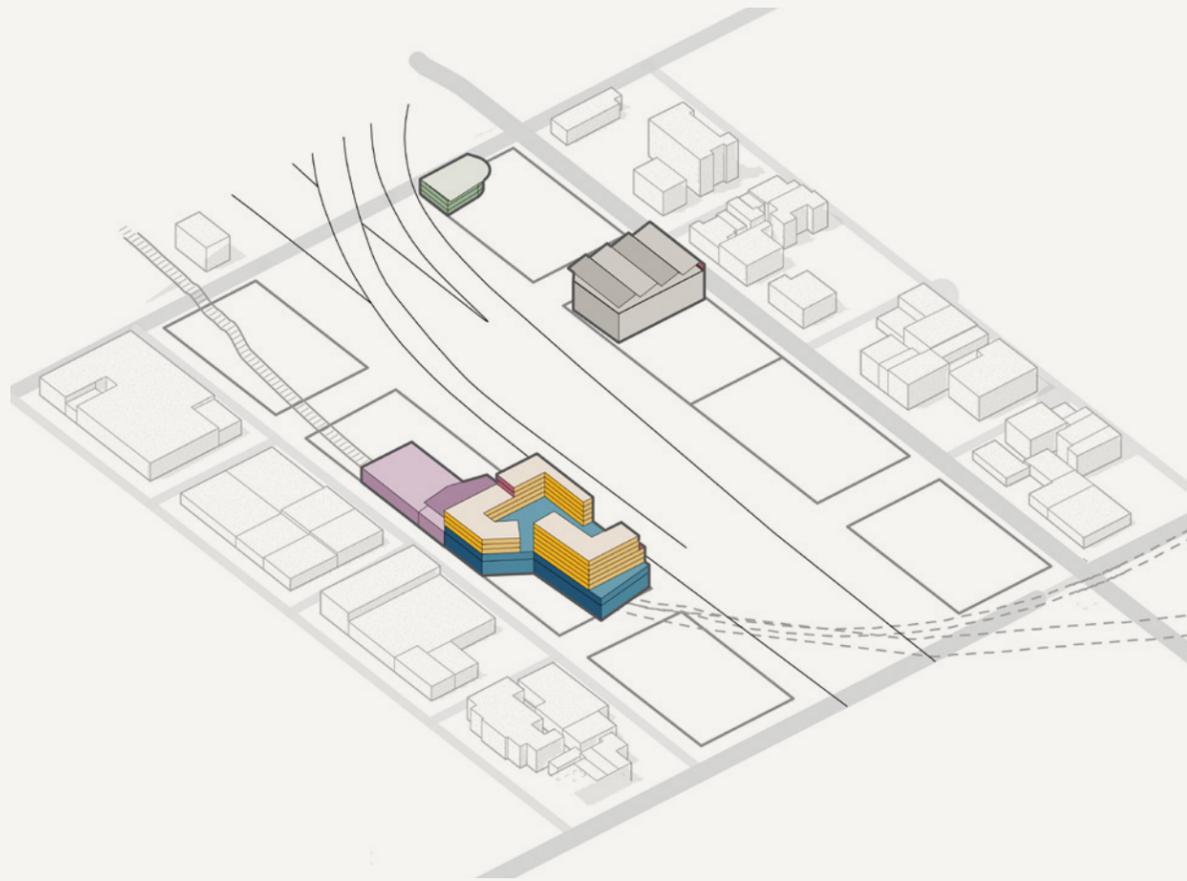
PROJECT PHASING



PLANNING PHASE | **PHASE 1** | **PHASE 2** | **PHASE 3** | **PHASE 4**



CONSTRUCTION TIMELINE



PHASE 1

TOTAL DEVELOPMENT COST: \$172,698,113M
TOTAL BUILD OUT: 631,791 Sq.ft
TOTAL INFRASTRUCTURE: 10656 Sq.ft

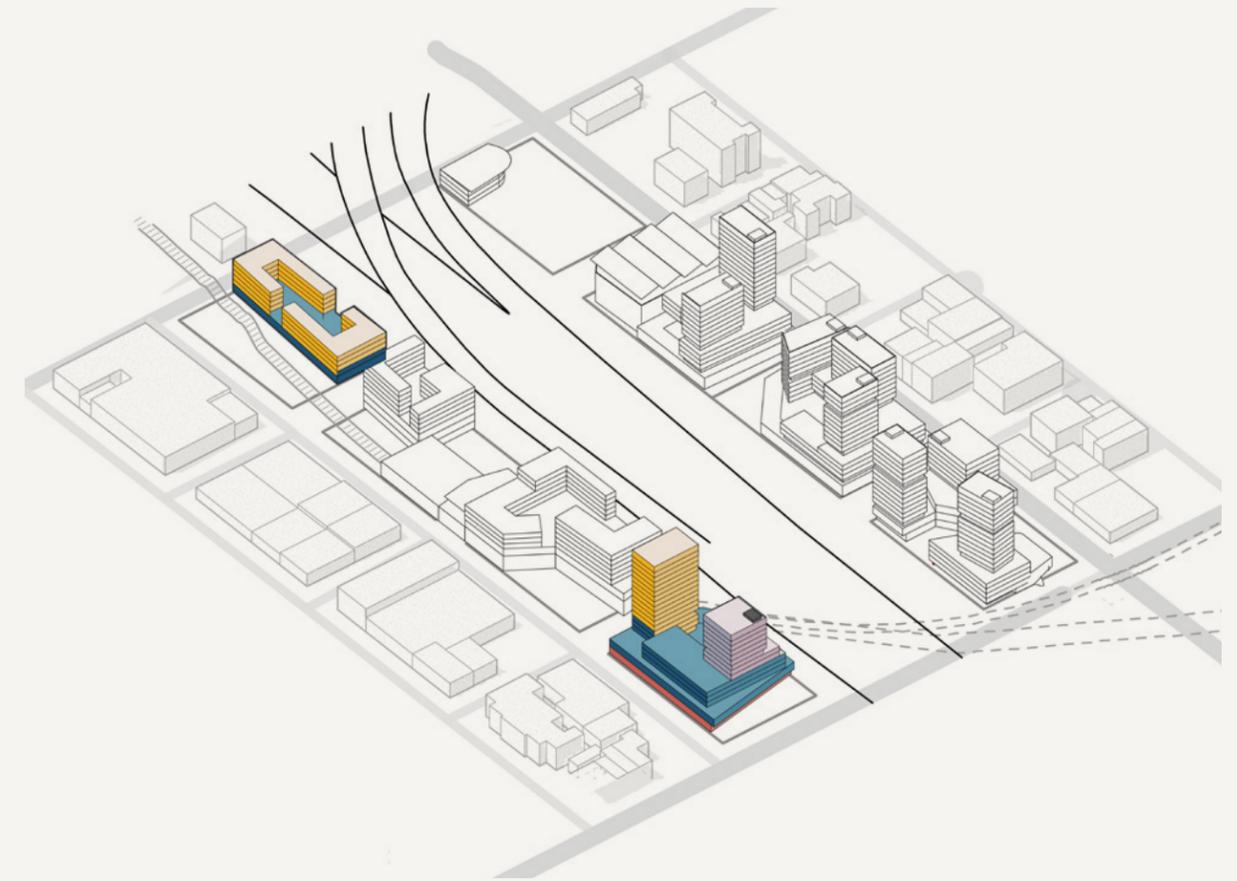
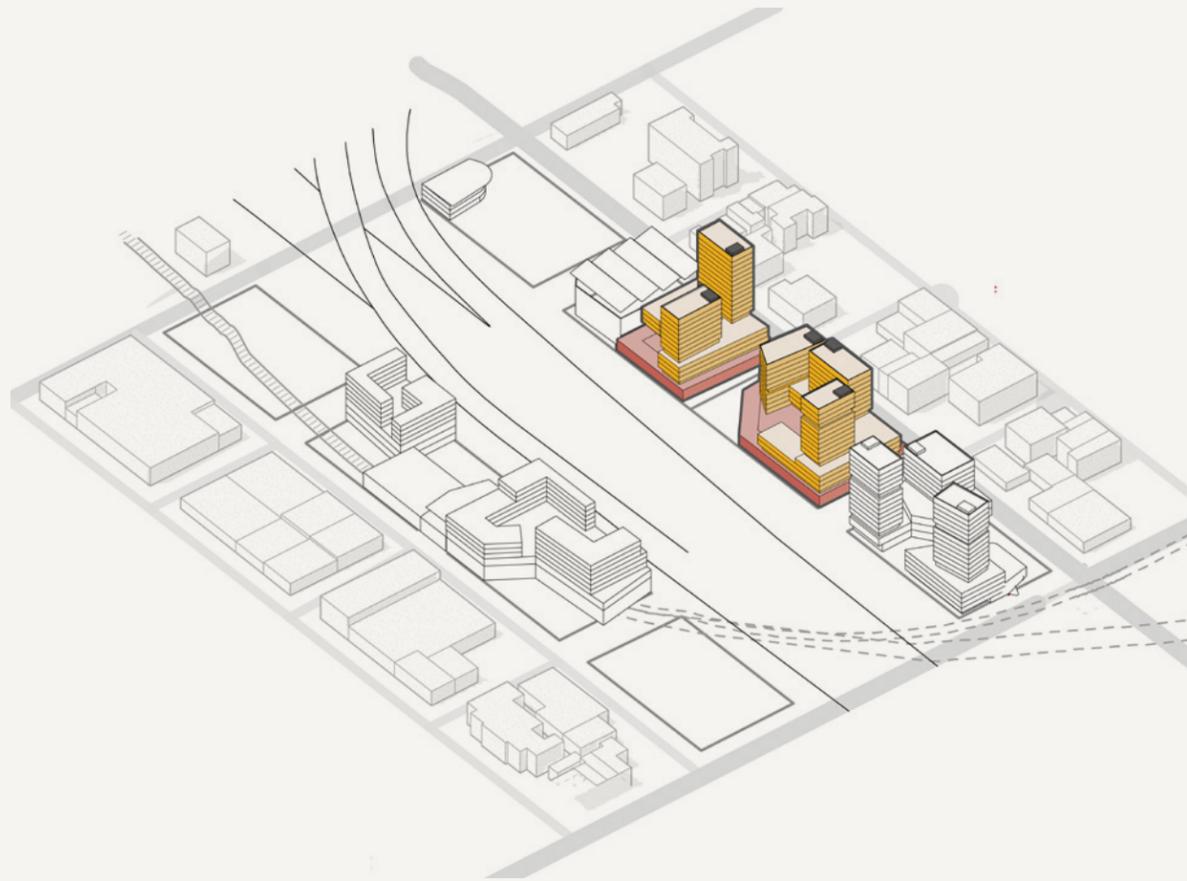
Affordable rental Housing		45,390 Sqft/ 53 units
Market rate rental Housing		137,060 Sqft/ 125 units
Office/co-working		77,081 Sqft
Market rate retail		6,081 Sqft
Hotel		
Structured parking		344344 Sqft/ 861 Car parks
Museum Enclosed		
Health Center		20,796 Sqft
Restorative Justice Center		

PHASE 2

TOTAL DEVELOPMENT COST: \$ 339,269,932
TOTAL BUILD OUT: 685,954 Sq.ft
TOTAL INFRASTRUCTURE: 357,128 Sq.ft

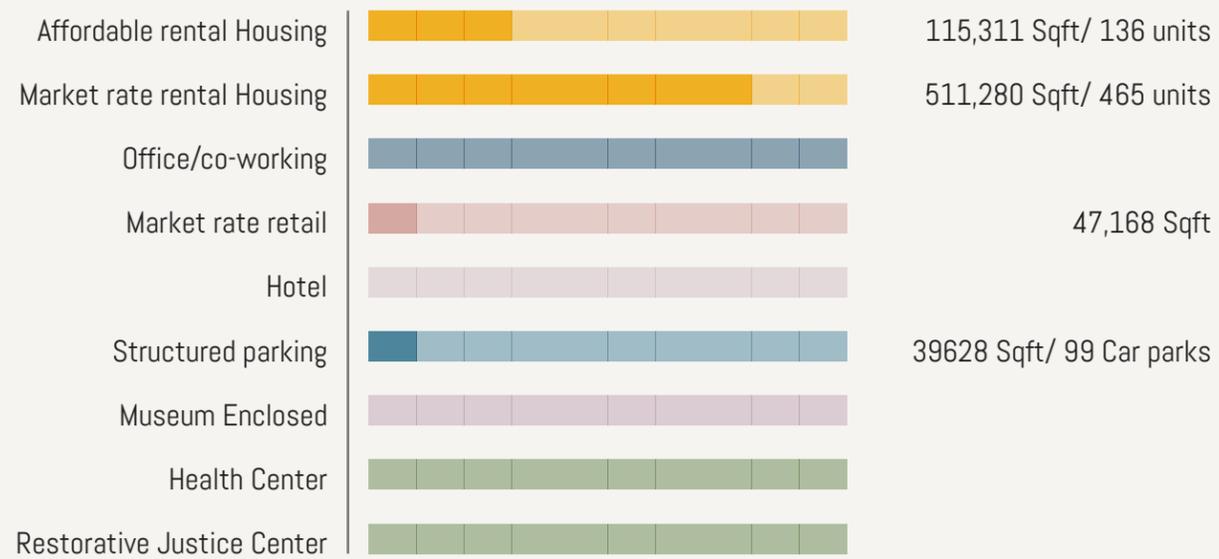
Note: Infrastructure works or landscape works have begun in phase 1 and complete in phase 2.

Affordable rental Housing		107,865 Sqft/ 127 units
Market rate rental Housing		325,710 Sqft/ 296units
Office/co-working		57,9325 Sqft
Market rate retail		101,629 Sqft
Hotel		75,650 Sqft
Structured parking		28,966 Sqft/ 72 Car parks
Museum Enclosed		75,895 Sqft
Health Center		
Restorative Justice Center		55,768 Sqft



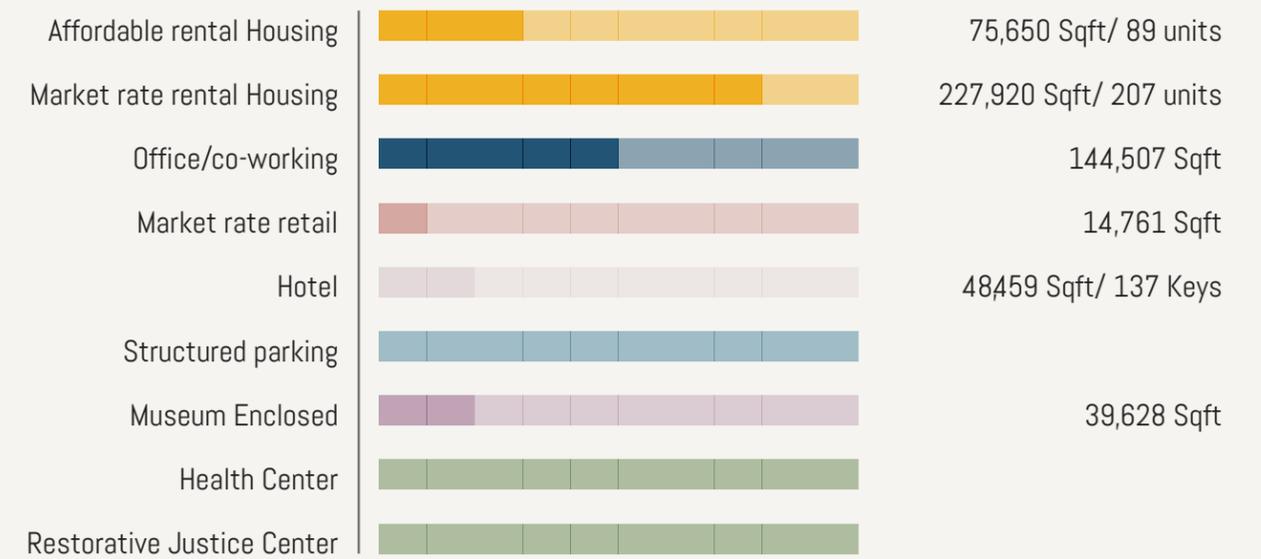
PHASE 3

TOTAL DEVELOPMENT COST: \$390,355,100
TOTAL BUILD OUT: 714,086 Sq.ft
TOTAL INFRASTRUCTURE: 14,639 Sq.ft



PHASE 4

TOTAL DEVELOPMENT COST: \$371,365,136
TOTAL BUILD OUT: 571,187 Sq.ft
TOTAL INFRASTRUCTURE: 19,106 Sq.ft



Total development cost is: 1.2 billion

Unlevered IRR: 6.5%

Multiple: 1.36

