

Attachment A: Economic Development Strategy Performance 2018-2020

Targets Met or Exceeded					
Indicator or Target (Indicators in bold text)	2018	2019	2020	City lead	Performance
Per capita GDP increases by 10%			✓	EWD	2020 GDP is \$34 B. Per capita GDP increased by 11% from 2017 to 2020
1000 supported businesses innovate, grow and access new markets	✓	✓	✓	EWD-BD	EWDD served 2,823 businesses in 2020, including Oakland CARES grantees, EWD FTIP grantees, BAC inquiries, business impact survey participants, BRT BAF grantees, proactive COVID business outreach
Of above, 100 businesses are created, which the City has supported	✓	✓	✓	EWD -BD	Staff supported 165 new business openings in 2020
Of above, 500 small businesses (20 or fewer) are supported to innovate, grow and access new markets	✓	✓	✓	EWD -BD	Yes, EWDD served 2008 small business, as follows: BAC –74, BRT BAF ~80, Business Impact Survey –1198, Oakland CARES –656
The number of residents who apply for the Earned Income Tax Credit increases by 20%			✓	Mayor's Office (DHS)	4,537 assisted returns in 2020 only counting virtual preparation. While this exceeds the three year target (it is a 151% increase over 2017) it is half the number of participating residents from 2019 due to the pandemic limiting in-person VITA Centers staffed by volunteer tax preparers
100 cultural organizations access affordable space through grants, technical assistance, and creation of new, affordable space	✓	✓	✓	Mayor's Office, EWD-Cultural	City awarded 349 CARES grants to artists and arts organizations in partnership with CCI, many of which went to rent. Awardees race/ethnicity: 33% Black, 23% white, 15% Latino/a, 10% Asian, 5% Native American/Pacific Islander. Policies under study include modifications to cannabis green zone and live/work areas, establishment of cultural districts in Downtown Oakland Specific Plan. City real estate for the arts includes 150 FHOP BMR leases, Henry J Kaiser, Museum of Jazz, Tupac Shakur museum, Valley Project.
65% of all planning and building permits are issued within 1 day	✓	✓	✓	PBD	This target was replaced with the Planning and Building Department's comprehensive KPIs
A review of development processes is published, with recommendations to reduce costs and delays	✓			PBD	This target was replaced with the Planning and Building Department's comprehensive KPIs

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A new Call Center is created and 85% of calls for service to clean up illegal dumping are answered within 3 business days	✓	✓	✓	PWD	88% of calls resolved within three (3) business days in 2020. There were 35,329 illegal dumping service requests, a 62% increase from 2019.
Of above, 500 supported, small businesses in low-income neighborhoods are contacted about City services and support	✓	✓	✓	EWD -BD	Yes, 1,061 contacted, Based on Kiva Loan awardees, Oakland CARES grantees, EWD FTIP grantees, BAC inquiries, business impact survey participants, BRT BAF grantees, business outreach list records with usable zipcode data classified as 'low-income' zipcodes.
12,000 Oaklanders are given access to job training services	✓	✓	✓	EWD-WD	11,442 Oaklanders are registered in CalJOBS
New retailers are attracted to Upper Broadway, Broadway Valdez and Uptown	✓	✓	✓	EWD-BD	New retail includes Taylor Jay, Modern Times Brewery, and new Auto showroom on ground floor of housing development. New Black-owned Business cluster formed with McMullen, Brown Sugar Kitchen, Sweet July.
Sector strategies for each of Oakland's priority sectors are refreshed or published	✓			EWD-BD	Industrial Lands Study complete; Cultural Development Plan published; decision made not to create a retail strategy but focus on existing efforts
Revenues generated by women-owned businesses grow faster than the average for all businesses in Oakland			✓	EWD -BD	Revenues for women-owned businesses increased 65% from 2012 to 2017
Attracted businesses create 5000 additional jobs			✓	EWD-BD	5,633 jobs gained over the three year time period.
Grow Cultural Arts employment by 5%			✓	EWD - Cultural	Employment in Arts, Entertainment and Recreation grew 22% from Q1 2018 to Q1 2020.

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Significant new funding sources to catalyze development are secured			✓	EWD-PPD	CARES funding for business retention and #OakWIFI, State Cap & Trade funds accessed through TCC grant. Two grantees in Opportunity Zones will split a \$306K grant from the Rockefeller Foundation to cover predevelopment costs. Soda tax was effectively used to improve local grocery options. The City is still pursuing a predevelopment fund to support community-identified development priorities.
4250 new homes are built and 5000 households are protected from displacement			✓	HCD (multiple)	6,882 new homes were built 2018-2020; of those, 1,976 were affordable, including 305 new permanently supportive housing units built 2018-2020. Keep Oakland Housed helped 1,491 households in 2020, for a total of 2,591 households protected from eviction. Additional households protected by eviction moratorium.
Collect and publish data on affordability and benefit gaps	✓	✓	✓	EWDD	Gap between unemployment benefits and cost of living in Oakland in 2020 Economic Dashboard.
Identify sites for hotels and meeting space, attract hotel developers and explore co-investment opportunities			✓	EWD-PPD	Moxy, West Elm and Hawkins Way are near completion. Other hotels have been temporarily or permanently transitioned to homeless housing.
Three workshops to support supplier certification and partnerships are held	✓	✓	✓	EWD -BD	Supplier-vendor workshops slowed due to the pandemic, but EWDD contracted directly with Port Labs for local PPE production, while Contracts and Compliance held two workshops in 2020. EWDD has applied for a Federal grant for a program to add minority contractors to the pool for City construction projects. Policy-driven focus on improving local procurement continues and is a priority for Oakland Thrives. All Local businesses now receive information on registering with iSupplier when they get their business tax certificate.
Activities Completed					
Real Estate Portfolio Management plan is published, which includes strategies for better utilizing properties to meet community needs	✓			EWD - Real Estate	Completed. New Real Estate targets may include land acquisitions and leases made for homeless use and COVID response.

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A Cultural Arts Plan is published	✓			EWD-Cultural	Complete - Cultural Development Plan published.
Small Business Advisory Group Created	✓			EWD -BD	Complete - Small Business Task Force in 2019, then Greenlining Small Business Advisory Group
New training positions are added in blight reduction and public infrastructure maintenance	✓			PWD, EWD-WD	Completed in partnership with Alameda County, Center for Employment Opportunities; crew began April 2018
A business organizing pilot program is evaluated and a decision taken to expand or end the program	✓			EWD -BD	Completed in 2019. Since then, the Black Cultural Zone is funded to organize small businesses in Deep East, through the Transforming Climate Communities (TCC) project.
600 tech entrepreneurs are supported to innovate, grow and create new Oakland businesses	✓			EWD -BD	Completed in 2019 Oakland Startup Network relaunched as Oakland Innovators in order to help all small businesses move to digital services and platforms during Shelter in Place.
Compelling marketing propositions are published and communicated to target businesses and investors	✓			EWD-BD	Completed; Strategy Reports, Annual Report, Opportunity Zone Investment Prospectus
200 Oakland businesses hire local trainees, with 60% of businesses being supported more than once		✓		EWD-WD	Complete
A Racial Equity Analysis is completed analyzing impacts and maximizing positive equity outcomes for communities of color, english learners, and low income communities		✓		EWD, DRE	Complete

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Five new permanent retailers and five pop-up or temporary retailers are created in underserved neighborhoods		✓		EWD-BD	Complete
Goals and Targets Trending Favorably					
2800 jobs are created in the local economy	✓	✓	✓	EWD-BD	2,912 Jobs added Q1 2019-Q1-2020; however, jobs were then lost due to COVID restrictions
Revenues generated by businesses owned by people of color grow by 40%			✓	EWD -BD	Revenues for businesses owned by people of color increased 35% from 2012 to 2017
Priority industry sector employment increases by 8500			✓	EWD-BD	Priority sectors increased total by 980 jobs from 2019-2020.
Benefit district pilots are evaluated and funding is raised for improvements in 20 locations	✓	✓	✓	EWD, DOT	Exploring a Community Benefit District in East Oakland
The Oakland Startup Network program has been replicated		✓	✓	EWD -BD	City has supported pilots with industry partners in both the restaurant and real estate industries, but has yet to launch a new program.
400 additional Manufacturing jobs are created (2018-2020)			✓	EWD-BD	Manufacturing declined to 6822 employees in 2020, for total increase of only 80 jobs over the 30 year period.
1000 retail jobs are created (2018-2020)			✓	EWD-BD	Retail jobs decreased to 11,951 in 2020 Q1 for a net increase of 101 jobs since Q1 2018 (570 since 2017), then declined in Pandemic
The Calvin Simmons theater is reopened and affordable to local arts organizations			✓	EWD-PPD	The Henry J. Kaiser redevelopment, which includes the Calvin Simmons theater, was approved at end of 2020 and is anticipated to open in 2022.
The development remains on track to create 5881 job-years and \$3.7m new tax revenue (of which \$1.9 Transfer tax, \$1.8m ongoing annually.)	✓	✓	✓	EWD-Army Base	\$1.4M in annual lease revenue; tax revenue calculation and Job-years requested

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All business-government processes are streamlined	✓			CAO	Mobile Food Vending permit fee reduced, buffers removed, and successful organizing pilot at Lake Merritt for COVID safety. Process goal shift from streamlining to removing equity barriers. Performance Measures Fellow began in 2021. Special events permit process in reform.
\$120m is spent on transportation infrastructure and other public facilities			✓	DOT, PWD	DOT spent approximately \$39.1M on transportation projects in 2020. OPW spent \$4.2M of Measure KK Series I and II funds between Jan. 1, 2020 and Dec. 31, 2020 on “public facilities”, for a total of \$101.8M; some funds were appropriations for housing
Number of Oakland HS graduates who go on to graduate from college increases	✓	✓	✓	Mayor's Office	For the 2013 OUSD graduating class, 70% of students enrolled in a 2-year or 4-year degree program within 12 months of graduating. Of those, 85% persisted through the first year and 40% completed their degree.
17 City owned properties are developed and 12 are ready for development			✓	EWD-PPD	10 City owned properties completed construction 2018-2020, 10 have active development or exclusive negotiation agreements and four are out for bid.

Targets and Indicators with Data Not Measured in 2020

The asset poverty rate of African Americans and Latinos reduces by 50%			✓	Mayor's Office	Prosperity Now did not this update this measure for 2020 since their data inputs would not have captured COVID impacts. Based on the City's 2020 Dashboard, Black and Latino workers and business owners are more likely to have lost wealth during the pandemic. Over the last three years, Oakland has implemented many of the recommended policies for reducing Asset Poverty. Analysis by Prosperity Now shows that homeownership is the biggest driver of Oakland's racial wealth disparity, and high housing costs prevent households from saving and investing.
Public-private developments earn \$30m in one-time and \$16m in annual City revenue			✓	EWD-PPD	No longer using the revenue indicator due to policy change prioritizing housing, affordable housing, and homeless services. Completed projects have 230 affordable and 901 market rate units, 957,000sf office space, 24,700 sf retail space, and a parking garage. Projects with current development agreements include 504 affordable and 1433 market rate units, two health clinics and two arts/performance spaces, but may not deliver for up to ten years.

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A multi-lingual portal, which contains all permitting, licensing and business services information, is published	✓			EWD-BD	businesspermits.oaklandca.gov and zoningcheck.oaklandca.gov were created and are still operating through 2021, but are now shifting in 2020 to new Planning app G-Wizard
Business satisfaction with City assistance and services is 90%		✓	✓	EWD-BD	No Satisfaction survey done in 2020
Goals and Targets Not Met					
The number of Oaklanders making less than a living wage is reduced by 50%			✓	Mayor's Office, EWD	The poverty line is measured at this point in time is \$17.19/hr. Full-time est to \$35,755. 39,016 Households earn below \$35k. Source: 1-year ACS 2019.
Oakland attracts 7.5 M annual visitors by 2025				Visit Oakland	Visit Oakland expects the pandemic to push this target out 2-3 years. City is also hurt by lack of San Francisco travel, which would have pushed regional tourism overflow to Oakland. Without a full analysis but based upon TOT reveues, Visit Oakland estimates 900,000 -1 million visitors to Oakland in 2020, or less than 30% of a typical year. 15% of Oakland's hotels are currently used for Operation Homekey.
Manufacturing contributes 12% to the City's economy			✓	EWD-BD	Manufacturing earnings and income have declined and now contribute 5% to Oakland 2020 GRP.
A developer is selected at Coliseum			✓	EWD	No Change
Program to encourage tenanting and re-use of vacant properties is created		✓		PBD	Program halted due to COVID response
5000 properties are acquired and rehabilitated			✓	HCD	600 units have been acquired and preserved at current affordability levels. Eviction moratorium in place for unpaid rent.
200 entrepreneurs have crowdsourced loans through Kiva Oakland	✓	✓	✓	EWD -BD	There were 291 Kiva Oakland crowdsourced loans from 2018-2020, but only 11 in 2020 despite promotion as an option during pandemic
BAC location, programming, and online presence is set.	✓			EWD -BD	BAC Closed due to Coronavirus; replaced with parking office. Staff to create new location plan.

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50% of adult participants in city-funded training programs receive an industry-recognized credential within 1 year	✓	✓	✓	EWD-WD	This target was met in 2018 and 2019, but in 2020 only 14% of participants in City-funded training programs received a credential
70% of adult participants in city-funded training programs get a stable, middle income job	✓	✓	✓	EWD-WD	This target was met in 2018 and 2019, but in 2020 only 6% of training participants found stable employment
1200 additional residents are employed in local businesses		✓		EWD-WD	Data not Collected in 2019 and 2020. 25 additional residents are employed in local businesses
3500 young people undergo workforce learning			✓	EWD-WD	308 youth summer jobs were funded through OWDB. 59% lived in a priority zip code (Fruitvale, East & West Oakland), 38% were Black, 25% were Latino/a, and 16% were Asian, and 1% were Native American.
Grow Cultural event attendance by 5%			✓	EWD - Cultural	No festivals in 2020 due to COVID
New BIDs are created			✓	EWD-BD	Chinatown BID formation still in progress, as well as EastLake, Piedmont Ave, and East Oakland