

EQUITABLE ECONOMIC OPPORTUNITY

GOAL 01: Create opportunities for economic growth and security for all Oaklanders.

ECONOMIC DEVELOPMENT



OUTCOME E-1

Economic activity builds community wealth and fuels the ongoing improvement of local conditions.



OUTCOME E-2

Downtown provides affordable, accessible space for businesses and community organizations, and sustains employment opportunities across a broad array of job skills.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
E-1.1 N	Ensure that new development provides community desired benefits through impact fees, desired uses, tenant requirements, and other direct and indirect contributions, and enhances Oakland's ongoing fiscal sustainability to better fund City services and community investment. Prioritize new funds generated by development to serve underserved communities, per future direction by the City Council.	 LU-1.3
E-2.1 N	Prioritize future office development at sites identified in this Plan as well-located for office use (while still encouraging office development to occur elsewhere in downtown). Primary sites are located near BART and existing office concentrations at City Center and the Lake Merritt office district.	
E-2.2 N	Activate vacant storefronts and empty lots with retail and arts uses by supporting "pop-up" uses that temporarily occupy these spaces. Explore establishment of a formal program to identify vacant spaces and coordinate pop-ups through a City registry and referral process; explore development of a temporary use classification in the zoning code; evaluate and revise City requirements as needed.	
E-2.3 E	Maintain sufficient industrial space downtown to accommodate user needs—especially maintaining downtown's unique existing strengths in providing space for small-scale light industrial uses such as custom manufacturing, food production, arts, and distribution. As described in the land use chapter, maintain industrial uses in specific areas near port and freight infrastructure.	
E-2.4 E	If a new ballpark and related development occur at Howard Terminal, ensure that the site design minimizes impacts on existing businesses and Port of Oakland operations, particularly in the neighboring West Oakland Specific Plan's industrial preserve area.	

Plan Policies, Programs or Actions		Additional Outcome/Policy:
E-2.5 N	Develop and continually update requirements or incentive options for new development to provide affordable space for arts, community service/nonprofit organizations, and small, local, culturally-specific businesses.	
E-2.6 N	Pursue creation of a nightlife district and strategy in downtown locations with concentrations of bars, restaurants, nightclub, and entertainment venues, such as Uptown and the Black Arts Movement & Business District (BAMBD); design the strategy to accommodate these uses and destinations at a variety of price points, and support attraction of diverse populations. Ensure the strategy provides support for Black-owned and Black-oriented businesses.	
E-2.7 R	Provide affordable space for entrepreneurs and small, local retailers, artists, and artisans by expanding Oakland's master leasing efforts, in which the City of Oakland or a City-supported nonprofit intermediary leases or owns space and then sub-leases that space to tenants meeting criteria such as length of residency in Oakland, location of residence, economic status, and disability status. Consider offering long-term leases to allow tenants to make capital investments to build out the spaces to meet their needs, and consider targeting use in the Black Arts Movement & Business District (BAMBD).	
E-2.8 R	Review and revise zoning and other City requirements to allow custom manufacturing uses in ground-floor commercial spaces so that tenants can make and sell products in the same space.	
E-2.9 N	Pursue establishment of additional arts and culture districts in downtown, similar to the BAMBD; potential districts could include a Chinatown Cultural Heritage District, KONO Art + Garage District, and Jack London Maker District. Districts should only be established when there is local support.	
E-2.10 R	Restructure the façade tenant improvement program to focus on assisting businesses and nonprofit organizations that meet criteria for income and location in established cultural districts.	
E-2.11 E	Explore opportunities to partner with non-profit support organizations to augment the capacity of Oakland's existing Business Assistance Center in downtown.	
E-2.12 N	Expand the business outreach efforts of Oakland's Economic and Workforce Development staff by pursuing the creation of an interdepartmental outreach team targeted to proactively contacting downtown businesses, understanding concerns and needs of these businesses, and building awareness of and connections to Oakland's economic and workforce development assets.	

Key: **E** Existing City policies/programs **R** Revisions/adjustments to existing City policies/programs **N** New proposals for City policies/programs

EQUITABLE ECONOMIC OPPORTUNITY

GOAL 01: Create opportunities for economic growth and security for all Oaklanders.

WORKFORCE DEVELOPMENT / ACCESS TO JOBS



OUTCOME E-3

Access to services, jobs, education, and training gives all Oaklanders an opportunity to find local employment and economic security.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
E-3.1 E	Promote density and a mix of transit-supportive uses at regional transportation hubs, such as BART stations, Amtrak stations, ferry terminals, and major AC Transit multi-route stops.	 M-2.6 LU-1.1
E-3.2 N	Develop incentives for contractors/builders to hire local workers, with a focus on increasing equitable representation of groups most impacted by racial disparities (including businesses owned by members of these groups) and other priority populations, including justice-involved individuals.	 EQT-4 EQT-5 LU-1.3
E-3.3 R	Continue and expand local hire initiatives, training, apprenticeships, and partnerships with employers and Laney College to develop a job pipeline in the technology sector, “clean and green” sector, and other major industry sectors in downtown. Ensure all programs support the hiring of women and African Americans. Efforts should include expansion of the TechHire training/mentoring/placement model, and diversity training for major employers in order to develop a more inclusive downtown workforce that better reflects Oakland’s demographic composition.	 EQT-4 EQT-5 EQT-6
E-3.4 E	Continue City efforts to work internally and with major downtown institutions and large employers to develop procurement and contracting policies that support small local businesses and businesses owned by people from groups most impacted by racial disparities.	 EQT-5 EQT-6
E-3.5 N	Partner with local nonprofit organizations to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown Oakland.	 EQT-3 EQT-5 EQT-6
E-3.6 N	Pursue establishment of a youth empowerment zone program in Downtown Oakland, integrated with local nonprofit organizations and focused on career training opportunities, particularly in science, technology, engineering, and math (STEAM), entrepreneurship, startups, and innovation, and focusing on youth of color underrepresented in these career paths. Consider partnering with the cultural districts to target the youth representing those cultures.	 EQT-4
E-3.7 N	Partner with local businesses to enhance the physical accessibility of public-serving retail, workplaces, and other spaces through application of “universal design” principles.	 EQT-7

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HOUSING & AFFORDABILITY

GOAL 02: Ensure sufficient housing is built and retained to meet the varied needs of current and future residents.

HOUSING



OUTCOME H-1

Sufficient housing is built and retained downtown to support the full range of lifestyles and choices essential to Oaklanders.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
H-1.1 N	Ensure that a mix of market-rate and income-restricted housing is constructed in downtown. Target creation of between 4,350 and 7,250 affordable housing units in downtown by 2040 out of a total housing production target of 29,077 new units.	
H-1.2 R	Explore and implement tools and policies to prioritize use of some portion of affordable housing funds in downtown by adapting scoring criteria for responses to City notices of funding availability (NOFA), especially as downtown generates additional housing funds through accelerated development activity or increased impact fees. Examples of potential scoring criteria adjustments could include prioritization of the downtown specific plan area receiving additional points, or additional points for housing development projects in transit-oriented locations or locations meeting certain levels of employment access or workforce services.	
H-1.3 E	Leverage the city's inventory of publicly-owned land in a manner that supports housing affordability for Oakland residents.	
H-1.4 R	Study increasing the city's affordable housing impact fees, with a goal of potentially dedicating a portion of the new revenues generated to affordable housing production in downtown.	
H-1.5 N	Explore the creation of a new downtown value-capture mechanism, such as an Enhanced Infrastructure Financing District (EIFD), with a significant portion of this new long-term revenue stream dedicated to affordable housing retention and production. Value-capture mechanisms such as an EIFD reinvest growth in property tax revenue above a baseline amount, or a property tax set-aside.	
H-1.6 R	Study an additional development density bonus for projects that provide housing units suitable for families—particularly three-bedroom units.	

Plan Policies, Programs or Actions		Additional Outcome/Policy:
H-1.7 N	Study an inclusionary housing policy for downtown as part of re-assessing the city's current affordable housing impact fees and the impact fee's existing option for developers to provide affordable housing units on-site in lieu of paying the impact fee.	
H-1.8 R	Investigate passage of policies requiring a high standard of accessibility retrofits during remodels of existing buildings/units, and/or adjust requirements for new residential development in order to strengthen accessibility. This change could potentially include creation of a citywide universal design ordinance or amendment of existing citywide zoning/building codes to strengthen accessibility requirements.	
H-1.9 N	Encourage the development of more commercial hotels downtown to relieve pressure to convert permanent housing units and SRO hotels to short-term tourist rentals.	
H-1.10 R	Explore expanded use of the community land trust model in downtown to establish "shared equity" home ownership (and wealth-building) opportunities for low- and moderate-income households.	
H-1.11 E	Review the City's affordable housing strategy and update periodically.	

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HOUSING & AFFORDABILITY

GOAL 02: Ensure sufficient housing is built and retained to meet the varied needs of current and future residents.

AFFORDABILITY / DISPLACEMENT



OUTCOME H-2

Current and long-time Oaklanders remain an important part of the community.



OUTCOME H-3

Oakland’s artists and creative community are able to find housing and live-work opportunities in downtown that they can access and afford.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
H-2.1 E	Purchase and rehabilitate downtown’s residential or single-room occupancy hotels (SROs) as income-restricted affordable housing, as funding and purchase opportunities arise.	
H-2.2 R	Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs in downtown; consider adapting the city’s notice of funding availability (NOFA) scoring criteria for funding applications to prioritize downtown sites for some funds.	
H-2.3 R	Pursue additional funding for expanded renter services and counseling.	
H-2.4 E	Maintain effective enforcement of rent adjustment and just cause eviction laws.	
H-2.5 N	Target creation of supportive services in existing and new affordable housing and at SRO’s rehabilitated as income-restricted housing in downtown.	
H-2.6 R	Update Oakland’s “Permanent Access to Housing” (PATH) strategy and implement its recommendations to prevent homelessness and support and assist homeless residents.	
H-2.7 E	Continue implementation of services for encampment areas, including health and hygiene interventions, provision of Community Cabins facilities, and temporary shelters. Identify and deploy additional appropriate sites in downtown for hosting facilities and services for homeless residents, such as the creation of more Cabin Communities.	
H-2.8 R	As part of citywide efforts, develop and adopt improvements to Oakland’s condominium conversion ordinance.	

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Plan Policies, Programs or Actions		Additional Outcome/Policy:
H-2.9 R	Continue applying State and local first-time homebuyer programs to housing in downtown to enhance stable ownership opportunities, and consider modifying programs to include allowing former Oakland residents to apply for Oakland programs; explore new funding sources for these programs as opportunities arise.	
H-2.10 R	Per citywide efforts to secure homeowners in distress, implement programs to proactively identify homeowners at risk of foreclosure and direct these residents to available assistance and resources. Ensure that programs directed to homeowners are structured to also assist owners of condominiums, given the high prevalence of this product type in downtown.	
H-2.11 N	Expand the definition of displacement in the City’s regulatory agreements with affordable housing developers to prioritize units for Oaklanders who have been displaced from Oakland for broader economic reasons; and explore legally compliant ways of targeting homeownership and rental assistance to former Oakland residents harmed by discriminatory housing policies such as redlining and predatory lending, and allow such individuals or groups to apply for local assistance programs.	
H-2.12 R	Implement a centralized online waiting list for affordable housing to include information on applicant’s demographics, income and family history of residence in Oakland as an efficient mechanism to implement policy 2.11.	
H-2.13 E	Ensure habitability standards for residents of affordable and market rate housing developments.	
H-2.14 N	Develop a process to expedite the review and approval of planning and building permits for 100% affordable housing projects.	
H-3.1 R	Incorporate artist-serving housing into the City’s affordable housing Notice of Funding Availability (NOFA) process scoring criteria.	
H-3.2 N	Establish live-work zoning designations in arts-focused districts such as Koreatown/Northgate (KONO), Jack London, and the Black Arts Movement and Business District (BAMBD). Expand requirements for future live-work spaces to ensure they are not used solely as residences, beyond the existing requirement of having a business license.	

MOBILITY

GOAL 03: Make downtown's streets comfortable, safe, and inviting and improve connections to the city as a whole so that everyone has efficient and reliable access to downtown's jobs and services.

CONNECTIVITY



OUTCOME M-1

Downtown is well-connected across its internal and adjacent neighborhoods with bicycle and pedestrian networks that are accessible and safe for people of all ages and abilities.



OUTCOME M-2

Communities that are more transit-dependent are well-served in traveling to and from downtown with frequent, reliable, and safe transit service.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
M-1.1 N	Design and construct connectivity and access improvements throughout downtown (as identified in Figure M-2 and M-3 and described in Appendix Table M-1 through M-3).	
M-1.2 N	Design and construct safety measures along the high-injury pedestrian network, including ADA measures that support access for people with disabilities (as identified in Figure M-1 and described in Appendix Table M-1).	
M-1.3 N	Design and construct a low-stress bicycle network throughout downtown (as identified in Figure M-2 and M-3 and described in Appendix Table M-4).	
M-1.4 R	Continue to expand bike parking supply including short-term and long-term facilities for both commercial and residential land uses.	
M-1.5 N	Update signal timing and upgrade signals throughout downtown to reduce the delay and support access for bicyclists, pedestrians, and transit.	
M-1.6 N	All future intersection upgrades should install signals that accommodate two-way circulation as standard practice.	
M-1.7 N	Plan and design for emerging mobility technologies. Actions include: <ul style="list-style-type: none"> • Include micro-mobility devices and users in transportation improvements, including designated parking. • Digitize curb space to better manage curbs and associated regulations for parking, ride share and other activities • Install electric charging stations where appropriate, including ADA accessible spaces • Use pilot programs to experiment with new technology 	

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Plan Policies, Programs or Actions		Additional Outcome/Policy:
M-1.8 E	Implement the pedestrian programs/policies for Downtown Oakland detailed in the 2017 Oakland Pedestrian Plan.	
M-1.9 N	Link neighborhoods with the waterfront through the Green Loop, West Oakland Walk, and other connectivity improvements.	
M-2.1 N	Implement transit priority treatments on key corridors and decrease bus headways to improve overall transit travel times, and access to, from and within downtown (as identified in Figure M-7 and described in Appendix Table M-6).	
M-2.2 R	Reconfigure transit service in Jack London and Chinatown to better connect with regional transit (ferry terminal, Amtrak, and Lake Merritt BART) and improve bus transit connections between downtown and East Oakland (in conjunction with one-way to two-way street conversions on 7th Street and Oak Street, as shown in Figure M-8).	
M-2.3 N	Improve passenger amenities (including wayfinding) and security at bus stops on all transit streets throughout downtown. Bus stops can include lighting, new shelters, benches, wayfinding information in multiple languages, and other amenities including those that improve access and comfort for people with disabilities.	
M-2.4 E	Preserve sufficient bus layover capacity around Lafayette Square, Lake Merritt BART, and Jack London District to serve existing and future transit service needs to and from downtown.	
M-2.5 N	Maintain reliable, ADA-accessible access to transit stations (i.e. BART elevators and escalators) and find opportunities to increase the number of elevators. Address all access needs identified in previous BART planning efforts for the 19th Street Station and 12th Street/City Center Station.	
M-2.6 N	Capitalize on potential regional transit expansion opportunities for BART, Capitol Corridor, and ferry service.	
M-2.7 N	Consider locations for a transbay crossing and new BART Station in downtown. Evaluate locations such as, but not limited to, I-980, Broadway, Franklin, Webster, Clay Street or Washington Street.	
M-2.8 N	Work with transit agencies to offer a low-income transit pass to reduce the cost of transit fare.	
M-2.9 N	Develop a policy requiring downtown employers with more than X employees to develop and implement TDM plans and monitor and report on trip reduction.	
M-2.10 R	Continue to implement the recommendations of the 2011 Train Quiet Zone Study that details the specific safety measures for each intersection and provides a blueprint of the Jack London Train Quiet Zone. Extend study area east of Oak Street.	
M-2.11 N	Name transportation facilities to reflect the location or character of the place that they serve.	

MOBILITY

GOAL 03: Make downtown's streets comfortable, safe, and inviting and improve connections to the city as a whole so that everyone has efficient and reliable access to downtown's jobs and services.

STREET INFRASTRUCTURE & PARKING



OUTCOME M-3

Oaklanders connect to downtown's resources with transportation options that accommodate people of all ages and abilities from their front door to their destination and back.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
M-3.1 R	Implement the City's adopted Complete Streets Policies and focus on reconfiguring road space on public streets with excess capacity to other modes or uses, such as bicycles, pedestrians, transit, and loading/unloading. (Pedestrian improvements are proposed under Policies M-1.1 to M-1.3; bicycle improvements are proposed under Policy M-1.4; and transit improvements are proposed under policies in Outcome M-2. A map of proposed one-way to two-way conversions to achieve these multimodal strategies is illustrated in Figure M-8 and described in Appendix Table M-6.)	
M-3.2	Include green infrastructure practices described in the City's Green Streets Guide where feasible within the right-of-way.	
M-3.3 E	Decrease freeway traffic on local streets through improvements proposed as part of the Oakland/Alameda Access Project.	
M-3.4 N	Expand the Park Oakland program to additional areas of Downtown Oakland to manage public parking to balance the diverse needs of Downtown Oakland's visitors, merchants, commuters and residents. Goals include ensuring parking availability; increasing ADA-accessible parking and passenger loading with the objectives of serving the needs of people with disabilities, seniors, and downtown businesses; reducing the number of motorists circulating to find parking; balancing the needs placed on curb space; and better managing parking resources and demand. Actions include: <ul style="list-style-type: none"> Increase ADA-accessible parking and passenger loading with the objectives of serving the needs of people with disabilities, seniors, and downtown businesses Implementing real-time parking signage to display parking availability and pricing Adopt the Sensor Independent Rate Adjustment (SIRA) methodology developed for San Francisco's SFpark to monitor parking occupancy in real time (continued next page)	

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Plan Policies, Programs or Actions		Additional Outcome/Policy:
	<ul style="list-style-type: none"> Establishing parking benefit districts in which a portion of parking revenues are used for improvements in the areas where the funds are collected Give existing merchant and neighborhood organizations, such as Business Improvement Districts and Cultural Districts, a significant advisory role in deciding how to spend their local parking benefit district's revenues. Establish a committee, with significant representation from people with disabilities, charged with proposing reforms to (a) improve curb parking availability for people with disabilities, and (b) reduce Disabled Placard fraud and abuse. 	
M-3.5 N	Establish parking maximums, include requirements for electric vehicle charging and consider a means by which developers can build parking up to 1.25 in exchange for providing community benefits.	
M-3.6 N	Actively manage curbside space to serve Oakland's residents, merchants, and visitors, and their diverse mobility needs. Programs to pursue include: <ul style="list-style-type: none"> Implementing the Color Curb Program in Chinatown, or a combined commercial loading/metered parking zones on select streets. Developing a Curbside Management Study to analyze the uses of curbside space, both auto and non-auto, as well as potential future uses such as automated vehicles, and develop a clear methodology to guide decision-making on how to manage and prioritize the use of scarce curb space. This study could build upon the 2016 Downtown Oakland Parking Study. 	
M-3.7 N	Study the long-term feasibility of replacing I-980 with a multi-way boulevard to better connect West Oakland and downtown, creating opportunities for new housing and other uses, and support walking, biking, and transit.	
M-3.8 N	Prioritize the movement of emergency service vehicles throughout downtown by: 1) Allowing emergency service vehicles to use proposed dedicated transit lanes; and 2) Upgrading signal technology to provide emergency pre-emption throughout Downtown Oakland.	
M-3.9 N	Maintain truck routes to, from, and within the Jack London District to facilitate safe and efficient goods movement from industrial and warehousing facilities. Develop a truck management plan for the larger Downtown Oakland area.	

CULTURE KEEPING

GOAL 04: Encourage diverse voices and forms of expression to flourish.

PRESERVE / PROMOTE ARTS AND CULTURE



OUTCOME C-1

Downtown is a place where all of Oakland’s residents can see and express themselves and their culture.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
C-1.1 N	Establish a Cultural Districts Program to formalize a collaborative partnership between the City and cultural communities and identify resources to stabilize vulnerable communities and to preserve, strengthen, and promote the City’s cultural assets and diverse communities. (See map of adopted and potential Cultural Districts on Figure LU-2).	
C-1.2 N	Explore the development of an incentive program (such as a cultural density bonus program) for downtown that identifies affordable arts, culture, and commercial space, including space for community-serving nonprofits, as one of the priority community-benefiting uses.	
C-1.3 N	Adopt regulations that help preserve and adapt historic buildings downtown, in order to help retain and create new spaces for arts and culture uses.	
C-1.4 N	Strengthen and connect downtown’s cultural assets and districts by investing in marketing and branding and a network of public spaces and culturally-relevant streetscape elements, such as wayfinding, signage, historical markers and public art.	
C-1.5 R	Provide support for the Black Arts Movement and Business District (BAMBD) and promote the district with special urban design elements and marketing materials.	
C-1.6 E	Prioritize the capital improvement needs of the Malonga Casquelourd Center for the Arts, including the theater facility, in the City’s upcoming budget cycles and Capital Improvement Program (CIP) planning processes.	
C-1.7 N	Explore use of land trust model to help stabilize cultural businesses, institutions and residents through community ownership of land. Consider cultural easements as well to restore Indigenous People’s rights to land, habitat and stewardship.	
C-1.8 R	Expand & enhance the Oakland Cultural Asset Map (2018), created by the City of Oakland Department of Cultural Affairs.	

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Plan Policies, Programs or Actions		Additional Outcome/Policy:
C-1.9 R	Expand the City’s internal capacity in the Cultural Affairs Office and Planning Bureau with adequate staff to implement arts-related policy recommendations.	
C-1.10 N	Program and encourage youth activities in public spaces and businesses.	
C-1.11 E	Work with the Library’s Master Facilities Plan to propose branch libraries in areas where they are needed and propose a new site for or expansion of the Main Library.	
C-1.12 N	Adopt zoning and land use regulations to help preserve existing and encourage more Production, Distribution and Repair (PDR), arts, culture, and maker spaces. <ul style="list-style-type: none"> • Planning Code changes to allow rooftop cultural spaces • Temporary Activity Permits to allow for pop-up arts uses for a predetermined period of time • Floor Area Ratio/height bonuses and incentives like streamlined permitting for the adaptive reuse and preservation of early 20th century production buildings in the Jack London and KONO areas • Create a new “arts & culture” land use category and expand/update categories for artisan, custom and light manufacturing, and other arts-related and culturally-significant uses • In designated areas, require minimum gross floor area for arts, culture, and PDR uses in developments of a certain size • Require developments that directly displace existing arts, culture, and PDR uses to provide replacement space on site, or provide an in-lieu contribution for relocation assistance • Restrictions on the amount of retail, office, bar, and/or restaurant street frontage in certain areas (to limit competition for arts and culture space) • Address noise complaints pro-actively by establishing ‘no complaint’ zones and noise disclosures in new development near entertainment, industrial, maker, artist, and cultural activities • Design guidelines that require new buildings to be compatible with the surrounding and historic context in terms of scale and architectural character 	
C-1.13 E	Support the Lake Merritt Station Area Plan’s implementation priorities for improvements to cultural institutions such as the Oakland Asian Cultural Center and Lincoln Recreation Center	

CULTURE KEEPING

GOAL 04: Encourage diverse voices and forms of expression to flourish.

PUBLIC EVENTS & EVENT SPACES



OUTCOME C-2

Festivals, outdoor art installations, and cultural events are integral elements in downtown’s public sphere and spaces.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
C-2.1 N	Invest in the creation of new and improved public spaces that can be used to host festivals and cultural gatherings, and that feature public art.	 C-1.4 CH-1.1
C-2.2 R	Expand the purview of the City’s Special Event Task Force to encompass festivals, parades and other outdoor public spaces to promote downtown as an entertainment destination and streamline event permitting.	 E-2.6
C-2.3 R	Reduce regulatory barriers such as city permit costs, business license and finger-printing requirements, to outdoor vendors in downtown, particularly within arts and culture districts, parks, and public gathering spaces.	 CH-1.5 LU-1.1
C-2.4 N	Establish a program to connect available and underutilized venues with those seeking spaces for special events.	

AFFORDABLE ARTS SPACE



OUTCOME C-3

Oakland’s artists and creative community are able to find workspaces, performance spaces, and galleries in downtown that they can access and afford and see their work integrated into the built environment and public domain.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
C-3.1 E	Continue leasing City-owned properties downtown at below-market rents for arts and culture uses utilizing the City’s existing process.	 EQT-3
C-3.2 N	Incentivize the use of privately-owned, vacant, or underutilized buildings as temporary affordable art or social enterprise space.	 EQT-3 E-2.2
C-3.3 N	Explore the development of a facilities access fund to subsidize access to space (performance venues, theaters, etc.) for artists seeking affordable exhibition/performance space.	 EQT-3
C-3.4 R	Increase funding and support for arts & culture programs and organizations, particularly for groups most impacted by racial disparities, by either increasing the hotel tax or reallocating existing hotel tax funds, which would require a ballot initiative.	 EQT-3
C-3.5 R	Expand existing technical assistance in business skills and marketing, and support the extension of CAST’s Keeping Space Oakland program, which provides technical and financial real estate support for arts organizations facing displacement, particularly for artists of color and artists from vulnerable communities.	 EQT-3
C-3.6 N	Consider creating a master lease program where a nonprofit intermediary with expertise in arts tenants, like CAST or EBALDC, could partner with building owners to sub-lease available and underutilized ground-floor building spaces to artists and arts organizations.	 EQT-3 E-2.7
C-3.7 N	Centralize and maintain a current list of eligible arts organizations to occupy ground floor space.	

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COMMUNITY HEALTH

GOAL 05: Provide vibrant public spaces and a healthy environment that improve the quality of life downtown today and for generations to come.

COMMUNITY FACILITIES & PUBLIC SAFETY



OUTCOME CH-1

All Oaklanders can lead safe and healthy lives, enjoying streets, public spaces, and parks downtown that provide opportunities to stay active and build community.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
CH-1.1 N	Working with the community, prioritize and implement public realm improvements to create a more connected and accessible network of inclusive, high-quality public open spaces downtown. Figure CH-1 identifies potential public space improvements recommended in the Downtown Oakland Specific Plan (DOSP). Following Plan adoption, this map can be updated at regular intervals with community input to guide implementation.	
CH-1.2 N	Coordinate new downtown development with implementation of improved parks and streetscapes.	
CH-1.3 N	Draft and adopt guidelines for new or improved parks and public open spaces; include 'active design' guidelines with policies and design standards that create healthier open spaces, promote healthy behaviors, encourage more special events and public programming in downtown parks and plazas, and improve the quality of life for people of all ages and abilities.	
CH-1.4 N	Coordinate access and implementation of privately owned public spaces in new and existing developments.	
CH-1.5 R	Activate public spaces by allowing vendors to sell there.	
CH-1.6 E	Protect, maintain and enhance the natural resources that surround downtown, including Lake Merritt and Channel, estuary waterfront areas, and parks/plazas/open spaces.	
CH-1.7 N	Explore implementation of community safety initiatives, including strengthened community policing and partnerships, bias training for police and other neighborhood peacekeepers, partnerships with mental health service providers, and restorative justice programs and methods.	

Plan Policies, Programs or Actions		Additional Outcome/Policy:
CH-1.8 E	Continue the partnership between the City and BAWAR (Bay Area Women Against Rape) to create and enhance programs that educate the community about sex trafficking, identifying and supporting victims.	
CH-1.9 N	Invest in youth-driven programming for downtown public spaces.	
CH-1.10 R	Implement an edible parks program, including garden spaces and amenities in public spaces.	
CH-1.11 N	Provide secure storage lockers for the unsheltered residents of downtown in places where they can access them.	
CH-1.12 N	Invest in and create universal design principles for playgrounds to make downtown a more family-friendly location.	

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COMMUNITY HEALTH

GOAL 05: Provide vibrant public spaces and a healthy environment that improve the quality of life downtown today and for generations to come.

SUSTAINABILITY



OUTCOME CH-2

Environmental stewardship informs operational, planning, and capital improvement decisions to create a more sustainable downtown where everyone can adapt and thrive in the face of changing conditions.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
CH-2.1 N	Develop policy to support clean transportation modes to reduce vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions.	 M-1.3 M-1.7 M-3.1
CH-2.2 N	Coordinate land-use regulations and transportation policies for reductions in vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions that meet citywide targets established in the resolutions by Council and the City's Energy and Climate Action Plan (ECAP).	 LU-1.1
CH-2.3 E	Support the implementation of the Sea Level Rise Roadmap, which identifies key actions needed to prepare for impacts of climate change; critical assets that should be prioritized for safety and resilience to sea level rise and flood risk, particularly for vulnerable neighborhoods; and identified policy regulations and data analysis systems that can support decision making around land use, building, and zoning.	 EQT-7 CH-2.11 CH-2.15
CH-2.4 R	Require new developments to install and maintain low-impact stormwater detention systems on private property to limit the amount of runoff into drains or surface water bodies including Lake Merritt, the Lake Merritt Channel, and the Oakland Estuary.	 CH-1.6 LU-1.1
CH-2.5 N	Develop a Green Infrastructure Plan for downtown to improve social, environmental, and economic resilience outcomes with standards and guidelines for the integration of low-impact design elements for all public realm and capital improvement projects downtown.	 CH-1.3
CH-2.6 N	Prioritize the design and implementation of green streets that incorporate landscaping and permeable surfaces to sequester carbon, reduce noise pollution, buffer pedestrians from cars, and manage stormwater, water and air quality.	 M-3.2 LU-1.5
CH-2.7 N	Add green buffers along highway edges to filter air pollutants.	 EQT-7

Plan Policies, Programs or Actions		Additional Outcome/Policy:
CH-2.8 E	Accelerate the electrification of private vehicles and low capacity taxi/TNC vehicles, aiming to improve air quality by significantly reducing tailpipe emissions from transportation.	 EQT-7
CH-2.9 E	Transition to natural gas-free buildings to reduce safety and air quality/health risks in buildings.	 EQT-7
CH-2.10 R	Require high-albedo (reflective) surfaces on rooftops and paving where appropriate, to reduce the urban heat island effect in downtown.	 LU-1.1
CH-2.11 N	Make available to potential developers up-to-date mapping of predicted sea level rise (SLR) inundation areas in the Downtown Plan Area based on best available science, a continued high emissions scenario, and appropriate risk tolerance level.	 CH-2.3
CH-2.12 N	Applicant proposing to develop in a mapped future inundation area (as depicted on Figure CH-4), must conduct a SLR vulnerability assessment for the project, prepare project designs accordingly, and submit the assessment and conceptual design to the City for review and approval.	 LU-1.1
CH-2.13 N	The City should consider developing designs for a suite of shoreline protection measures, protective setbacks and other adaptation strategies, to be incorporated into future development projects.	
CH-2.14 N	Re-evaluate both Bay flooding and watershed flooding potential at key milestones in the specific plan's 20-year implementation horizon, to manage for changing sea level rise projections.	 CH-2.3
CH-2.15 N	A sea level rise strategy for the Plan Area should be prepared as part of a regional strategy to address rising water levels in the San Francisco Bay, and should be coordinated with the City's broader climate adaptation efforts.	 CH-2.3

Key: **E** Existing City policies/programs **R** Revisions/adjustments to existing City policies/programs **N** New proposals for City policies/programs

LAND USE & URBAN FORM

GOAL 06: Develop downtown in a way that meets community needs and preserves Oakland's unique character.

SHAPE AND REGULATE DEVELOPMENT



OUTCOME LU-1

Development and design serve Oakland's diverse needs, contribute to improved conditions for all, and enhance downtown's authentic, creative, and dynamic local character.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
LU-1.1 R	Revise zoning regulations within the Downtown Plan area to reflect community goals and feasible development potential. This new zoning framework should address the need for a clear development hierarchy, improved public space standards, expanded frontage requirements and principles, building-form criteria, rational lot requirements, and a streamlined development process to ensure flexibility and predictability for developers and the community.	E-2 E-3.1 H-1 H-2.14 H-3.2 M-2.6 M-3.5 C-1 C-2.3 CH-1 CH-2 LU-2
LU-1.2 N	Designate 'Office Priority Sites' in key areas of downtown such as City Center and the Lake Merritt Office District, which require a certain percentage of gross floor area to be dedicated to commercial office space.	E-2.1 LU-1.1
LU-1.3 N	Create and adopt a streamlined development incentive program for downtown that works seamlessly with updated zoning regulations and addresses the community's most pressing needs.	EQT-3 EQT-5 E-1.1 E-2.5 E-3.2 H-1.6 C-1.2 CH-1.4
LU-1.4 N	Encourage incremental development to fill in gaps in the existing urban fabric, while also identifying opportunities for larger and more transformative developments.	LU-1.1 LU-2.4
LU-1.5 N	Draft and adopt street design standards to support the intended physical character and land uses of the Character Areas, to better connect parks and open spaces to one another as well as neighborhoods outside downtown, including connecting the downtown core with the waterfront. Public streets and rights-of-way can be used for active recreation, community gathering, economic activity, art, cultural activities, and urban greening.	M-3.1 M-3.2 CH-2.6 C-1.4 C-1.5

PRESERVATION



OUTCOME LU-2

Oakland's extensive array of historic buildings, cultural enclaves, civic institutions, and landmarks are preserved within downtown's built environment.

Plan Policies, Programs or Actions		Additional Outcome/Policy:
LU-2.1 N	Draft and adopt an Adaptive Reuse Ordinance that facilitates the reuse of older and underutilized buildings by relaxing typical building and zoning requirements and by providing flexibility in the approval and permitting process when buildings are converted to new uses.	C-1.3 C-1.12
LU-2.2 R	Study and develop an updated Transfer of Development Rights (TDR) program that will assist in overall preservation efforts downtown.	EQT-3 C-1.3 C-1.12
LU-2.3 N	Establish a Cultural Districts Program and use the zoning regulations developed in support of such a program to both require and incentivize specific uses identified by the community as priorities in those areas.	EQT-3 E-2.6 E-2.9 C-1.1 LU-1.1
LU-2.4 R	Update the City's demolition findings to facilitate new compatible development near the periphery of fragmented Areas of Primary and Secondary Importance. This would require tailored design guidelines to help ensure architectural compatibility.	LU-1.1 LU-1.4

Key: **E** Existing City policies/programs **R** Revisions/adjustments to existing City policies/programs **N** New proposals for City policies/programs