

# 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.

### WORKFORCE DEVELOPMENT

#### OUTCOME E-3

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

Action Step	Relevant Plan Policies	Related Existing City Policies & Programs	Lead Agency	Partner Agencies, Institutions, and Organizations	Resources & Actions Required	Costs (Estimated)	Potential Funding Sources	Timeframe	Key Equity Indicators Addressed
1 Review and modify zoning to ensure office development is favored at office priority sites, allow temporary pop-up uses, prioritize retention of light industrial space in specified areas, allow custom manufacturing uses in ground-floor retail spaces	E-2.1, E-2.2, E-2.3, E-2.8 (C-1.12, C-3.2, LU-1.1, LU-1.2)	Planning Code	Planning		Planning Code amendment and Zoning Map amendment		Operating Funds	Immediate	Displacement
2 Conduct outreach to businesses and stakeholders to identify potential new arts and culture districts. Form working groups as appropriate	E-2.9 (C-1.1, LU-2.3)	Cultural Funding Program, Public Art Program	Economic & Workforce Development		Staff outreach		Operating Funds	Immediate	Displacement
3 Continue ongoing City efforts to expand local hire initiatives, training, apprenticeships, partnerships as specified	E-3.2, E-3.3 (LU-1.3)	Programs, funding and partnerships of the Oakland Workforce Development Board	Economic & Workforce Development				Operating Funds	Immediate / Ongoing	Unemployment, Disconnected Youth, Median Income
4 Continue City efforts to adjust procurement and contracting policies as specified	E-3.4		Economic & Workforce Development				Operating Funds	Immediate / Ongoing	Unemployment, Median Income
5 Conduct outreach to local businesses to publicize available resources for enhancing physical accessibility	E-3.7		Economic & Workforce Development				Operating Funds	Immediate / Ongoing	Other (accessibility)
6 Review and modify zoning to promote density and a mix of transit-supportive uses at specified locations	E-3.1 (M-2.6, LU-1.1)	Planning Code	Planning		Planning Code amendment; Zoning Map amendment			Immediate	
7 Complete the currently underway study of zoning incentives/value capture in downtown and implement its recommendations	E-1.1, E-2.5, E-3.2 (H-1.6, C-1.2, CH-1.4, LU-1.3)	Planning Code	Planning		Staff oversight of study and meetings of CAG to review/provide feedback	\$	Operating Funds	Near-Term	Displacement, Unemployment, Other

8	Study increasing the city's affordable housing impact fees, potentially dedicating a portion of the new revenues generated to affordable housing production in downtown; adopt recommendations	E-1.1, (H-1.4)	Affordable Housing Fee Jobs/Housing Impact Fee	Planning		Update Impact Fee Studies		Operating Funds	Near-Term	Housing Cost, Homelessness
9	Form a working group to study alternative models of land or building ownership focused on creating opportunities for providing low-cost commercial space targeted to businesses meeting specific criteria, such as examining deployment of the community land trust model in downtown	E-2.7 (C-1.7)		Economic & Workforce Development		Staff working group and project lead (responsible for research, etc.)			Near-Term	Displacement
10	Develop and implement program guidelines, modifications to City requirements, and an administrative structure to track ground-floor vacancies and incorporate pop-up retail uses	E-2.2 (C-3.2, Lu-1.1)		Economic & Workforce Development				Operating Funds	Near-Term	
11	Complete nightlife district study and adopt its recommendations	E-2.6 (C-1.1, C-2.2, LU-2.3)	Planning Code Municipal Code	Planning; Economic & Workforce Development		Planning Code and Municipal Code amendments; Zoning map amendment	\$	Operating Funds	Near-Term	
12	Develop master leasing program approach, structure, criteria, and funding plan	E-2.7 (C-3.6)		Economic & Workforce Development				Operating Funds	Near-Term	Displacement
13	Develop partnerships to identify master leasing opportunities and to manage the sub-leases for targeted tenants; implement the master lease program at 1-2 initial pilot sites	E-2.7 (C-3.6)		Economic & Workforce Development				Operating Funds	Near-Term	Displacement
14	In conjunction with arts and culture district working group(s), pursue development of district descriptions, goals, and formation	E-2.6, E-2.9 (C-1.1, LU-2.3)		Economic & Workforce Development				Operating Funds	Near-Term	Displacement
15	Review and modify the criteria of the façade tenant improvement program, and identify expanded, stable funding sources	E-2.10		Economic & Workforce Development				Operating Funds / New Sources	Near-Term	Displacement
16	Review activities of the Business Assistance Center and identify opportunities to expand its services in conjunction with partners	E-2.11	City Business Assistance Center	Economic & Workforce Development				Operating Funds / New Sources	Near-Term	Displacement, Median Income
17	Form partnerships and implement expanded services at the Business Assistance Center	E-2.11	City Business Assistance Center	Economic & Workforce Development				Operating Funds	Near-Term	Displacement, Median Income
18	Form an interdepartmental business outreach team and commence regular business visits	E-2.12		Economic & Workforce Development				Operating Funds	Near-Term	Displacement, Median Income
19	Review existing partnerships and programs focused on enhancing outreach, training, and capacity-building for small, local suppliers/vendors, and adjust programs as needed	E-3.5		Economic & Workforce Development				Operating Funds / New Sources	Near-Term	Unemployment, Displacement, Median Income
20	Form a working group and conduct a study of the approach, goals, criteria, and activities of a new youth empowerment zone	E-3.6		City Administrator; Economic & Workforce Development; Parks,		Staff working group	\$	Operating Funds	Near-Term	Disconnected Youth

				Recreation & Youth Development						
21	Pursue adoption of youth empowerment zone	E-3.6		City Administrator; Economic & Workforce Development; Parks, Recreation & Youth Development				Operating Funds	Near-Term	Disconnected Youth

<b>Timeframe:</b>	<b>Immediate: first year</b>	<b>Near-Term: years 1 to 5</b>	<b>Longer Term: 5+ years</b>		
<b>Estimated Costs:</b>	<b>\$ = up to \$125,000</b>	<b>\$\$ = up to \$250,000</b>	<b>\$\$\$ = up to 500,000</b>	<b>\$\$\$\$ = up to \$1,000,000</b>	<b>\$\$\$\$\$ = greater than \$1,000,000</b>

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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.

### 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.

Action Step	Relevant Plan Policies	Related Existing City Policies & Programs	Lead Agency	Partner Agencies, Institutions, and Organizations	Resources & Actions Required	Costs (Estimated)	Potential Funding Sources	Timeframe	Key Equity Indicators Addressed
23 Continue the work of the Oakland Housing Cabinet to develop, implement, and periodically review the citywide housing strategy	H-1.11	Oakland Housing Cabinet, Oakland at Home	Mayor's Housing Cabinet		Staff Housing Cabinet		Operating Funds	Immediate / Ongoing	Housing Cost, Homelessness, Displacement
24 Leverage the city's inventory of publicly owned land in a manner that supports housing affordability for Oakland residents	H-1.3 (M-3.7)	City Council Resolution 87483	Economic & Workforce Development				Operating Funds / Land Sale Proceeds	Immediate	Housing Cost
25 Continue proactive identification and pursuit of opportunities to purchase and rehabilitate SRO buildings for use as transitional housing	H-2.1	Emergency housing services	Housing & Community Development		Coordination with Real Estate Department, Department of Human Services	\$\$\$\$	Operating Funds Measure KK funds	Immediate / Ongoing	Housing Cost Homelessness
26 Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate affordable housing and SROs in downtown	H-2.2		Housing & Community Development			\$\$\$\$	Measure KK funds		
27 Continue enforcement of rent adjustment and just cause laws	H-2.4	Rent Adjustment Program, Just Cause Eviction Ordinance, Tenant Protection Ordinance	Housing & Community Development			\$(already in budget)	Operating Funds	Immediate / Ongoing	Housing Cost, Homelessness, Displacement
28 Continue implementation of services for encampment areas	H-2.7 (CH-1.11)	Emergency housing services, Encampment Management Team	Human Services				Operating Funds / New Sources	Immediate / Ongoing	Homelessness
29 Continue applying State and local first-time homebuyer mortgage assistance programs to housing in downtown	H-2.9	City residential lending programs	Housing			\$\$\$\$ \$75,000 max per household (already in budget)	Operating Funds	Immediate / Ongoing	Housing Cost, Displacement

30	Continue proactive residential inspections as a citywide project	H-2.13		Building				Operating Funds/ New Sources	Immediate / Ongoing	Other (housing health & safety)
31	Refine short- and long-term affordable housing production targets for downtown by completing a study of existing funding resources, potential changes to funding resources, development opportunities, and the funding gap for new affordable housing	H-1.1 (LU-1.1)		Planning; Housing & Community Development			\$	Operating Funds	Near-Term	Housing Cost
32	Adjust NOFA scoring criteria to prioritize use of housing funds in downtown	H-1.2, H-2.2	City Housing Dev. and 1st Time Homebuyers Program	Housing & Community Development				Operating Funds	Near-Term	Housing Cost, Homelessness, Displacement
33	Study increasing the city's affordable housing impact fees, potentially dedicating a portion of the new revenues generated to affordable housing production in downtown; adopt recommendations	H-1.4 (E-1.1)	Affordable Housing Impact Fee  Jobs/Housing Impact Fee	Planning			\$	Operating Funds	Near-Term	Housing Cost, Displacement
3	Complete the currently underway study of zoning incentives/value capture in downtown and implement its recommendations	H-1.6 (E-1.1, E- 2.5, E-3.2, C-1.2, CH-1.4, LU-1.3)	City density bonus program	Planning				Operating Funds	Near-Term	Displacement, Unemployment
35	Study and adopt recommended policy changes to ensure a high standard of accessibility in new or renovated housing	H-1.8 (LU-1.1)	Municipal Code	Planning, Building				Operating Funds	Near-Term	Other (accessibility)
36	Identify sites for hotels and meeting space, attract hotel developers and explore co-investment opportunities	H-1.9		Economic & Workforce Development				Operating Funds	Near-Term	Homelessness, Displacement
36	Research unique considerations of applying the community land trust model in downtown to determine whether and how to proceed; adopt recommendations	H-1.10	Site acquisition program	Housing & Community Development				Operating Funds	Near-Term	Housing Cost
37	Study, identify, and implement new funding sources or increases to existing funding sources for renter services and counseling	H-2.3	Rent Adjustment Program, Housing Resource Center	Housing & Community Development				Operating Funds / New Sources	Near-Term	Homelessness, Displacement
39	Study existing locations of supportive services in income-restricted housing in downtown, and identify opportunities to expand locations for these services	H-2.5		Housing & Community Development; Human Services				Operating Funds	Near-Term	Homelessness, Unemployment
39	Complete revisions to the PATH strategy and implement its recommendations	H-2.6	City Permanent Access to Housing Strategy	Human Services				Operating Funds	Near-Term	Homelessness
40	Study additional appropriate sites in downtown for hosting facilities and services for homeless residents and pursue creation of additional facilities as opportunities arise	H-2.7 (CH-1.11)	Emergency Housing Services, Site acquisition program	Human Services				Operating Funds / New Sources	Near-Term	Homelessness
41	Develop and adopt improvements to strengthen Oakland's condominium conversion ordinance	H-2.8	City Condominium Conversion ordinance	Planning		Planning Code amendment; Zoning Map amendment		Operating Funds	Near-Term	Displacement

42	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. Implement a centralized online waiting list for affordable housing.	H-2.11 H-2.12		Housing & Community Development			Centralized wait list: \$\$\$\$	Operating Funds	Near-Term	Displacement
43	Develop a process to expedite the review and approval of 100% affordable housing project permits in planning and building	H-2.14 (LU-1.1)	Planning Code	Planning		Planning process improvements		Operating Funds	Near-Term	Housing Cost
44	Study and incorporate artist-serving housing into the City's affordable housing Notice of Funding Availability (NOFA) process scoring criteria	H-3.1	City Housing Development program	Housing & Community Development				Operating Funds / New Sources	Near-Term	Housing Cost, Displacement
45	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.	H-3.2 (C-1.1, LU-1.1)	Oakland Live/Work zoning regulations	Planning, Building		Planning Code amendment		Operating Funds	Near-Term	Displacement
46	Complete an updated nexus and inclusionary housing study to modify the affordable housing impact fee and/or add an inclusionary housing requirement; adopt recommendations	H-1.7	Affordable Housing Impact Fee	Planning		Update Impact Fee Study	\$	Operating Funds / New Sources	Longer Term	Housing Cost
47	Explore the creation of a new downtown value-capture mechanism, with a significant portion of this new long-term revenue stream dedicated to affordable housing retention and production.	H-1.5		Planning		Staff and fund study and community involvement	\$	Operating Funds / New Sources	Longer Term	Housing Cost
48	Develop a program, approach, and criteria to proactively identify homeowners at risk of foreclosure and direct residents to resources	H-2.10	Funding for foreclosure assistance service partners, Housing Resource Center	Housing & Community Development				Operating Funds / New Sources	Longer Term	Homelessness, Displacement

<b>Timeframe:</b>	<b>Immediate: first year</b>	<b>Near-Term: years 1 to 5</b>	<b>Longer Term: 5+ years</b>		
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# 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.

## INFRASTRUCTURE & PARKING

### OUTCOME M-3

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

Action Step	Relevant Plan Policies	Related Existing City Policies & Programs	Lead Agency	Partner Agencies, Institutions, and Organizations	Resources & Actions Required	Costs (Estimated)	Potential Funding Sources	Timeframe	Key Equity Indicators Addressed
49	Continue to expand bike parking supply including short-term and long-term facilities for both commercial and residential land uses	M-1.4	Bicycle Master Plan	OakDOT				Immediate / Ongoing	
50	Install signals that accommodate two-way circulation as standard practice in all future intersection upgrades.	M-1.6		OakDOT				Immediate / Ongoing	
51	Plan and design for emerging mobility technologies: include micro-mobility devices; digitize curb space; install electric charging stations; use pilot programs to experiment with new technology.	M-1.7 (CH-2.1)		OakDOT			CIP, Grants	Immediate / Ongoing	
52	Implement the pedestrian programs/policies for Downtown Oakland detailed in the 2017 Oakland Pedestrian Plan.	M-1.8	Pedestrian Master Plan	OakDOT			CIP, Grants, Transportation Impact Fee increase for Downtown	Immediate / Ongoing	Other (accessibility, traffic accidents)
53	Coordinate planning and future public improvements that link neighborhoods to recreational activities along Lake Merritt, the Lake Merritt Channel, and the Estuary	M-1.9 (CH-1.1)	General Plan Land Use & Transportation Element Bicycle Master Plan Pedestrian Master Plan	OakDOT; Public Works; Planning				Immediate / Ongoing	
54	Improve passenger amenities (including wayfinding) and security at bus stops on all transit streets throughout downtown	M-2.3		OakDOT; AC Transit			CIP, Grants	Immediate / Ongoing	Other (accessibility)
55	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-2.4		OakDOT; AC Transit; BART				Immediate / Ongoing	

56	Maintain reliable, ADA-accessible access to transit stations (i.e. BART elevators and escalators) and find opportunities to increase the number of elevators	M-2.5		OakDOT; BART					Immediate / Ongoing	Other (accessibility)
57	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	M-3.1 (CH-1.1, CH-1.3, CH-2.1, LU-1.5)	Complete Streets Policies	OakDOT					Immediate / Ongoing	Other (accessibility, traffic accidents)
58	Include green infrastructure practices described in the City's Green Streets Guide where feasible within the right-of-way.	M-3.2 (CH-2.6, LU-1.5)	City's Green Streets Guide	Planning; OakDOT				CIP, Grants	Immediate / Ongoing	
59	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-3.5 (LU-1.5)	Planning Code	Planning; OakDOT					Immediate / Ongoing	
60	Manage curbside space in Chinatown; this can be done by implementing the Color Curb Program or combined commercial loading/metered parking zones on select streets	M-3.6		Planning; OakDOT					Immediate / Ongoing	
61	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-2.10	2011 Train Quiet Zone Study	Planning; OakDOT					Immediate / Near-Term	
62	Design and construct <b>priority</b> connectivity and access improvements throughout downtown (described in Appendix A)	M-1.1, M-3.7 (CH-1.1)		OakDOT				See Public Improvement Projects	Near-Term	
63	Design and construct <b>priority</b> safety measures along the high-injury pedestrian network (described in Appendix A)	M-1.2		OakDOT				See Public Improvement Projects	Near-Term	Other (traffic accidents)
64	Design and construct a <b>core</b> bicycle network throughout Downtown	M-1.3 (CH-2.1)	Bicycle Master Plan	OakDOT				See Public Improvement Projects	Near-Term	
65	Update signal timing and upgrade signals throughout downtown to reduce the delay and support access for bicyclists, pedestrians, and transit. Upgraded signal technology should provide emergency pre-emption to prioritize movement of emergency service vehicles	M-1.5, M-3.8	Bicycle Master Plan Pedestrian Master Plan	OakDOT				CIP, Grants, Transportation Impact Fee increase for Downtown	Near-Term	
66	Implement transit priority treatments on key downtown corridors and decrease bus headways to improve overall transit travel times, and access to, from and within downtown	M-2.1	General Plan Land Use & Transportation Element	OakDOT; AC Transit				CIP, Grants, Transportation Impact Fee increase for Downtown	Near-Term	
67	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	M-2.2		OakDOT; AC Transit					Near-Term	
68	Work with transit agencies to offer a low-income transit pass to reduce the cost of transit fare	M-2.8		OakDOT; AC Transit					Near-Term	Other (transit cost)



69	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-2.9		Planning; OakDOT					Near-Term	
70	Engage the Chinatown community in a planning process to evaluate re-naming the Lake Merritt BART Station	M-2.11 (C-1.4)		OakDOT; AC Transit; BART; Specific Plan Implementation Committee					Near-Term	Other (engagement)
71	Development a truck management plan for the larger Downtown Oakland area.	M-3.9	West Oakland Truck Management Plan	Planning; OakDOT					Near-Term	
72	Expand the Park Oakland program to additional areas of Downtown to manage public parking to balance the diverse needs of Downtown Oakland's visitors, merchants, commuters and residents. Actions include: increase ADA-accessible parking and passenger loading; implement real-time parking signage; adopt the SIRA methodology to monitor parking occupancy in real time; establish parking benefit districts, and give merchant and neighborhood organizations an advisory role in how to spend revenues; and establish a committee to propose reforms to curb parking availability for people with disabilities, and Disabled Placard fraud and abuse	M-3.4	Park Oakland Program	OakDOT					Near-Term / Longer Term	Other (accessibility)
73	Develop a Curbside Management Study, building upon the 2016 downtown Oakland Parking Study	M-3.6	2016 Downtown Oakland Parking Study	Planning; OakDOT					Near-Term	
74	Decrease freeway traffic on local streets through improvements proposed as part of the Oakland/Alameda Access Project	M-3.3		OakDOT; Caltrans					Near-Term / Longer Term	Other (asthma/air quality, traffic accidents)
75	Capitalize on potential regional transit expansion opportunities for BART, Capitol Corridor, and ferry service	M-2.6 (E-3.1, LU-1.1)		OakDOT; AC Transit, BART; Capitol Corridor					Near-Term / Longer Term	
76	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-2.7		OakDOT; AC Transit, BART; Planning					Near-Term / Longer Term	
77	Study the long-term feasibility of replacing I-980 with a multi-way boulevard	M-3.7, M-1.1 (E-1.1, E-2.1, H-1.1, CH-1.1, LU-1.4)		OakDOT					Near-Term / Longer Term	Housing Cost, Unemployment, Other (accessibility, asthma/air quality)
78	Design and construct long-term connectivity, access, safety improvement, and vision bicycle network connections (described in Appendix A)	M-1.1, M-1.2, M-1.3 (CH-1.1, CH-2,1)	Bike Plan	OakDOT			See Public Improvement Projects		Longer Term (5+ years)	Other (traffic accidents)

<b>Timeframe:</b>	<b>Immediate: first year</b>	<b>Near-Term: years 1 to 5</b>	<b>Longer Term: 5+ years</b>		
<b>Estimated Costs:</b>	<b>\$ = up to \$125,000</b>	<b>\$\$ = up to \$250,000</b>	<b>\$\$\$ = up to 500,000</b>	<b>\$\$\$\$ = up to \$1,000,000</b>	<b>\$\$\$\$\$ = greater than \$1,000,000</b>

# 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.

### PUBLIC EVENTS & EVENT SPACES

#### OUTCOME C-2

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

### 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.

Action Step	Relevant Plan Policies	Related Existing City Policies & Programs	Lead Agency	Partner Agencies, Institutions, and Organizations	Resources & Actions Required	Costs (Estimated)	Potential Funding Sources	Timeframe	Key Equity Indicators Addressed
79 Explore zoning and land use regulations to help preserve existing and encourage more arts, culture, Production, Distribution and Repair (PDR), and maker spaces	C-1.1, C-1.3, C-1.12 (E-2.3, LU-1.1, LU-2.1, LU-2.2)	Planning Code	Planning	Staff	Planning Code amendment; Zoning Map amendment	\$	Operating Funds	Immediate	Displacement
80 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-1.2 (E-2.5, LU-1.3)	Planning Code	Planning	Staff	Planning Code amendment; Zoning Map amendment	\$	Operating Funds	Immediate	Displacement
81 Provide support for the Black Arts Movement and Business District (BAMBD) and promote the district with special urban design elements and marketing materials	C-1.5 (E-2.7, LU-1.5)	Public Art Programs, Cultural Funding Program; City’s marketing coordinator	Planning; Business Development/EWD; Cultural Affairs; OakDOT	Underway		varies	Operating Funds, CIP, grants	Immediate / Ongoing	Displacement
82 Prioritize capital improvements to the Malonga Casquelourd Center for the Arts, particularly the theater and related spaces, in the City’s upcoming budget cycles and Capital Improvement Planning processes.	C-1.6	Capital Improvement Program, Measure KK	Parks, Recreation & Youth, Public Works; Planning; Cultural Affairs				CIP; Future Cultural Facilities Fee	Immediate / Ongoing	
XX Create a Cultural Facilities Fee for improvements to cultural facilities	C-XX		Planning; Cultural Affairs		Staff fee study project				Displacement

83	Expand & enhance the Oakland Cultural Asset Map (2018), created by the City of Oakland Department of Cultural Affairs	C-1.8	Cultural Plan Oakland Cultural Asset Map	Cultural Affairs; City's Digital Services Department			\$	Operating Funds	Immediate / Ongoing	
84	Celebrate and encourage youth activities in public spaces and businesses.	C-1.10 (CH-1.9)		Parks, Recreation & Youth Development					Immediate / Ongoing	Disconnected Youth
85	Work with the Library's Master Facilities Plan to propose libraries in areas where they are needed and locate a new site for the Main Library.	C-1.11	Library Master Facilities Plan				\$	Operating Funds	Immediate / Ongoing	
86	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; streamline event permitting	C-2.2 (E-2.6)	Special Events Permitting, Municipal Code	City Administrator			N/A	N/A	Immediate	
87	Reduce regulatory barriers to outdoor vendors in downtown, particularly within arts and culture districts, parks, and public gathering spaces	C-2.3 (CH-1.5, LU-1.1)	Planning Code Municipal Code	Planning					Immediate	
88	Establish a program to connect available and underutilized venues with those seeking spaces for special events	C-2.4	Cultural Plan Oakland Cultural Asset Map	Cultural Affairs		Need additional staff	\$	General fund	Immediate	
89	Continue leasing City-owned properties downtown at below-market rents for arts and culture uses utilizing the City's existing process	C-3.1		Real Estate/Economic & Workforce Development			N/A	N/A	Immediate	Displacement
90	Expand existing technical assistance in business skills and marketing, and support the extension of CAST's Keeping Space Oakland program	C-3.5		Cultural Affairs, Business Development/ Economic & Workforce Development		Grants, operating funds			Immediate / Ongoing	Displacement
91	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.	C-1.13		Planning; Real Estate, Cultural Affairs/EWD; Parks, Recreation and Youth		Staff Implementation Unit within Strategic Planning Division			Immediate / Ongoing	
92	Establish a Cultural Districts Program to formalize a collaborative partnership between the City and communities and, ideally, identify resources to stabilize vulnerable communities and to preserve, strengthen, and promote the City's cultural assets and diverse communities.	C-1.1, C-1.12 (E-2.6, E-2.9, H-3.2, LU-1.1, LU-2.3)	Cultural Plan	Planning; Cultural Affairs		Staff project lead for Cultural Districts Program; involves inter-departmental working group and community involvement			Near-Term	Displacement
93	Centralize and maintain a current list of eligible arts organizations to occupy ground floor space	C-3.7		Cultural Affairs		Need additional staff to do the research and monitoring		Operating Funds		
94	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-1.3 (LU-2.1, LU-2.2)		Planning, Building		Planning Code amendment	\$	Operating Funds	Near-Term	

95	Invest in marketing and branding, and culturally-relevant streetscape elements, such as wayfinding, signage, historical markers and public art.	C-1.4, C-2.1 (M-2.11, CH-1.1, LU-1.5)	Public Art Programs, Cultural Funding Program	Planning; Cultural Affairs; OakDOT			varies	Operating Funds, CIP, grants	Near-Term	
96	Explore use of land trust model to help stabilize cultural businesses, institutions and residents through community ownership of land.	C-1.7		Planning; Cultural Affairs	Public/private philanthropic partners. (similar to Rainin Foundation)				Near-Term	Displacement
97	Consider cultural easements to restore Indigenous People's rights to land, habitat and stewardship.	C-1.7		Planning; Real Estate; Cultural Affairs				General Fund; Operating Funds	Near-Term	
98	Expand the City's internal capacity in the Cultural Affairs Office and Planning Bureau to implement arts-related recommendations	C-1.9		Planning; Cultural Affairs				Transit Occupancy Tax (TOT) / New Sources	Near-Term	
99	Incentivize the use of privately-owned, vacant, or underutilized buildings as temporary affordable art or social enterprise space	C-3.2 (E-2.2)		Real Estate/ Economic & Workforce Development; Planning & Building		Evaluate and update Building Code requirements			Near-Term	Displacement
100	Explore the development of a facilities access fund to subsidize access to space (performance venues, theaters, etc.) for artists seeking affordable exhibition/performance space.	C-3.3	Cultural Funding Program	Planning; Cultural Affairs				Cultural Funding Grant Program, Hotel Tax; Private Foundation Investments	Near-Term	Displacement
101	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	C-3.4					varies	Hotel Tax (TOT)	Near-Term	Displacement
102	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	C-3.6 (E-2.7)	CAST already exists to do this, but needs more funds	Cultural Affairs, Business Development, Real Estate/ Economic & Workforce Development		Include as part of 2020/2021 budget allocation from the general fund		Grants	Near-Term	Displacement
103	Invest in the creation of new and improved public spaces that can be used to host festivals and gatherings, and that feature public art.	C-2.1 (C-1.4, CH-1.1)	Public Art Programs	Planning; Cultural Affairs; Parks, Recreation & Youth Development			varies	CIP, Grants, Capital Facilities Impact Fee increase	Near-Term / Longer Term	

<b>Timeframe:</b>	<b>Immediate: first year</b>	<b>Near-Term: years 1 to 5</b>	<b>Longer Term: 5+ years</b>		
<b>Estimated Costs:</b>	<b>\$ = up to \$125,000</b>	<b>\$\$ = up to \$250,000</b>	<b>\$\$\$ = up to 500,000</b>	<b>\$\$\$\$ = up to \$1,000,000</b>	<b>\$\$\$\$\$ = greater than \$1,000,000</b>

# 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.

### 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.

Action Step	Relevant Plan Policies	Related Existing City Policies & Programs	Lead Agency	Partner Agencies, Institutions, and Organizations	Resources & Actions Required	Costs (Estimated)	Potential Funding Sources	Timeframe	Key Equity Indicators Addressed
104 Working with the community, and using Figure CH-1 as a guide, prioritize and implement public realm improvements to create a more connected and accessible network of inclusive, high-quality public open spaces. Following Plan adoption, this map can be updated at regular intervals with community input to guide implementation.	CH-1.1, CH-1.3 (M-1.1, M-1.9, M-3.1, M-3.7, C-1.4, C-2.1)		Planning; Parks, Recreation & Youth Development; Specific Plan Implementation Committee	Caltrans (related to under-freeway improvements)	Staff community process to prioritize public realm improvements;  Seek grant funding opportunities (for actual projects)		Grants, Capital Facilities Impact Fee increase, New Sources	Immediate/Ongoing	
105 Coordinate new downtown development with implementation of improved parks and streetscapes.	CH-1.2 (LU-1.1)		Planning		Continue to apply SCAs (related to streetscape improvements) and establish zoning incentive program that identifies streetscape improvements as a potential community benefit	\$\$	Capital Facilities Impact Fee increase	Immediate/Ongoing	
XX Increase Capital Improvement Impact Fee Downtown for parks	CH-XX		Planning; Public Works		Update Impact Fee Study		Operating Funds, New Sources		
106 Coordinate access to privately owned public spaces in existing development.	CH-1.4 (LU-1.3)		Planning; Parks, Recreation & Youth Development		Consider feasibility and legal constraints t		N/A	Immediate/Ongoing	
107 Through updates to zoning and the development incentive program, coordinate implementation of new accessible privately-owned public spaces with future development.	CH-1.4 (LU-1.1, LU-1.3)	Planning Code	Planning; Parks, Recreation & Youth Development		Planning Code amendment (to include mid-block connections and community gathering spaces)			Immediate/Ongoing	
108 Update regulations to allow vendors to activate public spaces by selling there.	CH-1.5 (C-2.3, LU-1.1)	Planning Code Municipal Code	Planning; City Administrator (Special Activities)		Planning Code amendment; Municipal Code amendment; Design guidelines for public spaces that incorporate vendors needs			Immediate/Ongoing	

109	Continue actions to protect, maintain and enhance the natural resources that surround downtown, including Lake Merritt and Channel, estuary waterfront areas, and parks/plazas/open spaces.	CH-1.6, CH-2.4	Planning Code Municipal Code	Planning; Parks, Recreation & Youth Development		Planning Code Amendment; Capital Facilities Impact Fee increase (for parks);	\$\$	Capital Facilities Impact Fee increase	Immediate/Ongoing	
110	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.	CH-1.7		Planning; City Administrator - Special Activities; Oakland Police Dept.; Dept. of Race and Equity		Staff interdepartmental working group and Specific Plan Implementation Committee	\$		Immediate/Ongoing	Other (restorative justice)
111	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-1.8		Planning; Oakland Police Dept.; Dept. of Race and Equity		Staff interdepartmental working group and Specific Plan Implementation Committee	\$		Immediate/Ongoing	
112	Invest in youth-driven programming for downtown public spaces.	CH-1.9 (C-1.10)		Planning; Parks, Recreation & Youth Development		Update Impact Fee Study	\$\$	Capital Improvement Impact Fee increase; Operating Funds	Immediate/Ongoing	Disconnected Youth
113	Provide secure storage lockers for the unsheltered residents of downtown in places where they can access them.	CH-1.11 (H-2.7)		Parks, Recreation & Youth Development; Human Services		Evaluate locations, storage units (ex: shipping container, large bins to assign per person) and staff to be present for a few hours per day to facilitate access	\$		Immediate/Ongoing	Homelessness
114	Support the implementation of the Sea Level Rise Roadmap, which identified key actions needed to prepare for impacts of climate change; critical assets that should be prioritized; and identifies policy regulations and data analysis systems that can support decision making.	CH-2.3, CH-2.11, CH2.15	Sea Level Rise Roadmap	Planning, Oakland Public Works, City Administrator	Collaborate with Local Organizations Working on SLR.  Participate in Regional Coordination.	Staff working group to maximize opportunities for engagement and collaboration in SLR Road Map actions	\$	Operating Funds	Immediate/Ongoing	Other (environmental justice)
115	Make available to potential developers up-to-date mapping that depicts predicted SLR inundation areas in the DOSP Plan Area.	CH-2.3, CH-2.11	Sea Level Rise Roadmap	Planning		Update Watershed Modeling to Include Climate Change Stressors  Leverage New SLR Mapping.	N/A	N/A	Immediate/Ongoing	
116	Draft and adopt guidelines for new or improved parks and public open spaces, including 'active design' guidelines with policies and design standards that create healthier open spaces, promote healthy behaviors, and improve the quality of life for people of all ages and abilities.	CH-1.3, CH-1.1, CH-1.12, CH-2.5 (M-3.1)		Planning; Parks, Recreation & Youth Development		Develop and implement a parks and open space strategy; prepare design guidelines and staff public process for review/feedback	\$	Operating Funds	Near-Term	Other (accessibility)
117	Implement an edible parks program, include garden spaces and amenities in public spaces.	CH-1.10		Planning; Parks, Recreation & Youth Development; Tree Division		Develop and implement a parks and open space strategy; evaluate the potential of creating additional community gardens on City-controlled public land. (ECAP)	\$	CIP; Capital Facilities Impact Fee increase	Near-Term	
118	Invest in and create universal design principles for playgrounds to make downtown a more family-friendly location.	CH-1.12, CH-1.3		Planning; Parks, Recreation & Youth Development		Prepare design guidelines and staff public process for review/feedback	\$\$	Operating Funds	Near-Term	Other (accessibility)

119	Develop policy to support clean transportation modes to reduce vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions. Coordinate land-use regulations and transportation policies for reductions in VMT and GHG emissions that meet citywide targets. Accelerate the electrification of private vehicles and low capacity taxi/TNC vehicles.	CH-2.1, CH-2.2, CH-2.8 (M-1.3, M-1.7, M-3.1, LU-1.1)	CURB Strategy	Planning; OakDOT		Ongoing implementation and updating of the Green Building Ordinance	\$\$\$	Operating Funds	Near-Term	Other (asthma/air quality)
120	Update requirements to meet sustainability goals, including: Require new developments to install and maintain low-impact stormwater detention systems on private property. Require high-albedo (reflective) surfaces on rooftops and paving where appropriate to reduce urban heat island effect.	CH-2.4, CH-2.10, CH-1.6 (LU-1.1)	ECAP	Planning		Ongoing implementation and updating of the Green Building Ordinance	\$	Operating Funds	Near-Term	
121	Develop a Green Infrastructure Plan for downtown with standards and guidelines for the integration of low-impact design elements for all public realm and capital improvement projects downtown. Prioritize the design and implementation of green streets.	CH-2.5, CH-1.3	ECAP	Oakland Public Works; Planning; OakDOT		Prepare Green Infrastructure Plan, staff public process for review/feedback;  City review of streets, sidewalks, and open space plans: For all greening on streets and public open spaces, encourage the use of climate appropriate, habitat supportive, pollution filtering, and non-invasive plants, as well as integrated pest management that meets City standards.	\$\$	Operating Funds	Near-Term	
122	Add green buffers along highway edges and add street trees to fill gaps in the urban street tree canopy, to filter air pollutants.	CH-2.7		Planning; Parks, Recreation & Youth Development; OakDOT; Tree Division		Identify locations for planting and variety of plants/trees that increases greening and habitat areas in and around the freeway	\$	CIP; Capital Facilities Impact Fee increase	Near-Term	Other (asthma/air quality)
123	Prepare a new Sea Level Rise Strategy for the Plan area as part of a regional strategy to address rising water levels, coordinated with the City's broader climate adaptation efforts.	CH-2.15, CH-2.3	ECAP	Planning; Oakland Public Works; City Administrator's Office (Resilience Office)	Participate in Regional SLR Adaptation Groups.	Staff regional working group tasked with developing local strategy (which compliments regional strategy)	\$	Operating Funds	Near-Term	
124	Transition to natural gas-free buildings to reduce safety and air quality/health risks in buildings.	CH-2.9	CURB Strategy	Planning, Building, Oakland Public Works		Ongoing implementation and updating of the Green Building Ordinance	\$	Operating Funds	Near-Term / Longer Term	Other (asthma/air quality)
125	Require applicants to assess SLR vulnerabilities; include shoreline protection measures and adaptation strategies as part of future development projects.	CH-2.12, CH-2.13 (LU-1.1)	Sea Level Rise Roadmap, ECAP	Planning, Building		Update City's Standard Conditions to require information about SLR			Near-Term / Longer Term	
126	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-2.14, CH-2.3	Sea Level Rise Roadmap, ECAP	Planning, Oakland Public Works		Staff Community Planning Initiative.  Update Watershed Modeling to Include Climate Change Stressors.  Enable Community-Generated Data			Near-Term / Ongoing	

<b>Timeframe:</b>	<b>Immediate: first year</b>	<b>Near-Term: years 1 to 5</b>	<b>Longer Term: 5+ years</b>		
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Estimated Costs:	\$ = up to \$125,000	\$\$ = up to \$250,000	\$\$\$ = up to 500,000	\$\$\$\$ = up to \$1,000,000	\$\$\$\$\$ = greater than \$1,000,000
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# 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.

### PRESERVATION

#### OUTCOME LU-2

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

Action Step	Relevant Plan Policies	Related Existing City Policies & Programs	Lead Agency	Partner Agencies, Institutions, and Organizations	Resources & Actions Required	Cost (Estimated)	Potential Funding Sources	Timeframe	Key Equity Indicators Addressed	
127	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 predictability for developers and the community.	LU-1.1, LU-2.3, LU-2.4 (E-2.2, 2.3, 2.8, E-3.1, H-1.1, 1.8, H-2.14, H-3.2, M-2.6, M-3.5, C-1.1, 1.12, C-2.3, CH-1.2, CH-2.2, 2.4, 2.10, 2.12)	Planning Code	Planning		Zoning Map amendment and Planning Code Amendment	\$\$	Operating Funds	Upon Plan Adoption	Housing Cost, Displacement
128	As part of zoning updates, 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.	LU-1.1, LU-1.2 (E-2.1)	Planning Code	Planning		Zoning Map amendment and Planning Code Amendment			Immediate	
129	Examine feasibility for a development incentive program, including potential building height/intensity and community benefits.	LU-1.3 (E-1.1, E-2.5, E-3.2, H-1.6, C-1.2, CH-1.4)	Planning Code	Planning		Feasibility study; related Zoning Map amendment & Planning Code amendment	\$	Operating Funds	In- progress	Displacement, Unemployment
130	Study and develop an updated Transfer of Development Rights (TDR) program that will assist in overall preservation efforts downtown.	LU-2.2 (C-1.3, C-1.12)	Planning Code	Planning		Feasibility study; related Zoning Map amendment & Planning Code amendment	\$	Operating Funds	In-progress	Displacement
131	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.	LU-1.1, LU-2.3 (E-2.6, E-2.9, C-1.1)	Planning Code	Planning		Staff community process of developing a Cultural Districts program (to include staff participation from departmental working group); fund necessary studies related to establishing baseline conditions, conduct neighborhood inventories, support community engagement, etc.	\$\$	Operating Funds, New Sources	Near-Term	Displacement



XX	Increase Capital Improvement Impact Fee Downtown for public facilities, including fire stations and parks	LU-XX				Update Impact Fee Study	\$	Operating Funds, New Sources		
132	Adopt a streamlined development incentive program for downtown that works seamlessly with updated zoning regulations and addresses the community's most pressing needs.	LU-1.3 (E-1.1, E-2.5, E-3.2, H-1.6, C-1.2, CH-1.4)	Planning Code	Planning		Zoning Map amendment, Planning Code amendment			Near-Term	Displacement, Unemployment
133	To encourage incremental development to fill in gaps in the existing urban fabric, conduct a comprehensive inventory of downtown's vacant, empty, or underutilized parcels (as preliminarily identified in Figure L-3). This analysis can consolidate parcel data including ownership, tax assessment, potential contamination and remediation costs, and any legal matters.	LU-1.4, LU-1.1, LU-2.4)		Planning		Planning oversees inventory	\$	Operating Funds	Near-Term	
134	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.	LU-1.5 (M-3.1, M-3.2, C-1.4, C-1.5, CH-2.6)		Planning; OakDOT		Inter-departmental collaboration and consultant contract to develop design standards	\$\$	Operating Funds	Near-Term	
135	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.	LU-2.1 (C-1.3, C-1.12)		Planning		Planning and/or Building Code amendment	\$	Operating Funds	Near-Term	
136	Update the City's demolition findings to allow development near the periphery of fragmented Areas of Primary Importance and Areas of Secondary Importance that is compatible with the historic district	LU-2.4, LU-1.1, LU-1.4		Planning		Planning Code amendment		Operating Funds	Near-Term	

Timeframe:	Immediate: first year	Near-Term: years 1 to 5	Longer Term: 5+ years		
Estimated Costs:	\$ = up to \$125,000	\$\$ = up to \$250,000	\$\$\$ = up to 500,000	\$\$\$\$ = up to \$1,000,000	\$\$\$\$\$ = greater than \$1,000,000

# ONGOING ENGAGEMENT

**GOAL 07:** The City and Oakland community work together to implement and realize the Downtown Plan’s many goals, outcomes, and supportive policies.

## EQUITY IN IMPLEMENTATION

### OUTCOME

Residents and stakeholders are included in the ongoing decision-making and implementation of the Downtown Oakland Specific Plan, and, with the City, are accountable for current initiatives and for the successful adaptation of the Specific Plan over time as conditions change.

Action Step	Relevant Plan Policies	Related Existing City Policies & Programs	Lead Agency	Partner Agencies, Institutions, and Organizations	Resources & Actions Required	Costs (Estimated)	Potential Funding Sources	Timeframe	Key Equity Indicators Addressed
137	Develop a citywide Specific Plan Implementation Committee with an inclusive constituency of underrepresented populations, including African American, Asian, Latinx, LGBTQ, unsheltered, Indigenous populations and people with disabilities, business, and institutional presence.	Ongoing Engagement action steps apply to the implementation of all DOSP policies.	Planning		Staff implementation committee and ensure diverse membership			Immediate / Ongoing	Other (engagement)
138	Continue regular meetings of the DOSP Interdepartmental Coordinating Committee to coordinate implementation between departments.		City Administrator; Planning; Economic & Workforce Development; Housing & Community Development; Dept. of Transportation; Public Works; Human Services; Cultural Affairs		Staff interdepartmental committee (all departments)			Immediate / Ongoing	
139	Dedicate resources to and develop a structure for ongoing implementation of specific plans, including policy projects, ongoing coordination between departments, and organization of the Interdepartmental Coordinating Committee and Specific Plan Implementation Committee.		Planning		Staff Implementation Unit of Strategic Planning		Operating Funds	Immediate / Ongoing	
140	With the participation of a Specific Plan Implementation Committee, review the Downtown Oakland Specific Plan every year to report on progress, evaluate whether the strategies are achieving the desired equity and other outcomes, evaluate whether strategies are still appropriate, and update as needed.		Planning		Staff Implementation Unit of Strategic Planning		Operating Funds	Immediate / Ongoing	Other (engagement, transparency)
141	Conduct annual racial equity impact assessments of Plan actions as they are developed after adoption to ensure that investments, programs and policies narrow disparities and do not have unintended negative consequences on vulnerable populations.		Planning; Dept. of Race and Equity		Staff Implementation Unit of Strategic Planning		Operating Funds	Immediate / Ongoing	Other (transparency)