**Measures of Success**

The measures below will help gauge the effectiveness of the Downtown Specific Plan at achieving its intended outcomes.

**Equitable Economic Opportunity:**

* **Tax Revenues**
	+ **Baseline:** Tax revenues in downtown Oakland in FY 2015-2016 were over $97M and expenditures for services provided in the downtown area were just under $70M; providing a net of over $27M to be invested in citywide programs.[[1]](#footnote-1)
	+ **Measure of Success:** Both total revenues and net contribution to the general fund increase each year in downtown Oakland at a rate greater than inflation.
* **Funds for Citywide Services**
	+ **Baseline:** TBD
	+ **Measure of Success:** The proportion of general fund contributions generated by downtown Oakland that are explicitly and directly invested in Oakland’s sensitive communities[[2]](#footnote-2) is measured and increases each year.
* **Job Growth**
	+ **Baseline:** In 2016, there were approximately 65,000 jobs in downtown.[[3]](#footnote-3) With annual compound jobs growth rate of 2.41%, Downtown Oakland is on track to add 50,000 additional jobs by 2040.
	+ **Measure of Success:** Increase in jobs in Downtown Oakland to 115,000 by 2040
* **Diverse Business Ownership**
	+ **Baseline:** Not yet measured.
	+ **Measure of Success:** The collective revenues and the number of businesses in downtown Oakland that are owned by women and groups historically impacted by disparities in life outcomes is measured and increases each year.
* **Worker-Owned Cooperatives**
	+ **Baseline:** In 2019, there were 5 worker-owned cooperatives in downtown Oakland.[[4]](#footnote-4)
	+ **Measure of Success:** The total number of such cooperatives increases annually.
* **Local-Serving Community Based Organizations**
	+ **Baseline:** In 2017,There were 116 community-based organizations in Oakland that exclusively or primarily serve people of color, including youth.[[5]](#footnote-5) These existing organizations thrive with increased operating funds each year.
	+ **Measure of Success:** The number of local-serving community-based organizations that create jobs, serve people of color, and offer programs in downtown Oakland increases annually.
* **Wage Disparities**
	+ **Baseline:** In 2014, White workers in Oakland received a median wage of $35/hour, while the same statistic for Black workers was $20/hour.[[6]](#footnote-6) This wage gap has grown steadily since 1980 and these inequities likely indicate several different factors, including disparities in education, training, and occupation, as well as bias among employers in hiring, promotions, and wages.
	+ **Measure of Success:** The current trend of increasing wage disparities between Black and White workers in Oakland is reversed and the proportional gap between these two figures narrows annually.
* **Employment of Black and Latinx residents**
	+ **Baseline:** In 2015, the average unemployment rate for White residents in downtown was 5.7%, while the same statistic for Black and Latinx residents was much higher at 14.1%.[[7]](#footnote-7)
	+ **Measure of Success:** The racial disparity in employment status between White residents and Black and Latinx residents narrows each year.
* **Disconnected Youth**
	+ **Baseline:** In 2014, 20.6% of young[[8]](#footnote-8) Black residents and 17.2% of young Latinx residents were neither in school nor working, while this was true for 9.9% of young White residents. [[9]](#footnote-9)
	+ **Measure of Success:** The proportion of young people of color that are neither in school or working decreases each year, and the racial disparities in this statistic when compared to young White residents decreases annually.
* **Employment Diversity**
	+ **Baseline:** Dramatic demographic shifts continue to take place.
		- Between 1990 and 2015, the African-American population in the greater downtown fell from 27.6% to 20.1%, mirroring a more pronounced decline of African Americans citywide from 42.0% in 1990 to 25.4% in 2015.
		- Between 2000 and 2015, the Asian population in the greater downtown declined from 40.8% to 39.7%; contrasted with an increase in the Asian population Citywide which grew slightly from 14.4% in 1990 to 16.0% in 2015.
		- Between 1990 and 2015, the Latinx population in greater downtown increased from 6.8% to 8.9%, mirroring citywide trends in which the Latinx population increased from 13.8% to 26.1%.
	+ **Measure of Success:** Racial and ethnic diversity of workers in downtown Oakland matches the historic diversity of Oakland as a whole.

**Housing & Affordability:**

* **Total Housing Stock**
	+ **Baseline:** As of 2019, there were 12,030 housing units within the plan area.[[10]](#footnote-10)
	+ **Measure of Success:** Downtown Oakland more than triples its current housing stock by 2040. 29,077 new units are added by 2040, bring the total of dwelling units in the downtown plan area to 41,107.
* **Affordable Housing**
	+ **Baseline:** As of 2015, downtown had a count of approximately 2,293 affordable units within the plan area.[[11]](#footnote-11)
	+ **Measure of Success:** Affordable Housing construction in downtown tracks with market-rate housing construction at a rate of 15% to 25% of new units, adding between 4,350 and 7,250 income-restricted units within the plan area.
* **Accessibility**
	+ **Baseline:** XX% of units downtown [or units built downtown annually] meet universal design standards.
	+ **Measure of Success:** A majority of newly constructed units, including affordable units, meet universal design standards and allow residents of various physical abilities to live downtown and to age in place.
* **Housing Cost Burden**
	+ **Baseline:** In 2015, 40.1% of White renters and 63.4% of Black renters, as well as 29.1% of White homeowners and 44.6% of Black homeowners in Oakland faced housing costs greater than 30% of their household income.
	+ **Measure of Success:** These figures are reduced annually and the racial disparities in these statistics diminish each year.
* **Unsheltered Residents**
	+ **Baseline:** During a 2017 survey in Oakland, a total of 2,761 individuals were counted as experiencing homelessness, with over 68% identifying as Black or African American. Homeless advocates estimate that the actual number of persons experiencing homelessness is closer to 9,000. [[12]](#footnote-12)
	+ **Measure of Success:** The number of people moving from homelessness to permanent housing increases, and disparities among unsheltered residents is reduced.
* **Racial Diversity**
	+ See Culture Keeping Racial Diversity Measure of Success

**Mobility & Accessibility:**

* **Bicycle & Pedestrian Safety**
	+ **Baseline:** Between 2008 and 2014, there was an average of one pedestrian fatality and two severe injuries per year within downtown Oakland, and an average of 0.9 total injuries per year per mile of roadway in the downtown area. Throughout Oakland, Black and Latinx pedestrians were twice as likely, and Asian pedestrians were three times as likely to be killed by motor vehicles when compared to White pedestrians.[[13]](#footnote-13)
	+ **Measure of Success:** Investments in pedestrian and cycling facilities eliminates conflicts between motorists and those using active modes of transportation, thereby reducing related injuries and fatalities to zero.
* **Biking & Walking**
	+ **Baseline:** In 2017, about 21 percent of Downtown residents walked to work[[14]](#footnote-14) and about 20 percent of Oaklanders indicated they regularly ride a bike for commute and non-commute trips[[15]](#footnote-15).
	+ **Measure of Success:** Increase rates of biking and walking for both commute and non-commute trips.
* **Accessible Streets**
	+ **Baseline:** Although Downtown Oakland has the highest concentration of corners equipped with curb ramps in the city, just 59% are ADA-compliant[[16]](#footnote-16).
	+ **Measure of Success:** Modern, ADA-compliant curb ramps are installed at all sidewalk intersections and accessible pedestrian signals (APS) at all intersections identified in the Project List (Appendix)
* **Affordable Transit**
	+ **Baseline:** Currently reduced transit fares are only available to youth, seniors, and persons with disabilities.
	+ **Measure of Success:** The cost of roundtrip transit fare between downtown and Oakland neighborhoods is reduced for low-income residents through a fare reduction program.
* **Transit Service**
	+ **Baseline:** Current peak headways for AC transit lines serving downtown Oakland range from 7.5 minutes to 30 minutes (data table below[[17]](#footnote-17)).
	+ **Measure of Success:** Adequate headways are provided based on residential density, see second table below[[18]](#footnote-18) as reference.



* **“Blue Zone” Parking**
	+ **Baseline:** Currently there are XX such zones in Downtown Oakland. XX are added to reach a threshold of XX total spaces.
	+ **Measure of Success:** TBD

**Culture Keeping:**

**Measures of Success**

* **Racial Diversity**
	+ **Baseline:** Between 1990 and 2015, the proportion of Black residents in Downtown Oakland decreased. Between 2000 and 2015, the proportion of Asian residents decreased.[[19]](#footnote-19)
		- African-American population in the greater downtown fell from 27.6% to 20.1% from 1990-2015.
		- Asian population in greater downtown declined from 40.8% in 2000 to 39.7% in 2015
		- Latinx population increased from 6.8% to 8.9% from 1990 to 2015
	+ **Measure of Success:** The current decline in the Black and Asian resident population is stopped and does not continue a trend of further displacement.
* **Arts & Culture Businesses**
	+ **Baseline:** Data used to produce Oakland’s Cultural Asset Map indicate that 161 arts and culture businesses, institutions, and nonprofits are currently located downtown.[[20]](#footnote-20)
	+ **Measure of Success:** Arts and culture institutions and businesses increase in number and proportion to all businesses downtown.
* **Cultural Facilities**
	+ **Baseline:** Currently there are XX venues, galleries, and meeting spaces in Downtown Oakland.
	+ **Measure of Success:** These spaces are valued and continue to be utilized while an additional XX cultural spaces are built.
* **Downtown Oakland Public Art**
	+ **Baseline:** In 2019, there were 184 murals and 21 city-funded public art works in Downtown Oakland.[[21]](#footnote-21)
	+ **Measure of Success:** Public art works increase in number and in diversity of media.

**Community Health:**

**Measures of Success**

* **Park Quality**
	+ **Baseline:** Among parks surveyed in 2018, two downtown parks, Jefferson Square Park and Lafayette Square Park, received a park quality score of D.[[22]](#footnote-22)
	+ **Measure of Success:** The number of facilities receiving a high-quality score of A or B on the Community Report Card on the State of Maintenance in Oakland Parks[[23]](#footnote-23) increases, while the number of facilities receiving a failing score of D or F will be reduced to zero.
* **Waterfront Connections**
	+ **Baseline:** Currently there are gaps along the estuary channel and west of the ferry terminal in the Jack London District.
	+ **Measure of Success:** Downtown Oakland features a continuous and accessible waterfront pathway from Lake Merritt to Howard Terminal that links several high-quality public spaces.
* **Street Trees**
	+ **Baseline:** As of 2019, City data catalogued 1,819 street trees within the plan area.
	+ **Measure of Success:** Number of street trees downtown increases annually. Species are carefully selected and vary throughout the plan area.
* **Crime Rate**
	+ **Baseline:** In 2018, 561 violent crimes were reported in Downtown Oakland.
	+ **Measure of Success:** The number of violent crimes in downtown decreases from 2018 levels.
* **Air Quality**
	+ **Baseline:** TBD
	+ **Measure of Success:** Air quality in downtown is consistently good with an Air Quality Index of below 50.
* **Asthma Rates**
	+ **Baseline:** In 2015, Asthma related hospitalizations among downtown residents were 216 for every 100,000 residents.[[24]](#footnote-24) In 2015, black residents were more than six times more likely to experience an asthma-related hospitalization when compared to white residents.[[25]](#footnote-25)
	+ **Measure of Success:** Asthma related hospitalizations among downtown residents decrease from their 2015 rate, with racial disparities decreasing as well.
* **Greenhouse Gases**
	+ **Baseline:** TBD
	+ **Measure of Success:** GHG levels generated in the plan area meet GHG reduction goals set forth in the Oakland Equitable Climate Action Plan.

**Land Use and Urban Form:**

* **Office Development**
	+ **Baseline:** As of 2019, the stock of commercial space in downtown includes 15.3M square feet of office space.
	+ **Measure of Success:** An additional 17.2M square feet of commercial space is constructed, a majority of which is office space for firms that bring high-quality jobs to Oakland.
* **Housing Stock**
	+ See Housing Measures
* **Cultural & Community Facilities**
	+ **Baseline:** TBD
	+ **Measure of Success:** Long standing cultural institutions such as the Malonga Casquelourd Center for the Arts, the Main Branch of the Oakland Public Library, Oakland Asian Cultural Center, and Lincoln Recreation Center have resolved all deferred maintenance costs while investing in improved facilities.
* **Historic Resources**
	+ **Baseline:** 2019 baseline of XX historic buildings that are actively being used.
	+ **Measure of Success:** The current number of designated landmarks and historic buildings in Areas of Primary Importance in active use within the plan area increases.
* **Community Benefits from Zoning Incentive Program**
	+ **Baseline:** There is currently no zoning incentive program for downtown (other than the State Density Bonus program).
	+ **Measure of Success:** Funds or investment from the zoning incentive program provide a rich set of community benefits including investments in public space, community facilities, historic resources, and public programs that are accessible to residents and visitors of all ages and abilities.
1. Strategic Economics, Fiscal Memo, 2017 [↑](#footnote-ref-1)
2. As defined by MTC and SFBCDC [↑](#footnote-ref-2)
3. Strategic Economics, Fiscal Memo, 2017 [↑](#footnote-ref-3)
4. Network of Bay Area Worker Cooperatives [↑](#footnote-ref-4)
5. Survey of Bay Area Nonprofit Space and Facilities, Northern California Grantmakers. Number of Oakland-based survey respondents answered “exclusively” or “primarily” to the question: Does your organization serve communities of color exclusively, primarily, or neither? [↑](#footnote-ref-5)
6. Strategic Economics, DT Economic Role Memo, 2017 [↑](#footnote-ref-6)
7. PDP, 27. Original source? [↑](#footnote-ref-7)
8. Age 16-24 [↑](#footnote-ref-8)
9. PDP, 46. Original source? [↑](#footnote-ref-9)
10. Draft EIR [↑](#footnote-ref-10)
11. Strategic Economics, Affordable Housing Memo and Directory of Assisted Rental Housing [↑](#footnote-ref-11)
12. Admin Draft 1, Housing and Affordability [↑](#footnote-ref-12)
13. OakDot, OaklandWalks! 2017 Pedestrian Plan Update [↑](#footnote-ref-13)
14. ibid [↑](#footnote-ref-14)
15. OakDot, Let’sBikeOakland, 2019 Oakland Bike Plan [↑](#footnote-ref-15)
16. OakDot, OaklandWalks! 2017 Pedestrian Plan Update [↑](#footnote-ref-16)
17. See data table for AC Transit Line headways serving Downtown Oakland in *Toole Design Group and Fehr & Peers, Transportation Analysis Report, 42.* [↑](#footnote-ref-17)
18. <http://www.reconnectingamerica.org/assets/Uploads/Appendix-C-Transit-Supportive-C.pdf>. These guidelines vary from current AC Transit standards: [http://www.actransit.org/wpcontent/uploads/board\_policies/BP%20545%20-%20Service%20Standards%20&%20Design-1.pdf](http://www.actransit.org/wpcontent/uploads/board_policies/BP%20545%20-%20Service%20Standards%20%26%20Design-1.pdf) [↑](#footnote-ref-18)
19. Disparity Analysis [↑](#footnote-ref-19)
20. City of Oakland Cultural Affairs Division. Belonging in Oakland, Cultural Development Plan. Vanessa Whang, Communities in Collaboration and Alex Werth. 2018, pp. 69. [↑](#footnote-ref-20)
21. PDP, 118. Need to find original source. [↑](#footnote-ref-21)
22. <http://www.oaklandparks.org/sites/default/files/2018%20Report%20on%20the%20State%20of%20Maintenance%20of%20Oakland%20Parks_0.pdf> [↑](#footnote-ref-22)
23. ibid [↑](#footnote-ref-23)
24. Disparity analysis, 45. [↑](#footnote-ref-24)
25. ibid [↑](#footnote-ref-25)