



**WEST OAKLAND**

**VISIONS**

**&**



**STRATEGIES**



**Coalition for West Oakland Revitalization**

**May 31, 1994**

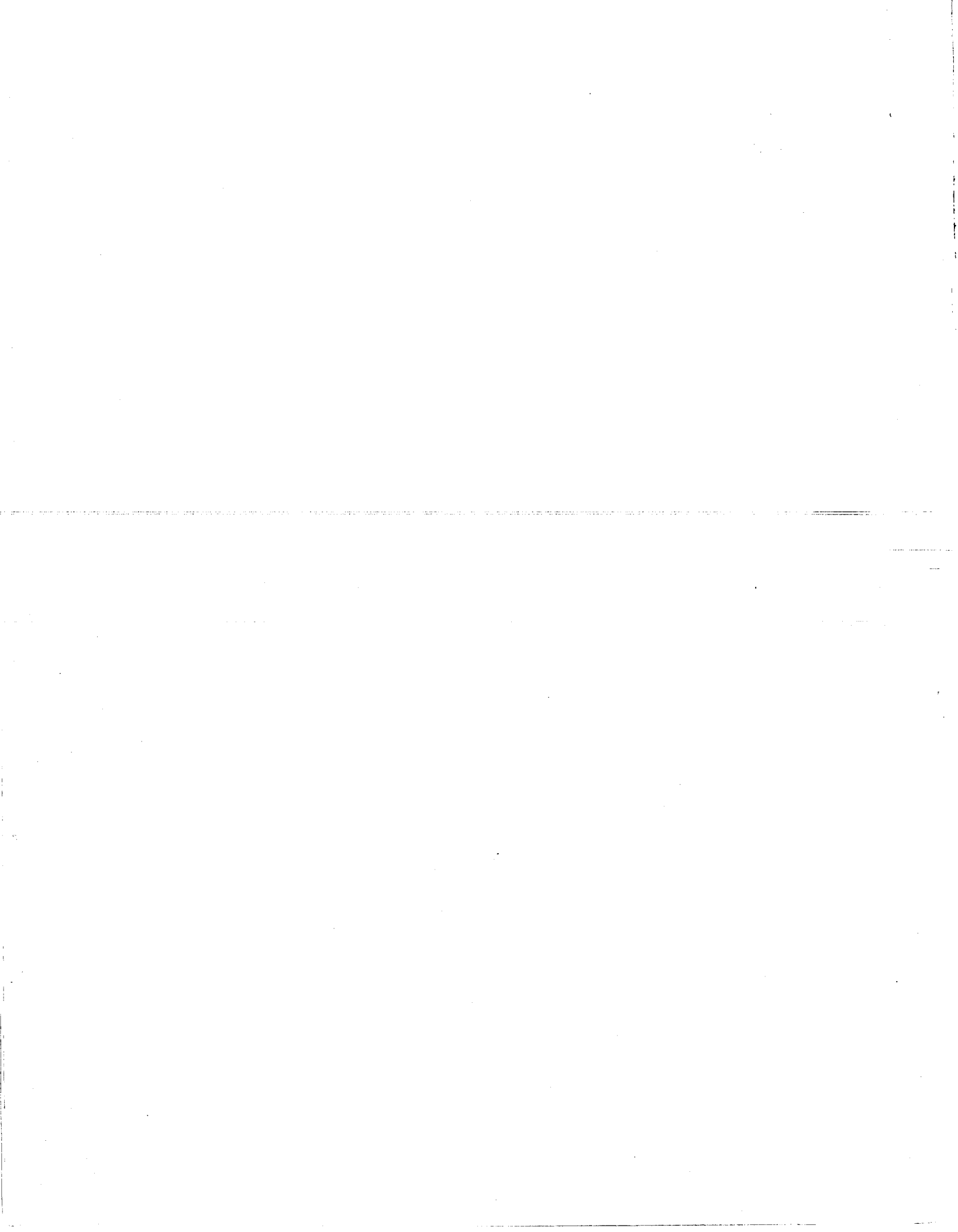


City of Oakland

**Phase I Report - "A Community Plan"**



*Margot Lederer Prado*



# MTANGULIZI I. SANYIKA

President MIS Consultants  
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June 1, 1994

Ms. Stephanie Floyd  
Office of Economic Development  
and Employment  
Ms. Queen Thurston, CWOR  
1333 Broadway, 9th Floor  
Oakland, CA 94612

Dear Ms. Floyd and Ms. Thurston:

It is with great pleasure that I am transmitting to you the Phase I Report on CWOR's visioning and consensus building process. As the Consultant, I have facilitated the process, and provided planning and technical assistance to CWOR. However, this document represents the views of CWOR participants - its residents, businesses, organizations and institutions. Through the Forums, Task Forces, Committees and general meetings, I believe that the broadest possible consensus building process has been completed.

As you may recall, I agreed to this assignment knowing West Oakland's history of divergent views, divergent agendas, and divergent leadership. What you have demonstrated is that people's desire for consensus is what makes it possible. The willingness to negotiate, to give and take and yet respect the integrity of diverse positions is at the heart of this Report. Like all new creation, it is not a perfect document, but it does represent a first and historical step toward West Oakland's revitalization.

Additional work is required to give the document living expression including: developing the Area Plan, Special Issues research, the Mandela Land Use Study, implementation of strategies and CWOR organizational development. These are matters which should be undertaken during the next CWOR planning cycle - Phase II. I have every confidence that CWOR will be successful in the accomplishment of these tasks.

The transmittal of this Phase I Report completes my obligations under our existing contract. I have enjoyed working with OEDE and CWOR participants and would be delighted to assist you in the future. I do hope that my contributions as your facilitator and planner have assisted the people of West Oakland in their efforts to revitalize their community.

Sincerely,

  
MTANGULIZI SANYIKA  
Consultant





# COALITION FOR WEST OAKLAND REVITALIZATION

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C/O Office of Economic Development, 1333 Broadway, 9th Floor, Oakland, CA 94612 ● (510) 238-3692

To the Reader:

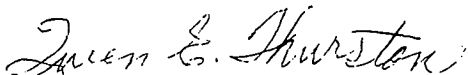
The Coalition for West Oakland Revitalization (CWOR) is pleased to enclose a copy of the recently completed West Oakland Visions and Strategies- Phase I Report, a community's plan for revitalization. This report consists of Community Goals/Problem Statements (Vision) and Strategies for implementation. Together with the Existing Conditions Statements they constitute the community's plan for revitalizing West Oakland.

CWOR reflects the diversity of West Oakland including residents, businesses, non-profit organizations, churches and community institutions. CWOR was born out of the need to provide a framework within which a community dialogue regarding expectations could take place. The West Oakland Vision report is comprised of goals and implementation strategies in ten substantive areas that address a broad range of socio-economic issues. The areas include Economic Development, Housing, Education, Human and Social Services, Land Use, Infrastructure, Environment, Crime and Safety, Recreation, Transportation and the formation of a West Oakland Youth Congress.

The West Oakland Visions and Strategies report marks the completion of Phase I of the West Oakland revitalization planning process. Phase II will include the development of an Area Plan for West Oakland which is a component of the General Plan update process, implementation of strategies, resolution of 'Special Issues' and organizational development for CWOR. This report serves as the driving force for institutionalizing the role of CWOR in implementing Phase I findings.

We hope you will take the opportunity to carefully review the statements and strategies contained in the report with specific attention given to those areas of responsibility which area directed to your Agency/Department/Organization. Please direct any questions or comments to Stephanie Floyd of the City of Oakland's Office of Economic Development and Employment at (510) 238-3692.

Sincerely,



Ms. Queen E. Thurston  
Chairperson



COALITION FOR  
WEST OAKLAND REVITALIZATION

WEST OAKLAND VISIONS & STRATEGIES

PHASE ONE REPORT -- A COMMUNITY PLAN

JUNE, 1994

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## ACKNOWLEDGEMENTS

The Coalition wishes to acknowledge and congratulate the following individuals for their contributions toward development and production of this community based revitalization plan with appreciation:

- I. To our founders for their insight and belief in the potential of a coalition. Our founders first met on June 24, 1992 at a meeting of the Transportation and Commercial Revitalization Committee of the West Oakland District Council. The topic of the meeting was a discussion regarding sponsorship of a "visioning and consensus building workshop". The following individuals have served as the core group of our founders: Alberta Moses, King O'Neal, Ellen Wyrick-Parkinson, Roger Schmidt, Bea Slater, Adeline Sweeney, Queen Thurston, Barbara Montgomery, Susan Boyle and Kathryn Porter. This group was joined later by Willa Bruce and Rev. Claude Mason.
- II. To our champions at City Hall, Council Person Natalie Bayton and Mayor Elihu Harris for their encouragement, support and belief in the people and institutions of West Oakland, as well as staff support by Michael Phillips from Natalie Bayton's office.
- III. To West Oakland Project Manager Stephanie Floyd and Planning Intern David Ralston from the Office of Economic Development and Employment; to Planner II Thomas Casey from the Office of Planning and Building; to West Oakland District Coordinator Bob Williams from the Office of Housing & Neighborhood Development; and especially to our Facilitation Consultant Mtangulizi Sanyika for his professional skill, sensitivity and poise in reaching an historic consensus in the final approval of this report. He succeeded in doing so after many thought this mission would be impossible in West Oakland a year ago.
- IV. To the Chairs of all of the Task Forces, to their members, to the three hundred and fifty participants at both Forums, and to the co-chairs of the Youth Task Force.
- V. To the members of the Final Report Committee for their generous contributions of time and talent: Lisa Sullivan and Kwaku Amenhotep for the cover design, Veronica Stanford for editing, David Ralston for maps and photographs, Bea Slater and Fred Smith for compiling the "History of West Oakland" and Don Breuner for formatting the final draft.

## DEDICATIONS

The Coalition for West Oakland Revitalization hereby dedicates this report to the following West Oakland persons for contributions to their community...

- C.L. Dellums for contributions to open housing.
- Chappell R. Hayes for contributions to the environment.
- Huey Newton for contributions to social consciousness.
- Lillian Love for contributions to education and community rights.

The Coalition also dedicates this report to the children of West Oakland, who are the future of this community, to the oldest living person in West Oakland for that person's longevity and commitment, and to the heroic people of South Africa.

These are the people who have contributed so much to the rich history of West Oakland and to all humanity.

## EXECUTIVE SUMMARY

This West Oakland Visions and Strategies report describes a community's perspective of a revitalized West Oakland. Developed by the Coalition for West Oakland Revitalization (CWOR) with assistance from the City of Oakland's Office of Economic Development and Employment (OEDE) the report represents a coming together of diverse interests to shape and fashion a plan for the future.

This report represents over a year long effort by CWOR, under the planning and facilitation guidance of Mtangulizi Sanyika a consultant provided by OEDE, to develop a report that will serve as the foundation of a revitalization plan for West Oakland. CWOR recognized the importance of defining the structure and direction of the planning process by involving a broad cross section of the community to clarify problems, identify goals and objectives and explore approaches to implement the desired goals through a consensus building process.

The process included two community wide forums, bi-monthly meetings of CWOR and numerous Task Force and Committee meetings involving over 350 residents, businesses, non-profit organizations, churches and other community institutions. The result is a report that includes Existing Conditions Statements, Problem/Goal Statements, and recommended Implementation Approaches for ten substantive areas including Economic Development, Housing, Transportation, Education, Land Use, Human and Social Services, Recreation, Environment, Infrastructure and Crime & Safety.

In addition to examining a broad range of issues in the areas outlined above, CWOR is attempting to reach consensus on issues that have a diverse range of ideas and constituencies. In the report these issues are noted in the section called "Special Issues". The special issues include: re-use of the Mandela Parkway (previously named Cypress Street), live/work development, re-use of the Oakland Army Base, CLAWSON School, the City of Oakland's Minority Equity Policy, minority hiring and contracting practices on the I-880 Cypress Freeway reconstruction project, Empowerment Zone/Enterprise Community (EZ/EC) community governance structure and gentrification. Each issue was referred to a Task Force or to the Special Issues Committee to develop an approach to reach consensus on the issue or to advance discussions toward practical resolutions. The Special Issues section consists of statements/actions taken by CWOR to resolve each issue.

This West Oakland Visions and Strategies report represents the completion of Phase I of the revitalization planning process. Phase II will include: 1) development of an Area Plan for West Oakland by the City of Oakland's Office of Planning and Building, 2) implementation of strategies, 3) resolution of 'Special Issues', 4) organizational development of CWOR, 5) the Mandela Parkway Land Use Study and 6) development of the Youth Congress. The West Oakland Area Plan is a component of the larger General Plan update effort currently underway by the City. The Area Plan will serve as a legal vehicle for unifying the community's long range development concepts and visions with the City's overall General Plan process.



**MAPS**

**SAN FRANCISCO BAY REGION**

**CITY OF OAKLAND COMMUNITY DISTRICTS**

**WEST OAKLAND RESIDENTIAL, COMMERCIAL & INDUSTRIAL STUDY AREA A**

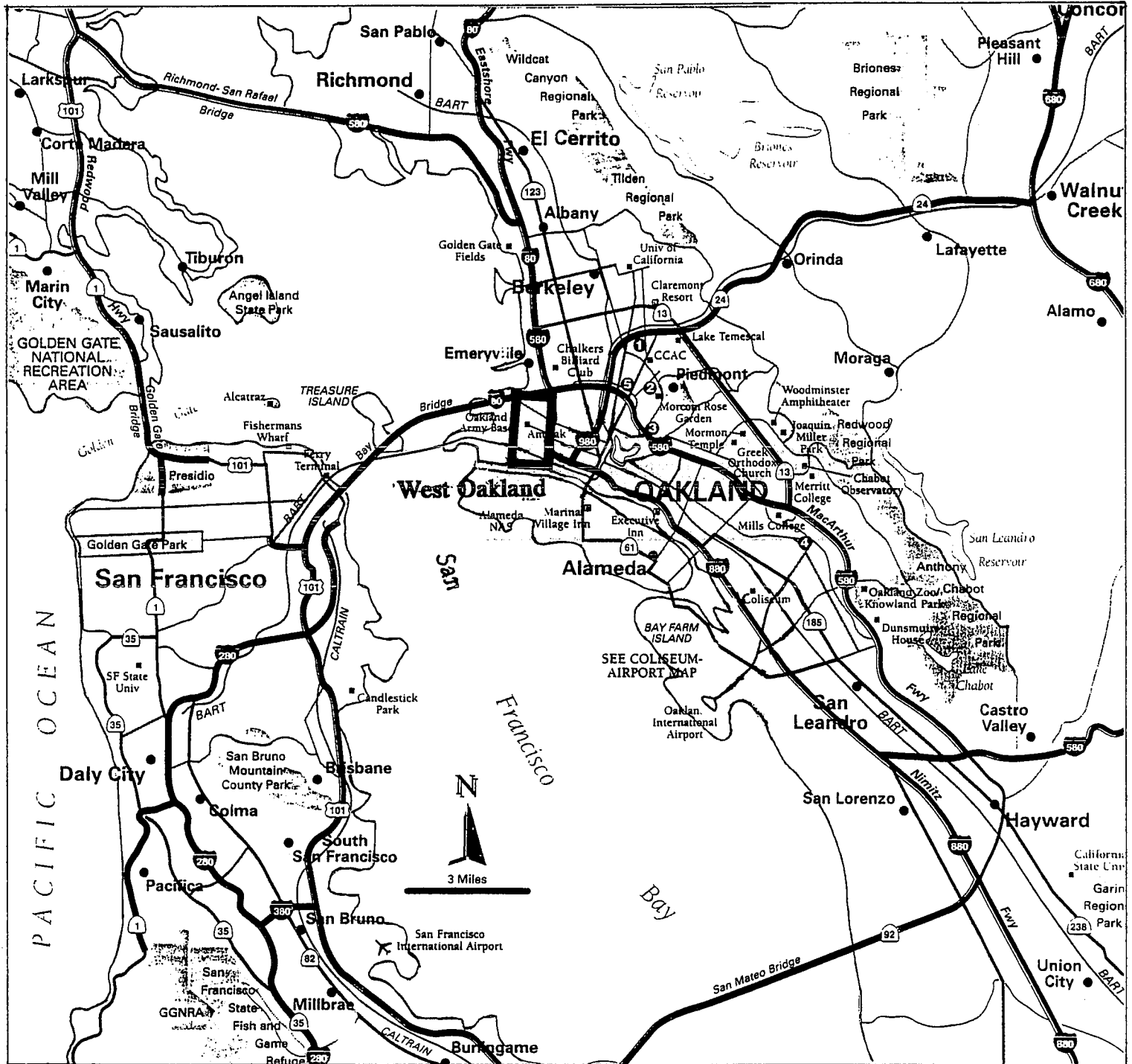
**WEST OAKLAND MILITARY BASES & PORT OF OAKLAND STUDY AREA B**

**WEST OAKLAND NEIGHBORHOODS**

**WEST OAKLAND ZONING MAPS**

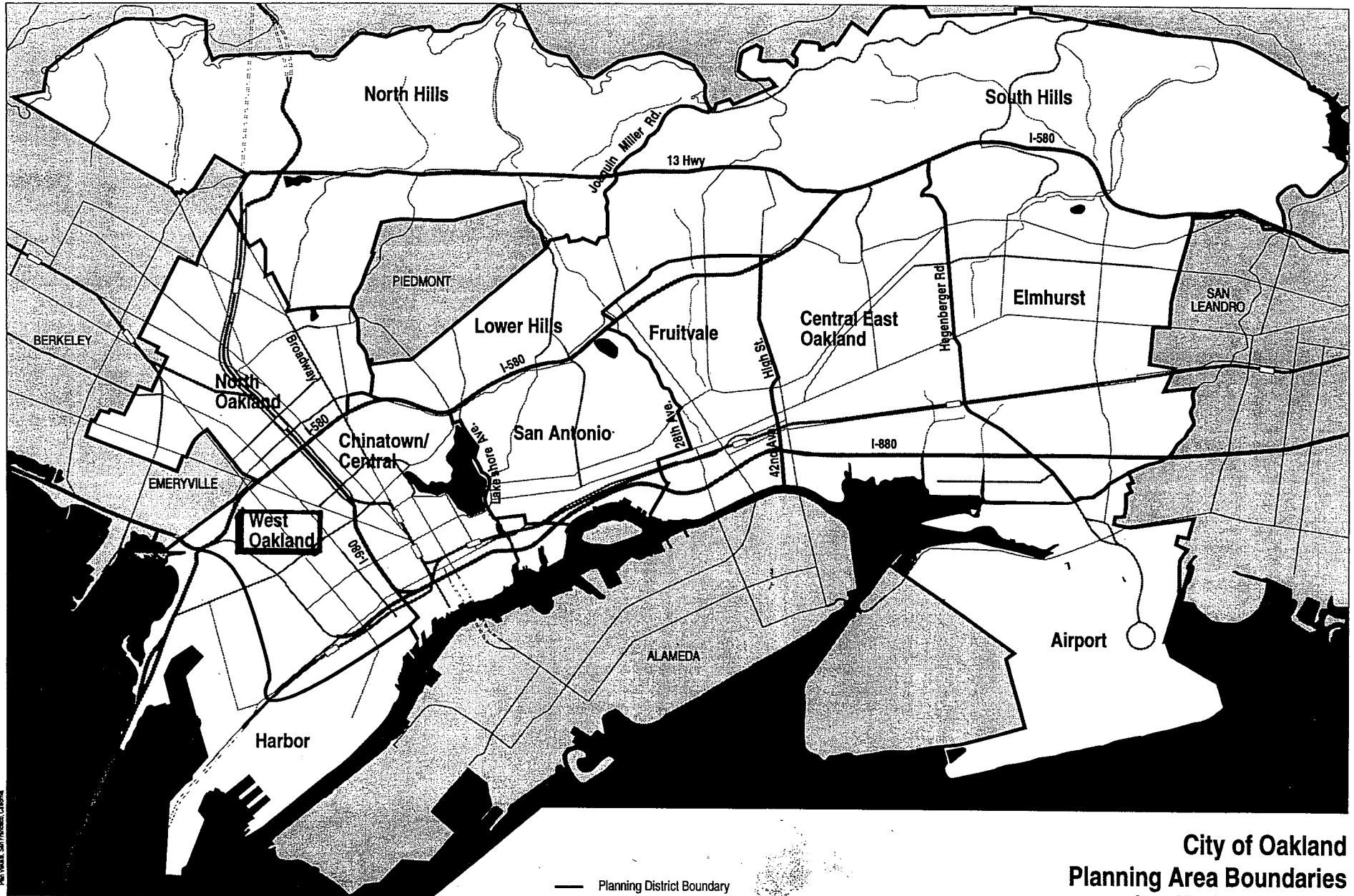
**WEST OAKLAND DEMOGRAPHIC PROFILE**

WEST OAKLAND



Map 1. West Oakland's Position in relation to the San Francisco Bay Area Region.

Source: Oakland Chamber of Commerce



**City of Oakland  
Planning Area Boundaries**

Source: Office of Planning & Building, 1994

*Map 2. The West Oakland Community District, situated between the North Oakland and the Central/Chinatown District is one of ten Planning Districts within the City of Oakland.*

Plan View of San Francisco Bay Area

EMERYVILLE

STUDY AREA B  
BASE/PORT

24

580

980

Middle Harbor rd

Map 3. This map highlights the two planning study areas for the West Oakland Area: Study Area A; the Community Development District, and Study Area B; the Army Base and Port.

City of Oakland, March, 1994

# WEST OAKLAND COMMUNITY DEVELOPMENT DISTRICT



1/2 Mile

- ..... Local Streets
- ..... Collectors
- ..... Arterials
- ..... Freeways

- ..... Proposed I-880 fwy
- ..... Private streets

West Oakland District Boundary



**WEST OAKLAND BASE/PORT STUDY AREA "B"**

City of Oakland, March, 1994



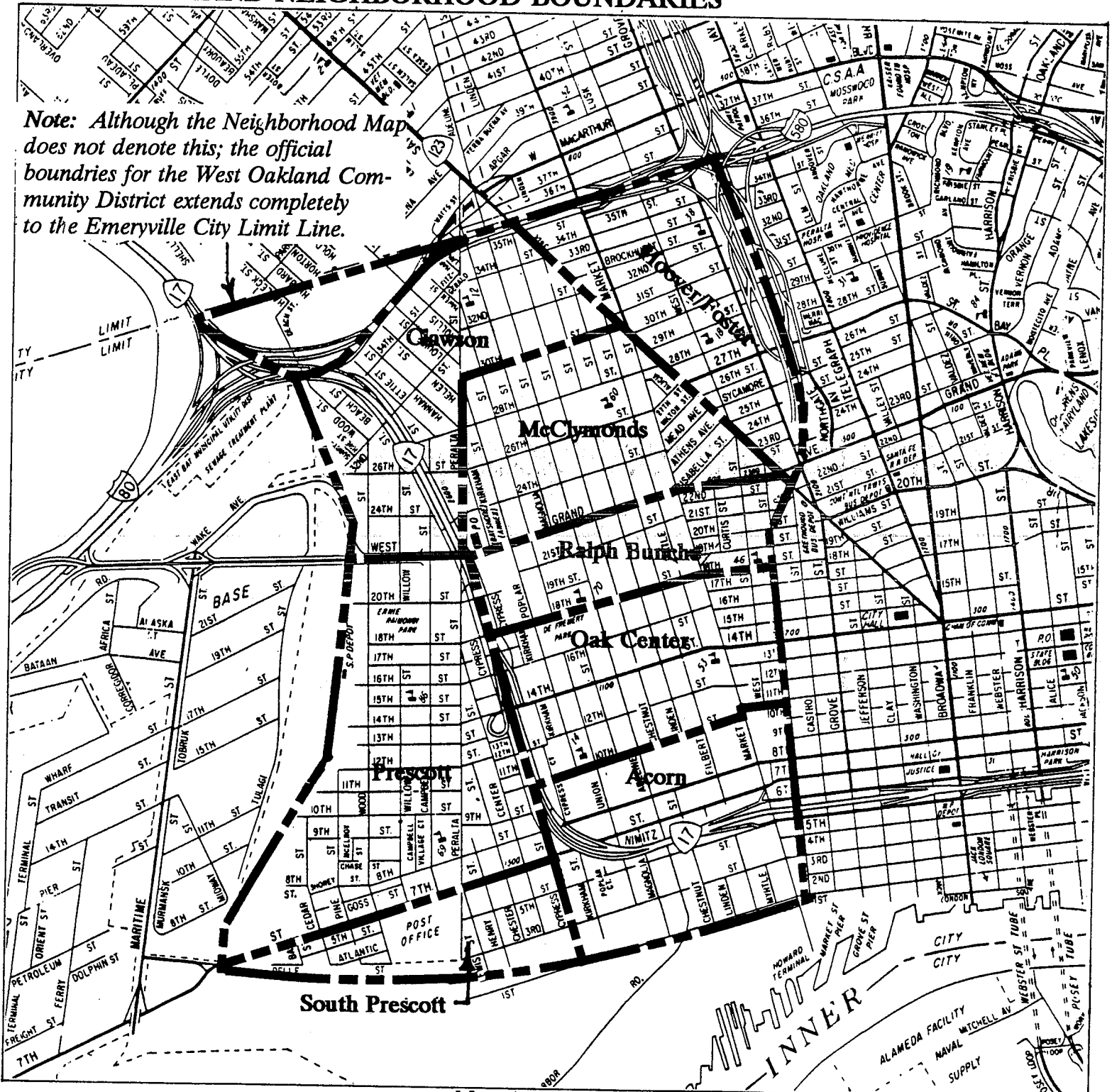
*Map 3b. Study Area B, comprising of the Port of Oakland, the Naval Supply Center, and the former Army Base, lies directly adjacent to the residential sections of West Oakland (to the East) and is the primary means of access to the San Francisco Bay.*

1/2 Mile

Oakland Office of Planning & Building

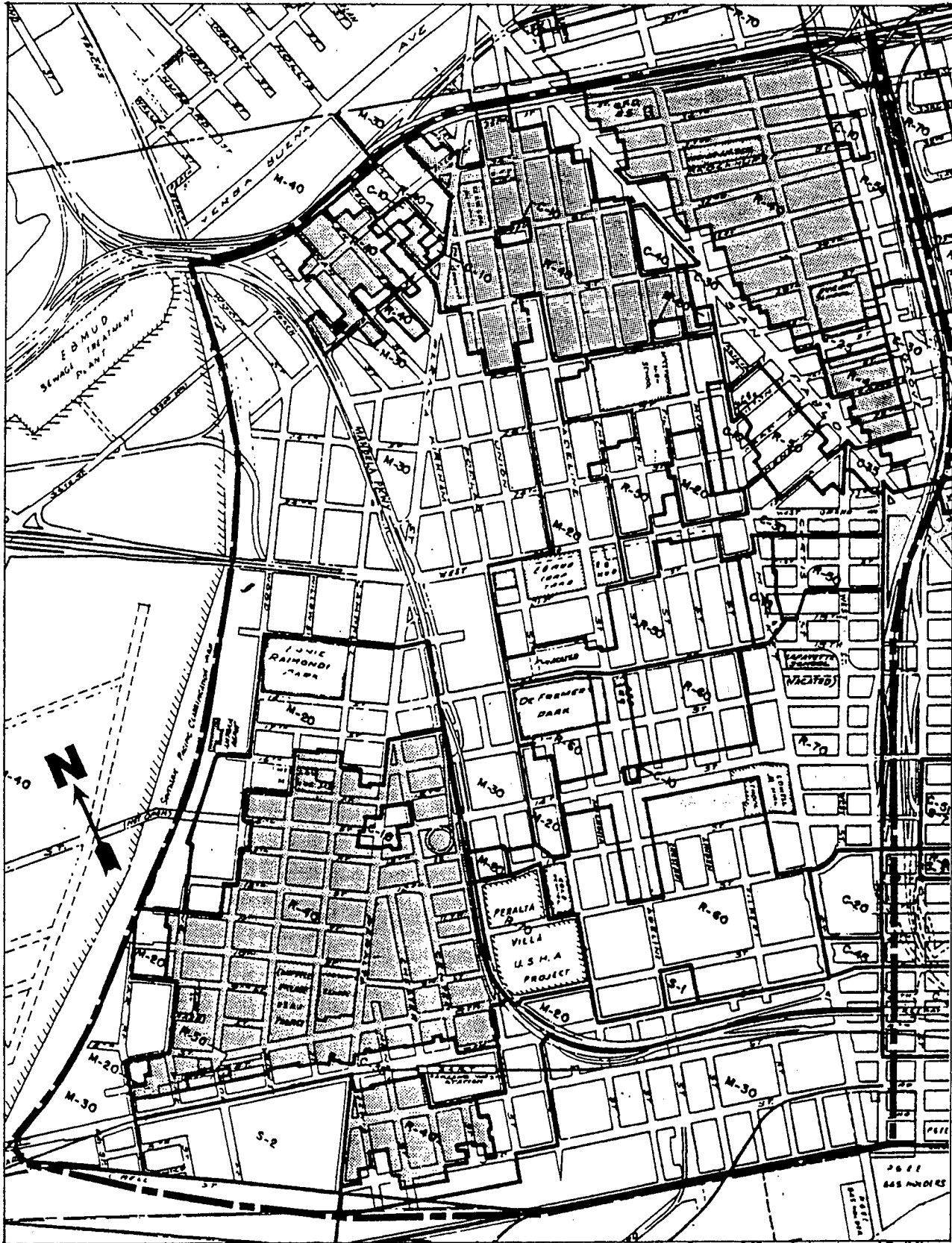
WEST OAKLAND NEIGHBORHOOD BOUNDARIES

Note: Although the Neighborhood Map does not denote this; the official boundaries for the West Oakland Community District extends completely to the Emeryville City Limit Line.



Map 4. Within the West Oakland Community District Boundaries there are also eight smaller neighborhood districts as illustrated in this map.

WEST OAKLAND ZONING MAP



Source: Office of Planning and Building

- Zone Designations**  
R - Residential Zones  
C - Commercial Zone.  
M - Manufacturing Zones

Map 5. The West Oakland District contains one of the highest range of differing land-use and zoning designations compared to other districts within the City.



DEMOGRAPHIC PROFILE

West Oakland District  
(includes census tracts 4014-4027)

POPULATION	HOUSEHOLDS	MEDIAN HHD. INCOME
1980 Census 20911	1980 Census 8586	1980 Census \$6,987
1990 Census 23402	1990 Census 8735	1990 Census \$16,692
City Total 372242		City Total \$27,095

POPULATION BY RACE %	West Oakland		City of Oakland
	1980	1990	1990
White	9.4	9.7	32.5
Black	76.5	71.5	43.9
Am. Ind/Eskimo/Aleut	0.2	0.4	0.6
Asian Am.	3.3	8.7	14.8
Other	8.2	10.2	8.3
Spanish Origin	10.8	13.6	13.9

HOUSING UNITS	West Oakland		City of Oakland
	1980	1990	1990
Total occupied units	8053	8526	132688
Owner-occupied	848	1338	50288
Renter-occupied	4233	6879	82400

Source: U.S. Census 1980, 1990



## WEST OAKLAND HISTORY:

## A GENERAL OVERVIEW

Compiled by Bea Slater

*Oakland now is like a great old blues singer. She knows how to moan and cry, but the bad times behind her make her know how to savor the good times. Maybe she's got some scars, but when she gets cooking she can still shake things up, and she can sing the pants off the young ones coming up that don't have her savvy -- there's no soul in Walnut Creek! The old time Oaklanders, and the Port, and the big corporations building new skyscrapers downtown, are like instruments in the band, and all together now we're blowing some pretty good jazz.*

...Anonymous Oaklander, 1982

West Oakland has lived for a century and a half in the throws of change, of "being revitalized." From 1869, when the transconti-nental railroad was completed, and all those rail lines terminated at "Oakland Point," until the freeway fell in the Loma Prieta earthquake, West Oakland's destiny has been tied to the evolution of transportation.

*OAKLAND POINT -- Recently having occasion to ride through this flourishing part of the city, we could but think of the very great and almost wonderful change which the mere presence of the railroad has wrought. Previous to its construction, nearly all that part of the Encinal west of Adeline Street was a wilderness, the ground generally covered with a thick growth of underbrush and tangled vines. Today there are a large number of elegant and comfortable houses. We presume that the average value of land there is about \$2,000 per acre. The school has 60 students.*

...Oakland Dailey News, 1876.

The first use of electricity was in 1891 for running electric street cars on San Pablo Avenue, the oldest road in the county. The Key System of trains and

ferries was laid out by 1903. No less than 43 ferries transported twenty million passengers between San Francisco and Oakland, which was half of the Southern Pacific's ferry business. These rival "white" and "orange" ferries dominated Bay travel from 1912 through 1935, when the Bay Bridge opened.

At the turn of the century, much of West Oakland was separated from the rest of the city by marshes which allowed it to retain its rural country atmosphere, which attracted people from San Francisco to escape "the noise, dirt, fog and density of the City."

Businesses were attracted to Oakland Point by rail and shipping facilities. Gladding McBean Terra Cotta works, Wentworth Shoe Factory, Mr. Charles Booth's Union Iron Works, the Eagle Box Company, Oakland Preserving Company (later Del Monte Foods), and Pacific Lumber and Saw Mill were some of the early metal and food industries, forerunners of Nabisco in 1916, Carnation Foods, American Steel and Jorgenson Steel.

Workers' cottages, of which there are 750 still existing today in the Prescott area, produced a real estate boom. Restaurants and service businesses grew up to serve the new population at Oakland Point, including 3 dozen saloons! By 1929 there were 1500 Businesses employing 67,000 workers in Alameda County. The Port was an official point of entry to the United States. Moore Ship Building alone hired more than 13,000 people.

West Oakland street names keep alive the memory of neighborhood beginnings from the 1800's. Louis Maria Peralta received the first Spanish land grant of 44,700 acres in 1820. George Dam had

four daughters: Helen, Hannah, Ettie and Louise. The DeFremery mansion was set in a 9-acre grove now known as Oak Center, and a major street was later named after his daughter, Adeline. Campbell Street was named after Frederick McLean Campbell, the first superintendent of schools. Harold ("Slim") Jenkins had a place on 7th Street, and 16th Street was "millionaires row." Shellmound recalls 60 mounds left by the Ohlone Indians. What is now known as Preservation Park is the former home of Governor Pardee.

From its beginnings, West Oakland was a racially and culturally diverse community. By the turn of the century, a small but active black population thrived, which consisted mostly of families of Pullman porters who settled near the railroad terminus. By 1910, the population was mostly Irish along with large Chinese and Portuguese communities, and 3,055 blacks out of 150,174 residents, all of whose social life centered around their churches. The first African Methodist Episcopal church was built in 1858. A black newspaper, the *Oakland Illustrated Guide* was published from 1892 to 1896, and then superseded by the *Oakland Sunshine* from 1897 until 1923. Reminiscences of Lillian Love recalled, "Blacks, Asians, Italians, Mexicans, Irish -- and all lived in harmony." Oakland High School and the University of California both got their start in West Oakland.

World War II brought changes and a "new" West Oakland. By one estimate, one hundred blacks moved into Oakland each month between 1942 and 1945 to work in the Kaiser shipyards. After 1950, Oakland had the largest black middle class population outside of Atlanta.

From the mess produced by the Federal Courts in annexation of California in 1850 and confusion over early land

titles, through the rise in 1957, and fall in 1989 of the Cypress Freeway, West Oakland has suffered some two dozen "studies," "plans," "rezoning," "re-designing," and "re-development" schemes.

As early as 1938, West Oakland was forced to endure the first of many "re-designs" as "urban renewal" cleared blocks of land, destroying original Victorian homes and the remaining oak trees, to make room for public housing projects. The first was Campbell Village, then Peralta Villa, where rents in 1940 were \$16 per month. Next were Acorn and Oak Center. There are now over 1,000 units of government sponsored housing. The 1959 General Neighborhood Renewal Plan estimated \$26,400,000 was to be spent so, "residents will benefit by having new or better homes, one project starting every two years -- every year if Federal funds will allow."

Today, many feel the new Post Office and BART Station were added to West Oakland in the '70's to benefit people outside the community without regard to those left in the surrounding neighborhoods. In 1994, we face the blight created by many of these former well meaning but misdirected ideas of progress.

It was no wonder that one of Oakland's most famous residents wrote, *What was the use of my having come from Oakland it was not natural to have come from there Yes write about it if I like or anything if I like but not there, there is no there there... thirteenth street was the same it was shabby and overgrown... what was the use? ...Gertrude Stein, Everybody's Autobiography, 1937.*

Through its own visioning process with a consensus of residents and businesses, the Coalition for West Oakland Revitalization is, nevertheless, dedicated to seeing that there will yet, someday, be a "there there."

## WEST OAKLAND HISTORY: THE AFRICAN-AMERICAN PRESENCE SINCE WORLD-WAR II

Compiled by Fred Smith

Seeking both freedom from southern restrictions and the opportunities offered by World War II related work, African-Americans increased their western migration to Oakland. Arriving by train at the Sixteenth Street Amtrak Station, they settled nearby to make West Oakland the City's oldest African-American community.

The African-American population of Oakland increased from 8,462 in 1940 to 37,327 in 1945. Postwar increases as a percentage of Oakland's population were 12.4% by 1950, 22.8% by 1960, 34.5% by 1970, 46.9% by 1980 and 43% in 1990.

The sheer numbers of African-Americans suddenly made them highly visible in Oakland's public places and gave them a dynamic presence which could not be ignored. In West Oakland along Seventh Street between Market and Wood; these settlers enriched the East Bay commercial and cultural scene with southern food, blues music, story telling, and craft traditions such as doll and quilt making.

While the growth of the African-American population in West Oakland had to do with choice, there was also the fact of racial discrimination in housing. Furthermore, lack of employment and business opportunities fostered the demise of a once thriving African-American community.

Until restrictive covenants were struck down in the 1948 case of Shelley v. Draemer, the fine print of purchasing contracts or bold letters of advertising brochures of Oakland's real estate industry routinely stated, for instance, "...no one of African or Mongolian descent will ever be allowed to own a house in Rockridge or even rent any house that may be built

there."(1) Starting with Campbell Village in 1941, C.L. Dellums led the effort to desegregate the City's neighborhoods in his role as Director of the Fair Housing Commission for the State of California.

Cancellation of government contracts after the end of World War II decreased Oakland's industrial activity and left large numbers of unskilled and semi-skilled African-American workers in West Oakland. Plagued by neglect, the job prospects of African-Americans in West Oakland plummeted. Chronic structural unemployment translated into an increase of black-on-black crime, social tension, a drop in money supporting African-American businesses and demands for equal treatment. These and other stresses on the African-American family made it vulnerable to an epidemic of drug addiction, drug-related violence, a growing illegal underground economy and many of the existing conditions presented herein.

Once West Oakland contained the City's most substantial neighborhood, including elegant Victorian mansions, but now it is a low-income, socially distressed and greenlined area of old houses, perceived by African-American residents, who make up 75% of its present population, as hemmed in by industry, railroads, freeways and City Hall.

"In 1949, the Oakland City Council declared West Oakland, by then 85% black, to be a 'blighted area', a designation which made it a prime target for massive demolition. The construction of Campbell Village in 1940 began the process, with the City purchasing several hundred homes and destroying them; by 1954 the Oakland Citizens' Committee for Urban Renewal (OCCUR) - with no representa-

tive from West Oakland - had endorsed the 200 acre ACORN renewal project...333 buildings demolished and 9,000 people forced to move...other urban renewal projects with equally disastrous impacts on the area were the completion of the Nimitz Freeway in 1958, construction of BART, which destroyed one side of the commercial strip along Seventh Street, and the construction of a mammoth postal processing center at Seventh and Wood. Population figures for the Prescott district of West Oakland record the destruction: 22,000 in 1950, 11,000 in 1970 and fewer than 6,000 in 1980. By the end of the 1950's the West Oakland center of black community, commerce, and culture had been replaced by a truly blighted district." (2)

This renewal effort had no immediate economic benefit in terms of steady jobs with prospects of advancement for local residents. Urban renewal essentially caused the destruction of this established African-American community in West Oakland and forced residents to move to newly available areas in North and East Oakland where the structure of support and community organization was lacking.

By the end of the 1950's "blackness no longer implied the familiarity and automatic loyalty that it had before the war" (3) but the Civil Rights Era showed that the African-American community in West Oakland would not return to the pre-war status quo.

During the 1960's, three neighborhood based organizations participated to make urban policy and to bring monies, jobs, pride and opportunities to West

Oakland residents. The West Oakland Planning Council focused on the Model Cities program to develop the Edith Austin East Bay Skills Center. Huey P. Newton organized the Black Panther Party in West Oakland to provide free breakfast for children, community schools, and self-help programs. In 1969 OCCUR was reorganized to include African-American representation.

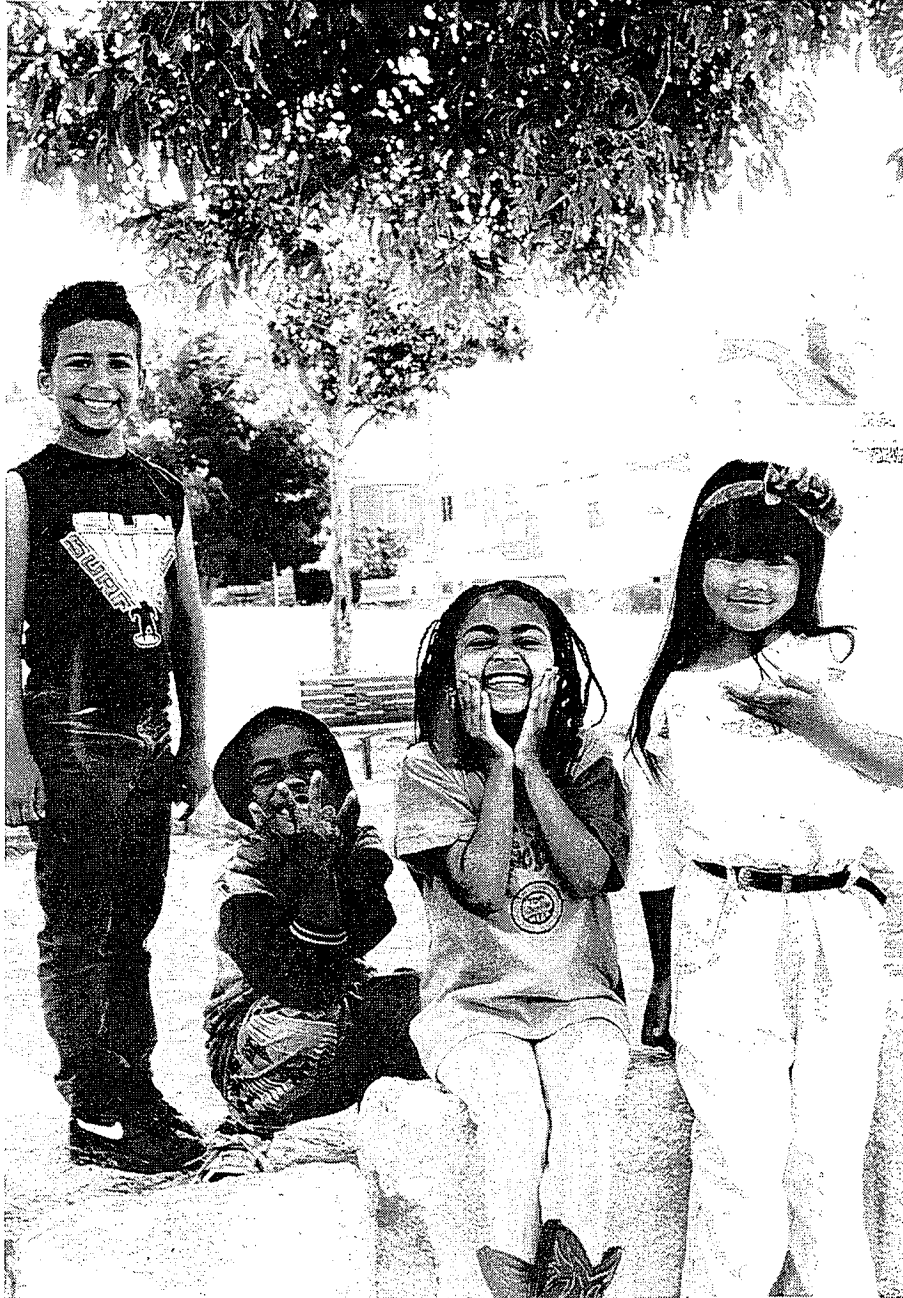
This political infrastructure became an important element in the election of black public officials. The rise in environmental consciousness fostered by Chappel Hayes and the new optimism of West Oakland residents' that "visionary leadership will succeed in setting a strategic course of social, political and economic betterment of African-Americans in West Oakland." (4) will have a greater likelihood of success.

(1) Leaflet by Laymance Real Estate Co. See Also, Declaration of Restrictions, Lakeshore Highlands Co., both at Oakland Public Library, Oakland History Room.

(2) Visions Toward Tomorrow: The History of the African-American Community in the East Bay, 1852-1977, by Lawrence P. Crouchett, Lonnie G. Bunch, III, and Martha K. Winnacher, Northern California Center for Afro-American History and Life, Oakland, CA., 1977, p.56.

(3) Ibid. p. 52.

(4) Ibid. p. 61.



*Hopes of the next generation.*

## CWOR BACKGROUND & MISSION STATEMENT

The Coalition for West Oakland Revitalization (CWOR) was born out of the need to provide a framework within which a community dialogue regarding expectations could take place. CWOR has been meeting for more than a year and a half to develop a process which identifies the desires and needs of a broad cross section of the community and from that basis create the foundation of a revitalization plan for West Oakland.

Representing residents, property owners, businesses, non profit and private development interests, churches, schools and established community institutions in West Oakland, CWOR is committed to the physical, social and economic improvement of West Oakland.

CWOR started off with less than a dozen individuals who recognized the need for the community to direct its own destiny. It has grown into an organization which has thirty-five to forty people attending its bi-monthly meetings and has additional participant support to staff eleven Task Forces.

CWOR views its mission as a broad based community coalition whose primary focus is the physical, social, economic revitalization of West Oakland through comprehensive and strategic planning linked with the organizational capacity to develop new institutions. This also suggests that because of the diversity of CWOR's membership and its support base within the community, that it should logically be one of the principle organizations which reviews revitalization proposals and projects before adoption by public agencies.

## VISIONING METHODOLOGY

The methodology used in the CWOR planning process involved identification of preliminary goal statements by Task Forces in ten substantive areas. These goal statements were expanded and ratified at the first of two community wide forums held on February 12, 1992, at Taylor Memorial United Methodist Church. The second forum, held on March 12, 1994, at Prescott School, included identification of strategies and approaches to achieve the goals and visions developed at the February 12, 1994 forum.

More than nine thousand invitational notices for the forums were mailed to various organizations and to every house hold in the two major zip codes that make up West Oakland. Over two hundred people participated in the first forum and approximately one hundred and fifty attended the second meeting. The purpose of the meetings was to provide forums in which the community could dialogue regarding their visions for a revitalized West Oakland.

CWOR, through its bi-monthly general meetings, numerous Task Force and Committee meetings and two community wide forums, provided a framework within which the West Oakland community could express its expectations for the future. The City of Oakland's Office of Economic Development and Employment (OEDE) provided technical support and assistance to CWOR throughout the planning process and Mtangulizi Sanyika, a meeting planner and facilitator provided by OEDE, focused the

community discussion toward a consensus on West Oakland's 'future vision.'

The goal and strategy statements that were ratified in the West Oakland community forums will provide the foundation for an Area Plan for West Oakland which will govern the direction of development and change that the community wishes to take place.

In addition to examining a broad range of issues in the ten substantive areas which include Economic Development, Housing, Land Use, Transportation, Education, Crime and Safety, Human and Social Services, Environment, Recreation, Infrastructure, and the formation of a West Oakland Youth Congress, CWOR is attempting to reach consensus on issues that have a diverse range of ideas and constituencies. This includes the re-use of the Mandela Parkway, live/work development, re-use of Clawson School, minority hiring on the I-880 Cypress Freeway Reconstruction Project and gentrification to name a few. Each issue is referred to a Task Force and involves a process which includes data collection and discussion of positive and negative features of each issue and negotiating consensual solutions. Using this approach CWOR hopes to reach consensus on all of these 'Special Issues' or at least advance discussions toward practical resolutions.

Completion of this West Oakland Visions and Strategies Report marks the completion of Phase I of the West Oakland revitalization planning process and the beginning of Phase II.

## EXISTING CONDITIONS, GOALS & STRATEGIES

In each of the ten substantive areas of this Phase I Report (e.g. Economic Development, Land Use, Housing, etc.), CWOR first describes the **Existing Conditions** based on previous studies and data bases. It then developed Community Goals and Problem Statements as stated by the task forces, community forums and general meetings of the participants. **Goals and Problem Statements** indicate community policy preferences and community visions for a future West Oakland.

Finally, the report conveys CWOR's conclusions on action strategies to implement the community's 'visions' which resulted from the task forces, community forums and general meetings of the participants. Together, it is the

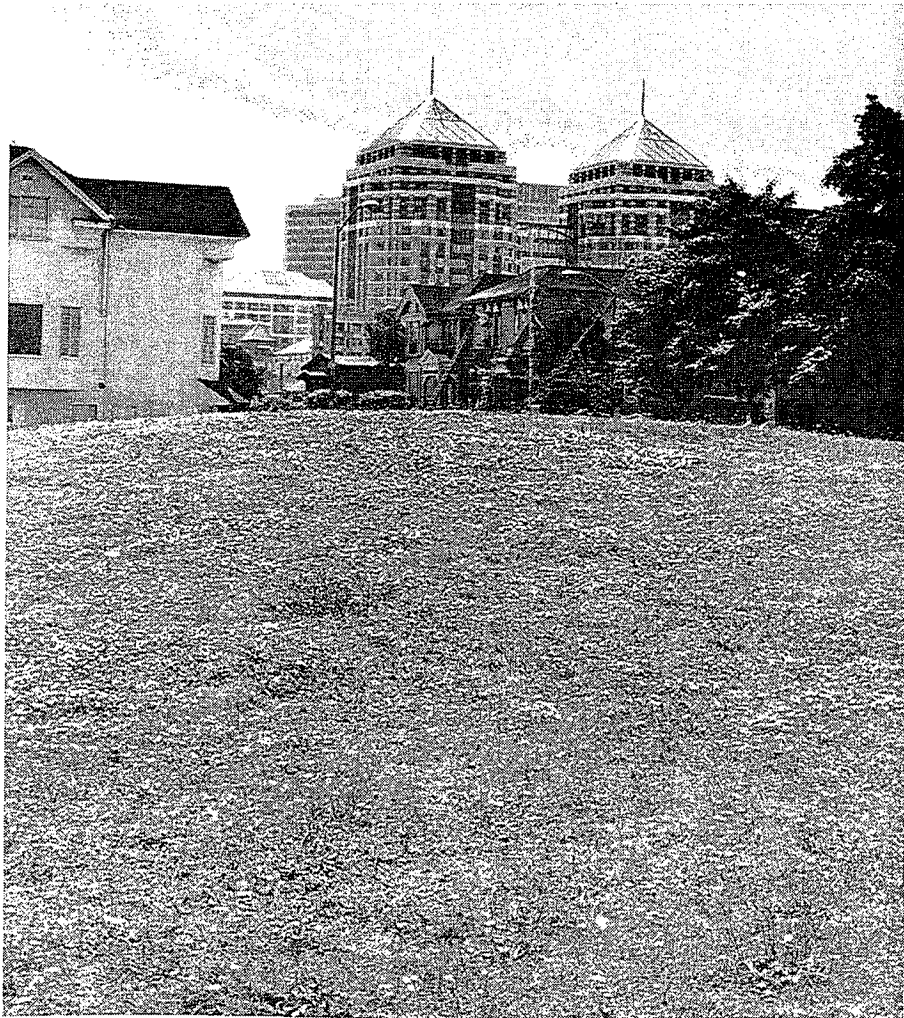
Existing Conditions, Goals/Problem Statements and Strategies for Implementation which articulate the essence of the 'visions' and strategies.

Like many Oakland communities and neighborhoods West Oakland is faced with many challenges and opportunities which CWOR believes it can capitalize on in the revitalization process. With community, business and government working together to change conditions, realize goals and implement strategies, West Oakland's revitalization potential is significantly enhanced.

The following section of this report is a discussion by each substantive area of existing conditions, goals and strategies.



ECONOMIC DEVELOPMENT



*View from Lafayette School towards downtown Oakland.*

**ECONOMIC DEVELOPMENT**

**A. EXISTING CONDITIONS.**

The economy of West Oakland continues to experience a steady level of decline. This is evidenced by the large amount of vacant commercial and industrial space in west Oakland and the high unemployment level.

There is an absence of essential retail services e.g., food markets, drug stores, hardware stores, banks, etc. to service the West Oakland community. The majority of commercial buildings/space lining West Oakland's major thoroughfares remain vacant and in poor physical condition.

Industrial properties in West Oakland are referred to as "dysfunctional and antiquated" by commercial real estate brokers. Zoning, high insurance rates, lack of access to capital, and the unavailability of a job ready workforce have been cited as major impediments to business remaining and locating in West Oakland. These factors coupled with a shifting in both the regional and national economy has resulted in businesses moving from West Oakland. Other conditions include:

1. The median household income in West Oakland is \$16,692 compared to \$27,095 in Oakland. The per capita income is \$7,338 in West Oakland compared to \$14,676 in Oakland. 35.8% of the population (23,402) is living below the poverty line.

2. The unemployment rate is 21.5% compared to 9.1% for the State. This figure is boosted due to the high number of high school drop-outs.

3. 41.4% of the population is in the Labor force compared to 59.5% for the City and 64.7% for the County. At least 10% of the population are neither officially employed nor looking for work. 50.7% of the population is between the ages of 18-64.

4. The area in and around West Oakland is estimated to have about 32,300 jobs. Much of this employment is in the industrial area in and adjacent to the Port of Oakland, where more than 23,000 jobs are located. West Oakland has about 6,000 workers and the Association of Bay Area Governments (ABAG) projects a growth of only 750-800 workers in the neighborhood by 2005.

5. According to a 1991 survey conducted by the West Oakland Commerce Association (WOCA) over 1 million square feet of commercial/industrial space is vacant in West Oakland.

6. The largest employer in West Oakland (employing over 251 persons) is the U.S. Postal Service which employs over 4,000 persons. Other large employers in West Oakland include Aratex Services, an industrial launderer; Oakland Scavenger Co.; the Oakland Army Base; the Naval Supply Center, and Svenhard's Swedish Bakery. Closure of the Oakland Army Base will result in the loss of a major employer in the area.

7. Spending power and economic leakage: the aggregate income, or the "spending power" of West Oakland, is \$172,893,976. Subtracting such things as taxes and savings the total purchasing power of the area is \$138,325,181. At least 90% of this (\$124,000,000) typically is spent outside the neighborhood.

8. There is a spending capacity of approximately \$5.97 M on produce (fruits and vegetables) and bakery items which can easily be produced by neighborhood owned businesses.

9. Meanwhile, Acorn Supermarket, the largest food store in West Oakland charges 36% more for produce of a lesser quality than Rockridge Luckys and 22% more than Rockridge Safeway.

10. In 1989 7th Street was designated as a Neighborhood Commercial Revitalization zone by OEDE. Initially, the strategy of this process was to introduce a catalyst project; the Slim Jenkins Ct., a mixed-use residential and commercial development located across from the US Postal Service distribution facility, which was designed to stimulate private development of commercial and/or mixed-use projects along 7th St. The Loma-Prieta earthquake and the subsequent re-routing of the Cypress Freeway. forced a change in this strategy.

11. A small business incubator at 1919 Market Street was started in the fall of 1993 offering both office and industrial space. Other current projects being analyzed by the Office of Economic Development include; the potential for Bio Science industries, the Enterprise Zone, and Recycling Market Development Zone, all of which have benefits for businesses located in West Oakland and potential implications for West Oaklanders seeking employment.

12. The biosolids produced by the EBMUD wastewater treatment plant potentially can be turned into pellets or dry powder (fertilizers and mulches) which can be used to reclaim damaged land. As of now the "compost" is sold to landscaping companies.

13. West Oakland suffers from other factors hampering economic vitality such as a high commercial burglary and insurance rate problems.

**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:**

1. Support for economic development that allows existing businesses to remain in West Oakland, to expand and create meaningful jobs for West Oakland residents and which recirculates revenues back into the West Oakland economy.

2. Support for economic development that allows West Oakland residents to remain in West Oakland and increase their incomes and which provides a wide range of services to West Oakland residents.

3. West Oakland residents should receive first priority for jobs generated by businesses in West Oakland. The "Hire Oakland First" Program should be utilized as a model to address this concern.

4. Support for a conscious linkage between regional, national and global opportunities in West Oakland and neighborhood revitalization strategies given the economic geography of West Oakland.

5. Support for economic development activity which increases self-employment and community-owned small businesses which provide goods and services and which promote community self-sufficiency.

6. Support for economic development that promotes coordination

between job training and emerging industries to insure a proper match.

7. Development of an economic development process in which working people have some involvement in the decision-making process regarding their jobs.

8. West Oakland should be a beneficiary of the City's Equity Policy for minority and non-profit participation in publicly-assisted development. This policy should be implemented by the City by September, 1994.

9. A long-range economic development/historic preservation plan should be adopted for Oakland Point before the area receives an S-7 historical designation. The potential adverse effect of an S-7 historical designation must be examined as part of the plan.

10. Broad community participation should be encouraged and institutionalized in the implementation of West Oakland's revitalization plan.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. Examining the feasibility of relocating Oak Knoll Hospital to the Oakland Army Base. Establish a hospital where retired military and federal employees can go, which may create jobs.

3. Investing in the local economy by in-fill of vacant land with a rich mixture of uses serving and appealing to people of all income levels, which allows the community to live, work and play in West Oakland without displacement of

residents, businesses and community assets.

4. Developing a strong retail center, with a supermarket anchor tenant (which employs local residents) in order to make West Oakland a more balanced community. Other professional services should also be brought into the area (i.e., banks, hardware stores, and a regional produce terminal). This should be a priority!

5. Developing and/or expanding business parks or small business centers (e.g., the Small Business Growth Center, a business incubator located on Market Street) which offer rental space to start-up businesses and provide job training for self-employment.

6. Developing specific programs to expand the availability of operating capital for minority-owned businesses (e.g., micro-loan programs, bank consortia, linked deposits). In order to hire minority and local residents, it is imperative that West Oakland minority and small businesses have access to additional capital.

8. Developing an attraction program using the enterprise zone advantages and the market/recycling zone advantages to attract businesses to West Oakland. There is plenty of vacant commercial space in West Oakland for public/private business incubators.

9. The City should retain an experienced market-oriented deal maker as West Oakland's Economic Development Director to aggressively attract new business specifically to West Oakland. Partnerships should be formed between the business, government and resident

communities to improve the overall climate for business in West Oakland. Additionally, policies should be developed to promote a safe and healthy environment for economic development.

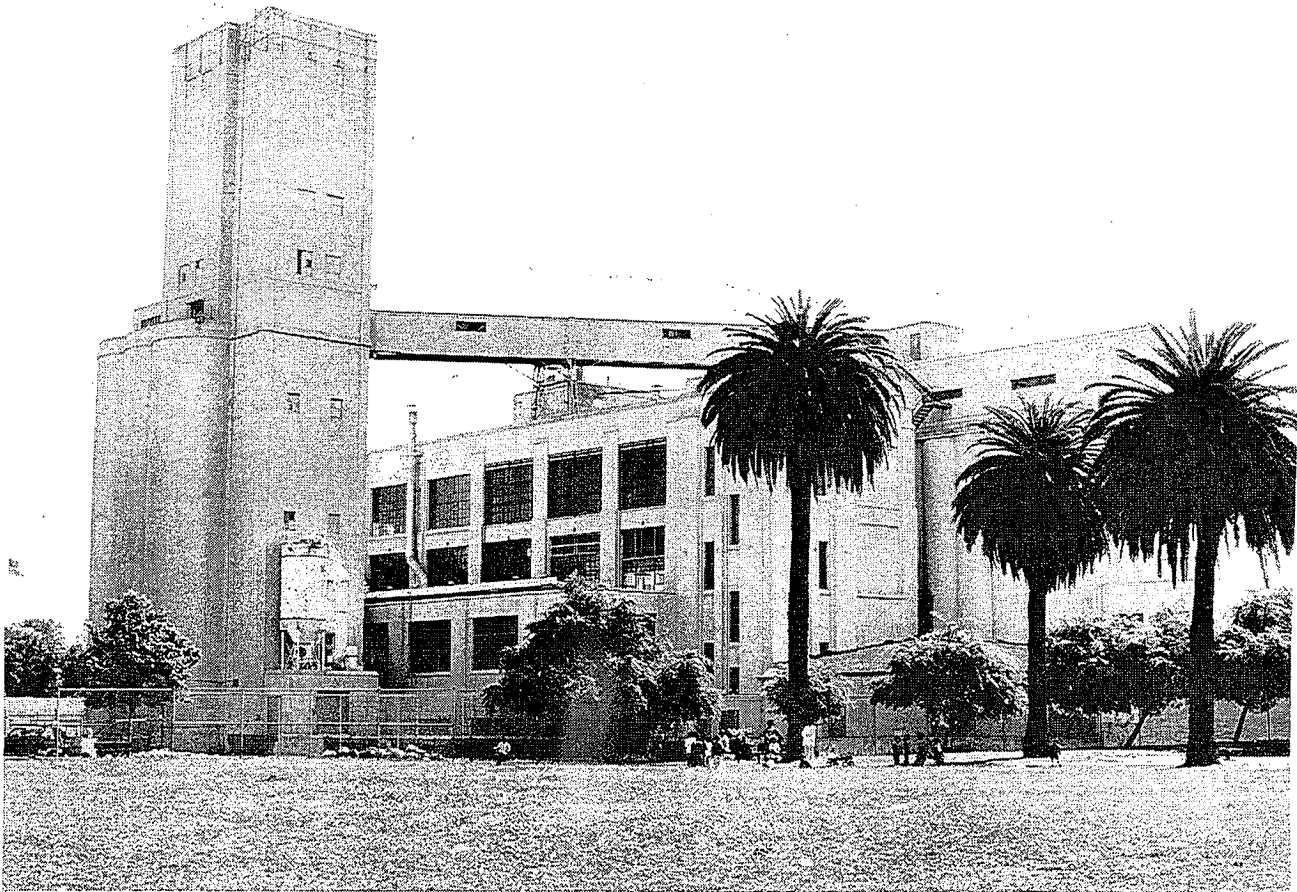
10. Exploring the feasibility of a "Technical/Scientific Zone" to ease the permit process for creation of a Science/Technology Enterprise which employs West Oakland residents, with McClymonds as a possible Bio-Tech magnet school.

11. The City should use its political and economic resources and influence to induce banking practices which serve unmet community needs and stop the redlining of West Oakland.

12. Developing strategies for creating forums, types of technical assistance, and centralized sources of information to prevent duplication of economic development services in West Oakland (e.g., incubators, workshops, mentoring programs, business attraction and retention support, etc.).

13. Examining ways to streamline the permit process to make development easier.

14. Improvement of the appearance of commercial property in West Oakland, which is a significant problem and an impediment to leasing commercial space in West Oakland, must be undertaken.



*The former Nabisco factory stands as a familiar West Oakland landmark.*



LAND USE



*Industrial land-uses, in many cases, lie directly adjacent to residential districts in West Oakland.*

## LAND USE

### A. Existing Conditions.

The pattern of land-use in West Oakland stems from a history of zoning changes. Since the first zoning ordinances in 1935, industrial uses have largely overshadowed residential uses in most of West Oakland. During the Model Cities program in the late sixties, West Oakland was rezoned to allow the development of its older and poorer neighborhoods. The end result created a very unique diversity in zoning patterns for one neighborhood district with 18 separate zoning designations. As a result, lenders may have become wary of lending in such mixed-zoned areas.

In general, streets to the east of the former Cypress structure such as Martin Luther King, San Pablo, and Market Streets are commercial; the areas to the north and west are industrial, while the rest of the area is a mixture of both residential and industrial. Small neighborhood oriented grocery and convenience stores are scattered throughout the area. The area to the south and west of Mandela Parkway is occupied by the Port of Oakland, Army and Navy facilities, intermodal transfer, and warehousing. Light and heavy industry also occupy the south and west. Light industry also extends along Mandela and West Grand Avenue. Raimondi, DeFremery, and Lowell Parks are major recreation facilities. Smaller parks are dispersed through the neighborhoods, as are schools, churches and community facilities. Other conditions include:

1. Lack of a defined industrial/residential edge, which has allowed truck traffic in residential areas, container storage along residential streets, noise and

fumes resulting from re-routing truck traffic through residential areas due to dismantlement of the Cypress structure.

2. Most of the residential areas are surrounded by M-20 zones (expressly for light manufacturing, wholesaling, and various commercial services) which is supposed to act as a buffer to the more industrial M-30 zones.

3. Existing incompatibilities in lot sizes which make development difficult. The recent R-36 zoning designation is an attempt to solve these incompatibilities. There are also incompatible uses within residential areas such as stockpiled and abandoned automobile parts in front yards.

4. Resolution of land use issues and circulation function for Mandela Parkway; analysis of re-alignment issues and surplus right-of-way development.

5. The revitalization of West 7th St. between Cypress and Cedar.

6. The role of artist live-work projects in the development and redefining of areas within the community. The City has devised a S-13 transitional buffer zone to which would allow for these uses.

7. Preservation of historically significant resources such as Victorian houses and other culturally significant architecture. An historic resource inventory was recently completed by the City this past summer. There will most likely be an Urban Appearance Element in the revised General Plan.

8. The City is set to sell the former Clawson School to a non-profit developer.



**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:**

1. Examining re-use options for Mandela Parkway. Some of the concepts suggested include Bay Trail, landscaped open space, landscaped parking in industrial areas and a road realignment. \*

2. Exploring a land use designation for live-work development which enhances compatibility with residential and commercial use.\*

3. Revising the 7th Street Neighborhood Commercial Revitalization (NCR) Plan which was developed before the 1989 Loma Prieta earthquake and the resolution of the I-880 Cypress freeway rerouting.

4. Clearly defining land use designations that buffer one use from another in order to address substantial buffer problems in West Oakland.

5. Examining ways to develop compatible uses when there are changes in land use (e.g., live-work development).

6. Examining re-use options for Clawson School. Proposals include keeping the site as a school, developing senior housing and mixed-use development.\*

7. Examine re-use options for the 16th and Wood Street Amtrak Station.

\* See the Special Issues Section of this report for further discussion.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. There should be an analysis of optional ways to utilize the area under the new freeway.

2. The Oakland Land Use Policy Plan of 1980 needs to be revisited and reconfirmed and revised as part of the General Plan up-date.

3. Any property designated as surplus by Caltrans should be returned to the private market place or the City prior to the completion of the freeway.

4. The Office of Planning and Building should provide large maps for CWOR so that CWOR can use visual aids in reviewing proposed zoning changes.

5. More physical and visual access to the waterfront should be created for use by the citizens.

6. Parks and urban spaces are part of the infrastructure and are vital elements of a healthy community. Their maintenance should be prioritized by the City.

7. The land use changes resulting from conversion of the Army Base should be consistent with the overall land use revisions in West Oakland.

8. CWOR should continue to discuss the Oakland Markets Project and assist the potential developer in finding a suitable and compatible location in West Oakland.



HOUSING



*Rehabilitation work being completed on one of the many stately West Oakland Victorians.*

## HOUSING

### A. EXISTING CONDITIONS.

West Oakland has some of the oldest housing stock in the city. Sixty-three percent of the housing stock was built before 1959, while 39.5% of the area's housing stock was built prior to 1939. The housing stock is primarily 2 and 3 story wooden, turn-of-the-century Victorians.

In addition, many of these structures were built before current building codes were adopted and many lack adequate heating, plumbing, or have other health and safety violations. While much of the housing shows signs of neglect, with many vacant, boarded-up and burned out buildings and vacant lots, other properties show signs of modernization, rehabilitation and upkeep. For example, there are many well-maintained Victorian-style structures and several blocks have been designated as eligible or potentially eligible historic districts.

Housing along 8th Street is the most dense in West Oakland, including buildings of 50 or more units and the Campbell Village and Peralta Villa public housing projects. A 12% increase in the number of housing units in West Oakland resulted from the addition of the Acorn public housing and the privately owned housing in Oak Center. Other conditions include:

1. Over 80% of the total occupied units in West Oakland are rental units (compared to 61% for the City). The Oak Center and Acorn neighborhoods have the highest percentage of rental units (92%).

2. There are 8,735 households in West Oakland. The median household

income is \$16,692 (\$29,100 for owner-occupied housing and \$13,589 for renters).

3. Lack of affordable housing continues to be one of the major issues in the area.

4. Since the 1950's there has been a significant loss of housing through redevelopment. One report indicates that the various redevelopment areas, together with the establishment of the Nimitz Freeway and West Oakland BART Station, depleted close to one-fourth of the housing stock in West Oakland.

5. West Oakland contains 1,359 vacant and boarded structures, which was 7.5% of the City total. The vacancy rate in 1990 was 13%.

6. Despite the increase in rental housing stock during the 1980's, overcrowding has increased dramatically. Renters are paying an average of 30% of income on housing in 1990 (20-25% is the typical standard).

7. The area is attracting a new population of individuals seeking a closer proximity to downtown Oakland and San Francisco, affordable prices, and architecturally attractive structures. These factors can potentially lead to "gentrification," defined as what happens when one income (or cultural) group replaces another group in a neighborhood.

8. Renovation and modernization of the Peralta Villa (390 units) and Campbell Village (154 units) housing projects are proposed by the Oakland Housing Authority.

9. There have been tentative proposals by HUD to gradually transfer

ownership of the Acorn housing projects over to resident ownership.

10. There have been several recent and/or on-going developments to increase the housing stock in West Oakland, many of which have been partially subsidized by the City: 15 Live Work units on Filbert; California Hotel, 150 SRO/Rental Units; Slim Jenkins, 32 units (7th and Willow); Victorian Village, 50 units (14th/Market, Chambers Construction); Marcus Garvey Commons, 22 units, 86% occupied (Jubilee West, E-BALDC); and 13 scattered in-fill Single-Family homes (Traditional Home Design in conjunction with the City).

**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:**

1. The West Oakland Revitalization Plan should ensure that West Oakland residents will not be displaced as the result of revitalization activity. The housing component of the Revitalization Plan should balance and address the needs of the community. We should learn from past mistakes and from history.

2. The West Oakland Revitalization Plan should focus on rehabilitating and preserving existing housing stock, rather than on new construction.

3. The conversion of public housing into owner-occupied housing needs to be examined systematically and thoughtfully.

4. The West Oakland Revitalization Plan should explore alternatives for achieving affordable housing, including:

A. Housing cooperatives (housing that is cooperatively owned);

B. Owner-built or self-help housing;

C. Alternative construction technologies; and

D. Co-housing or housing with shared common areas to reduce housing costs.

5. The West Oakland Revitalization Plan should examine housing needs of special populations (e.g., homeless, disabled, single parents, etc.) and develop projects to address the needs identified. Information and services that can assist this population should be assembled and directed to them.

6. "Neighborhood specific" housing programs, rather than City-wide "generic" housing programs, should be developed. Housing programs in West Oakland should balance single family and multi-family housing development in each neighborhood.

7. The West Oakland Revitalization Plan should investigate and develop mechanisms to encourage involvement of the private lender community in financing West Oakland housing programs to stop redlining.

8. The West Oakland Revitalization Plan should evaluate housing development opportunities in the area West of the Southern Pacific tracks to the Bay. Such housing developments may relieve the pressure from the downtown Oakland housing demand on the West Oakland housing stock.

9. The West Oakland Revitalization Plan should examine strategies to convert rental property to owner-occupied housing.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. Establishing strategies to control housing gentrification in West Oakland and to represent these strategies to the City for adoption. (See "Special Issues" for further discussion.)

2. Initiating a performance review and re-evaluation of the City's approach to affordable housing development in flatland neighborhoods to determine if there is a mismatch between needs

and existing Office of Housing and Neighborhood Development (OHND) policy, approaches and programs. This strategy should be discussed with other Community Development Districts.

3. Reviewing existing housing rehabilitation programs available through OHND. Examine West Oakland's use of these programs.

4. Examining the Empowerment Zone/Enterprise Community material to determine if there is a housing component in the program.

5. Examining actions of the federal government to alleviate redlining in housing finance and insurance in West Oakland.

6. Establishing and supporting programs which preserve the Victorian houses in that they reflect the historical legacy of West Oakland.

HUMAN & SOCIAL SERVICES



*The historic California Hotel on San Pablo Ave. provides for the special housing needs of the neighborhood.*

**HUMAN & SOCIAL SERVICES**

**A. EXISTING CONDITIONS.**

There are a number of public and non-profit agencies providing human and social services to the West Oakland community. A complete and comprehensive list of these programs and/ or service providers does not exist. It is not clear what gaps exist in the human and social service network, or if these programs are addressing the needs of West Oakland's population. Other conditions include:

1. The need for day-care far exceeds existing centers in operation.

2. West Oakland has 6,470 child-care aged children, which is expected to increase by 11% by the year 2000. There is a shortage of programs for pre-school aged children, children with special needs and infants.

3. There are several health and social service organizations existing in West Oakland; the Boys and Girls Club, Imani House, Jubilee West, Father Howard Community Center, the George P. Scotlan Center, and the West Oakland Health center, offering many programs including after-school tutorials, family empowerment, health education, career counseling, apprenticeship programs, GED and cooperative education programs.

4. Approximately 26% of convenience spending is spent on tobacco, soft drinks, candy, gum, and snack foods within a one-mile radius around West Grand and Adeline. This translates to \$5.1 million. As with other "minority" communities there is also an overwhelming preponderance of billboards.

5. McClymonds neighborhood has an infant mortality rate of 31.7%, which is ranked the fifth highest in Oakland.

6. 35.8% of all persons living in West Oakland live below the poverty level compared to 17% in Oakland and 8% in Alameda County.

7. The teen pregnancy rate between 1988-90 was 97.5 per 1,000 females. During the same period the rate for the County was 34.4%. Restated, one baby in six is born to a teenaged mother, nearly half of which are 15 years old or younger.

8. West Oakland has higher levels of lead (from old paint, industrial plants, and vehicular traffic) than other parts of the city (Alameda Public Health Dept).

**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:**

1. Developing a directory of human and social service programs available to West Oakland residents. The directory should provide a comprehensive listing of programs and services for special needs populations (e.g., homeless persons, teenagers, seniors, disabled persons, persons diagnosed with HIV and AIDS, homebound persons, victims of domestic violence, victims of child abuse, single parents, high school drop-outs, substance abusers, emotionally disabled persons, etc.). The directory should (1) include programs and facilities located in and around West Oakland, (2) include programs funded by the City, County, State and Federal governments, and (3) be written in easily understood language.



2. Examining how human and social services are being provided and whether essential services are being provided.

3. Examining the equitable distribution of human and social service programs among neighborhoods in West Oakland.

4. Developing a youth development center with programs for West Oakland youth. (Note: Funding for a West Oakland youth development center will be provided by Measure K funds).

5. Developing tutorial programs for school-aged children.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. Reviewing, examining and eliminating City programs which are not addressing existing needs. Consolidate programs which overlap and support programs which work.

2. Building in performance standards for services offered versus services rendered, especially those related to the environment (i.e., high levels of lead pollution and why citations are not being issued).

3. Developing and supporting programs for children under 12, pre-schoolers disadvantaged persons, disabled persons, homeless persons and similar populations.

4. Establishing a social services information center within West Oakland using volunteers and parents who are willing to serve the community. Residents, businesses and community organizations should be involved in this information flow. The what, when and how of the City's Human and Social Service programs are important for everyone to know.

5. Developing and activating a program which invites churches to get involved in the social services center. Ask churches to set aside eight hours of time to service the center.

6. Medical groups should conduct monthly health seminars on community, family and individual health issues. A mobile health unit should be established to serve the minor health problems of different West Oakland neighborhoods or set up a Kaiser satellite.

7. When the City and its agencies introduce new Social Service or Community Development language and programs, such as "Empowerment," they should speak to schools, churches and organizations to insure uniform understanding through clearer discussion and explanation.

8. If Oakland is successful in becoming an "Empowerment Zone or Enterprise Community," CWOR's visions and plan should become the basis for its implementation in West Oakland.



## EDUCATION AND CULTURAL ARTS



*A Wall Mural depicting the rich heritage and cultural legacy of West Oakland's multi-ethnic population.*

## EDUCATION AND CULTURAL ARTS

### A. EXISTING CONDITIONS.

Public schools in West Oakland are charged with the task of providing resources to develop a skilled and educated workforce. Four elementary, one middle school, and one high school operated by the Oakland Unified School District (OUSD) service the West Oakland community. These schools serve the youth population of West Oakland which comprises 32.6% of West Oakland's population of 23,402 persons. Other conditions include:

1. To address the gap between the available job market and job readiness of the West Oakland community, local community colleges, Laney and Merritt College, are assisting to coordinate training programs for Oakland and West Oakland residents. OUSD has developed a professional academy to enrich the educational program at McClymonds High School.

McClymonds High School is the site for the Law and Government Academy which incorporates an academic curriculum with a specific hands-on career focus in the area of Law and Government.

The Urban Planning program at McClymonds teaches urban design strategies using computers in conjunction with graduate students from UC-Berkeley to simulate real-life scenarios about development using the West Oakland neighborhood as a model.

There currently exists an Afro-Centric curriculum program at McClymonds as well. This program is in the first of a four year implementation phase. The curriculum is centered primarily

around history, cultural science, and technology. There are also tie ins with other community programs and issue concerns such as jobs, non-violence, rites of passage, teen health, healthy start, and the naval base.

2. 90% of all public school students in West Oakland are on Aid to Families with Dependent Children (AFDC) which represents the highest percentage in the OUSD.

3. In 1990-91 McClymonds High School had the second highest dropout rate in the OUSD.

4. There are 1,295 children enrolled in Middle and High school. While the attendance levels for elementary schools are approx. 93%, it drops off to 83% for Lowell Middle School, and 88% for McClymonds and 43% for Bunche.

5. Less than 1/2 of West Oakland adult residents have graduated from high school compared to 71.5% for Oakland. 22.3% of adult residents have attended some college (44.1% for Oakland).

West Oakland has a tremendous and rich Jazz, Blues, and Gospel history. Particularly during the "Golden Years" of the 40's and 50's, 7th Street was the regional center for music. In fact there was something akin to the Harlem Renaissance evolving around Black culture, leading many people to express the idea of creating an "Africa-town" concept similar to Chinatown or Japantown.

6. Slim Jenkin's Place and the California Hotel were the center of this era, attracting many famous musicians. There were also hotels, cafes, barber shops

along 7th St supporting the general atmosphere.

7. There is a noticeable deficiency of activities today commemorating this rich tradition or encouraging the collective "cultural expression" of the community as a whole.

8. There is a City policy (1989) which requires 1.5% of the yearly Capitol Improvements Program budget go towards commissions of public arts. The program seeks to integrate the work of artists into the planning, design, and development of the city.

**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE.**

1. Developing an education process that produces children/youth who are able to function in a "meaningful and productive" way in society (e.g., continuing their education and/or being employable).

2. Promoting a better utilization of educational facilities (e.g., evening use, year-long learning process, etc.).

3. Creating linkages between classroom learning and real life experiences (e.g., I-880/Cypress freeway construction process).

4. Examining the parity and equity of resources in West Oakland as compared to other Oakland Unified School District (OUSD) schools and Oakland Public Libraries.

5. Developing a mechanism for parents/extended family members and teachers to collaborate more often.

Exploring development of surrogate parent programs as possible solutions.

6. Develop cultural linkage to OUSD's education program and curriculum that reflects the ethnic heritage of the student population (e.g., McClymonds High School Afrocentric education model).

7. Developing homework and tutoring assistance programs with McClymonds High School students assisting middle and lower school students.

8. Developing on-the-job training programs for McClymonds High School students at the school.

9. Developing an adopt-a-school program whereby businesses can contribute time and/or resources to West Oakland schools.

10. Developing on-site day care or school-based child care programs before and after school hours.

A. Evaluate the Comprehensive Teenage Pregnancy and Parenting Program (CTPAPP).

B. Involve parents and youth in developing a comprehensive health clinic, including a sex education program, at McClymonds High School.

11. Exploring development of a neighborhood schools exchange program to mitigate school rivalry issues.

12. Exploring ways to enhance public library resources.

13. Examining conditions in the schools (e.g., food service) and how disciplinary issues are addressed. Establish a disciplinary panel which includes students and Board of Education Directors.

A. Students, parents and teachers should advise on food, books and school materials.

14. Examining the ethnic and cultural composition of teachers in West Oakland schools. The ethnic and cultural composition of the teaching staff should reflect the ethnic and cultural composition of the students.

15. Children should be educated regarding global issues.

A. Every classroom should have a computer networked into the "information superhighway" in order to provide information to students relating to global issues.

16. The McClymonds High School Law and Government Academy should have closer ties to actual government entities.

17. Eliminating de facto "tracking system" in the schools.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. Developing an initiative to expand the level of parent involvement in West Oakland schools.

2. Developing recommendations for changes in OUSD education programs for presentation by CWOR at the upcoming Education Summit planned by OUSD Board member Toni Cook.

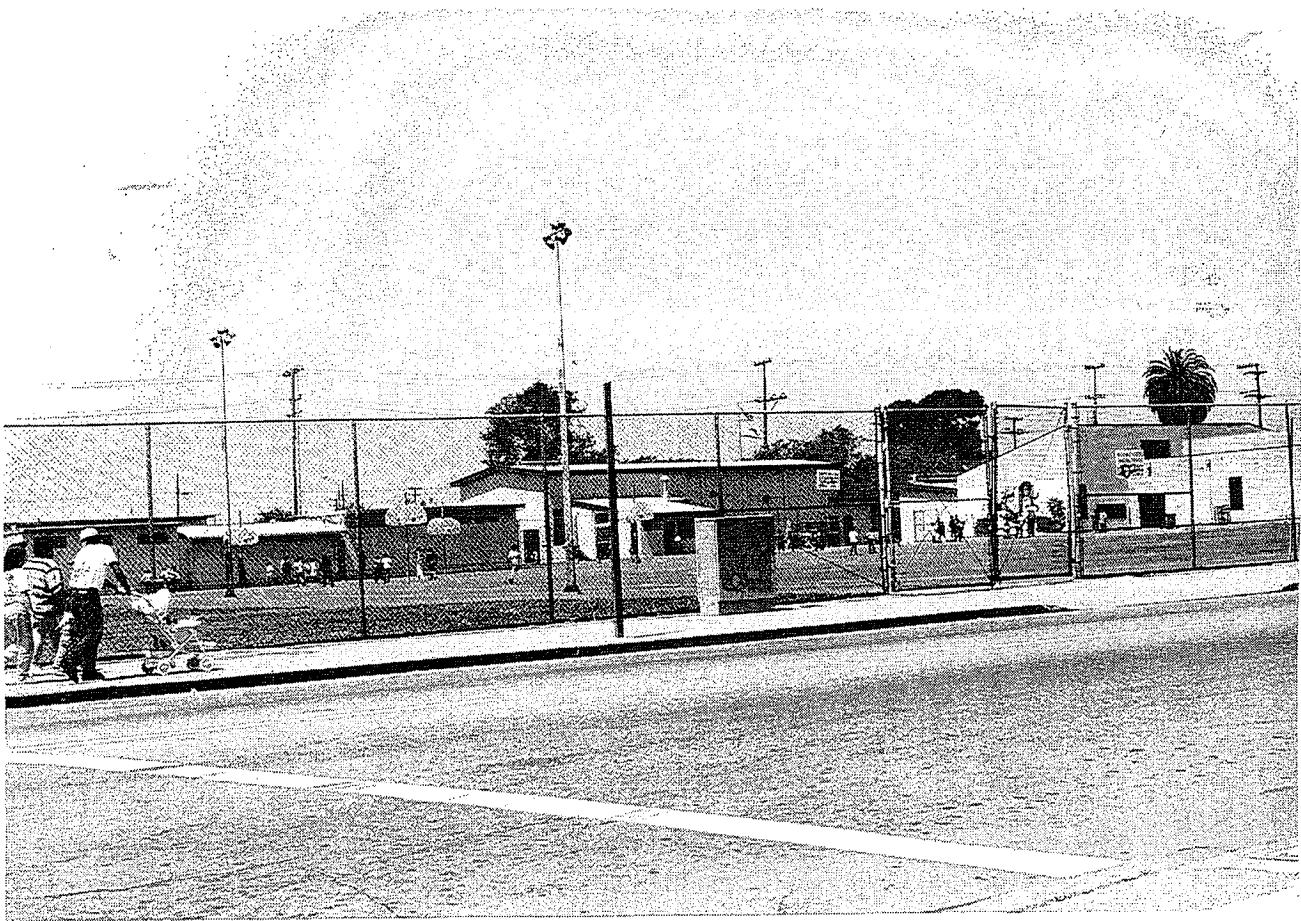
3. Developing an initiative to establish a mentoring program in West Oakland schools.

4. Developing an initiative that involves schools engaging youth in the design and implementation of a program to help understand the proposed curfew program, and the "crime bill" and its potential impact.

5. Exploring with OUSD a method of teacher performance evaluations in West Oakland schools which would not violate existing employee confidentiality laws or union agreements.

6. Identifying and examining successful models that will help students live productive lives in a post-industrial United States economy. Special emphasis should be placed on skills to function in the information and telecommunications economy.

CRIME AND SAFETY



*The Prescott Elementary School for example, pictured here, has become the center of a community-based effort to provide positive alternatives for at-risk youth and families.*

**CRIME AND SAFETY**

**A. EXISTING CONDITIONS.**

Crime and Safety in West Oakland, as in the entire country, is the primary concern of both residents and businesses in the area.

While West Oakland has crime and safety concerns, the perception of these issues, by both people living in and outside of the community, is worse than the statistics suggest. Nevertheless the psychological effects are real and detrimentally affect all other areas.

West Oakland consists of five (5) beats or sectors as designated by the Oakland Police Department (OPD). The beats comprising West Oakland are Beats 2,4,5,6, and 7. Crime statistics compiled by OPD comparing West Oakland to the City as a whole generally corresponds to those of the City as a whole and in some areas West Oakland's statistics are lower. Other conditions include:

1. To address the concerns of crime and safety in West Oakland and throughout Oakland, the City has devised a community policing program which includes the development of neighborhood home alert groups. At present 850 home alert groups operate in Oakland's 35 beats. West Oakland has 47 operating home alert groups.

2. 7,871 crimes were reported in beats 2-7 in 1992. 23.5% of these crimes were burglary/theft related (1.5% specifically commercial burglary<sup>1</sup>). Approx-

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<sup>1</sup>The commercial burglary rates in West Oakland have declined from a peak in 1988. However, in general the

imately 11.6% (910) of the total crimes were drug related, the majority of those for possession of narcotics.

3. There is a high correlation between liquor stores and OPD identified "hot spots" for crime. This is especially true for liquor stores located on major traffic corridors and in adjacent residential areas.

4. Illegal dumping on streets and vacant lots in West Oakland continues to be a major problem.

**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:**

1. Promoting the City's Community Policing Program throughout West Oakland's neighborhoods.

2. Developing support throughout West Oakland's neighborhoods for brighter street lighting and examining the need for additional street lighting in high crime areas.

3. Examining existing home alert groups to determine which groups are still active and which groups are no longer active. Devise strategies for reactivating groups and increasing the number of home alert groups in West Oakland.

4. Encouraging enforcement of no loitering laws wherever they apply, especially near liquor stores. Examining

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commercial burglary rates are significantly higher in West Oakland than the city as a whole.



strategies to decrease the number of liquor stores in West Oakland.

5. Examining ways to mitigate truancy and encourage greater cooperation and coordination among parents, schools and appropriate agencies.

6. Implementing an interdiction program to prevent drugs from entering the community.

7. Examining ways to address drug abuse and its effect on the community.

8. Eliminating drug houses in West Oakland.

9. Persuading BART to take more responsibility for security of its patrons in and around BART stations. Encourage BART to participate in the City's Community Policing Program.

10. Eliminating gambling houses in West Oakland and gambling spots on West Oakland streets.

11. Examining ways to reduce police response time to two (2) minutes or less in West Oakland.

12. Increasing security in public housing projects.

13. Examining ways to eliminate prostitution in West Oakland.

14. Examining the California "Crime Bill" and its potential impact on West Oakland youth.

15. Promoting the City's "Citizens of Oakland Response to Emergen-

cies" (CORE) Program throughout West Oakland neighborhoods.

16. The public perception of crime in West Oakland is one of the impediments to leasing the 1 million square feet of vacant commercial space. Developing a public relations strategy to offset the perception of crime in West Oakland.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. Support for the Oakland Coalition for Home Alert's (OCHA) effort to sponsor a crime prevention carnival in West Oakland. Form a group to participate in the carnival.

2. Inviting a representative from People United for a Better Oakland (PUEBLO) to discuss the California "Crime Bill" and the City's proposed curfew bill and the potential impacts these measures may have on West Oakland youth.

3. Circulating information on the City's "Citizens of Oakland Response to Emergencies" (CORE) program throughout the Home Alert network in West Oakland and public housing projects, and among neighborhood organizations and non-profit organizations to better prepare West Oakland for emergencies.

4. Inviting a representative from the Beat Health Division of the Oakland Police Department (OPD) to discuss strategies to eliminate drug houses, prostitution and gambling in West Oakland with the Crime and Safety Task Force.

5. Obtain crime statistics from OPD comparing crime in West Oakland with other areas of Oakland to determine if there is more crime occurring in West Oakland. If the statistics show less crime in West Oakland, develop a promotional program which dispels contrary perceptions. The promotional/public relations program should highlight the programs and services provided by OPD to assist in preventing and discouraging criminal activity. Specific mention was made of OPD's Commercial Inspection Program, Home Alert Program and successful approaches to deter illegal dumping. Crime statistics should be reviewed regularly by OPD and neighborhood alert groups to keep track of activity.

6. Working with OPD to determine if day-time crime problems committed against commercial establishments are different from the type of crime experienced by commercial establishments at night. If problems differ, work with OPD to develop focused strategies to deter the different activities.

7. Working with the Oakland Housing Authority (OHA) to develop home alert groups in OHA housing complexes.

8. Promoting OPD's volunteer program that brings West Oakland citizens into OPD office activities. This promotes the development of good working relation

ships between West Oakland citizens and OPD staff.

9. Continuing to work to identify persons in the St. Andrew's parish that participated in the recent meeting on prostitution in the California Hotel neighborhood. Work with those individuals or groups involved in the effort to eliminate prostitution in that neighborhood and throughout West Oakland.

10. Forming a comprehensive program to deal with the growing issue of violence in our community.

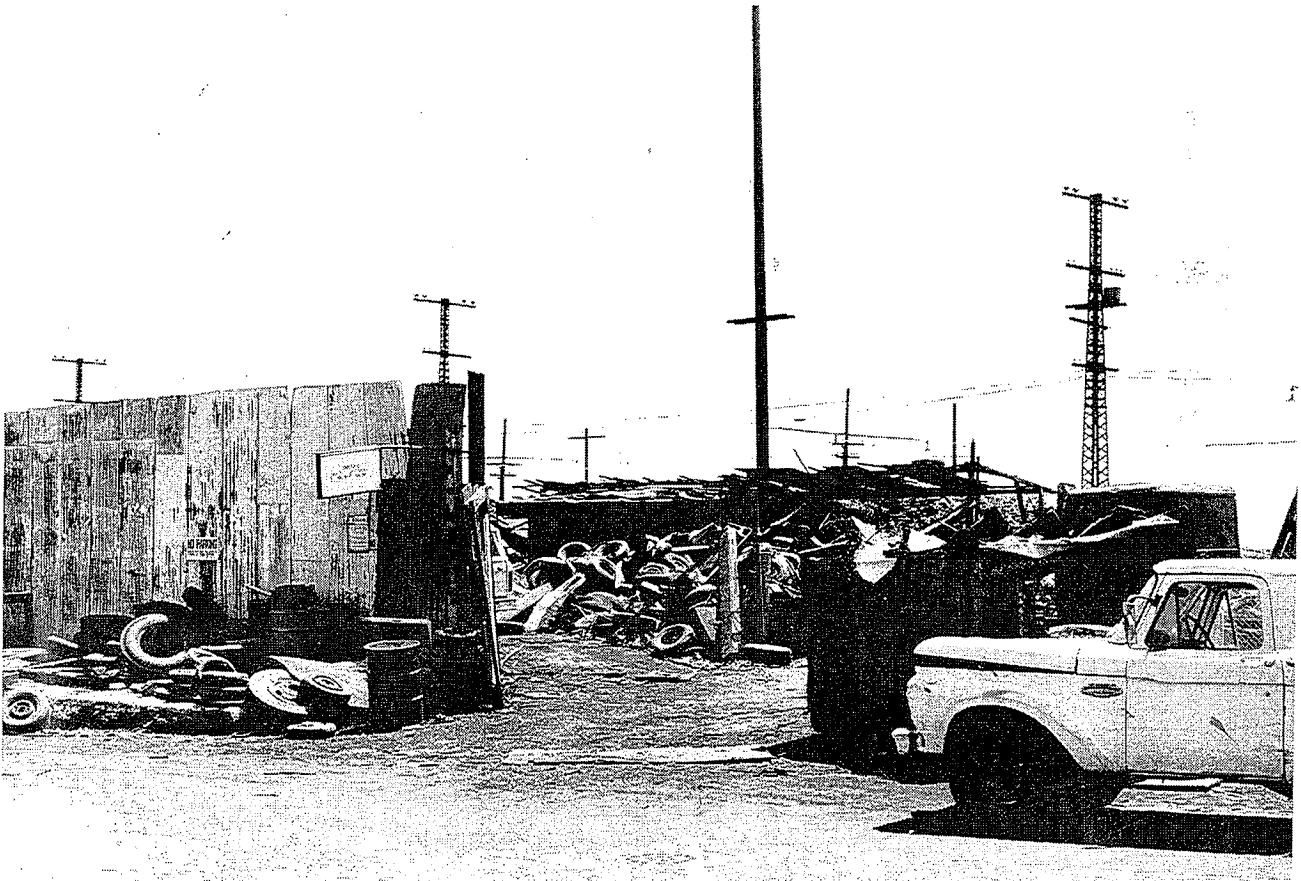
11. Supporting the violence prevention committee at McClymonds High School.

A. Developing a youth "ride-along" program with the Oakland Police Department for West Oakland.

12. Gathering material on crime and safety and circulate the material to the public through the West Oakland library.

13. Continuing to point out to the public that the problem of drugs is directly related to the lack of meaningful jobs and to inadequate education. Government and the private sector must intervene immediately along with citizens to reduce this aspect of the crime problem.

ENVIRONMENT



*Environmental hazards, illegal dumping, and code-enforcement remain serious problem for West Oakland.*

## ENVIRONMENT

### A. EXISTING CONDITIONS.

West Oakland in general has a very old physical plant being one of the City's earliest industrial areas. In addition, the environmental conditions existing in West Oakland are very problematic but also suggest many opportunities to strengthen neighborhoods. Although it is difficult to determine, there is no doubt West Oakland receives more than its share of negative environmental impacts from traffic (noise and pollution) and industrial and hazardous waste.

Another aspect of environmental concern is energy usage and energy management. Although this affects resources on a regional or statewide scale, the local impacts/conditions of energy distribution is significant in understanding the scope of the transportation/industrial complex as it exists.

Other conditions include:

1. West Oakland has suffered many problems with illegal hazardous waste dumping. 5 yrs. ago 36 drums of cyanide and acids were dumped directly onto the streets.

2. Traffic emissions and the proximity to industrial uses and traffic emissions have led to numerous public health problems in West Oakland neighborhoods.

3. The Port Area and small portions of West Oakland proper are bay (land) fill sites. Such soil is characterized by poor drainage, high salinity and low fertility. Fill areas are also more susceptible to liquefaction in earthquakes.

4. There is a high concentration of toxins (such as nitrates) and other dissolved solids in the groundwater (from fertilization run-off from lawns, faulty septic systems, leaking storage tanks) making it undrinkable. Wells can be used with permits for some industrial uses.

5. The area's groundwater is normally able to "re-charge" itself by filtering rain water through the stream channels. This mechanism is severely blocked however because of the overwhelming concrete/asphalt ground cover of the City.

6. According to recent EIR studies, the flatlands contain 630 sites of potential soil contamination due to leaking tanks or mismanaged hazardous materials. The sites are primarily located in the industrial belt stretching along I-880 from West Oakland to San Leandro.

7. Largest industry emitters of air pollution in West Oakland are the EBMUD sewage treatment plant (Hydrogen Sulfide, Chlorine, mercaptans, and odors), Phoenix Iron Works and Esquire Cleaners.

8. There are two new planned fossil-fuel burning electric substation (115 kV) to serve the Port area. The only other substation for the City is located in East Oakland.

9. In Oakland for 1991, \$72 M was made in residential electric revenue and \$49.3 M in residential gas revenues by PG&E, a private investor owned corporation, which provides electricity and energy to the East Bay.

10. EBMUD is able to reclaim \$1 M annually by selling energy (4 mega-

watts) back to PG&E by burning leftover biomass (trash, sludge, agriculture waste) at the treatment plant in West Oakland.

**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:**

1. West Oakland must cease to be an environmental dumping ground which receives an unfair share of pollutants and toxins.

2. Measures must be taken to mitigate environmental impacts and to compensate the community for health and other quality of life consequences.

3. West Oakland should examine its potential to become a regional center for applied sustainable technologies, especially as it relates to the conversion of the Army Base and Naval Supply Center.

4. The negative effects of the East Bay Municipal Utility District (EBMUD) regional waste water treatment plant (toxins, odors, bio-solids, etc.) should be mitigated and addressed before the community supports any EBMUD expansion plans.

5. Recycling enterprises are a major concern in West Oakland in at least two areas.

A. They must be clean, safe, quiet and aesthetically pleasing.

B. West Oakland job creation and ownership opportunities in the recycling industry must be encouraged.

6. Development potential for indoor recycling that is clean and organized must be explored. For example, indoor recycling may be "clustered" in large buildings. Such operations can create many jobs and be profitable for small local businesses if they can be linked directly with overseas buyers of raw materials instead of selling to middlemen. Capturing the re-manufacturing market to reduce dependence on overseas markets should also be examined.

7. The Army Base, Naval Supply Center and the waterfront area must be cleaned up for appropriate development opportunities identified through a community participation process.

8. Polluters should pay for environmental clean-up so that the burden is not born by homeowners.

9. CWOR expresses its concern about the effect which the Cypress reconstruction project has on the operation of small businesses in the area, particularly the negative environmental consequences.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. Community participation and involvement should be a prerequisite for representing West Oakland on environmental equity/justice issues.

2. Developing community participation approaches to keep West Oakland clean.

3. Developing approaches to eliminate illegal dumping and add sanctions for non-compliance.

4. Developing an inventory of contaminated properties. Identify funding sources for remediation, plan and schedule clean-up.

5. Rezoning and cleaning up individual industrial properties mixed in with residential properties and develop sanctions for non-compliance.

6. Developing strategies which require owners of blighted properties to correct the situation or convey ownership of these properties to "neighborhood, City or non-profit corporations" for remediation and re-use.

7. Developing community participation approaches for the preservation and enhancement of natural and designed environments in West Oakland. Implementation should include:

A. Identifying groups conducting historic property survey and participate in development of historic property preservation plan for West Oakland.

B. Identifying appropriate locations for recycling facilities based on community input.

8. Requiring equitable employment in environmental jobs related to the Army Base conversion, Port of Oakland operations, Caltrans projects and EBMUD operations.

9. Establishing partnership programs for mentoring environmental entrepreneurs.

10. Holding and monitoring regulatory agencies accountable for tracking industries which contribute to

blight and contamination in West Oakland neighborhoods and initiating appropriate corrective actions.

11. Establishing an environmental education academy for West Oaklanders to (a) train adults and youth in environmental technologies, and (2) promote realistic career ladders in environmental fields.

12. Establishing "green" technologies as a new industry in which West Oakland becomes the Regional Center.

13. Developing a community facilitated program which creates high community self-esteem and positive regard for West Oakland's environment. This program should address approaches to:

A. Eliminate blight and trash around abandoned structures;

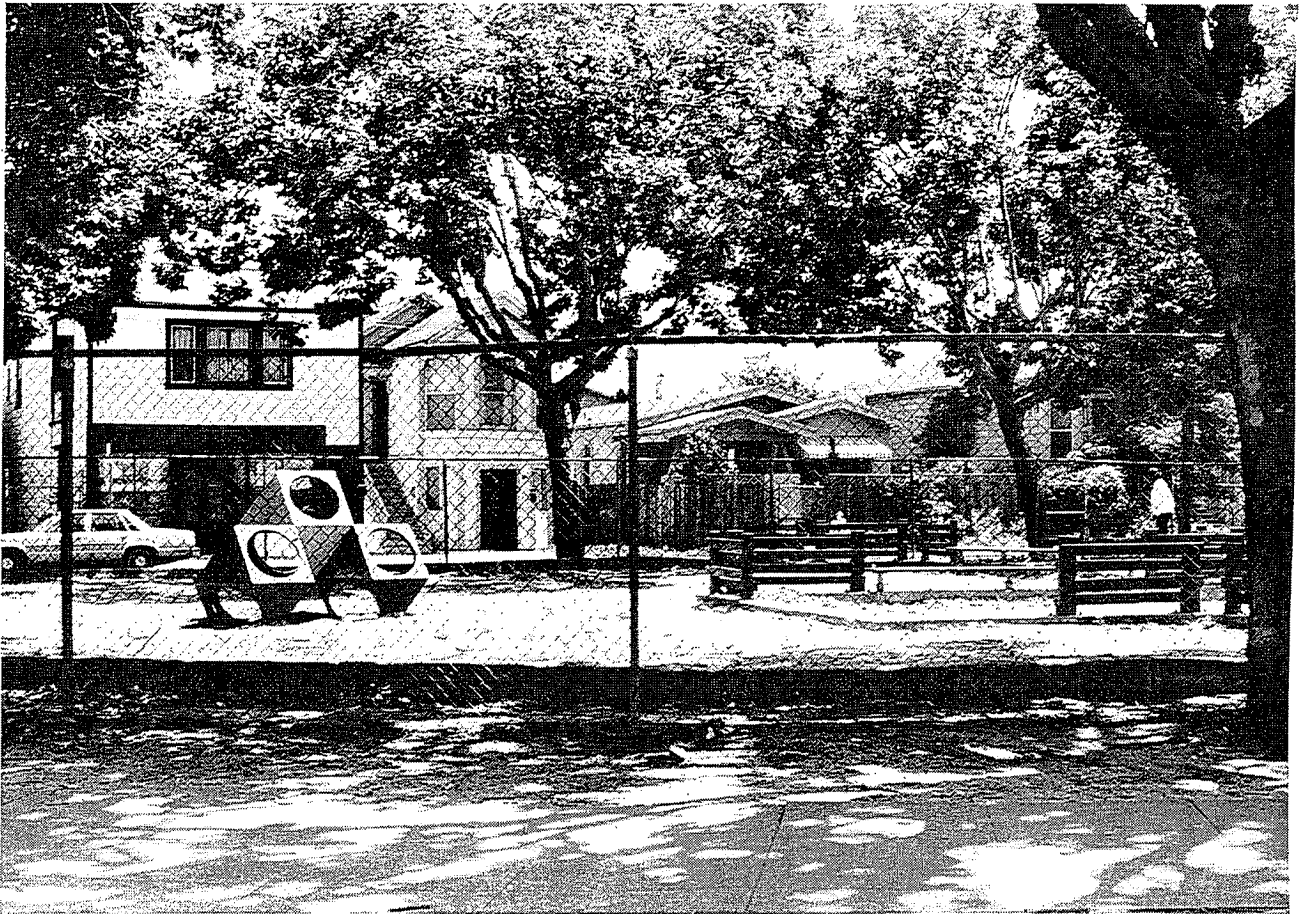
B. Eliminate cigarette and liquor billboards in West Oakland;

C. Establish an education program for high school students to increase awareness of employment opportunities in the environmental field; and

D. Develop a program for use in schools, businesses and through neighborhood organizations in West Oakland to improve awareness of the environment and conservation/preservation methods.

14. Establish CWOR as a major participant, at the policy level, in the Base conversion process.

RECREATION AND OPEN SPACE



*View of the Poplar Park playground located in the Clawson neighborhood.*

## RECREATION AND OPEN SPACE

### A. EXISTING CONDITIONS.

The West Oakland community is cut-off from easy access to many nearby "regional" recreational opportunities (including the bay shore) and, as with all of the Flatland neighborhoods, suffers from a severe lack (according to the City's own standards) of parks, open spaces, and recreational programs. On the positive end, West Oakland occupies perhaps the most advantageous location in the City and incidentally was the area first inhabited.

Two recreational centers service the West Oakland community. These are the Poplar and DeFremery Recreation Centers. Both centers have experienced a reduction in programs due to budget cut backs by the City, resulting in an inadequate level of organized recreational opportunities for West Oakland residents. There are two schools which offer after school recreational opportunities and five mini-parks. Other conditions include:

1. In West Oakland, according to earlier surveys, safety and security are the number one issues in park usage.

2. There are no movie theaters, arcades or bowling alleys in West Oakland. The Boys and Girls Club does offer programs in physical arts, crafts and health.

3. Raimondi, DeFremery and Lowell Parks are West Oakland's major recreational facilities. Raimondi appears to be widely used by people outside of the neighborhood, since it has one of the only soccer fields in the City.

4. There was a loss of recreational opportunities at Portview park and the pier at the end of 7th Street due to the 1989 earthquake. The pier should reopen in its new location this year.

5. According to existing City policies, there should be 4 acres of open space per 1,000 residents. West Oakland has 2.43 acres per 1,000 residents, 0.5 acre of which is school grounds. Although West Oakland is deficient according to city standards, it is better off than the other flatland neighborhoods.

6. Funds have been approved for installation of Tot-Lots at Raimondi and DeFremery parks. However, 5 proposed mini-parks for West Oakland have gone un-funded during the budget period 1991-96.

7. The Bay Trail bike path is proposed to go along Mandela Pkwy and 7th St., linking West Oakland within the Regional bike network as well as providing access to the Estuary and Bay shore.

8. The East Bay Urban Gardeners in conjunction with the Mayor's Office and Public Works have planned a greening and street cleaning event, "we mean green, we mean clean," on May 7th for West Oakland.

9. There are three Trust for Public Land sites proposed for community gardens in West Oakland. A proposal to fund these projects was introduced before the West Oakland Community Development Board by East Bay Urban Gardeners.

10. Proposals by the Office of Parks and Recreation for street improvements on 14th St. from Brush to Union



(\$62,000), along 27th from San Pablo to Bay (\$48,000), and the Poplar Recreation Center Wing went unfunded by the City. In addition, improvements were slated for five mini-parks which also went unfunded. In general there are controversies surrounding the safety and usage of mini-parks. However, according to one study, the Willow St. mini-park is badly maintained but well used.

11. 48.7% of West Oaklanders lack automobiles (23% for City). The most successful neighborhood parks are those which people can walk to (i.e., within 3-4 blocks or less).

12. Other open places for social activity are plazas. In West Oakland there is one, St. Andrews Plaza (.08 Acres).

13. Caltrans is supposed to build "South Prescott" park on the old wrecking yard. Other areas of potential parks, according to neighborhood surveys, include the 12th St./Brush tot-lot and Union/16th.

14. With the exception of the McClymonds High School athletic field, the school yards tend to be asphalt play surfaces.

B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:

1. Expansion, enhancement and development of recreational opportunities within West Oakland and exploring alternative methods to achieve compliance with the City's open space requirements. This might include exploring ways to better utilize the McClymonds' High School swimming pool, including the development of swimming programs for infants to adults.

2. Exploring ownership and development of mini-parks by neighborhood residents and, specifically, a mini-park for children.

3. Exploring the potential for recreational activities in study area B (the waterfront west of the Southern Pacific tracks to the Bay) such as boating, fishing, hiking, a golf course, playing fields and other opportunities.

4. Exploring Bay Trails regional bike network options throughout West Oakland.

5. Exploring the potential for developing scientific recreational facilities (e.g., exploratorium, aquarium, etc.). An approach to funding might include, but not be limited to, a membership program based on ability to pay (i.e., a sliding scale).

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. Cataloging mini-parks which are potentially eligible for conversion to community ownership.

2. Determining location for scientific recreational facilities and identify possible funding. OCCUR could be involved in identifying a site for such a facility.

3. Re-examining open space requirements of the General Plan and make recommendations for appropriate changes.

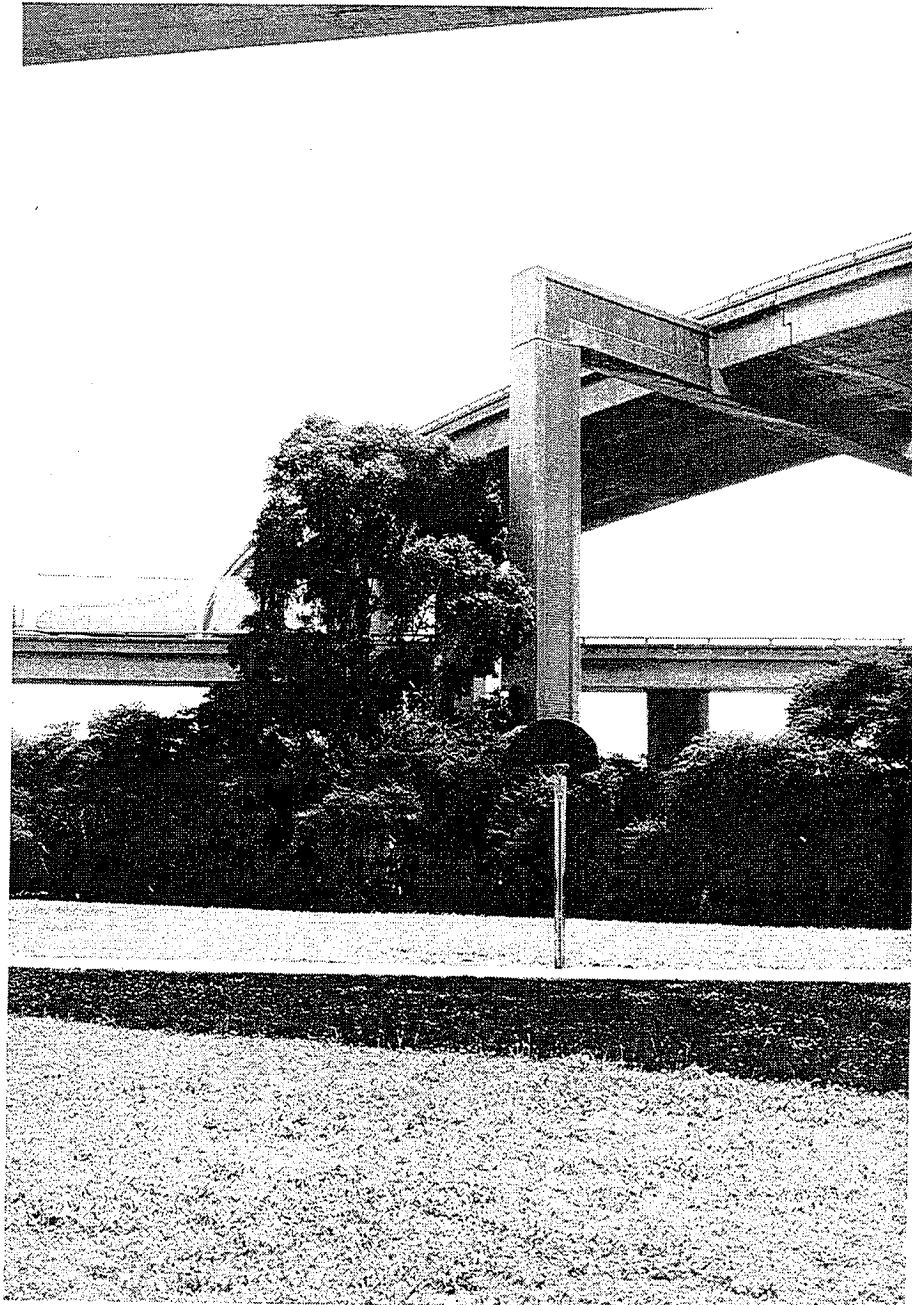
4. Rehabilitating and operating the old YMCA and training young people to run it.

5. Creating more playing fields, hiking trails and open space.

6. Developing and diversifying facilities for other types of recreational needs (e.g., bowling alleys, movie theaters, etc.) and establish a better linkage with OUSD for after-school programs.

7. Creating more visual and physical access to the waterfront.

## TRANSPORTATION



*The 580 freeways maze provides a dramatic backdrop to a lone basketball court.*

## TRANSPORTATION

### A. EXISTING CONDITONS.

Transportation issues are key to understanding West Oakland's unique and changing role in the regional economy. Most of the current attention is revolving around rebuilding the Cypress structure. In addition, the base closures, proximity to downtown, Jack London square, and development around the BART station will also be key factors in defining West Oakland's future destiny. Despite the many transportation opportunities existing, many West Oakland residents do not have sufficient regional mobility.

Transportation issues can be separated into two areas of concern, the inter-neighborhood structure and the inter-regional capacity.

#### 1. Neighborhood Structure:

A. Major arteries include Grand, 14th, Mandela, Adeline, and Market.

B. There are 7 AC Transit buses and 6 Transbay buses which service West Oakland, two of which terminate in the District. Most of the buses are concentrated in the Oak Center and Acorn neighborhoods.

C. Most areas have access to bus lines except parts of the Clawson neighborhood along Mandela (more than a half-mile walk). Destinations include north Berkeley, downtown Berkeley, Richmond, downtown Oakland, Fruitvale, Diamond, Alameda and MacArthur BART.

D. There is currently no connection to the Catellus site in Emeryville which will be a major retail and employ-

ment hub for West Oakland. In addition the 7th St./BART commercial corridor is relatively inaccessible to other areas in the District and again, especially Emery Bay.

E. Most of West Oakland is beyond ideal walking range (1/4 mi) of a BART station (West Oakland, 19th St., or MacArthur), and although there is bus service to these stations, the lack of free inter-modal transfer makes this method prohibitive.

F. The overwhelming majority of West Oakland residents do not own cars and thus must rely on other means of transit to access suitable supermarkets and other needed services outside of their walking distance. For comparison, there are 301 households per store in West Oakland and 107 households per store in Rockridge.

G. 48.9% of West Oakland residents are without cars, 14.1% walk to work.

H. Southern Pacific has discussed moving its facility south to San Jose and transporting workers via rail.

I. Residential access to essential services, neighborhood shopping and jobs is poor. For example, the Acorn Market at 7th and Market Streets is too far from the center of the residential area it serves.

J. Many road alterations have resulted from the I-880 Freeway construction; closure of Chestnut b/w 3rd and 5th, Cul-de-sacing Wood St. west of P.O., closure of Pine b/w 7th and Goss, closure of Goss west of Pine, connection of 8th and 10th into the frontage road. These

alterations have further exacerbated local transportation.

**2. Regional Capacity:**

A. The Cypress Freeway will be rebuilt and rerouted along the Southern Pacific right-of-way. Community issues have been raised about a severe lack of construction contracts being awarded to black-owned West Oakland businesses.

B. The historic depot at 16th Street damaged during the 1989 Loma Prieta earthquake, is currently undergoing planning studies. One of the concepts proposed is a museum for Black Pullman Car porters.

C. There are proposals to expand parking at the West Oakland BART Station as well as conceptual plans for a future mixed-use "transit village" development.

D. West Oakland's proximity to downtown, freeways, regional transit lines and the ferry terminal, provides the community a unique opportunity to become an inter-modal transportation hub.

E. The new Cypress freeway will contain eight regular lanes and two high occupancy vehicle (HOV) lanes. Neighborhood access points will be at Adeline Street, Mandela Parkway and 7th Street and West Grand Avenue. There will be a frontage road running along the side of the freeway, from 7th Street to West Grand Avenue. Truck traffic, now using 7th Street, will be rerouted to Middle Harbor Road.

F. The raised structural portion of the I-880 Freeway will rise from 50 feet - 80 feet in certain points (the equivalent of 5-8 stories). In addition, soundwalls will

line the Cypress freeway in those sections that are at grade. Soundwalls will also be constructed on the I-580 between Boston and Maple Streets to mitigate increased noise caused by the increased traffic traveling I-580 while the Cypress section is under construction.

**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:**

1. West Oakland is increasingly defined by its transportation role in the regional economy. Transportation systems' growth and development should serve, enhance and allow for community growth and preservation as defined by the entire community (e.g., residents, businesses, etc.).

2. Transportation development should (a) improve conditions for living, working and access within the West Oakland district, and (b) create linkages to regional centers of employment, shopping, services and recreation. The inability to walk, bike, drive or bus within West Oakland is not only a physical problem, but also a safety issue.

3. Transportation planning and development should create elements which encourage and strengthen pedestrian-oriented activities and other non-automotive means of transit (e.g., Bay Trail, pedestrian and bike routes). This process should include participation by the entire community.

4. The West Oakland Revitalization Plan should encourage (a) transportation linkage with the Port and others for access to the waterfront for the entire community, and (b) preservation of the waterfront for use by the

community (e.g., 7th Street Pier and Park).

5. AC Transit and BART routes must be better linked to transportation into and around West Oakland.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. With West Oakland community participation, develop public transportation links between (a) the 7th Street/BART node and the Catellus/Emeryville node, and (b) the 7th Street/BART station and the Emeryville and Oakland Amtrak Train Stations.

2. Developing inventory of all West Oakland street traffic problem areas and specify mitigation/solutions by area to be included in the neighborhood Traffic Control Plan as prioritized by the community. Preliminary identification of streets with traffic problems include 7th Street, Brush Street, Market Street, Adeline Street, 17th Street, 18th Street, West Grand Avenue, and between 26th and 30th on Chestnut, Filbert, Myrtle, and Linden Streets. Solutions should include:

- a. Improved disabled street access sidewalks by installing curb ramps and widening sidewalks;
- b. Re-timing of traffic signals;
- c. Reduction of speed limits; and
- d. Creation of bike paths and lanes.

3. CWOR should participate, as a community organization, in the

process of developing the Transportation Element of the Oakland General Plan.

4. Examining existing AC Transit bus schedules and ridership numbers to determine what bus lines access the West Oakland BART Station and what bus lines travel into and around West Oakland. The examination should also determine if bus service to West Oakland is adequate. ACTransit stops should be located every two (2) blocks along bus routes and ACTransit's bus schedule and hours should be improved.

5. Exploring the potential for a multi/inter-modal transportation node(s) for freight and/or passengers within West Oakland which is managed and designed using a process which involves the entire community.

6. Exploring re-use options for the 16th and Wood Streets Amtrak Station, with the participation of the entire community.

7. Providing vehicular access from the future northern terminus of the Mandela Parkway (Cypress Street) to connect directly to the 40th Street bridge and, then, to Bay/Shellmound Street. This proposed roadway would be entirely within the Oakland city limits. Such access could accommodate the Bay Trail (for bicycles and pedestrians), future light rail and motor vehicles.

INFRASTRUCTURE



*Pipes laying in wait.*

**INFRASTRUCTURE**

**A. EXISTING CONDITIONS.**

Since the early 1970's, over \$5 million of Community Development Block Grant (CDBG) funds have been spent on constructing and/or improving the public infrastructure of West Oakland. Approximately \$40 million has been spent to purchase, clear structures, install site improvements, construct public facilities, and install public improvements in the Oak Center and Acorn Redevelopment areas.

Despite these major investments to improve the infrastructure of West Oakland, pockets still remain which lack improvements. For the Capital Improvement funding budget period covering the period from 1991 through 1996 there were only two specific City projects for West Oakland; the new fire station #3 on 14th and Center (\$2.7 million), and the West Oakland Senior Center (\$260,000 conceptual planning and design). Besides this, West Oakland will receive its share of City-wide trash receptacle installations. Seven proposals for parks and open space went unfunded. Other conditions include:

1. The Capital Improvements Project (CIP) Budget for '94-'95 is \$27.5 M, for '95-'96, \$70.4 M.<sup>1</sup> Major funding next year (approx. \$30 M) will be directed towards two new downtown parking structures. CIP funding priorities are

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<sup>1</sup>The C.I.P is a revolving five-year plan renewed each year in conjunction with the City's annual budget. The City Capital Minor Maintenance fund is used for projects of \$15,000 or less.

established by the City's Managers Office.

2. EBMUD has planned a relocation of sewer facilities in the vicinity of 7th and Wood St., and 5th and Bay Streets.

3. The Post Office has planned construction of a 1,000 space parking garage on a site near 7th and Wood St to mitigate the loss of a parking lot due to the I-880 replacement.

4. The City, on a whole, has a very antiquated utility system. Over the next twenty years some \$340 M will be spent upgrading these facilities. It is not immediately discernable how much or what specific needs are concentrated in West Oakland. There is a main sewer line running down 35th St. which will undoubtedly be expanded.

5. Major Infrastructure additions in West Oakland will largely be associated with the Cypress development and reconversion of Port facilities.

**B. CWOR'S GOALS AND PROBLEM STATEMENTS INCLUDE:**

1. In the future, all neighborhoods in West Oakland should receive equal distributions of capital improvement funds.

2. There must be an effort to determine why small pockets or areas are still lacking public improvements.

3. The City's Capital Improvement budget for 1991-1996 should be reviewed and a determination made of whether community priorities are



being addressed by the limited funds available.

4. Pacific Gas and Electric Company (PG&E) must undertake actions to reduce frequently occurring power outages in West Oakland.

5. An inventory of the status of West Oakland's utility systems should be developed in order to provide information on present and future utility needs, especially in light of the I-880 Cypress freeway reconstruction and the Port of Oakland expansion.

6. Two very important urban design elements that are inconsistent and lacking on our streets are trees and lighting.

7. Some short, useless street sections in industrial and residential neighborhoods can be eliminated and joined with adjacent properties for residential, commercial or park (mini-park) developments.

8. Revenue generated by the Landscape Lighting and Assessment District (LLAD) should be reported by the City to the community and projects funded by the LLAD should involve community input to ensure that the community's priorities are being addressed.

9. Increase and improve services to keep City streets and vacant lots clean of refuse and illegal dumping.

**C. CWOR'S STRATEGIES FOR IMPLEMENTATION INCLUDE:**

1. Reviewing the West Oakland Commerce Association's (WOCA's) survey which identifies streets in West Oakland lacking sidewalks, curbs or gutters and work with the City to have them installed where needed.

2. Identifying those parts of the utility systems which are faulty and aging, and work with the City to have them repaired and/or replaced. West Oakland citizens and businesses should work with public utilities and appropriate City agencies to have said systems installed, repaired and/or replaced.

3. Developing a process which engages citizens in the Capital Improvement budget process as it relates to the establishment of priorities.

4. Developing a process which engages West Oakland citizens in the Landscape Lighting and Assessment District project identification and budget process as it relates to establishment of priorities.

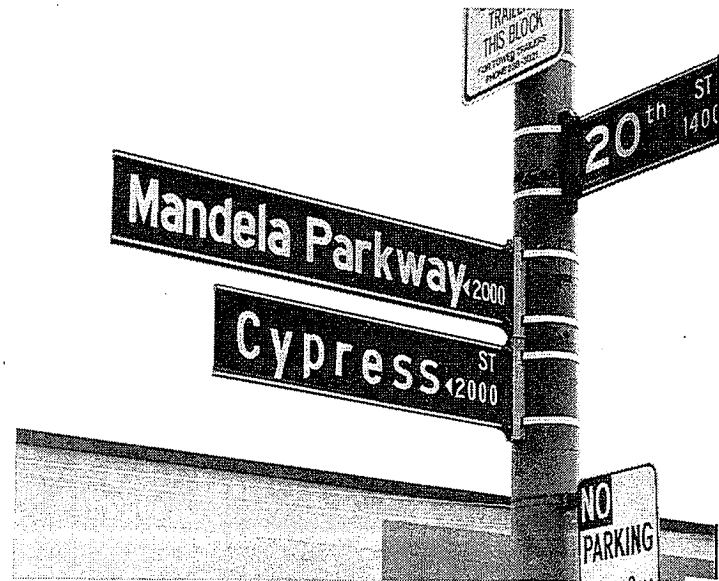
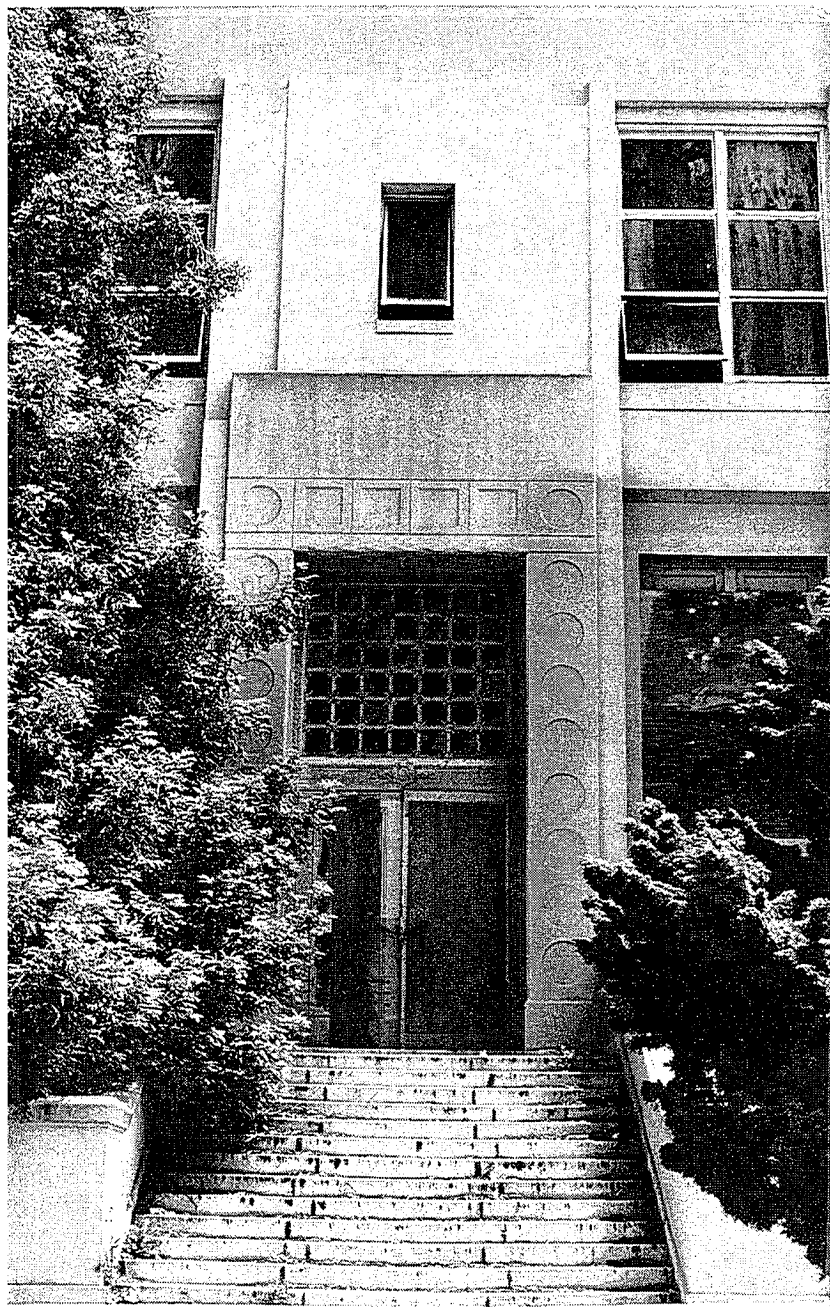
5. Developing a community maintenance standard (i.e., guidelines for voluntary compliance) for private property which includes painting, weed control, storage of materials visible from the street, etc.

6. Consider placing all utilities underground.

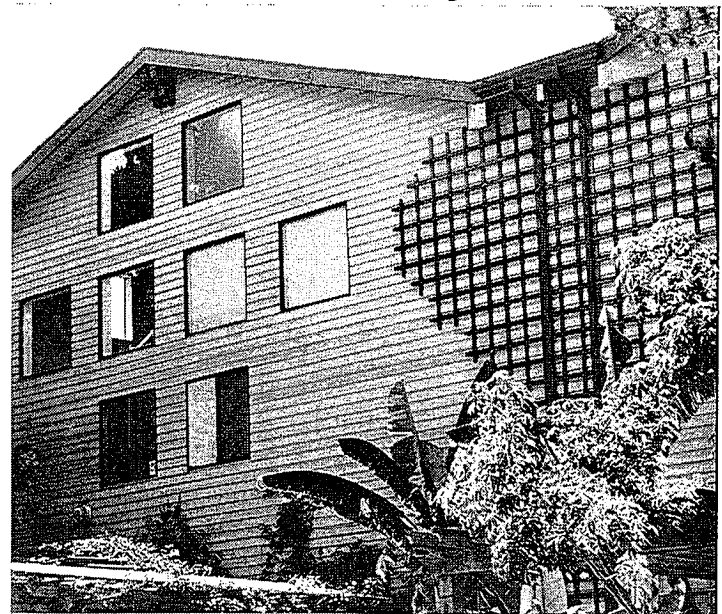
7. Encouraging implementation of the "information superhighway" in West Oakland on a local, regional and international level.



# SPECIAL ISSUES



*Clockwise, from upper left; the front entrance to the Clawson School, a sign for Mandela at 20th St. an example of live-work housing.*





## SPECIAL ISSUES

The following section of this report attempts to capture CWOR's debate on certain issues where there was a diversity of opinion on either conditions, goals, or strategies. A Special Issues Committee was established to critically examine such issues and recommend an approach which CWOR should adopt in order to resolve them. This resulted in CWOR:

- (1) Expressing its concern about the issues to the appropriate agency, such as minority contracting, hiring and jobs on the Cypress Freeway replacement project.

- (2) Agreeing to conduct further research on the issue such as gentrification during phase II.
- (3) Hosting a forum to hear all sides of the debate as in the Mandela Parkway re-use debate and,
- (4) Agreement to host workshops for further clarification and analysis such as Live-Work developments.

All Special Issues will be revisited during CWOR's Phase II Planning Cycle in an effort to reach consensus.

## MINORITY CONTRACTING & HIRING FOR THE CYPRESS FREEWAY

CWOR expresses its displeasure and concern with CALTRANS' minority hiring and contracting practices on the Cypress Freeway project. According to recent monitoring reports presented to the Oakland City Council, there is an under utilization of African-American contractors and workers. CWOR believes that this matter must be resolved immediately and supports appropriate direct actions to rectify the imbalance in minority hiring and contracting.

## OAKLAND EQUITY POLICY

CWOR expresses its concern to the City that a policy on equity participation was unanimously adopted by the City a year and a half ago, but has not been implemented. This policy would link benefits to minorities, neighborhoods, non-profits, and some small businesses with forms of City assistance to development projects. CWOR wishes to know what steps have been taken, or are being taken to implement this policy.

## EMPOWERMENT ZONES/ ENTERPRISE COM- MUNITIES (EZ/EC)

CWOR expresses its intent to be involved in the development, formation and operation of West Oakland's EZ or EC if either comes to fruition. CWOR's Phase I Report (its "visions") should be the foundation for strategic planning given the open and broad community process which produced the vision.

CWOR should also be an integral part of any governance or policy making bodies which oversee the EZ or EC given the diverse and representative nature of CWOR members.

## BASE CONVERSION

CWOR expresses its concern that the base conversion planning process be sensitive to the involvement of the West Oakland community and similar populations. The public involvement component of the planning process should make a particular effort to hear the concerns of West Oaklanders that conversion activities be compatible with CWOR's revitalization efforts.

## LIVE-WORK DEVELOPMENT

CWOR has conducted initial discussions on Live-Work developments through its Task Forces, its Forums, and its Special Issues Committee. The following discussion is on both the positive and negative aspects of live-work, as perceived by CWOR members, with proposed strategies for consideration in Phase II. After the collection of the information in the strategy section is completed a work-shop on live-work developments will be conducted.

A. Positive features of live-work developments include:

1. Takes commercial property that was an inappropriate industrial use and converts them to a use that is more compatible.
2. Recycles underutilized/vacant land and converts it to tax and physical functionality.

3. Buffers industrial zones from residential zones.

4. Diversifying alternative uses of obsolete commercial buildings and attracts private investment.

5. Can positively increase surrounding property values.

6. Live-work pays both business tax and property tax providing a high yield turnover for the City in the form of business and property taxes.

7. Live-work development is currently the only viable privately financed new construction in West Oakland.

8. Live-work developments may potentially contribute to diversification of West Oakland's population.

**B. Negative Features of live-work developments include:**

1. If mapped over all of West Oakland, we will end up with a patch work quilt of land use patterns again. "It eats up parcels of land".

2. Live-work should have its own zoning. It does not fit into residential areas that have architecturally significant homes (e.g., Victorians).

3. It has gentrifying consequences.

4. It has negative impacts/values on surrounding areas.

5. It has negative environmental impacts on surrounding areas (e.g., noise and odor).

6. There are problems with design and compatibility of new construction with existing buildings.

7. There are illegal live-work units which violate regulations.

8. There is confusion in the definition of live-work, work-live, etc.

9. It causes increases in residential density and impacts other housing strategies.

10. It eliminates/reduces industrial capacity.

**C. Strategies for Implementation:**

1. Develop a symposium on live-work. The community needs to understand the different kinds of live-work, and their consequences.

2. Get more data on live-work impacts before reaching final conclusions.

3. Work with the Live-Work Committee of the Cultural Arts Commission to explore strategies which respond to community concerns raised regarding live-work development.

4. Examine a map of West Oakland and decide where live-work developments may or may not make sense or be compatible in residential neighborhoods.

5. Examine rezoning possibilities and place controls on where live-work should be and, potentially establish a moratorium.

6. Get specific data on the racial/gender/income make-up of live-work units to determine if there are patterns of discrimination in these developments. Data on types of work activities which take place in these developments is also desired.

### CLAWSON SCHOOL

CWOR has conducted initial discussions on the reuse of the Clawson school through its forums, Task forces and Special Issues Committee. Many divergent ideas were offered which will be the basis for action in Phase II. The following represents a summary of these discussions.

#### A. Re-use Options

1. Keeping the site as a school.
2. Developing senior housing.
3. Developing mixed-use including live-work and commercial.
4. Razing the existing building.

#### B. Strategies for Implementation.

CWOR will also investigate the ownership of the Clawson school and will express its concern to the Oakland Unified School District about the blighted condition of the school and the need to discuss the disposition of the site.

According to the Office of Housing and Neighborhood Development (OHND), Clawson School has been designated surplus property by the Oakland Unified School District and the District had planned to sell the property to a non profit developer to develop affordable housing. Other action items include:

1. Review existing documents showing conversions of elementary schools into other uses.
2. Review existing documents prepared by the League of Women Voters showing conversion of elementary schools into senior housing.
3. Assess the merit of keeping Clawson as a school.
4. Raze the school and rebuild it as a school or another use.
5. Request that the Office of Planning and Building (OPB) expedite the West Oakland land use study so that CWOR will have sufficient data by which to make land use/zoning recommendations.

### GENTRIFICATION

#### A. Overview.

CWOR has conducted initial discussions on the issue of gentrification through its forums, Task Forces, and Special Issue Committees. Gentrification is defined as the displacement of a low-income group by a high-income group and/or displacement of one ethnic group by another ethnic group. Gentrification is also known as "displacement"



and "urban renewal" in public policy discussions. CWOR perceives its community's concerns as follows:

1. Existing residents, businesses, and community assets should not be displaced as a result of revitalization.
2. Improving the quality of life is important and desirable for the West Oakland community, but not at the expense of the existing community.
3. A distinction needs to be made between voluntary and involuntary displacement.

**C. Strategies for Implementation.**

1. Additional data is needed on the population demographics and migratory patterns within West Oakland over the last several decades.
2. A workshop on gentrification should be convened after the data has been collected.
3. Comparative data from other cities needs to be collected to ascertain whether or not West Oakland displays the characteristics of "gentrifying" communities. Solutions which have been successfully utilized by such cities should also be documented.

**MANDELA RE-USE  
UNITY STATEMENT**

In the history of CWOR's process, there is no issue which has defined the challenges, the possibilities, the organizational, sophistication and creative potential of Coalitions as has the

debate on the re-use of Mandela Parkway (old Cypress Street). CWOR has been presented with at least four concepts of how to re-use this strategic parcel of real estate from 3rd to 34th Streets in West Oakland.

Based on the information presented at a special CWOR forum on Mandela Parkway re-use, the four concepts can be summarized as follows:

1. An Afrocentric cultural, historical and small business landscaped theme for the entire parkway, with no parking on the median, but with alternative off-street parking and other parking areas. (Smith, Harden and Amenhotep)
2. A people friendly, pedestrian oriented plan for the entire Parkway with an Afrocentric building and landscape theme. The proposal calls for community owned businesses with employment opportunities for local residents. This proposal makes no parking on the median a must, and includes recreational, entertainment and social functions. An additional element of this plan calls for businesses to have their parking requirements met but clearly states that parking is not to be on the median. (Residents)
3. A shared parking and cultural-recreational usage with beautification and landscaping for the entire Parkway, with parking earmarked at the northern end towards Emeryville. (West Oakland Commerce Association)
4. An Afrocentric cultural, historical, landscaped usage, and a resident-friendly pedestrian-oriented usage, which prefers non-median parking, yet provides opportunity for commercial/retail development at 7th Street.

However, if median parking is one of the usages agreed to, this concept would earmark and allocate any proceeds to West Oakland Community Based Organizations. (Federation of African American Contractors)

Upon analysis of each of these proposals, it is clear that each has its own inherent logic and merit, but the differences could not be resolved within the time available in Phase I. Therefore, this matter shall be taken up as part of Phase II for further clarification and analysis. The differences will be examined by CWOR during Phase II, and then be sent forward with its recommendations through the City's planning process which includes staff, the Planning Commission and the City Council.

CWOR's rich debate and discussion has resulted in the following agreements within the four concepts:

1. The entire parkway from 3rd to 34th Streets should be "beautified."
2. Afrocentric cultural themes, resident sensitive entertainment, recreational and business pedestrian usages are highly desirable in at least some portions of the Parkway, if not all.
3. Additional parking will be required somewhere to facilitate whichever re-usage strategy is ultimately agreed upon.

Phase II of the CWOR process should establish a "critical approach" which defines both its substantive and procedural methodologies for resolution of the outstanding issues. This is especially relevant to CWOR's role in the pending Mandela Land Use Study.

During Phase II, CWOR's critical approach should be closely linked to the City's methodology to ensure proper coordination.

Despite their agreement on these four points, the four concepts diverge on specific implementation methodology. The most notable divergence is on where to locate the parking. While the residential and cultural perspective includes a variety of options for the re-usage of the Mandela Parkway (cultural, economic development, recreational and social), it affirms in strong terms that parking on the Median strip is highly undesirable because of its association with President Nelson Mandela, and is, therefore, perceived as a sacred place. Residents see the Parkway as an expression of their soul, their hopes and their aspirations. The median strip has come to symbolically represent the lives lost in the past, the cultural and economic hopes for the future and the possible healing of the historical split between the two sides of West Oakland. The residents' perspective recognizes the need for parking, and strongly supports it, but not on the parkway's median which has become a sacred symbol.

On the other hand, the business perspective would accept the residents' vision for re-usage in the residential area at the southern part of the parkway, but argues strongly for landscaped parking on the industrial northern part of the Parkway. The industrial perspective affirms in strong terms its belief that landscaped parking on the northern half of the parkway is the highest and best use of the land in the industrial areas, which would lend itself to a campus like industrial park atmosphere with attractive landscaping and beautified surroundings to promote economic revitalization for all of West Oakland. Such well

designed parking could be a major factor in attracting businesses to fill the one million square feet of vacant commercial space, and thus help create jobs for West Oakland people.

Based on the reasoning inherent in both perspectives, CWOR hereby takes the following actions:

1. CWOR shall herewith forward all four concepts for both residential and business perspectives on how to achieve parking objectives. All four should be transmitted to the City of Oakland Land Use Study process during Phase II.

2. CWOR members acknowledge the need for additional parking to support both West Oakland businesses and residential activities. The central issue is where to place such parking (either on the median or off the median), not whether additional parking is required for either the resident vision, or the business vision.

3. CWOR supports the consideration of alternative land use approaches to achieve both residential and business visions/objectives. This may include examining options for off-street parking on sites currently occupied by vacant and obsolete buildings, on vacant sites owned by Caltrans, the City, Port, BART or privately held properties near Mandela Parkway. CWOR believes that the City Planning Department's study should exhaustively examine these and all other approaches to achieve both the resident and business visions for median re-use with and without parking.

4. CWOR should continue to examine the linkage between businesses' location decisions, parking availability, business vacancies, and the local job creation potential of such businesses. Particular attention should be paid to businesses creating jobs for local workers which allows them to walk to work.



*On the road towards revitalization; the Mandela Parkway and beyond.*

## RECOMMENDATIONS

1. CWOR requests that the City of Oakland recognize CWOR as a major community based organization responsible for neighborhood revitalization in West Oakland.
2. CWOR requests that revitalization proposals and projects which involve any of the ten substantive areas of the CWOR Phase One Report be forwarded to CWOR by the City for review and comment prior to any formal action by the City.
3. CWOR requests that City departments and agencies meet with appropriate CWOR Task Force representatives for each of their substantive areas of interest to review their goals and strategies and to collaborate on approaches and implementation.
4. Community based organizations throughout Oakland are hereby asked to meet with CWOR to review its plans and help determine which goals and strategies may require city-wide action among neighborhood groups.
5. CWOR requests that the Office of Planning & Building (OPB) recognize CWOR as a major public/citizen organization which will interface with OPB on the Mandela Parkway Land Use Study.
6. The OPB should use CWOR's Phase One revitalization plan as the basis for the West Oakland "Area Plan" as part of the General Plan update.
7. Other appropriate organizations, such as the Port of Oakland, the Oakland Unified School District (OUSD), Bay Area Rapid Transit (BART), Oakland Sharing the Vision (OSV), Oakland Citizens Committee for Urban Renewal (OCCUR), the Chamber of Commerce (OCC), AC Transit, etc., should also meet with CWOR to assist in the implementation of specific goals and strategies related to respective agencies.

## CONCLUSIONS

### & NEXT STEPS

The Coalition for West Oakland Revitalization has engaged in a one year process of consensus building in ten substantive areas. It is our belief that this Phase One Report of our vision and strategies constitutes an historical leap forward for West Oakland. For too long, our community has been plagued by diverging views of its future which in turn has hampered revitalization efforts. In this process, however, people from every segment of West Oakland -- its residents, businesses, organizations, agencies and institutions -- have come together in consensus. Divergent views have become a strength in that each of us has sharpened our own perspectives and learned more about the perspectives of others.

This report concludes the first phase of our work. We now move into the second phase in which we will (1) seek resolution of certain special issues, which include live-work, gentrification, the Clawson School site, minority equity, contracting and hiring for the Cypress Freeway project, and re-use of the Mandela Parkway, (2) begin working with appropriate agencies to implement strategies listed herein, (3) work with the Office of Planning and Building to include the CWOR Phase I Report as the basis for the Area Plan for West Oakland, (4) work with the Office of Planning and Building on the Mandela Parkway Land Use Study, and (5) structure CWOR into a multi-faceted organization capable of carrying out all of the various revitalization projects set forth in this vision now and in the future, including building the Youth Congress. We invite everyone with any interest in West Oakland to join with us in this vital, exciting pursuit.

**APPENDICES**

**ROSTER OF PARTICIPANTS**

**LIST OF WEST OAKLAND PROJECTS & ACTIVITIES**

**MANDELA PARKWAY PRESENTATIONS**

**DESIGN CONCEPTS OF SMITH, HARDEN & AMENHOTEP,  
FEDERATED DESIGN GROUP**

**WEST OAKLAND RESIDENTS' PROPOSAL & VISION  
FOR THE MANDELA PARKWAY**

**WEST OAKLAND COMMERCE ASSOCIATION'S PRESENTATION  
REGARDING MANDELA PARKWAY IMPROVEMENTS**

**FEDERATION OF AFRICAN AMERICAN CONTRACTORS'  
MANDELA PARKWAY PROPOSAL**

**PROPOSED MANDELA PARKWAY BAY TRAIL ALIGNMENT,  
ASSOCIATION OF BAY AREA GOVERNMENTS**

**REFERENCES**

**BACKGROUND STUDIES, REPORTS & ARTICLES**

## ROSTER OF PARTICIPANTS

The following is a partial listing of organizations and individuals that have participated in and expressed support for the Coalition for West Oakland Revitalization's community planning process.

### Participating Organizations:

Acorn Tenants Association, Berkeley/Oakland Support Services (BOSS), Beth Eden Church, Black United Front for Education Reform (BUFFER), Center for Integrated Services for families and Neighborhoods, California Hotel Tenants Association, Clean Air Alternative Coalition, Emergency Committee for West Oakland Redevelopment (ECWOR), Federation for African-American Contractors, Imani House, Job Work Development, Jubilee West, Minority and Women Participation Assoc. of Oakland (MWPAO), Oakland Housing Authority, Oakland Commerce Corporation, Oak Center Neighborhood Association, Phase III, South Prescott Neighborhood Association, St. Andrew's Catholic Church, St. Luke Church, St. Patrick's Catholic Church/Oakland Community Organizations (OCO), Taylor Memorial United Methodist Church, West Oakland Branch, Oakland Public Library, West Oakland Commerce Association (WOCA), West Oakland Association of Community Organizations for Reform Now (West Oakland ACORN).

**Individual Participants:** Almost Aldridge, Inez Aldridge, Kwaku Amenhotep, Max Anderson, Gilda Baker, Ada

Bedford, Odessa Bolton, Susan Boyle, Don Breuner, Alan Brown, Willa Bruce, Mike Bulio, George Burt, Malcolm Carson, Bill Chorneau, Dweena Coleman, Robert Coleman, Connie Dennis, Sylvester Donelson, Helen Duffy, Allen Edson, Derrill Floyd, Margaret Gordon, Dorian Gray, Josephine Hardy, Andrew Harris, Mattie Holiday, Marjorie Holloway, N.S. Ihsan, Robin Love, Steve Lowe, Ray Kidd, Rev. Claude Mason, Amonie Means, Barbara Montgomery, Alberta Moses, Rafeeq Naji, Monsa Nitoto, Arthur O'Neal, King O'Neal, Ellen Wyrick-Parkinson, Michael Phillips, Bruce Porter, Kathryn Porter, Hans Reuvenkamp, Frank Robinson, Pat Rogers, Wanda Sabir, Christine Saed, Paul Savik, Roger Schmidt, Carolyn Silas-Sams, Bea Slater, Darlene Sloan, Fred Smith, Veronica Stanford, Sarah Stewart, Lisa Sullivan, Adeline Sweeney, Laura Thomas, Queen E. Thurston, James Tolan, David Toney, Theodosia Valrey, John Walker, Henry Williams, Landon Williams, Ralph Williams, Edward Willis.

### Technical Support Provided By:

City of Oakland; Office of Economic Development and Employment, Office of Planning and Building, and Office of Housing and Neighborhood Development, Oakland Citizens Committee for Urban Renewal (OCCUR), Mtangulizi Sanyika (consultant) and the University of California-Berkeley; the Black Environmental Design Student Association (BEDSA).

**LIST OF WEST OAKLAND PROJECTS & ACTIVITIES**





LIST OF PROJECTS AND ACTIVITIES  
WEST OAKLAND DISTRICT  
September 1993

[PRELIMINARY]

PROJECT SPONSOR  Contact Person	PROJECT DESCRIPTION	MAP ID. NO.	TIMING OR STATUS	PRODUCT
<b>P R O J E C T S   U N D E R T A K E N   B Y   C I T Y   D E P A R T M E N T S</b>				
OFFICE OF PLANNING AND BUILDING [OPB]  :Willie Yee Comprehensive Planning (238-6285)	<b>Name</b> R-40/R-36 Rezoning Project <b>Location</b> Former R-40 Garden Apartment Residential Zone areas throughout the West Oakland district <b>Description</b> Re-evaluation of R-40 Zone provisions in relationship to the area's substandard lot pattern	1a	zoning change adopted 4/92	Elimination of R-40 zoned areas and replacement with the new R-36 Small Lot Residential zoning designation that is designed to facilitate development of small lots
	<b>Name</b> Streetscape Analysis <b>Location</b> Major neighborhood corridors within the West Oakland district <b>Description</b> Examination of aesthetic improvements that could revitalize the area's significant corridors	1b	proposed project	Identification of aesthetic improvements that could be installed on affected corridors, and an implementation strategy for realizing the visual improvements

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
OFFICE OF PLANNING AND BUILDING [OPB]  : <u>Willie Yee</u> Comprehensive Planning (238-6285)  (Continued)	<b>Name</b> Clawson Area Rezoning <b>Location</b> Area generally bounded by the I-580 Freeway, San Pablo Avenue, 30th Street, Peralta Street, West Grand Avenue, and the Southern Pacific railroad tracts <b>Description</b> Evaluation of zoning and land use problems (e.g. incompatibility of residential and adjacent industrial projects), with particular focus on upcoming opportunities afforded by the development of the East Baybridge project at the Oakland-Emeryville city limit line	1c	pro-posed project	Improved zoning standards and other tools as necessary for enhancing development character within the Clawson neighborhood
	<b>Name</b> 7th Street Rezoning <b>Location</b> Portion of 7th Street bounded by the I-980 Freeway and the Port of Oakland properties near Bay Street <b>Description</b> Comprehensive analysis of 7th Street zoning controls	1d	pro-posed project	Recommendations regarding a zoning designation that may be more appropriately suited to the role/function of 7th Street within the West Oakland community
	<b>Name</b> Mandela Parkway Corridor Study <b>Location</b> Right-of-Way for former I-880 Freeway corridor, beginning at approx. 5th and Brush Streets, and proceeding westward and northward to the Distribution Structure <b>Description</b> Evaluation of land use and circulation concerns affecting reuse of former freeway right-of-way	1e	pro-posed project	Recommendations identifying a range of circulation and zoning improvements that enhance development opportunities along the Mandela Parkway corridor
	<b>Name</b> Comprehensive Rezoning Study <b>Location</b> District-wide <b>Description</b> Evaluation of current district-wide zoning patterns	distr ict wide	pro-posed project	Recommendations for zoning amendments that may further encourage development within the district

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
	<p><b>Name</b> Amtrak Station Project</p> <p><b>Location</b> Southern Pacific Railroad property at 16th and Wood Streets</p> <p><b>Description</b> Pursuit of an ISTE A grant, and development of a Memorandum of Understanding with Southern Pacific Corporation, to fund prospective reuse evaluation</p>	1f	supplemental ISTE A application being prepared; MOU being drafted	Development of report indicating recommendations for highest and best future use of the station, and surrounding properties;
:Gary Knecht Cultural Heritage Survey (238-3941)	<p><b>Name</b> West Oakland Cultural Heritage Survey</p> <p><b>Location</b> District-wide</p> <p><b>Description</b> Survey of Historically and/or Architecturally significant resources</p>	district wide	completed as of 7/93	Inventory of historic resources within the West Oakland district
:Helaine Kaplan-Prentice (238-3941)	<p><b>Name</b> Landmark Designations</p> <p><b>Location</b> 1716-18 7th Street</p> <p>2938 Adeline Street</p> <p><b>Description</b> Consideration of Landmark designations on selected properties</p>	1g  1h	under review by Council  initial inquiry stage	Recognition of additional Historic/Architecturally significant resources within the district

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
OFFICE OF ECONOMIC DEVELOPMENT & EMPLOYMENT [OEDE]  :Stephanie Floyd (238-3692)	<b>Name</b> Cypress Freeway Reconstruction <b>Location</b> District-wide <b>Description</b> Addressing business retention issues for properties affected by new I-880 realignment:  (a) direct assistance to property owners (e.g., helping to identify prospective relocation sites);  (b) negotiations with Federal government to obtain additional funding for business retention programs	dist- rict wide	current project	Strengthening of the City's business retention efforts
	<b>Name</b> Revitalization Strategy <b>Location</b> District-wide <b>Description</b> Assistance to CWOR [Coalition for West Oakland Revitalization] in organizing a visioning and consensus-building workshop	dist- rict wide	current project	Development of a community-supported vision that would guide future West Oakland improvement efforts and City strategies/actions
	<b>Name</b> Slim Jenkins Project <b>Location</b> 7th and Willow Streets <b>Description</b> Activities relating to leasing the retail area of this mixed-use project	2a	current project	Leased commercial space in an existing mixed-use development
	<b>Name</b> East Baybridge Project <b>Location</b> Catellus site on Oakland/Emeryville border <b>Description</b> Monitoring of Oakland's participation and potential business relationship w/the East Baybridge project; evaluation of 'spill-over' economic development opportunities within nearby West Oakland areas	2b	current project	Establishment of additional economic development opportunities within the district

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
:David Ralph (238-3692)	<b>Name</b> ACORN Plaza EDA Repayment <b>Location</b> 7th Street <b>Description</b> Negotiations with the Economic Development Administration pertaining to retaining \$600,000 HUD funding previously given to the City of Oakland	2c	current project	Decision on City's ability to retain funds
:Gloria Jackson (238-3703)	<b>Name</b> Small Business Incubator Project <b>Location</b> 1919 Market Street <b>Description</b> Provision of affordable space, financial assistance for rehabilitation, management expenses, technical assistance, and similar services for existing businesses to accommodate growth and to generate jobs	2d	current project	Encouraged business growth and job generation within the district
:Susan Chamberlin (238-3962)	<b>Name</b> Bioscience Industry Project <b>Location</b> District-wide <b>Description</b> Analysis of opportunities for developing bioscience industries	dist- rict wide	project in draft stages	Preparation of an Issues paper for Council consideration
:Wendy Simon (238-3962)	<b>Name</b> Enterprise Zone <b>Location</b> District-wide <b>Description</b> Establishment of an Enterprise Zone, a specifically-designated area in which businesses can take advantage of State and local incentives that are designed to help a business grow	dist- rict wide	city in final stages of receiving Zone designation	Greater levels of business attraction and retention
:Ann Ludwig (238-3962)	<b>Name</b> Recycling Market Development Zone <b>Location</b> District-wide <b>Description</b> Establishment of a Joint Oakland/Berkeley Recycling Market Development Zone, which would encourage the retention, expansion and attraction of recycling business by offering them State and local incentives	dist- rict wide	Zone established as of June 1992	Greater levels of business attraction and retention

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
OFFICE OF HOUSING & NEIGHBORHOOD DEVELOPMENT [OHND]  :Roy Schweyer (238-3502)	Name Marcus Garvey Commons Location 7th and Goss Streets Description Development of 22 rental housing units by Jubilee West and EBALDC organizations	3a	project completed	Development of additional housing resources within the West Oakland community
	Name Scattered Rehab Project Location Prescott area Description Development of 15 rental housing units by Jubilee West organization	3b	project in pre-development stages	Development of additional housing resources within the West Oakland community
	Name Victorian Village Project Location 16th and Market Streets Description Development of 56 housing units by Chambers Construction organization	3c	project under construction	Development of additional housing resources within the West Oakland community
	Name Victoria Court Project Location 1540 Adeline Street Description Development of 16 housing units by Balnes and Robertson organization	3d	project in pre-development stages	Development of additional housing resources within the West Oakland community
	Name Scattered New Housing Location District-wide Description Development of 12 housing units by Traditional Homes organization	district wide	project completed	Development of additional housing resources within the West Oakland community

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
<p>OFFICE OF HOUSING &amp; NEIGHBORHOOD DEVELOPMENT [OHND]</p> <p>:Roy Schwyer (238-3502)</p>	<p><b>Name</b>      Rehabilitation Activity for West Oakland district: Loan Approvals</p> <p><b>Location</b>   821 Mead Avenue  3426-28 Hannah Street  1062 24th Street  1737 Chase Street  1108 Magnolia Street  1058 24th Street  3023 Magnolia Street  543 33rd Street  1101 Peralta Street  2424 Linden Street  3029 Linden Street  2320 Myrtle Street  1208 30th Street  668-70 34th Street  3221 Ettie Street  1430 Union Street  1022 Union Street  1231 Adeline Street  3023 Magnolia Street</p> <p><b>Description</b> Rehabilitation of housing resources</p>	<p>dist- rict wide</p>	<p>loan appro- vals issued 9/1/92 to 8/31/93</p>	<p>Improvements to existing housing resources within the West Oakland community</p>

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING OR STATUS	PRODUCT
<p>OFFICE OF PARKS AND RECREATION [OPR]</p> <p>: <u>Kerry Ricketts</u> (238-2219)</p>	<p><b>Name</b> West Oakland Recreational Improvements</p> <p><b>Location</b> Parks and recreational sites throughout the district</p> <p><b>Description</b> Installation of improvements at the following locations:</p> <p>Measure AA funds: - deFremery ballfield lighting improvements</p> <p>Measure K funds: - West Oakland Youth Development - Raimondi Park - deFremery tot lot</p> <p>Unfunded improvements: - Community Gardens - Tot lot Renovations - Bay Trail - Citywide Restroom Renovations - deFremery Pool filtration project - Poplar Recreation Center Wing - Raimondi Park Improvements - Chester Street Mini-Park - Durant Mini-Park - Grove-Shafter Mini-Park - McClymonds Mini-Park - Willow Mini-Park - Street Median Improvements</p>	<p>4</p> <p>4</p> <p>4</p> <p>Dist- rict- wide</p>	<p>current project</p> <p>project funded; but not yet started</p> <p>project unfunded; no starting date determined</p>	
<p>OFFICE OF THE CITY MANAGER [CMO]</p> <p>: <u>Ezra Rapport</u> (238-3303)</p>	<p><b>Name</b> West Oakland NCR Effort</p> <p><b>Location</b> undetermined</p> <p><b>Description</b> Possible NCR effort for selected West Oakland location</p>	<p>{#5 re- ser- ved}</p>	<p>not known [staff to confirm details upon ER's return in 10/93]</p>	<p>Possible interdepartmental NCR effort that would identify specific action strategies for improving West Oakland community [similar to recent efforts in the Fruitvale and Elmhurst districts]</p>



PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING OR STATUS	PRODUCT
FIRE DEPARTMENT  :Asst. Chief <u>Navarro</u> (238-4052)	Name New Fire Station #3 Location 14th and Center Streets Description Construction of a new fire station near the Mandela Parkway corridor as replacement for the required relocation of Fire Station #3 on 7th and Pine Streets [see below]	6a	plan-ning approvals secured  project delayed due to toxics discovery on site	Construction of a new fire service station within the West Oakland district
	Name Removal of Existing Fire Station #3 Location 7th and Pine Streets Description Removal of fire station due to its proximity to the new I-880 Freeway facility	6b	site must be vacated by June 1994	Right-of-Way for new I-880 Freeway
DEPARTMENT ON AGING  :Altona <u>Anderson</u> (238-3121)	Name Multipurpose Senior Center Location Adeline near 16th and 18th Streets Description Rehabilitation of an existing building to create a new senior center, using Measure K funds	7	site located  project in pre-development plan-ning process	Recreational resource for senior citizens
OFFICE OF PUBLIC WORKS [OPW]	[All Public Works projects are associated with the I-880 Freeway Reconstruction effort; see 'CALTRANS' entry below]	---	-----	-----
<b>P R O J E C T S   U N D E R T A K E N   B Y   O T H E R   P A R T I E S</b>				
OAKLAND PUBLIC SCHOOLS  :Bob Long (836-8109)	Name Reconfiguration Project Location Oakland Schools city-wide Description Evaluation of grade levels serviced at various schools	dist- rict wide	current project	Possible changes to grade levels accommodated at selected school sites (e.g., Cole Elementary School previously accommodated grade K-6, and now accommodates grades K-8)

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
<b>:Bob Long</b> (836-8109)	<b>Name</b> Physical Improvements to West Oakland Public Schools <b>Location</b> West Oakland district schools (e.g., Lafayette and Prescott Elementary Schools; Lowell Middle School; McClymonds High School) <b>Description</b> Renovation/modernization of district schools	8a	current project	Improvements to district's educational facilities
	<b>Name</b> Clawson School site <b>Location</b> 3240 Union Street <b>Description</b> Vacated school site	8b	site placed on market for future sale	Potential development site
<b>OAKLAND HOUSING AUTHORITY [OHA]</b>  <b>:Leroy Moore</b> (874-1561)	<b>Name</b> Peralta Villa Project <b>Location</b> 935 Union Street <b>Description</b> Modernization of 390 units; exterior improvements to existing public housing development	9a	project undergoing environmental review	Improvements to public housing facility
	<b>Name</b> Campbell Village Project <b>Location</b> area bounded by 8th, 10th, Campbell, and Willow Streets <b>Description</b> Modernization of existing public housing units	9b	design staff being assigned to project	Improvements to public housing facility
	<b>Name</b> Oak Grove North/South Projects <b>Location</b> 620 17th Street; 570 16th Street <b>Description</b> Rehabilitation of existing 77 units @ 17th Street site, and 75 units @ 16th Street site	9c 9d	project to be pursued as part of OHA's 5-year Plan	Improvements to public housing facility

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
POST OFFICE	<b>Name</b> Post Office Parking Lot <b>Location</b> 7th Street near Wood Street <b>Description</b> Construction of an approximately 1,000 space parking garage on a site near 7th and Wood Streets to replace spaces lost through the I-880 Freeway project	13	Construction drawings underway	Employee parking garage
EAST BAY TRAILS  : <u>Jim Keimach</u> (464-7935)	<b>Name</b> Mandela Parkway Alignment <b>Location</b> Mandela Parkway corridor <b>Description</b> Proposed designation of Mandela Parkway connection to Bay Trails alignment	14	Project to be pursued upon Council approval; no formal action taken to date	Designation of a Bay Trails alignment along Mandela Parkway corridor to enhance recreational opportunities
PORT OF OAKLAND  : <u>Louise Engels</u>  : <u>OPB Staff</u>	<b>Name</b> Middle Harbor Road Extension <b>Location</b> Middle Harbor Road between 3rd and Adeline Streets, and Ferro Road <b>Description</b> Widening of Middle Harbor Road from the existing two lanes, to four lanes	15a	project being pursued with funding from Caltrans	Improved right of way
	<b>Name</b> Port Area Street Vacations <b>Location</b> Maritime, 7th Street, Middle Harbor Road, 7th Street Extension <b>Description</b> Vacation of City streets to Port of Oakland control	15b	under environmental review by OPB Staff	More efficient and cost-effective interface among container terminals, container freight stations, and railroad intermodal yards

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING or STATUS	PRODUCT
DEPARTMENT OF TRANSPORTATION [CALTRANS]	<b>Name</b> I-880 Freeway Reconstruction Project <b>Location</b> District-wide <b>Description</b> see Exhibit A attached for description of improvements associated with project	dist- rict wide	{see exhibit at- tached}	Improvements to regional highway and to City streets
EAST BAY MUNICIPAL UTILITY DISTRICT [EBMUD]  :Ed McCormick (287-1301)	<b>Name</b> EBMUD Maintenance Center <b>Location</b> 2127 Adeline Street/West Grand <b>Description</b> Rebuilding structures and incorporating other physical improvements to the existing Maintenance facility on a 13 acre site	10a	Est- imated con- struc- tion period 12/94 to 12/96	Improved EBMUD Maintenance center
	<b>Name</b> Sewer Project <b>Location</b> Site in vicinity of 7th/Wood Streets and 5th/Bay Streets <b>Description</b> Relocation of sewer facility	10b	Est- imated con- struc- tion period 2/94 to 12/96	Improvement to area's infrastructure
AC TRANSIT  :Tina Konvinlika (891-4754)	<b>Name</b> West Oakland BART Station <b>Location</b> AC Transit stop at West Oakland BART Station <b>Description</b> Improvements to passenger amenities (e.g., signage, shelter, etc.)	11	project pursued when funding is avail- able	Improved AC Transit passenger amenities
BAY AREA RAPID TRANSIT DISTRICT [BART]  :Leo Rachel (464-6000)	<b>Name</b> West Oakland BART Station <b>Location</b> 7th and Mandela Parkway <b>Description</b> Development of conceptual plans for a Mixed-Use facility (involving parking and retail activities); pedestrian access to future Intermodal facility (if located in West Oakland)	12	project pursued when funding is avail- able	Development opportunities at West Oakland BART station

PROJECT SPONSOR	PROJECT DESCRIPTION	MAP ID. NO.	TIMING OR STATUS	PRODUCT
SOUTHERN PACIFIC RAILROAD [SP]  : <u>Jack Rafferty</u> (891-7482)	<b>Name</b> I-880 Project <b>Location</b> SP tracks in vicinity of new I-880 Freeway Reconstruction project <b>Description</b> Moving of tracks to accommodate new freeway alignment; demolition of 36 buildings; rebuilding 6 facilities; renovation of 4 properties  <i>(see also Amtrak project in OPB listing)</i>	16	un-determined at this time; contact person unavailable during time of this writing	-----
U.S. ARMY	[Information not available at time of writing; staff to confirm Army's prospective activities at a subsequent date]	17	-----	-----
REPUBLIC MANAGEMENT  : <u>John Jager</u> (444-8931)	<b>Name</b> ACORN I, II, III <b>Location</b> 831 Filbert <b>Description</b> Modernization/renovation to 678 units in three phases, over a 5-6 year period	18	project being reviewed by OPB staff	Improvements to existing housing units
ST. JOHN MISSIONARY BAPTIST CHURCH  : <u>Andrew Hopkins</u> (238-6879)	<b>Name</b> St John's Church Reconstruction <b>Location</b> 1909 Market Street <b>Description</b> Reconstruction of church previously damaged by fire	19	demolition completed; design professionals now being secured	Reconstructed church and community landmark

WOInvCom.Cht

**DESIGN CONCEPTS OF SMITH, HARDEN & AMENHOTEP,  
FEDERATED DESIGN GROUP**

# **Design Concepts**

of

## **SMITH, HARDEN & AMENHOTEP**

**Prepared by Momenyaa Asantewa Harden**

As a design group, we center our designs around the growing movement of Africans throughout the world toward self determination and control of their communities. After meeting with community groups in West Oakland and hearing their collective concerns and desires, we were presented with the challenge once again, of developing, in concept and visual aids, a plan for a viable and sustainable community that also offers a healthy, safe and harmonious living environment.

In our attempt to include in our plans the necessary elements of a self sustaining community which also offers a positive living environment, we chose to meet this challenge from three different perspectives based on each designer's area of speciality.

**"THE CONTRIBUTIONS AND STRUGGLES OF A PEOPLE ARE WORTHLESS IF THE MEMORY OF THOSE CONTRIBUTIONS OR STRUGGLES ARE NOT PRESERVED".**

In the past, the Cypress Freeway was a force of division in the West Oakland community. By Divine intervention it collapsed. Today, renamed Mandela Parkway, this site should be a unifying force in the West Oakland Community, preserving the rich heritage of the African Americans who settled there.

We found it necessary to include in our designs areas along Mandela Parkway that remind us of past contributions and struggles of African American who settled in West Oakland. This was the main focus of Mr. Fred Smith in developing his design concept.

Pulling from the memory when West Oakland was a thriving, prosperous community with African American entrepreneurs along Seventh Street, high ranking military officers, politicians, entertainers and famous people living in the fabulous victorian homes, it is the hope of Mr. Smith to recapture the vitality and the spirit that made this community the center of African American wealth in the 1940's. Within the design concept, monuments were included along Mandela walkways, also included is a museum to capture the rich heritage of West Oakland African Americans.

**Africans brought with them their rich culture, retained it under adverse conditions to establish a society of contemporary African music, food, crafts, arts, dance, clothing etc. The missing link is an atmosphere that connects this contemporary lifestyle with it's points of origin. The Mandela Project offers us this opportunity to use a display center of African/African American culture as a tool of enrichment as well as a community beautifier and a source of nourishment for those who are disconnected and lifeless.**

Economic development and cultural awareness was the main focus of Mr. Amenhotep in developing his design concept as a result of numerous meetings with community leaders who shared these same ideas.

There are many talented artisan and craftsmen in the African American communities who are in need of space to display their products. There are many retailers operating on street corners and flea markets trying to pave their way to success under adverse conditions. The African community has a wealth of marketable skills and talents but unfortunately do not have the resources to support these skills.

The import and sale of African made products from Africans throughout the diaspora is a growing industry among African American retailers. As African Americans learn more about their culture and grow in appreciation of that that is African the demand for African products increases dramatically. The producer-consumer relationship is also enhanced with the added features of cultural exchange.

A community operating with a sense of ownership and pride becomes stable, functional and productive. Display of cultural pride attract consumers from other cultures which create an atmosphere for a larger range of cross cultural exchange.

Using economic exchange as the foundation of cross cultural exchange has been tried and tested throughout the United States with the economic booms of the African Marketplaces in Los Angeles, Atlanta and the New Orlean's Congo Square. These concepts had wide range support from the community and African American movie industry as well as consumers from other culture. The Festival By the Lake also demonstrates the effectiveness of this concept. In Oakland the Asians and Latino are provided with this opportunity of economic development with a high degree of success.



An African Marketplace along a four block section of the Mandela Parkway is fitting for West Oakland. The concept is just in time to meet the growing demands of Africans in their movement toward African consciousness. The African consciousness movement impacts on many other cultures as well, therefore, we must not make the mistake of thinking that Africans are the only consumers participating in this exchange process.

Along with the African Marketplace Mr. Amenhotep included in his designs areas along Mandela Parkway to recognize African leader throughout the world and their contribution to the African's struggle for freedom. The design include memorials in statue form and also a water memorial of the Middle Passage to recognize those African who died as they were being transported to the Americas.

The monuments, crafts booths, food booths, and all other displays of African and African American culture will act as an exciting educational experience for all who visit Mandela Parkway.

**A Positive Environment is a space or surroundings that encourage harmony, well being, self sufficiency and positive growth. The elements of a positive environment are those simple gifts from the Divine source that are still relatively free, combined to match the character and temperment of the individuals living in that space.**

**Nomenya A. Harden**

In light of the fact that our cities are deteriorating at an alarming rate with the core of the deterioration stemming from the disparity of the African American and other communities of color, we are now forced to investigate some of the root causes of the disparities in order to save our cities.

Things change, conditions change and we evolve or regress in response to those changes. These are the situations that stimulate migration or the act of shaping the environment to suit ones needs for the sake of survival. In the days before land ownership by the wealthy, these choices of changing the environment or migrating out of it was available to all men. Today of course, these choices are limited to only the wealthy who owns land or who can afford to move. The rest of the inhabitants are at the mercy of the few landlords or lawmakers who protect the interest of the wealthy landlords. Unfortunately, if the landlord does not have your positive growth in his best interest, this situation presents a dilemma for those who are struggling to survive and prosper in that environment. These suppressive condition today dominate American cities as well as surburbs and rural areas. Therefore my challenge as an architect, is to design an environment within and around these conditions that fosters positive growth.

During my years of studying human spaces, I have found it appropriate to study the human as the first step in designing a living space. I take into consideration the physical, mental and spiritual make up, the history and culture which include the environmental history, the temperments and habits, their collective needs and aspirations, etc., in order to design a positive environment.

In my study of African People and others for many years, I have learn to appreciate those qualities that are exclusively African. The jingle used in the past by Whites and some Blacks who forgot their origins, to describe the so-call backward or unsophisticated Blacks who moved to the cities in search of what they thought was a better life, "**You can take a\*#%%@C out of the country, but you can't take the country out of a\*#%%@C**", was a statement meant to insult our free spirited nature, our love for life and our closeness to the earth. Although the jingle was meant as an insult, it truly described our retention of the memory of our distant past of a positive environment that we thrived and prospered in for many thousands of years. We lived, flowed with, and preserved life, we did not destroy and flow against life. Before the great migrations of African Americans from the South, we were in a physical environment such as the one we were torn from that offered some of those elements necessary for harmonious living.

I believe that if we can capture the quality of life and physical living conditions present in today's rural settings, modified to reflect urban needs and combine that setting with the architectural styles that are relevant to our nature as African people along with cultivation of the skills and strategies necessary among those who inhabit that space, for the purpose of maintaining and sustaining that environment, then we will have met our individual yet common challenges of designing a positive environment and providing solutions to the present disparity and therefore save our city from further deterioration.

Parking has been another dominating issue surrounding the development of the Mandela Parkway. The Parkway represents a unifying force for a community that was physically divided. The community's position is that this division should not happen again. The victories of Nelson Mandela and the people of South Africa has rejuvenated the spirit of Africans throughout the diaspora in our struggle for self determination, and control of our living environment. As African Americans, we must see that the Parkway reflects the essence of Nelson, and all Africans' movement toward empowerment.

As part of our design concept, we have provided a list of potential parking sites. These sites are currently under investigation as alternatives. While the community is in favor of parking in certain areas, parking on the Mandela Parkway is not a choice they are willing to support and parking controlled solely by businesspeople living outside of the West Oakland area is not conducive to community's movement toward economic development.

### **Potential Parking Alternatives**

3rd. and Mandela (large lot)  
5th and Mandela (136'x100')  
5th and Kirkham (100'x48')  
7th and Kirkham(150'x100')  
7th and Kirkham (Exit)  
10th and Mandela (135'x152')  
11th and Mandela(50'x112')  
12th and Mandela(75'x108')  
16th and Mandela ( 32' x three blocks)  
Poplar and 16th (60' x 132')  
21st. and Mandela (54' x 150')  
26th and Mandela (40' x 60')  
26th and Willow (Side street)  
32nd and Mandela (40' x 70) and (25' x 50')  
32nd and Etre (side street)  
Hanna St. (40' x 100')

SMITH HARDEN AMENHOTEP  
DESIGN GROUP  
May 12, 1994

DESIGN: NORTH OF GRAND AVE.

Resources, like transportation savings, should be used both for the social, cultural and economic revitalization of West Oakland, formerly occupied by the area's earth-quaked damaged transportation structure, and for funding "practical" mass transit alternatives in order to relieve and reduce the pollution caused by years of benign neglect and congestion, e.g. low self esteem, high unemployment, lack of ownership, no sense of empowerment, a sense of entrapment, higher incidents of cancer, noise, and toxic substances, especially lead, and poor air quality.

Fostering environmental equity (Contra County cancer studies indicate that "census tracts near the old Cypress Freeway showed high incidence of cancer in the population; higher than near the Chevron refinery in Richmond, and much higher than other communities which were distant from freeways...") and eliminating environmental racism (a West Oakland Health Center's study states that "a majority of West Oakland children show high levels of lead in their blood...") requires design that is not just another city beautiful movement but rather designs that sustains those neighborhoods.

Sustainable architecture preserves and revitalizes neighborhoods. For example, the renaming of Cypress Street to Mandela Parkway instills pride, fosters hope, and literally sets the tone for the freedom of a minority community to determine its land use. For example, concepts of sustainability addresses the community's desire to reverse the decline of West Oakland fostered by the actual cutting of Mandela Parkway off from the residents who makeup West Oakland.

The goal of the design of SMITH HARDEN AMENHOTEP is to establish a national model showing how low income and predominately African American communities, like West Oakland, can unite not only with the larger community but also with itself socially, culturally and economically, can build upon the ethnic and environmental awareness of the neighborhood, and foster mass transit alternatives.

Transportation mobility within West Oakland involves the long-term vision of more use of mass transit and less reliance on the automobile, and causing West Oakland to be more environmentally friendly. Specific transit issues are the extension of BART services, establishment of rail service in Oakland and across the Bay Bridge, greater ferry and bicycle use, and walking

paths.

The site north of Grand Avenue, labeled the African in America zone, will become more environmentally friendly by becoming a location to sustain social, cultural and economic awareness of the contributions of the black American to American culture. The Harriet Tubman Plaza is a community policing location with an emphasis on neighborhood outreach.

A horticultural area for the growing, study and selling of plants builds on the agricultural tradition of Booker T. Washington and George Washington Carver at Tuskegee Institute and provides community jobs. W.E.B. DuBois's concept of the intellectual discipline of the "talented tenth" takes the shape of a building dedicated to educational excellence and field research on minority communities, and promotes working with the youth.

The Harlem Renaissance has a focus in an entertainment complex for the arts, i.e. theater, music, sculpture, painting, quilting, etc., which allows West Oakland to celebrate, for example, its musical traditions, like gospel, jazz, blues, etc. Modern retail shops allow vendors to further explore economic development and provide neighborhood jobs by heeding Marcus Garvey's admonition "Up you mighty people, you can accomplish what you will." The Muhammad Ali sports complex offers indoor basketball, volleyball, handball, wrestling, martial arts, fitness center, arena for sports viewing, etc. An area for spiritual study and reflection is in the Rev. Martin L. King, Jr. Retreat and the adjacent Minister Malcolm X Gardens.

In conclusion, the land strip on Mandela Parkway north of Grand Avenue is a resource which provides a unique opportunity to revitalize the social, cultural and economic heartbeat of the minority community of West Oakland. This site has the potential to improve upon the quality of life for the residents of West Oakland by uniting the neighborhood with healthy, stress reducing spaces rather than the pollution activities and spaces victimizing West Oakland in the past.

#### References:

1. The Ecology of Commerce: a Declaration of Sustainability by Paul Hawken.
2. Green Markets: The Economics of Sustainable Development by Todor Panaiolov











14TH STREET

MANDELLA PARKWAY  
BIKE ROUTE

16TH STREET

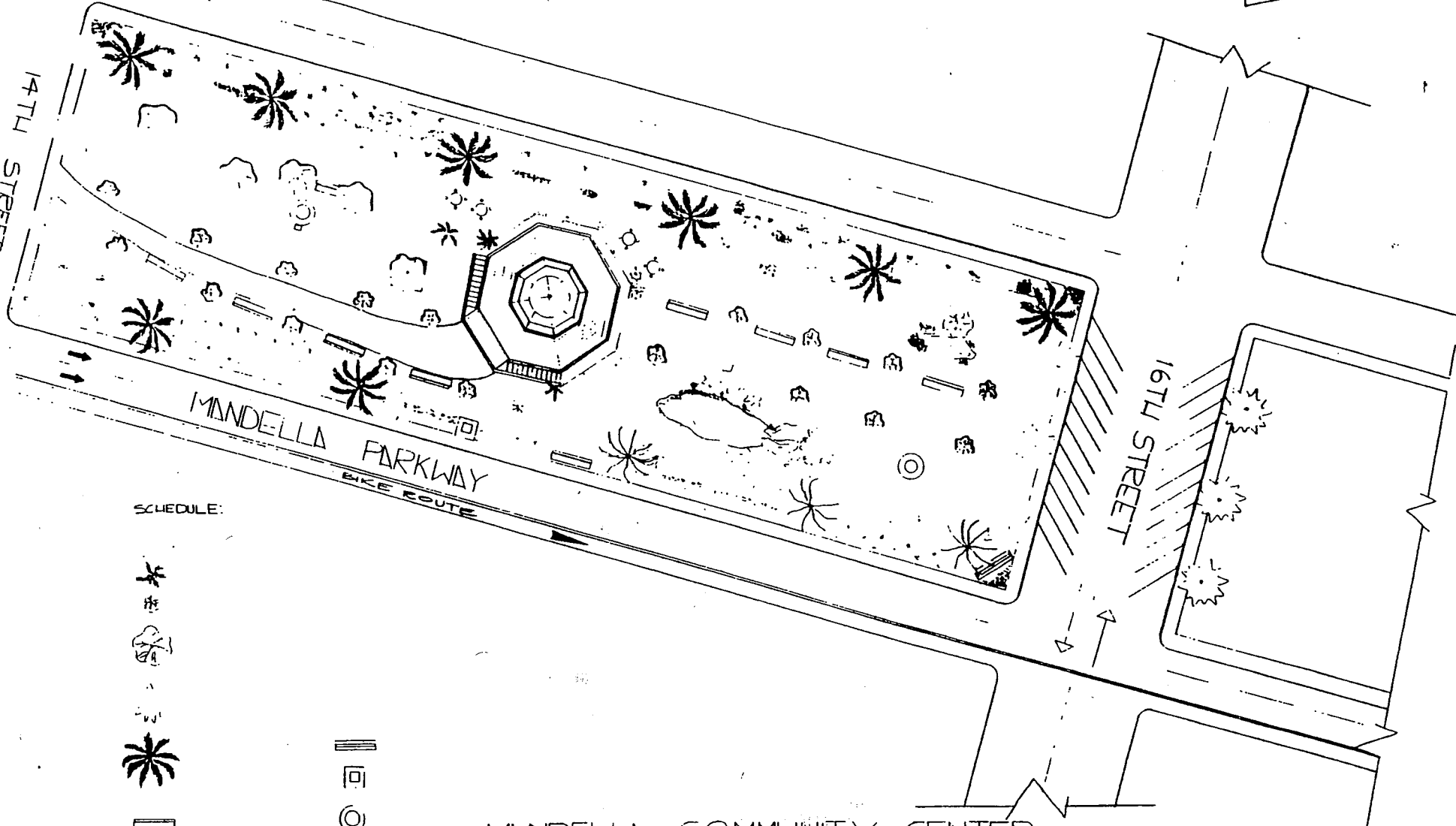
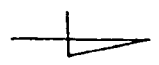
# MANDELLA COMMUNITY CENTER AND GARDENS

SCHEDULE:

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DRAWN BY: NOMETA HARDEN

DATE	1-27-74
SCALE	1" = 20'
PROJECT	MANDELLA COMMUNITY CENTER AND GARDENS
CLIENT	
DESIGNER	NOMETA HARDEN
NO.	1-27



**WEST OAKLAND RESIDENTS' PROPOSAL & VISION  
FOR THE MANDELA PARKWAY**



May 4, 1994

Ms. Stephanie Floyd  
Office of Economic Development and Employment  
1333 Broadway St. 9th Floor  
Oakland, CA 94612

**Re: Resident's Proposal and Vision for the Mandela Parkway**

Dear Ms. Floyd:

October 1989 the earth shook with a furious rage and forever changed the destiny of West Oakland. In the space of a few agonizing seconds the Cypress Freeway, a literal and figurative symbol of a divided community, came crashing down. Though there was great turmoil and pain, beneath the concrete, this tragedy also brought with it a seed of hope and beauty: West Oakland could be made whole again.

The residents of West Oakland see the revitalization of this parkway stretching from Third Street to the Emeryville border, *the Nelson Mandela Memorial Parkway*, as a precious opportunity to draw the community together and to bring out the life and vitality already existing within these neighborhoods.

*Description of Resident Vision*

Our hearts are set on seeing a people-friendly place, a place where neighbors can easily walk to and from their homes, apartments, businesses or work. The Mandela Parkway, in honor of its namesake, should be a place of dialogue, education, and growth -- a common ground where people can sit, talk, walk around, explore, learn of their history; the sad voyages to this and other shores, as well as the proud traditions and teachings of our ancestors.

The Mandela Parkway's main focus must be around providing opportunities for community ownership and responsibility by utilizing community architects and contractors and by building community businesses and employment. The Parkway must be a source of revenue to West Oakland.

There will be places to buy fresh fruits and vegetables or perhaps ice-cream and baked goods. People can come have dinner, buy a book, ride their bike, or just browse through locally produced handi-crafts and wares. Throughout the length of the Parkway beautiful Gazebo structures will line the tree-shaded pathways with colorfully framed drawings of what is housed in each building. The residents wish to see architectural structures and landscaping which are artful, beautiful, eye-catching, interesting and unique -- showing the creative character of the neighborhood's inhabitants.

In addition, the residents are also sensitive to the need of the business community. There must be provisions included for making parking available, either off-street or street-side to accommodate the need of outside visitors to Mandela Parkway as well as local businesses.

Let the Mandela Parkway be an enhancement for the whole city and all of its communities; reaffirming the cultural and economic importance of West Oakland to the strategic development of the entire region.

*Here is an environment of hospitality and distinction that would carry the visitor, in spirit, directly to the Motherland from which we all originated. Let our neighbors, from Berkeley, Emeryville, Alameda, near and far, come see the hearts and souls of this community in this beautiful project we envision.*

*A Special Thanks*

The residents wish to thank the Federated Design group of Smith, Harden, and Amenhotep for their beautiful design and dedication as they incorporated our ideas, gave them architectural form, and expressed them in words that are in the hearts of the residents. We also thank the Black Environmental Design Student Association in appreciation for their compassion and support in this effort.

Signed,

*Queen E. Thurston*

West Oakland residents



**WEST OAKLAND COMMERCE ASSOCIATION'S PRESENTATION  
REGARDING MANDELA PARKWAY IMPROVEMENTS**

WOCA'S Presentation to CWOR Regarding  
Mandela Parkway Improvements

D. Breuner: May 4, 1994; (slides are underlined)

What I am about to say is very convincing, logical stuff and full of irrefutable facts about landscaped parking in the Mandela Parkway. If these facts were taken at face value, there would be no question about the result -- we'd have landscaped parking in the industrial part of the Parkway.

Before I do that, I'd like to reflect with compassion on events which are occurring right now in South Africa and the obvious symbolism which binds West Oakland with these events. The population of both places is about 75% black. South African blacks have suffered oppression by a white minority for 300 years, but now have the power of the ballot box, as people in West Oakland do have.

Learned men and women have emerged from struggles in both places to lead their people out of the dark past and into a future of freedom with control of their own destinies. West Oakland's biggest street has been renamed in honor of the learned man who is doing so in South Africa. Mr. Mandela symbolically shook hands with his former oppressor, as West Oakland residents have been doing with business people through the CWOR process. And now they will be working together to write a new constitution for their government -- as we are now working together through CWOR in our own process of inclusion.

It is not yet clear whether both sides in either case will accept compromise with each others' concepts and ideas for conduct of future affairs. This issue may become critical as differences are settled in the future following oppression in the past and the turmoil of transition. Will old resentments and pride continue to stall progress, or will common sense prevail for the benefit of all?

Keep this question in mind now as we look at the cold hard facts about landscaped parking. By comparison, this issue is hardly significant when compared with the gravity of South Africa's issues. But if we can't resolve a simple question like, "To park, or not to park?" we can't expect to answer the question, "How do we go forward together from here?" Resolving the parking issue will prove our ability to answer all the questions which will inevitably follow, if we can do it.

Slide

Comments

1. The Mandela Parkway has looked like this for over 4 years. We've waited long enough to decide what to do about it. Now it's in our hands. We can resolve it through CWOR's process.
2. WOCA wants CWOR to reach common agreement on functional improvements to the Mandela Parkway which will be of mutual benefit to business and residents alike, so that such visions will be implemented through the City's planning process in a timely manner.
3. We already agree on a number of important factors. Having a broad street to work with is a positive legacy of opportunity. Great cities around the world have been rebuilt along broad boulevards... Beautification of the entire Parkway has been the common cause for West Oakland residents and businesses... The existing configuration of Mandela with two lanes for traffic on each side of the median provides access to all the properties fronting on it, and to change this configuration would throw away an undeniable asset and add the unnecessary expense of changing it... All of the functions discussed so far are mutually compatible as long as we can agree about where they should be located along the Parkway.
4. The only remaining question is, "To park, or not to park?" Residential concerns conflict with business interests. Residents want landscaping and jobs, but not parking.
5. Business needs landscaping and parking to create jobs.
6. West Oakland students at the Cypress/Mandela Training Center don't walk. They drive their cars.
7. They overwhelm Poplar Street by 7 o'clock every morning. We are proud of these people for making the effort to retrain themselves for new jobs. We should support their effort with more parking.
8. You can see what happens every afternoon when training is over at 3:30... The point here is, its very hard to lease vacant space

when there isn't enough parking, and you can't say, "Don't park!"

9. Oakland must compete with other cities which are trying to suck jobs out of Oakland. Phoenix, for example, ran this 64 page supplement in the *San Francisco Business Times* last December. It explains in vivid detail why Phoenix is a better place to do business. Oakland has done little to offset this fight for jobs when we should be doing everything possible.
10. Beautification and parking are critical in this war for jobs. Without a great "product" to attract and retain business, no amount of public relations will do any good. Business is an engine which pays taxes to provide all government services, schools, welfare, etc.
11. Bay Bridge Industrial Center is the former Emporium warehouse on West Grand at Poplar. Two dozen businesses occupy 200,000 SF and employ about 230 people. About 35% are from West Oakland, including the students at PIC's Cypress/Mandela Training Center. Applying these ratios of jobs per square foot to the 1,000,000 SF of vacant space here, 400 West Oakland people would be employed if this vacancy was filled. Maybe more, depending on the type of use. The Catellus project, for example, on the Oakland-Emeryville border will employ 600-1,000 people starting in July this year. I don't need to mention what else has happened to produce jobs in Emeryville which West Oakland could certainly emulate if the business climate got better here.
12. Based on requirements in the parking ordinance for manufacturing zones which applies to existing buildings within the block on either side of Mandela, the shortage is 864 stalls.
13. Half of this shortage would fit in the landscaped median in the industrial section of the Parkway... without affecting the residential area... which you can see on this aerial photograph of West Oakland. Here is the Mandela Parkway. Leading from the BART Station on 7th Street north, past West Grand Avenue, to the Bay Bridge freeway maze. Here are the homes on the Parkway. Here is the proposed site at 14th Street for a memorial to those who died

in the earthquake. And here is where landscaped parking has been proposed in the industrial area, which is away from the homes.

14. Here are attractive examples of what we propose. People jogg by landscaped parking.
15. People Bike by landscaped parking.
16. Here are palm trees by landscaped parking.
17. Some places even have light rail by a landscaped median.
18. There is parking in a median, where a freeway used to be, with controlled access, which could restrict trucks and provide revenues from parking permit fees for maintenance of the entire Parkway.
19. There's a place for a farmers' market in landscaped parking areas.
20. Where's the parking in this picture?
21. Right behind the landscaping!
22. WOCA's Design Study was drafted by an expert to incorporate all these needs. We had this done last year to make it available for comment to help facilitate the planning process. As you can see, it includes landscaping, parking and a provision for future light rail. If we use our imagination, it's easy to visualize something like this in the industrial area, where it belongs, along with landscaping by itself in residential areas at the other end of the Parkway. This brings us back to the only remaining question...
23. "To park or not to park?" WOCA supports landscaping the Parkway in the residential area without reservation. Common sense tells us what must be done in the industrial area to help get and keep jobs! I appreciate the opportunity to make this presentation, and I thank you for your courteous attention.



# MANDELA/CYPRESS PARKWAY PARKING DESIGN STUDY

Prepared for the West Oakland Commerce Association  
By Peter Hasselman, FAIA; Sept. 25, 1993; 1"=60'

SECTION

FUTURE STREETCAR TRACK

FUTURE STREET-CAR SHELTER

GROUND COVER  
NOTE: LIGHTING TO BE  
ANSI STANDARD  
THROUGHOUT.

45° PARKING  
18' CENTER AISLE

FUTURE STREETCAR TRACK

TREES

GROUND COVER

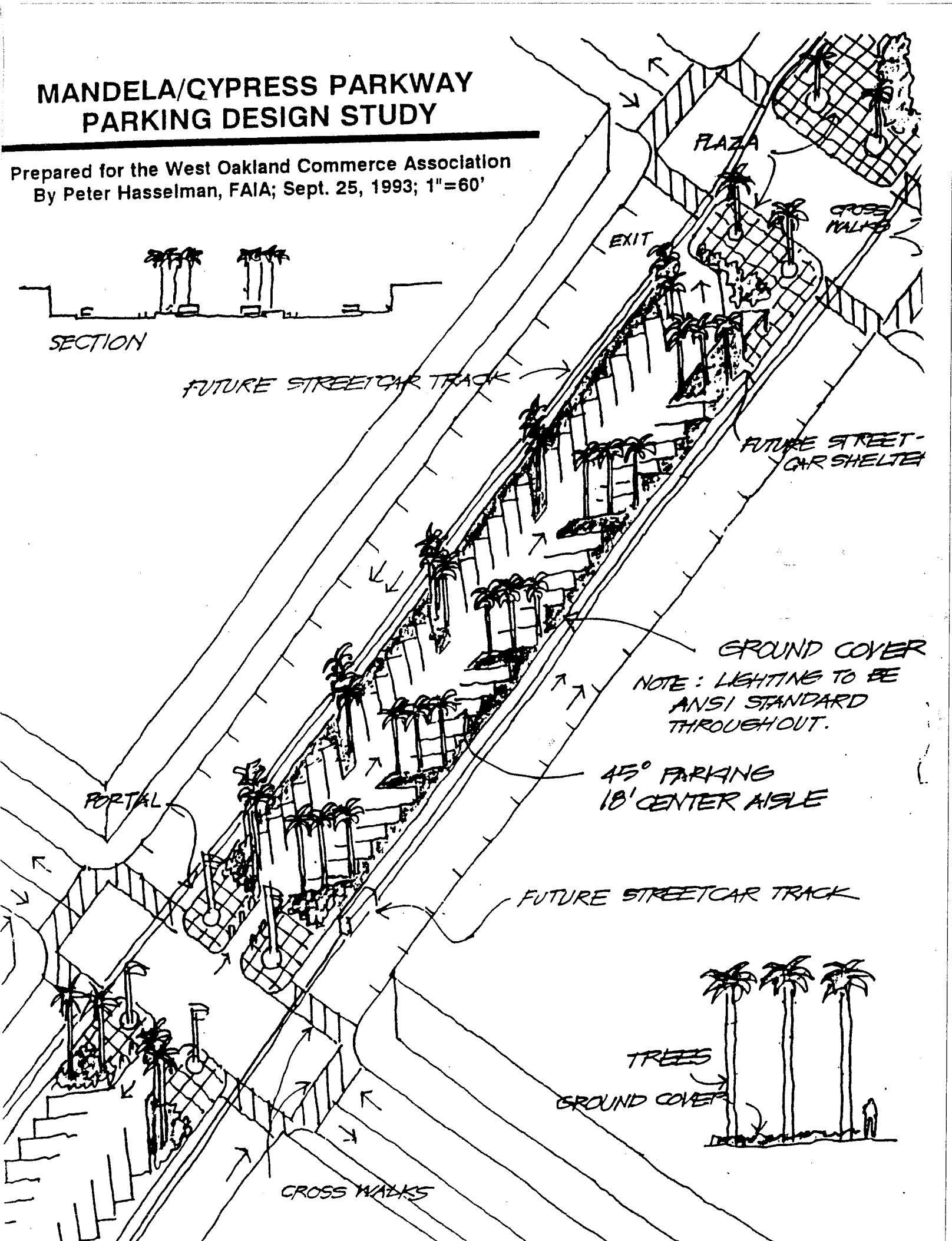
CROSS WALKS

PORTAL

PLAZA

EXIT

CROSS WALKS



**FEDERATION OF AFRICAN AMERICAN CONTRACTORS'  
MANDELA PARKWAY PROPOSAL**

# MANDELA PARKWAY PROPOSAL

Prepared By: **The Federation of African American Contractors, Inc.**

It is great pleasure that we take these few important moments to include our collection of the community's views into a concept that will have a long standing impact on the future of West Oakland, **The Mandela Strip.**

## highlights of our proposal features:

Unified beautification of the entire Mandela corridor and the enchantment of existing residential and business climate for the entire Strip.

An African theme for the planting patterns and design of the median and paved areas. Use of African and Native Plants associate existing conditions with this new theme.

Establishing a cooperative retail complex featuring a design theme linked to African prototypes to promote a local entrepreneurial skills at the foot of 7th Street in all of that property vacant at this time.

Inclusion of a Public Art project at Mandela Square 7th Street and Mandela parkway which will use an African gateway theme to announce the Parkway design on 7th st. Also in the first block of the narrow median of Mandela, have sculptured representations of Famous people of West Oakland as a way of acknowledging the continued importance of successions of West Oakland individuals.

Among the many anticipated plantings will be Palm Tree planting as a theme for most of the Mandela corridor.

Building of new housing on empty lots west side of Mandela from 8th to 15th street .

Closure of several of the residential streets along mandela to reduce speeding thru traffic and enhancement of security .

Medians will have a bike and a rail trail weaving thorough the palms and the bright colored planting beds where African and native California plants will be featured throughout the strip.

A Memorable Park featuring places for families and children. Park features such as barbecue pits, places for play perhaps places of out-door music. Encourage fire station to assist monitoring safety at the park.

Business development, Inclusion of small businesses placed strategically along the entire length of the strip on the east side into the industrial sector north of grand avenue. Such businesses might include restaurants, small variety and specialty outlets, Select gasoline stations.

A technical / cultural Institute providing a variety educational and historical information and space for conducting scientific and technical courses.

Transportation activities of the strip will connect with other planned trail enhancements and will allow for another mode of transportation to be introduced.

changing of the architectural features of existing buildings will cause the overall architectural appearance of the entire strip to match overall decor of the Strip as the new Scene for the Strip evolves and will be consistent with the City of Oakland planning process.

The design and changes in the existing conditions will affect where and to what extent parking will be addressed in the overall design of the Strip.

Shifting of the median at the Park locations so it has prominence along the Mandela Parkway.

Public Art project involving earthquake memorial ideas either on the park site or along selected portions of the median.

Any trails will connect with all parks in the area and will lower the overall demand for automotive traffic in the entire Mandela Parkway.

At West Grand Avenue doing an Oakland gateway project, featuring a public Art project introducing people for Bay Bridge to West Oakland and will include a cluster of native oak trees at this intersection to accentuate the 'Oakland' theme.

North of Grand Avenue the scene will return to the landscaped medians with palm trees and creating an enhanced setting for business development focused on small commercial, light industrial and retail settings.

Encourage development of adaptive reuse of all under utilized space along the strip.

### Summary

All of the points in relation to the concept of the Mandela Strip are to be considered as inclusive at this time and will be further amplified in a more detailed analysis that we anticipate we will be completing in about forty five days and will issue a copy to the Chair of CWOR and the City Planning Department.

Prepared By The Federation of African American Contractors, Inc.

  
Waneed Zafir, President  
Monsa Nitoto, Affiliate Board Member ✓

William P. Coburn, AIA ✓

**PROPOSED MANDELA PARKWAY BAY TRAIL ALIGNMENT,  
ASSOCIATION OF BAY AREA GOVERNMENTS**



February 28, 1994

Stephanie Floyd  
Oakland Office of Economic Development

RE: Proposed Mandela Parkway Bay Trail alignment

Dear Stephanie:

It was good to talk with you today about West Oakland's redevelopment planning process, and to find out that my call was timely in terms of tonight's transportation planning meeting. I am enclosing some general information on the Bay Trail in case I am not able to attend the meeting.

The San Francisco Bay Trail project was established by the State legislature in 1987. The legislation directed the Association of Bay Area Governments (ABAG) to plan a recreational trail system along the shoreline through the nine Bay-area counties. The goal was to provide pedestrians, bicyclists and other non-motorized users access to the Bay. When completed, the Trail will link over 90 park and open space preserves in 42 cities. Approximately 170 miles of the planned 400-mile trail are completed.

The Oakland City Council has just acted to amend the City's bicycle plan to make Mandela Parkway the primary Bay Trail alignment through the City. We believe that this alignment provides a useful connection for West Oakland between the West Oakland Bart station and the planned commercial development just north of I-580 in Emeryville. Probably more important, making Mandela a true *park-way*--that is, developing a linear greenway-park with a pedestrian-bicycle promenade either in the median or on the sides--would provide a real benefit to West Oakland.

The State has allocated about \$45 million in federal "transportation enhancement" funds from its ISTEA program to projects such as this in the past year; and I am confident that this project would be a good candidate for funding. Please don't hesitate to call on me if I can be of any help in planning and realizing this project.

Sincerely,

Brian Wiese  
Trail Development Coordinator





# CITY OF OAKLAND

## Interoffice Letter

To: City Manager Attention: Craig G. Kocian Date: November 2, 1993

From: Office of Parks and Recreation

Subject: Adoption of the Bay Trail Realignment through West Oakland

### BACKGROUND

In 1987, the State Legislature adopted Senate Bill 100 to authorize planning a trail around San Francisco and San Pablo Bays. Known as the Bay Trail, the project is sponsored by a coalition of organizations and agencies committed to its implementation. Within this coalition, there is a 21-41 member nonprofit corporation representing virtually every citizen group/public agency involved in the shoreline of the San Francisco Bay, including the City of Oakland. The Association of Bay Area Governments (ABAG) is assigned the task of coordinating the trail's development.

In an effort to facilitate involvement of all departments which could potentially be affected by the project, a Bay Trail Technical Committee was formed at the recommendation of the City Manager's Office to meet and regularly discuss issues as they would relate to the design, development and implementation of the Bay Trail through Oakland. The Technical Committee consists of representatives from Planning and Building, OEDE, OPW, OPR, East Bay Regional Parks District (EBRPD), ABAG, and FRIENDS of the Bay Trail.

On July 8, 1992 and December 16, 1992, progress reports were brought forth from the Parks and Recreation Advisory Commission (PRAC) to City Council Committees, the City/Port Liaison Committee and City Council discussing the preferred route for the Bay Trail as it enters Oakland at the I-80 and I-580 interchanges.

### Maritime Street/Middle Harbor Road Route

The route was proposed to follow Burma Road to Maritime Street. The trail would then connect with 7th Street where improvements are planned for implementation under CalTrans. From 7th Street the route would connect to Middle Harbor Road where a separate bike path would run parallel to the Estuary. From there, the trail would follow City streets towards the San Leandro Bay and Bay Farm Island (See Exhibit "A"). In addition, "spur" trails would be used to access public open space areas within the Port of Oakland boundary. While the Bay Trail would generally follow the Estuary from West Oakland to San Leandro Bay, the exact alignment of some portions of this segment are yet to be determined.

/arion 5/3/94

## ■ Emeryville Beat

By Dawn Frasier

### Capital Improvements meeting

The Emeryville City Council will hold a study session on a proposed Capital Improvement Program (CIP) for 1994-98 today at 5 p.m. in the city council chambers, 2449 Powell St. second floor.

There are a total of 47 projects listed in the program, although some (such as a proposed pedestrian crossing over the railroad tracks or utilities undergrounding on major streets) are only designated in case funding becomes available, said City Manager John Flores.

At least 30 projects, in a variety of categories, are more specific. Some are ongoing projects that require continued funding; others are new. Advocates of individual projects are expected to add their input tonight.

Transportation projects include the Bay Shellmound extension and the retrofitting of the Powell Street bridge. Facilities upgrading includes sewers and storm drains, new city buildings, the upgrading of the fire station and civic center, and major renovations to the city's senior center, which many seniors have been lobbying for over the past few months.

Marina improvement projects, ongoing construction of Christie Park, and a number of housing projects (at various stages of construction) are also part of the CIP proposal.

One particular area of focus will be improvement to San Pablo Avenue, including commercial rehabilitation, business retention and revitalization. "We may even rent space for small businesses we want on San Pablo Avenue," said Flores. "We look at it as one way to 'prime the pump.'"

A recent state decision that allows cities to loan redevelopment money to commercial facilities for upgrading — particularly facades — is also a part of the new CIP proposal.

Economic development projects are basically funded by the Redevelopment Agency. Funding for other CIP projects comes from a variety of sources: redevelopment monies, the general fund, private donations, county or state grants.

The CIP list was reviewed by the Planning Commission last Thursday night to see if it was in conformity with the city's General Plan. The CIP budget is set each year for the next five years.

### Bay Trail planning

The city went on record April 19 in requesting that all entities involved in the planning of the Bay Trail consider the impacts and benefits of extending the trail through the Emeryville Crescent. Mayor Ken Bukowski has gone one step farther; he's asking for the Association of Bay Area Governments, the trail's sponsor, to commission an environmental impact report on the subject.

As far as the city council is concerned, it's far more sensible to route the Bay Trail along the crescent, although such a proposal received considerable opposition when it was made three years ago. "The city council believes the Bay Trail belongs next to the Bay," Bukowski said. No one spoke against the item when it came before the council.

Since the Bay Trail is intended to encircle the San Francisco Bay, allowing trail users to enjoy access to it in a unique manner, the council believes the planned routing inland to Shellmound Street and through West Oakland streets before reconnecting with the Bay is undesirable and unsafe. Diverting the trail, according to the council, would not only create an unnatural break, discouraging its use, but would cause Emeryville to be a starting and stopping point rather than a pass-through area, overburdening the city's parking and public services.

See BEAT on page 11

Tuesday, May 3, 1994

## Beat ...

Continued from page 10

The council contends that the safety of trail users and the protection of Crescent wildlife can be ensured with "fully enclosed, but scenic, fencing." Both have been issues; in particular, conservationists have been concerned about destruction of the Bay marshlands and its bird habitat by passing humans and their pets.

The council believes the Crescent provides "one of the most important views in the Bay Area," and extension of the Bay Trail through it will promote the recreational use of the Bay. The entire council supports the extension of the Bay Pedestrian/Bicycle Trail from Powell Street south through the Emeryville Crescent connecting to the north side of the Bay Bridge Toll Plaza where it can continue adjacent to the Bay through West Oakland.

Bukowski believes the project is lacking in recent environmental analysis. Existing documents, he said, assume human intrusion into sensitive areas but do not consider means for protection of the Crescent or analyze what damage if any would occur if the 10-foot-wide pedestrian/bicycle path were situated along the edge of the Crescent.

Bukowski said that while there are concerns about the possible endangerment of sensitive bird habitat, there has over the years been little attempt to stop intruders from coming into the area — those building (or tearing down) driftwood sculptures, for example.

"Adequate environmental review evaluating all of the benefits and consequences of the proposed Bay Trail does not yet exist," Bukowski said. "The decision makers and the public desperately need that information."

Brian Wiese, ABAG's trail development coordinator, believes an environmental impact report is premature at this point.

"ABAG helps to facilitate the development of the trail by whatever local jurisdiction it falls within — city, county, regional park district," he said. "Project level EIRs are done as segments come up for development."

"ABAG is not in a project development mode; we don't do EIRs, particularly before there's a project to develop," Wiese said. "We do help with funding,

help jurisdictions go through the environmental process and so on."

Alignment was approved in the Bay Trail Plan 1989. During the two years the plan was being finalized, said Wiese, representatives of ABAG,

counties, bike groups, hiking associations, the Club, the Audubon Society and other citizen groups looked at alternative alignments. "At that time alignment originally proposed was along the Emeryville Crescent," Wiese said. "We did investigate it through and we all backed off that plan because of the environmental concerns expressed. The Bay Trail board decided to reroute the Trail away from the Crescent through Emeryville."

Now, the Emeryville Crescent is slated to be acquired from the Catellus corporation by the East Regional Park District as part of the East Shore Park. If things go as planned the park district will manage the site, but it has no plans to incorporate there.

"We're not opposed to sitting down and discussing the issue again, though we have discussed it at length already and, based on that discussion, the Bay board has decided to reroute the trail away from the Crescent."

For Bukowski, a major decision is at stake.

"The San Francisco Bay Trail is more important than it's being treated," Bukowski said. "Because freeway construction, Albany can't even put the where the road used to be. As a decision-maker, I want documentation."

"The whole purpose of this trail is to encourage people to use it. If the future of transportation in the whole area is to get people walking and riding bikes, diversion is an issue the whole Bay (community) should be really thinking about."

The Bay Trail is planned to run around the perimeter of San Francisco Bay for a distance of 400 miles. It involves nine counties and 42 cities along the shore. 170 miles of trail have already been constructed.



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**REFERENCES**

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# West Oakland builds strategy for revival

Tribune 2/10/94

By Craig Staats  
STAFF WRITER

OAKLAND — Two years after an emergency redevelopment effort collapsed amid accusations and acrimony, West Oakland residents, business owners and merchants are trying again to reach a common vision of what their neighborhood could be.

The Coalition for West Oakland Revitalization, which has been meeting twice monthly for a year, will sponsor a forum Saturday to give people who live and work in West Oakland a chance to discuss the area's future.

The meeting, at 9:30 a.m. at Taylor Memorial United Methodist Church at 1188 12th St., is designed to help citizens and city leaders write a 10-year plan to revitalize the area, which contains a mix of single-family homes, businesses and warehouses.

## 'Solid foundation'

"The more people you involve, it's like a very strong and solid foundation," said Stephanie Floyd, an urban economic analyst in the city's Office of Economic Development and Employment who has been working with the group.

Over the years, there have been more than 50 planning studies on sections of West Oakland, Floyd said, but none has covered the entire area, from Interstate 980 to the Oakland Army Base and the Estuary to I-580.

City Council member Natalie Bayton (West Oakland-Downtown) said she hopes the process will encourage people who may have worked on a single issue — the Cypress freeway, crime or senior services — to contribute ideas on other issues.

Bayton said she has high hopes for the planning process.

"What makes this different is this is probably the first time there really has been an attempt to pull the entire community together," she said.

## Second forum

A second community forum is set for 9:30 a.m. March 12 at Prescott Elementary School, 920 Campbell St., to review people's suggestions and talk about how to proceed.

City officials tried after the 1989 Loma Prieta earthquake to approve an emergency redevelopment plan for a 1,480-acre swath of West Oakland.

However, a combination of factors derailed the proposal, including opposition from business owners, widespread fear over how the city would use its eminent domain powers and former City Council member Aleta Cannon's unwillingness to push hard for a compromise in an election year.

# West Oakland sifts its needs for future

Oakland Tribune 2/13/94

By Chauncey Bailey  
STAFF WRITER

OAKLAND — More direct social services can spur economic development and boost employment in West Oakland, where the jobless rate is highest in the city, said residents who met Saturday to help craft a more promising future.

Dozens of residents attended a meeting called by the Coalition for West Oakland Revitalization. Organizers invited them to voice views about what should be the goals for the area in the next decade. A follow-up meeting focusing on strategies is set for March 12.

The Oakland City Council will consider recommendations from similar forums across the city. The jobless rate in West Oakland is estimated to be 20 percent.

"We need jobs and economic growth to put more people into the mainstream," said Theresa Clark.

And Bruce Porter, program director, Oak Center Cultural Center, said development services should be targeted to young African-American males: "(Economic) disparity is related to the crime. We need social programs."

Among the officials who attended the forum were Oakland Mayor Elihu Harris, City Council member Natalie Bayton (West Oakland-downtown) and Alameda County Supervisor Keith Carson.

West Oakland has remained stagnant because it has lacked a clear consensus from the community on what to tackle first, said Mtangulizi Sanyika, the coalition's planning facilitator.

"A general plan will not be developed without community input," he told the gathering at Taylor Memorial United Methodist Church. "This will be a practical citizen planning process."





