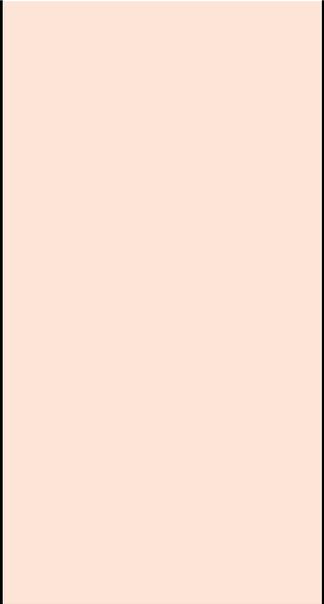


Topic	Issues	Community & Plan Alternatives Ideas
Built Environment	1 - Adapt and grow Oakland's capacity for housing and jobs to meet the needs of existing residents and the needs of Oakland's increasing population.	1.01 - Identify opportunity sites that will meet the goals for new housing, employment space, irrespective of potential new development at Howard Terminal and I-980.
		1.02 - Increase density to meet housing and affordability goals and to support transit investments.
	2 - Focus intensity of new development in appropriate areas within downtown Oakland to preserve the character of other neighborhoods, promote transit ridership and in turn support improved transit service, and build demand to support flourishing businesses and amenities.	2.01 - Maximize growth (particularly office uses) near transit, around BART stations. Designate sites adjacent to transit hubs and along major transit corridors to accommodate the most intense and dense development, balancing housing supply with local employment opportunities (see ECAP Action TLU-9).
		<p>2.02 - Protect unique historic buildings, districts and places by developing clear criteria and policy recommendations for Historic Preservation.</p> <p><i>Clearly define what constitutes a Historic Resource and requires protection; supplement historic properties mapping with identification of potential landmarks or significant structures.</i></p> <p><i>If not possible to evaluate historic resources for entire Plan area, focus on areas proposed for higher-density development to encourage streamlined CEQA review.</i></p> <p><i>Integrate preservation of neighborhood character (for example, preservation of artist/maker building fabric) into recommended policy and design guidelines.</i></p> <p><i>Balance calls for context-sensitive development within the scale of existing buildings with goals for housing and economic development.</i></p> <p><i>Explore/update a system for the transfer of development rights as a historic preservation strategy (between neighborhoods downtown).</i></p>

<p>3 - Take advantage of significant areas of underutilized land in the downtown by developing medium- and long-term plans for reuse.</p>	<p>3.01 - Work with regional agencies to develop a visionary long-term plan for Howard Terminal and I-980 that meets the Bay Area's regional transportation connection needs while bringing job growth to underutilized areas of Oakland.</p> <p><i>Develop a phased map so that the Port can continue operating while expanding Jack London.</i></p> <p><i>Find a new home for the fire station.</i></p>
	<p>3.02 - Add properties to the opportunity sites map that are underscaled, difficult to use or in poor condition.</p>
	<p>3.03 - Develop underutilized land in the Jack London District.</p> <p><i>Keep 3rd Street industrial, with the exception of residential on upper floors when it meets certain requirements.</i></p> <p><i>Develop a transition between the industrial, port-serving uses west of Brush and Jack London.</i></p> <p><i>Develop a better-equipped facility for the Jack London produce market in a more appropriate location, while taking advantage of the current market's historic building's for adaptive reuse.</i></p> <p><i>Create zoning allowances and work with BART to develop a plan to develop the six contiguous blocks owned by BART along 4th & 5th St corridor as a gateway to Old Oakland.</i></p> <p><i>Victory Court?</i></p>

	<p>4 - Adaptively reuse vacant and underutilized properties and historic buildings.</p>	<p>4.01 - Create an easily available and implemented set of incentives for property owners to adaptively reuse historic buildings, including:</p> <ul style="list-style-type: none"> <i>Permit streamlining</i> <i>Fee reductions</i> <i>Application of the California Historic Building Code</i> <i>Adjustments to parking requirements</i> <i>Transfer of Development Rights</i> <i>Federal Historic Preservation Tax Credits</i> <i>Mills Act Contracts</i> <i>Create additional opportunities for use of the wide range of historic preservation incentives available through local, state, and federal programs</i>
		<p>4.02 - Create an easily available and implemented set of incentives for property owners to develop vacant or underutilized properties, including:</p> <ul style="list-style-type: none"> <i>Permit streamlining</i> <i>Fee reductions</i> <i>Adjustments to parking requirements</i>
	<p>5 - Help to attract a vibrant mixture of uses in downtown Oakland to generate healthy, livable neighborhoods and encourage activity at all times of the day.</p>	<p>5.01 - Reserve appropriate areas for taller, commercial buildings to be developed in the future when large-scale development is feasible and necessary.</p>

	<p>6 - Improve the public realm, making a more encouraging pedestrian environment, by preserving and restoring historically significant landmarks and buildings, updating zoning and establishing new design guidelines. (Might need to add something more about respecting context).</p>	<p>6.01 - Develop design guidelines:</p> <p><i>Relate the height, bulk, scale, and massing of new buildings to the important attributes of the existing city pattern, especially when designing in or adjacent to designated City Landmarks, the Downtown Oakland National Register Historic District, and Areas of Primary Importance (API) previously identified through the Oakland Cultural Heritage Survey program.</i></p> <p><i>Require new development account for public access and views to Oakland's waterfront areas, including Lake Merritt, the channel, and the estuary shoreline.</i></p> <p><i>Protect view corridors that have the most cultural and design significance, including views of Lake Merritt, the estuary waterfront, the hills, historic and culturally significant buildings, and civic spaces.</i></p> <p><i>Include design guidance for improvements to streetscapes and public infrastructure: lighting, trees, public art, benches, sidewalks, BART stations.</i></p> <p><i>In code or guidelines, specify configurations for elements that contribute to historic/industrial architectural character, such as materials and fenestration.</i></p> <p>6.02 - Update the zoning code:</p> <p>Encourage active ground floor uses, but not necessarily retail (also include maker space and other creative and arts enterprises).</p> <p>Allow flexibility in uses, to respond to the market over time.</p> <p>6.06 - Reduce parking requirement downtown.</p>
Streets & Connectivity	<p>1 - Make pedestrians, cyclists and transit patrons the priority in downtown.</p>	<p>1.01 - Encourage active street life, ensuring that every street in downtown Oakland is a "complete" street; safe; comfortable and interesting for pedestrians and cyclists, with minimal blank walls or gaps in the street wall.</p>



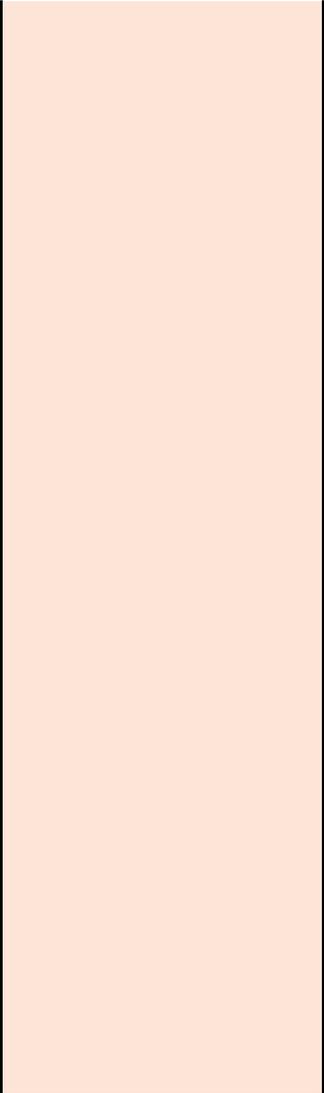
1.02 - Minimize infrastructure improvements and land downtown dedicated to private automobiles.

Use vehicle miles traveled (VMT) to assess transportation impacts instead of Level of Service (LOS), consistent with SB 743 (see ECAP Action TLU-15).

Minimize parking requirements for new development, particularly when it is within a 1/2 mile of a BART station or rapid bus line and create parking maximums for new development downtown (see ECAP Action TLU-30) or eliminate parking requirements.

Restore most of the one-way streets in downtown Oakland to two-way streets where feasible and appropriate to slow traffic and increase visibility and access to local businesses.

Reduce unnecessarily wide care travel lanes that encourage speeding.



1.03 - Provide infrastructure to support pedestrian, bicycle and other active transportation.

Design and implement complete streets throughout downtown (see ECAP Action TLU-17).

Install protected cycle tracks.

Reduce the width of pedestrian crossings to reduce crossing times, particularly for elderly and limited-mobility pedestrians.

Plant and maintain street trees for shade and visual interest.

Install street amenities such as benches and bicycle racks.

Prioritize, rank and phase street improvements.

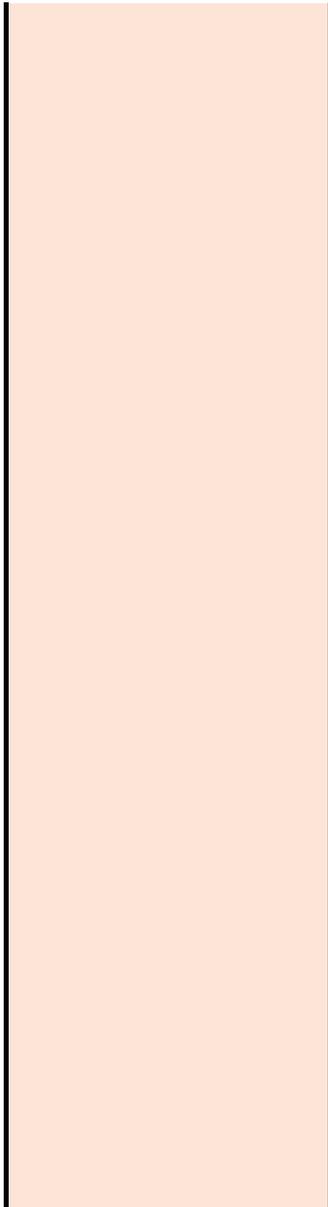
Prioritize completion of pedestrian and bicycle networks (see ECAP Action TLU-16) and identify opportunities for shared streets and to maximize the use of streets for non-automobile uses where feasible.

1.04 - Find or develop funding sources to make complete streets infrastructure updates.

Seek grant funding for one-way to two-way conversions, "road diets" and street amenities.

Implement a Capital Improvement Plan (CIP) that incorporates policy recommendations for creating complete streets in all of downtown (the capital improvements can be recommended in the City's existing CIP).

		<p>1.05 - Develop a parking strategy that balances encouraging transit use and efficient use of valuable land with meeting the parking needs of businesses, cultural institutions, residents and visitors.</p> <p><i>Provide parking at appropriate rates for the location and time, balancing on-street and off-street options.</i></p> <p><i>Use smart technology and clear signage to help drivers reliably identify and access parking when necessary.</i></p> <p><i>Ensure there is available parking in appropriate locations to meet the needs of businesses and cultural institutions.</i></p>
	<p>2 - Make Broadway the commercial spine of the city, focusing on transit connectivity, pedestrian streets, and public amenities like urban plazas that provide space for active and inclusive outdoor</p>	<p>2.01 - Prioritize transit improvements, such as a streetcar line, in downtown (see ECAP Action TLU-20).</p> <p>2.02 - Work with AC Transit to implement transit operations and infrastructure improvements.</p>
	<p>3 - Develop a transportation network that reflects the city's environmental goals, including vehicle miles traveled (VMT) and associated greenhouse gas (GHG) reductions, stormwater filtering, minimizing air, light and noise pollution, and regional smart growth objectives.</p>	<p>3.01 - Ensure that downtown and the surrounding region are connected by transit to lessen the environmental impact of vehicle emissions, provide equitable access to jobs and services for all residents, and refocus the civic sphere from car traffic to lively pedestrian activity.</p> <p>3.02 - Green the streets downtown with bioswales, trees, and other natural elements that both serve environmental purposes and improve the human experience of the street.</p>
	<p>4 - Facilitate cultural exchange and opportunity by improving physical transportation connections throughout downtown and the rest of Oakland's neighborhoods, knitting together the unique neighborhoods of downtown Oakland with tree-</p>	<p>3.03 - Minimize the impact of trains on noise and accessibility to commerce and the waterfront in the Jack London District.</p> <p><i>Implement a "quiet zone" as near term solution to rail access along the Embarcadero in downtown, while formulating a long-term solution.</i></p>



lined streets that are safe for everyone.

4.01 - Improve freeway over and underpasses, providing more pleasant pedestrian and bicycle infrastructure, and enhancing transit service.

Make connections between Jack London and the rest of downtown safe, comfortable and inviting.

Make better connections to West Oakland, Chinatown, Lake Merritt and Jack London Square.

4.02 - "Right-size" I-980, ensuring that it serves Oakland, rather than being a detriment to the community.

Develop a more detailed study of the citizen-led effort to remove the I-980 highway in order to reconnect downtown and West Oakland.

Study the option to remove I-980 and convert it to a street-level civic boulevard lined by new buildings, lively development and green spaces to stitch the fabric between West Oakland and the downtown back together.

Study alternative options to minimize the impact of I-980, such as capping it and covering it with a park.

4.03 - Continue to work with other agencies to study additional new connections.

Potential of crossing Lake Merritt.

Removal of the 880 corridor.

5 - Build on downtown's existing dense network of transportation infrastructure to develop Oakland's role as an efficient, key regional hub for commuter and freight connections.

5.01 - Provide transit infrastructure and amenities needed to catalyze transit oriented development.

5.02 - Encourage more convenient "last-mile" connections between downtown destinations and BART, San Francisco Bay Ferry, Amtrak Capitol Corridor, and AC Transit.

5.03 - Work with ABAG/MTC and BART to develop a new transit hub near Howard Terminal that could serve Jack London, West Oakland and the downtown.

		<p>5.04 - Improve BART service and freight movement along the Embarcadero.</p> <p><i>Continue to examine planning alternatives that require an expanded BART system.</i></p> <p><i>Encourage and support BART improvements, including capacity, efficiency and extended services.</i></p> <p><i>Recommend the implementation of a "quiet zone" as a near-term solution to rail access along the Embarcadero in downtown; formulate and visualize a long-term solution for the Embarcadero.</i></p>
Equity and Accountability	1 - Ensure that new residents and visitors are aware of Oakland's rich history, culture and traditions.	
	2 - Meet the needs of Oakland's dramatically different median income levels.	2.01 - Prioritize improvements in areas where residents have been historically underserved.
	3 - Ensure that new businesses and development benefit the entire community.	3.01 - Develop and heavily market a "good neighbor business" program with incentives or points for local hire, youth internships, living wage jobs, responsible procurement, hiring hard-to-employ residents, mentorship, discounts for youth, low-cost menu items, etc.
		3.02 - Consider adopting a land value recapture community benefit incentive program.
	4 - Welcome youth to the downtown (both with amenities and training of BID ambassadors and police).	4.01 - In partnership with youth organizations, youth stakeholders, businesses and the Oakland Police Department, create a Youth Empowerment Zone with a clear, shared vision for the area, as well as incentives and guidelines to support youth. Shared programming and coordination for events could also be a part of the designation. Include implementation techniques to ensure that the Youth Empowerment Zone vision can be accomplished (e.g. neighborhood guidelines, incentives or requirements, a definition for youth-related organizations).
5 - Balance distributing resources, particularly revenues from new downtown development, in the downtown where all Oaklanders can access them with providing them to outlying neighborhoods that are underserved.	5.01 - Develop a policy for how impact fees, arts fee and other fees will be distributed equitably throughout the city.	

	6 - Preserve and encourage downtown's existing community members, culture and racial and ethnic diversity, including the cultural amenities and businesses that serve the various populations. Reduce cultural conflicts and connect different	6.01 - Develop a "no whining" ordinance to allow existing cultural and entertainment uses to continue despite new residential development.
		6.02 - Work with Department of Race and Equity to develop intercultural dialogue and events.
		6.03 - Develop anti-displacement measures (see Housing & Affordability Goal 3).
	7 - Proactively engage residents from all walks of life, including youth, low-income residents and hard-to-reach populations, in community planning and governance.	7.01 - Provide stipends or other incentives to encourage participation of residents from historically marginalized communities and populations in planning processes.
		7.02 - Create a participatory budgeting process that allows inclusive access by all residents to decision-making about how to allocate a portion of the City's resources.
		7.03 - Improve notification and development process to provide residents with more accessible information about planning issues and applications.
		Switch Planning/Zoning database program to something like USPS and send bulk mailers to all residents, not just property owners. Note that people of color are more likely to be renters based on redlining, sub-prime mortgages, etc.
		Create a standard procedure for a higher level of notification of planning issues; consider a newsletter and social media (with a social media professional trained in racial equity and the role of institutionalized racism), as well as making calls to community members and groups about issues (as we also walk developers through the process).
	8 - Break down the historic barrier between Chinatown and Old Oakand; co-market the two neighborhoods, and also connect Chinatown and Jack London.	8.01 - Update the Lake Merritt Station Area Plan to incorporate appropriate policies and measures developed for the Downtown Specific Plan.
	9 - Ongoing Accountability	