

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND  
2011 FEB 10 PM 12:42

**REDEVELOPMENT AGENCY  
AND THE CITY OF OAKLAND  
AGENDA REPORT**

TO: Office of the City/Agency Administrator  
ATTN: Dan Lindheim  
FROM: Community and Economic Development Agency  
DATE: February 22, 2011

RE: Presentation and Discussion of a Transit-Oriented Development (TOD) Plan for the International Boulevard Corridor; and

A Resolution Authorizing Staff to Conduct Appropriate California Environmental Quality Act Review and Take Other Actions Necessary for the Adoption of a Transit-Oriented Development (TOD) Plan for the International Boulevard Corridor

---

**SUMMARY**

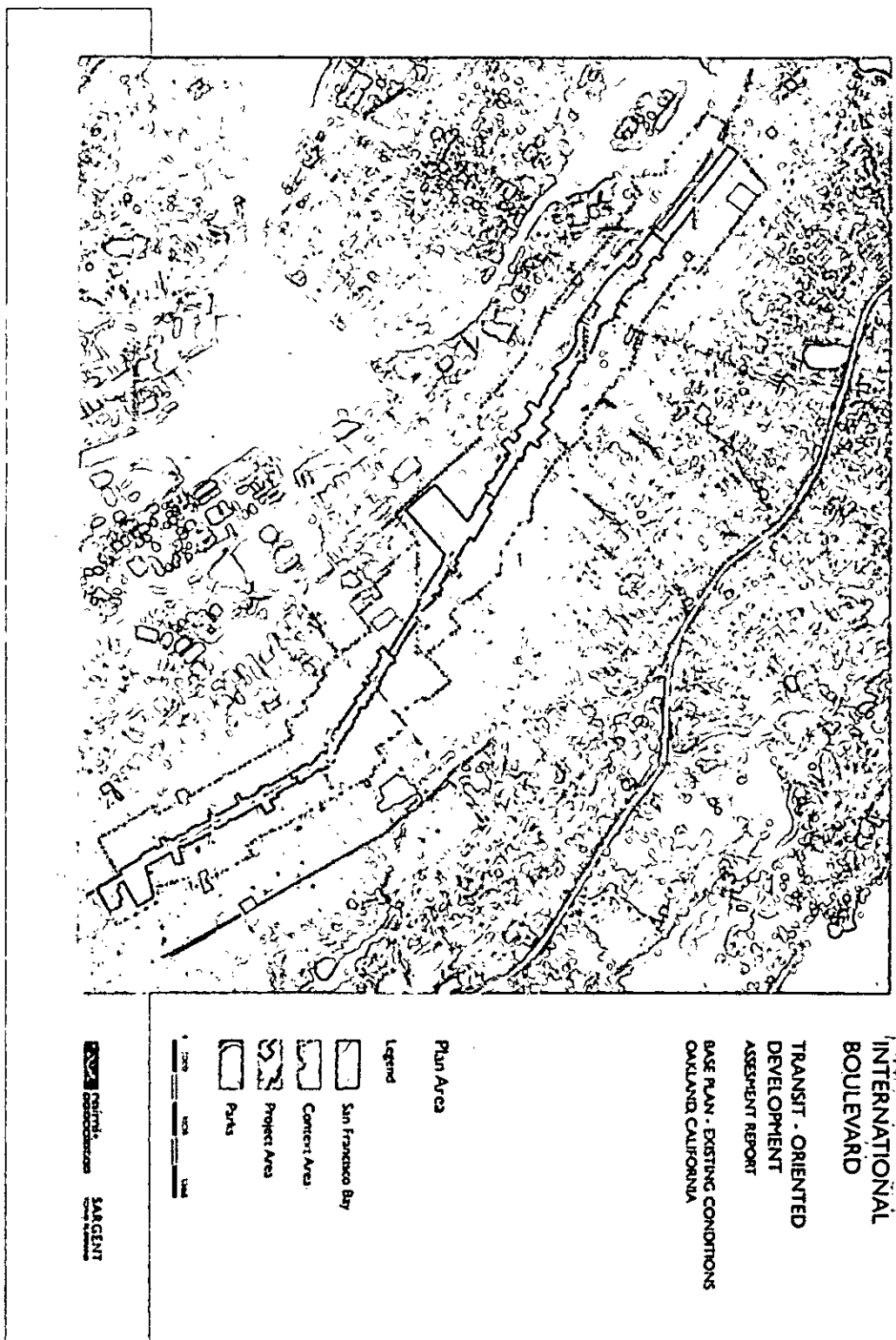
In March 2008 the City Council authorized staff to apply for, accept and appropriate funding from the California Department of Transportation (Caltrans) Transportation Planning Grant, for Two Hundred, Forty-Five Thousand Dollars (\$245,000) for preparation of an International Boulevard Transit-Oriented Development (TOD) Plan. In May 2009, the City Council and Redevelopment Agency passed Resolutions authorizing staff to

- (1) Select a consultant (after a competitive bidding process) and enter into a Professional Services Agreement with said to prepare the Plan, without further Council action;
- (2) Execute Memorandums Of Understanding as needed with Transform, the Association of Bay Area Governments (ABAG), and/or other agencies participating with the City in the development of the Plan; and to
- (3) Secure \$40,000 collectively from the Coliseum and Central City East Redevelopment Area Projects, to provide the Local Match required by Caltrans for the Plan.

Per the City's agreement with Caltrans, the Plan needed to be completed by February 2011, with the expectation that it would be submitted to the City Council for action.

The May 2009 authorizations have been implemented and the Plan is now being submitted to the Council and Redevelopment Agency for review. The purpose of this effort was to develop a Plan that explores opportunities for developing Transit-Oriented Developments (TODs) at select locations along International Boulevard which is California State Route 185 (see map). The International Boulevard Transit-Oriented Development (IB-TOD) Plan contains information regarding existing International Boulevard land uses, urban design, economic, market, and

Item: \_\_\_\_\_  
Community and Economic Development Committee  
February 22, 2011



transportation conditions, and current development feasibility assessment. It also contains several area-specific vision statements and guiding principles, and identifies suggested TOD Catalyst Areas throughout the corridor, design and transportation recommendations, and most critically, Sub-Area Plans and implementation strategies to realize the TOD projects described in the Plan.

Many of the IB-TOD Plan recommendations may require evaluation of potential environmental impacts in accordance with the California Environmental Quality Act (CEQA). As a result, adoption of the IB-TOD Plan cannot occur without appropriate CEQA review. City funding resources were not available to conduct the CEQA review at the time the Plan was under consideration, therefore the IB-TOD Plan is being presented with a request that the City Council adopt a resolution authorizing staff to conduct appropriate CEQA review and take other actions necessary for adoption of the Plan at a later date. This report highlights the major provisions of the Plan and suggests additional Plan-related actions the Council may wish to pursue.

## FISCAL IMPACT

There are no fiscal impacts related to this report; however, some of the follow-up options described in the report will have financial implications.

Although preparation of the IB-TOD Plan has been anticipated since the Council's May 2009 authorizations, the Plan is unfortunately being completed at a time when City personnel and financial resources are severely limited. Should the Council favor the recommendations of the Plan and wish to take actions towards adopting and implementing the Plan, it may direct City and/or Redevelopment Agency financial resources to adopting the Plan and/or direct staff to pursue grants and other funding opportunities. A key initial project action would be to conduct a CEQA evaluation of the proposed Plan. If authorized, this action could cost approximately \$300,000 and would include the typical cost of an Initial Study and, if necessary, the cost of an Environmental Impact Report (see Financial Resources for CEQA Analysis section of this report for details). Once the Council has provided direction regarding the IB-TOD Plan follow-up actions it wishes staff to pursue and has indicated how funding for the specified tasks is to be secured, staff will prepare a budget and submit a funding authorization for Council's formal consideration. The cost of the non-CEQA related follow-up actions specified later in this report is undetermined and depends on which actions the Council and/or Redevelopment Agency authorize.

## BACKGROUND

The International Boulevard corridor, also known as State Route 185 and until the 1990s named East 14<sup>th</sup> Street, was once a thriving, vibrant area of Oakland, served by streetcars and well-connected to the rest of the City. One area of the corridor – Fruitvale – was even considered to be Oakland's second downtown. However, since the 1950s, with the demise of the streetcars,

increased suburbanization in surrounding areas, decreased investment in the urban neighborhoods along International Boulevard, and a number of other regional and national trends, International Boulevard has experienced a general decline in neighborhood amenities, safety, and economic viability.

In recent years, there have been numerous efforts to revitalize the corridor. These include the establishment of two Redevelopment Project Areas that collectively include the entire International Boulevard corridor (Coliseum and Central City East Redevelopment Project Areas); a citywide rezoning effort to improve land uses and to make development more feasible; and AC Transit's evaluation of a Bus Rapid Transit (BRT) system, which would run along the full length of International Boulevard on its route, with multiple stops along the corridor. Although some major beneficial development projects have been constructed, the corridor has not realized its development potential and sustains many social, physical, economic, and public safety challenges. The IB-TOD Plan assesses opportunities for developing TOD projects along International Boulevard and identifies strategies for realizing TOD projects in these areas as an additional approach to revitalizing the corridor. It parallels the citywide commercial and residential zoning update and supports the City's current land use framework that encourages higher-density developments near transit hubs and along major commercial corridors. Additionally it promotes high-quality urban design and encourages economic development within targeted neighborhoods along the corridor.

The proposed Plan reflects the interests and participation of a number of parties. The City partnered with two local organizations on community engagement for this project: TransForm, a local non-profit organization that works to promote public transportation and walkable communities in the Bay Area, and Oakland Community Organizations (OCO), a federation of Oakland congregations, schools and community organizations.

An International Boulevard Community Advisory Committee (IB-CAC) was established and served an important and multi-faceted role in developing the IB-TOD Plan and facilitating the public outreach and participation process. The IB-CAC consists of 17 members who represented different sub-areas of the International Boulevard corridor and included representatives of the Central City East Redevelopment Project Area Committee, OCO and other community organizations. Because TOD projects typically involve substantive residential development, a representative of East Bay Housing Organizations participated as an at-large member to convey citywide housing issues and concerns throughout the Plan preparation process. The IB-CAC met five times over the course of the project.

In addition to conducting IB-CAC meetings, three rounds of community workshops were held in two locations within the study area, for a total of six community workshops. The community workshops were a critical aspect of the development of IB-TOD Plan. For the convenience of area residents, one workshop was always conducted in the San Antonio/Fruitvale area and a second held in the Havenscourt-Lockwood/Hegenberger/Elmhurst area. The goal of the workshops was to elicit feedback on planning direction and concepts, with a focus on issues

specific to the neighborhoods where the workshop was held. Each round of workshops incorporated interactive activities in small and large groups.

To augment community participation in the project, five sub-area focus groups were convened where additional feedback on the content of the TOD Plan was solicited. The focus group participants included IB-CAC members as well as other participants who had not previously been involved in the TOD planning process. The purpose of the focus groups was to validate each sub-area's initial vision and seek concurrence with the IB-TOD Plan's strategies for that sub-area.

The Plan development process also included a Technical Advisory Committee (IB-TAC). The IB-TAC's role was to provide information on existing projects and ideas, review the technical information prepared for the project, and provide feedback on the draft TOD Plan. The IB-TAC was comprised of key City staff from the Planning, Economic Development, Redevelopment, Housing, Transportation Services, and Public Works departments; the project consulting team (Raimi + Associates, Sargent Town Planning, Nelson\Nygaard, Dowling Associates, and Conley Consulting Group); and staff from AC Transit, the Association of Bay Area Governments (ABAG), Caltrans and TransForm. The IB-TAC met several times to review and advise the project process and content, share knowledge of applicable concurrent department activities and projects, and provide technical guidance and knowledge during the TOD Plan's development.

## **INTERNATIONAL BOULEVARD TRANSIT-ORIENTED DEVELOPMENT PLAN OVERVIEW**

### **What is TOD?**

Transit-oriented development or "TOD," is a development pattern designed to maximize access to and use of public transportation. TOD accomplishes these goals through compact, walkable, mixed-use developments that are centered on and within an easy walk of transit stations. TOD offers people more transportation choices, provides additional transit stops and transit lines, and makes multiple modes of transportation more convenient. This can create a mutually reinforcing land use and transportation pattern where transit and TOD both benefit from each other.

Typically TODs are medium- or high-density mixed-use developments centered on one or more transit resources such as BART stations and bus stops with a high frequency of bus service. They are built with a focus on pedestrian scale and pedestrian friendliness, utilizing features such as high-quality pedestrian street crossings, pedestrian-oriented building entries and facades, and sidewalks with adequate widths, buffers, street trees and lighting. This pedestrian-oriented design makes it easier and more pleasant for people to access transit.

TODs offer numerous environmental and economic benefits. These include enhanced quality of life for community residents, increased transportation options and reduced household expenses,

improved air quality and reduced energy consumption, reduced infrastructure costs, increased bicycle and pedestrian safety, increased economic activity, increased access to community resources and preservation of open space.

### International Boulevard TOD Plan Vision and Guiding Principles

As part of the process of creating the proposed IB-TOD Plan, members of the communities along International Boulevard developed the following overall vision and a series of guiding principles for the future of the corridor

#### TOD Vision

Over time, and building on the successful implementation of AC Transit's proposed Bus Rapid Transit (BRT) system, International Boulevard will be transformed from a forgotten regional thoroughfare with significant crime issues into a beautiful, attractive "main street" for the adjacent neighborhoods. It will become a safe, thriving, vital community where the needs of the current and future residents are met by the many diverse and successful businesses, homes, and public services located along the corridor. The businesses and services will be supported by a diversity of new housing, including on the upper floors of mixed-use buildings and in new and upgraded housing in the surrounding neighborhoods. The housing will be of mixed-income, affordable to all local workers (from current nail-salon workers to future software engineers). The initial strategy for transforming International Boulevard will be to focus public and private resources into a series of TOD Catalyst Areas along the corridor, and to address the significant crime and socio-economic issues facing the neighborhoods. Over time, these areas will catalyze positive change throughout the entire corridor. A unique characteristic of the corridor is that it will be served by a safe, frequent, reliable, and efficient alternative transportation – Bus Rapid Transit – an attractive and safe pedestrian environment, and significant improvements to the bicycle network. There will be new and enhanced public facilities and services, including parks and plazas, community centers, and programs to increase access to jobs and economic opportunity. Finally, the nearby neighborhoods will remain diverse, and their rich diverse cultures will be respected and celebrated.

This vision is based on nine distinct guiding principles:

1. Focus TOD as a Catalyst for Positive Change
2. A Safe and Healthy Community
3. Buildings That Support Transit
4. Transportation Choices

5. Beautiful, Attractive Streets
6. Fostering Jobs and Economic Development
7. Supporting the Neighborhoods' Needs for Goods and Services
8. A Citizenry That is Engaged In Its Future
9. A Celebration of Ethnicity and Culture

These principles are described in detail in Chapter 4 of the proposed Plan and are reflected in the proposed strategies and recommendations.

### IB-TOD Plan Areas of Consideration

The proposed Plan identifies four geographic areas of consideration:

- 1) Study Area: The study area stretches from 14<sup>th</sup> Avenue (approximately ½ mile south of Downtown Oakland) to the Oakland/San Leandro city limit line at Durant Avenue – a length of about 6 miles. It generally includes the parcels fronting International Boulevard, but also includes some parcels in the immediate vicinity of the corridor. Overall, the study area covers 230 acres of land, excluding streets and other rights-of-way.
- 2) Context Area: The context area includes parcels within approximately ¼ mile on each side of International Boulevard, which is the distance the average pedestrian might reasonably walk to reach local retail, community services, or bus rapid transit along the corridor. The context area is approximately 1,400 acres. While the context area is critical to the overall success of the International Boulevard corridor, the proposed Plan focuses on the corridor itself and thus there are no specific recommendations for the context area.
- 3) Sub-Areas: Because the study area is approximately 6 miles long and its character, issues and desired vision vary along the corridor, it was divided into 5 sub-areas.
  - San Antonio (between 14th and 23rd Avenues)
  - Fmitvale (between 23rd and 51st Avenues)
  - Havenscourt-Lockwood (between 51st and 69th Avenues)
  - Hegenberger-73rd (between 69th and 86th Avenues)
  - Elmhurst (between 86th and Durant Avenues)

This allowed for development of a vision and package of recommendations tailored to each specific sub-area. Each sub-area has its own “plan” that includes a discussion of existing conditions, a list of key issues, a vision statement, sub-area policies, and priorities for improvement. These sub-area plans are critical components of the overall TOD Plan document.

4) TOD Catalyst Areas: The Study Area contains many vacant and undemtilized parcels and has conditions of blight that have constrained development along the corridor. Because financial resources for investing in International Boulevard are limited, diluting those resources along the entire length of the corridor would not result in measurable change in any one area. The TOD Plan recommends focusing initial development activity (and directing public and private financial and personnel resources) in a few select areas along the corridor, as change in these select areas could then catalyze change elsewhere along the corridor. These “TOD Catalyst Areas” were defined based on several criteria, including:

- The availability of and proximity to existing and future transit (proposed BRT stops)
- Proximity to major crossroads and/or transit, bicycle or pedestrian connectivity with adjacent neighborhood areas
- Presence of a significant number of vacant and undemtilized parcels that may be ripe for redevelopment
- Presence of larger parcels and/or parcels under common ownership, which typically makes redevelopment easier than when needing to assemble parcels under differing ownership
- Areas that are close to existing community resources such as churches, social service organizations and community centers
- Areas that are near to existing pedestrian-oriented retail areas

Each of the five sub-areas along International Boulevard contains at least one TOD Catalyst Area as listed below and shown on the maps in *Attachment A*. Like the Sub-Area Plans, the Catalyst Areas also are a critical component of the TOD Plan.

- TOD Catalyst Areas in San Antonio:
  - o Between 14<sup>th</sup> Avenue and 17<sup>th</sup> Avenue
  - o Between 21<sup>st</sup> Avenue and 24<sup>th</sup> Avenue
- TOD Catalyst Areas in Fmitvale:
  - o Between 30<sup>th</sup> Avenue and Fmitvale Avenue
  - o Between 41<sup>st</sup> Avenue and 44<sup>th</sup> Avenue
- TOD Catalyst Areas in Havenscourt-Lockwood:
  - o Between 51<sup>st</sup> Avenue and 57<sup>th</sup> Avenue, including the large industrial parcels on the southwest side of International Boulevard
- TOD Catalyst Areas in Hegenberger-73<sup>rd</sup>:
  - o At the intersection of Hegenberger Avenue/73<sup>rd</sup> Avenue
  - o Between 81<sup>st</sup> Avenue and 87<sup>th</sup> Avenue
- TOD Catalyst Areas in Elmhurst:
  - o Between 94<sup>th</sup> Avenue and 104<sup>th</sup> Avenue

Item: \_\_\_\_\_



A detailed discussion of how the TOD Catalyst Areas could develop over time is presented in IB-TOD Plan Chapter 5 Sub-Area Plans.

### IB-TOD Design and Development Recommendations

Chapters 6 and 8 of the IB-TOD Plan contain design and development recommendations for future TOD projects along the corridor based on best practices in the areas of TOD, urban design, site planning, building design, parking, and land use, and organizes them into a complete system calibrated to the realities, vision and needs of International Boulevard. The recommendations have been coordinated with the City's zoning standards and the principles of Crime Prevention Through Environmental Design (CPTED). Several of the Plan's illustrations are based on the market realities of the area for the foreseeable future as compared to long-term market realities.

It should be noted that the design recommendations are not actual regulations or standards; rather, the various statements, direction, descriptions, illustrations, etc. are intended to guide decision-making and the application process in combination with and in support of the City's current and proposed zoning standards. The design recommendations address the following elements:

1. Blocks, Streets, Lots and Building Placement
2. Site Access (Pedestrian & Vehicular)
3. Building Massing & Volume
4. Building & Lot Frontage
5. Open Space
6. Land Use

The proposed Plan also defines several infill site types for the TOD Catalyst Areas, and for each area, suggests recommendations for treating the site vis-à-vis the six elements above (see Chapter 6). Illustrations of prototypical development scenarios within each catalyst area and photo-simulations of selected areas of the corridor where TOD projects could be developed are included in Chapter 8 of the Plan (see *Attachment B* of this report for key graphics from these two chapters).

### Menu of Implementation Options

The proposed Plan identifies 15 general recommendations, each of which contains several specific implementation actions associated with that recommendation. The goal of these recommendations is to reduce the barriers to transit-oriented development along the corridor. The recommendations are provided in *Attachment C* of this report.

Each recommendation includes (a) a description of the action(s), (b) the timeframe within which the action should be implemented, e.g., 'Immediate' (within 1 year of IB-TOD Plan adoption), 'Short' (within 2-5 years of adoption), 'Medium' (between 6-10 years of adoption), 'Long' (10+ years after adoption), and 'Ongoing' (actions that should start now and continue into the future); (c) the relative cost of each action; (d) suggested parties that would be responsible for implementing the action; and (e) the location on the corridor where the action would be implemented, as some actions would be implemented within a TOD Catalyst Area, while some would be implemented along the entire corridor.

## KEY ISSUES AND IMPACTS

The IB-TOD Plan was reviewed by the City Planning Commission at a February 2, 2011 public hearing. The Commission was extremely supportive of the process by which the Plan was developed and of the Plan's recommendations. The Commission cited the Plan's comprehensiveness in subject matter and diversity of participating interests groups, and suggested additional topics it would like to see incorporated into the final version of the Plan. Response from the public was also favorable. Both the public and the Planning Commission urged staff to take actions to adopt the Plan. Throughout the process, there generally has been much agreement with the proposed Plan's contents and support for its recommendations; as a result, the major issues are not related to the Plan itself, but to other factors that impact Plan implementation. These issues are (a) limited financial resources to conduct the CEQA analysis and expand if necessary on some topics covered in the Plan, in order to present it for formal adoption; (b) the need for interdepartmental and inter-agency coordination in addressing concerns identified in the Plan; (c) broader community concerns regarding International Boulevard in general; and (d) whether the Council wishes to conduct additional actions regarding the Plan.

### (a) Financial Resources for CEQA Analysis

As with similar comprehensive planning documents, an assessment of the IB-TOD Plan's potential impact on the environment is necessary before the Council can take action to adopt the Plan. The environmental evaluation begins with the preparation of an Initial Study pursuant to CEQA. The Initial Study will result in the finding that the Plan either (1) would result in no significant impact (in which case a Negative Declaration would be prepared); (2) has impacts that could be addressed through inclusion of specified mitigations, which would require preparation of a Mitigated Negative Declaration; (3) has significant impacts that have been covered in an existing Environmental Impact Report (EIR), for example, the IB-TOD Plan can 'tier-off' another EIR; or (4) has significant impacts that must be examined in an EIR specifically for this project.

Because staff cannot determine at this time which CEQA response is appropriate, as a conservative measure, staff has estimated a need for funds to prepare the Initial Study (\$50,000)

and an additional \$250,000 should an EIR--the most exhaustive level of CEQA review possible--be required. If a more limited level of CEQA review is deemed appropriate, all unused funding would be redirected to other projects.

**(b) Interdepartmental and Inter-Agency Coordination**

The proposed IB-TOD Plan recommends a wide range of actions, some of which may be beyond the City's staffing resources or City jurisdiction alone to implement. As an overarching strategy the proposed IB-TOD Plan recommends that wherever appropriate, public-private partnerships between the City and development entities, corporations, non-profit organizations and community associations, as well as inter-agency agreements between local and regional governmental organizations, and other multifaceted coordination approaches, be used in implementing the recommendations. Staff is requesting direction to initiate an intra-agency action and focus on International Boulevard.

**(c) Broad Issues and Concerns**

Although there was much support from community representatives for preparing the IB-TOD Plan, several issues arose that were beyond the scope of this planning process to address. These issues do not pertain exclusively to transit-oriented developments; they are broader concerns that however directly affect any development opportunities both along the International Boulevard corridor and in the surrounding neighborhoods. Chief among these concerns are:

- **Crime**  
International Boulevard is sometimes experienced as an unsafe place to live, work, use transit and conduct other typical everyday activities. Community members repeatedly expressed that without adequate crime prevention measures it would be very difficult to attract development to the corridor.
- **Prostitution Activities**  
Community representatives both along the entire corridor and particularly in the San Antonio area cited instances where the solicitations occurred in front of schools, residences and businesses. The prostitution activity, along with the violence towards the young prostitutes that often accompanies the activity, negatively impacts the corridor and the general community.
- **Liquor Stores**  
Blight and crime is often associated with problematic liquor stores. International Boulevard has a plethora of liquor stores. The impact of the large number has been a slow erosion of community health, optimism, resilience, and pride. The activities associated

with the liquor stores and convenience markets that sell liquor were of particular concern because of their locations near sensitive sites, such as schools and other public facilities.

- **Building Heights in Certain Segments of the Corridor**  
In some instances, the maximum building heights for TOD projects preferred by some members of the community were significantly lower than those proposed through the above-referenced citywide zoning update. This TOD planning effort builds upon the zoning proposals currently under consideration; therefore, there are still outstanding community concerns regarding the maximum allowable heights of prospective TOD projects.
- **Land Use Controls on Parcels Below the International Boulevard Corridor**  
Although the IB-TOD Plan focuses on International Boulevard development issues, development controls for East 12<sup>th</sup> Street and other corridors whose parcels abut those on International Boulevard need to be evaluated to determine whether they will promote development compatible to the prospective TOD projects. That level of analysis was beyond the scope of this immediate process. As a follow-up action, areas adjacent to International Boulevard should be examined and refined as necessary should land use conflicts occur.
- **Social Equity**  
While various community representatives are in support of the proposed Plan and future development along the corridor, they are also concerned that the subsequent increase in land values might cause existing tenants and future populations be priced out of the market.

**(d) IB-TOD Project Suggested Follow-up Actions**

Notwithstanding the previously-cited CEQA budget issues, there are a number of actions that can be taken to move the IB-TOD Plan forward. These include:

1. Directing all City departments to assess the Plan vis-à-vis their respective City functions and indicate which of the Plan's recommendations they can implement without additional funding, and those for which funding will be needed.
2. Directing staff to initiate cooperative agreements with other agencies, non-profit organizations, corporations, community associations and other non-City entities to discuss methods for improving International Boulevard vis-a vis the ideas in the Plan.
3. Maintain the IB-TAC, IB-CAC and the general community outreach process while staff is working through the adoption process.

4. **Creating a General Plan Amendment.** The proposed TOD Plan is lacking the “force of law” of policies. Staff could update the existing General Plan Land Use Element to add the Plan’s vision, policy and actions so that the concepts of the TOD Plan would become codified in the City’s constitution.
5. **Initiating “Stabilization” Activities.** The International Boulevard corridor (and adjacent neighborhoods) is experiencing significant issues that hinder private investment in the corridor and negatively impact the lives of residents. The IB-CAC discussed that the top community priorities are developing plans to address crime, prostitution and liquor stores. Addressing these issues is a necessary step to stabilize the neighborhoods before significant private investment could occur. The City could lead a series of efforts to address these three important issues. These efforts would include an analysis of the issue, current laws and practices, town hall meetings, best practices from other cities and then the development of action plans for each topic.
6. **Developing Neighborhood/Community Plans.** The TOD Plan focused primarily on the corridor but it also touched upon the issues, needs and vision for the adjoining neighborhoods. The City would implement a series of neighborhood/community plans – one for each sub-area that extends out from the International Boulevard corridor. These plans could include goals, policies and actions and be implemented as part of the General Plan.
7. **Implementing Design Guidelines for the Corridor.** The City could convert the design recommendations in the IB TOD Plan into detailed design guidelines for the corridor.
8. **Incorporating the IB-TOD Plan into Existing Redevelopment Implementation Plans and Policies.** The IB TOD Plan area lies within two Redevelopment Areas. Redevelopment funds are typically a significant source of initial investment in the corridor. Upon the outcome of recent State discussions regarding redevelopment areas the City could direct the review and analysis of the current policies and practices and make recommendations regarding how such funds could be used to implement the vision of the IB-TOD Plan.
9. **Conducting a Land use Study of Industrial Areas.** There are several large industrial areas adjacent to the IB TOD corridor. During the study, the community and staff recommended exploring improvements to these areas to increase the viability of TOD along the corridor and to bring jobs and economic investment to the community. This task would involve conducting land use, design, infrastructure, transportation and economic studies to explore the potential of these areas to support transit-oriented development.

Although preparation of the IB-TOD Plan has been anticipated since the Council’s May 2009 authorizations, the Plan is unfortunately being completed at a time when City personnel and

financial resources are severely limited. Should the Council favor the recommendations of the Plan and wish to take actions towards adopting and implementing the Plan, it may direct financial resources to the Plan and/or direct staff to pursue grants and other funding opportunities, in order to pursue the required CEQA analysis and the suggested follow-up actions.

The IB-TOD Plan is being distributed to the City Council members under separate cover and is available using the following link:

<http://www2.oaklandnet.com/oakca/groups/ceda/documents/report/oak025737.pdf> Various other project information is posted on the International Boulevard Transit-Oriented Development Plan Project website at <http://www2.oaklandnet.com/Government/o/CEDA/o/PlanningZoning/DOWD009112>.

## SUSTAINABLE OPPORTUNITIES

As previously indicated during the City Council's March 2008 and May 2009 consideration of this project, the International Blvd TOD Plan will offer the following sustainable opportunities:

***Economic:*** It specifically targets areas within close proximity to transit hubs for renewed commercial vitality.

***Environmental:*** It poses actions that intensify new housing and jobs near transit resources, with the intention of reducing private automobile use in the City, an environmental benefit for all residents.

***Social Equity:*** It includes the involvement of the Central City East PAC members and other community stakeholders in the Plan preparation process, and would dedicate significant planning resources to addressing neighborhood development issues along the International Blvd corridor.

## DISABILITY AND SENIOR CITIZEN ACCESS

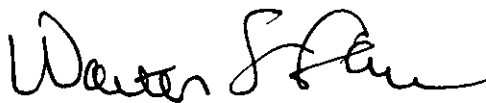
This report and accompanying resolution recommends actions that do not raise any issues directly impacting disability and senior citizen access.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that the City Council and Redevelopment Agency:

- a) receive a presentation and discuss the International Boulevard Transit-Oriented Development Plan; and
- b) approve the resolution directing staff to take CEQA and other actions necessary towards preparing the International Boulevard Transit-Oriented Development Plan for adoption.

Respectfully submitted,

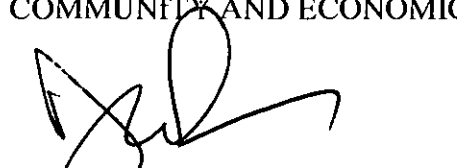


Walter S. Cohen, Director  
Community and Economic Development Agency

Reviewed by:  
Eric Angstadt, Deputy Director

Prepared by:  
Elois A. Thornton, Planner IV  
Strategic Planning Division

APPROVED AND FORWARDED TO THE  
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE:

  
\_\_\_\_\_  
Office of the City Administrator

**Attachments:**

- A. TOD Catalyst Areas
- B. Photo-simulations and Infill Site Illustrations
- C. Menu of Implementation Options

Item: \_\_\_\_\_  
Community and Economic Development Committee  
February 22, 2011

**ATTACHMENT A:**  
**TOD Catalyst Areas**



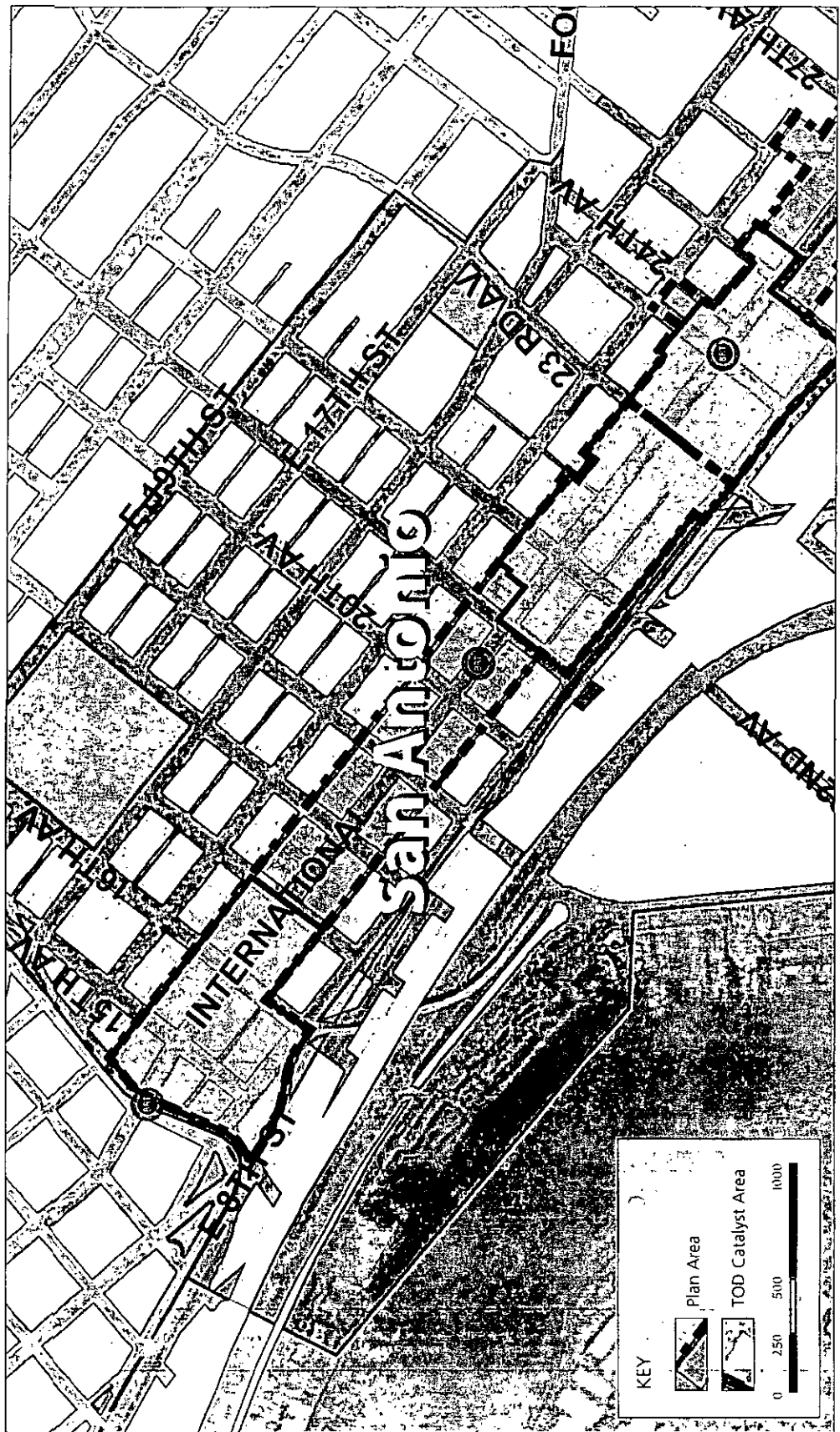


Figure 5-2: San Antonio TOD Catalyst Sites

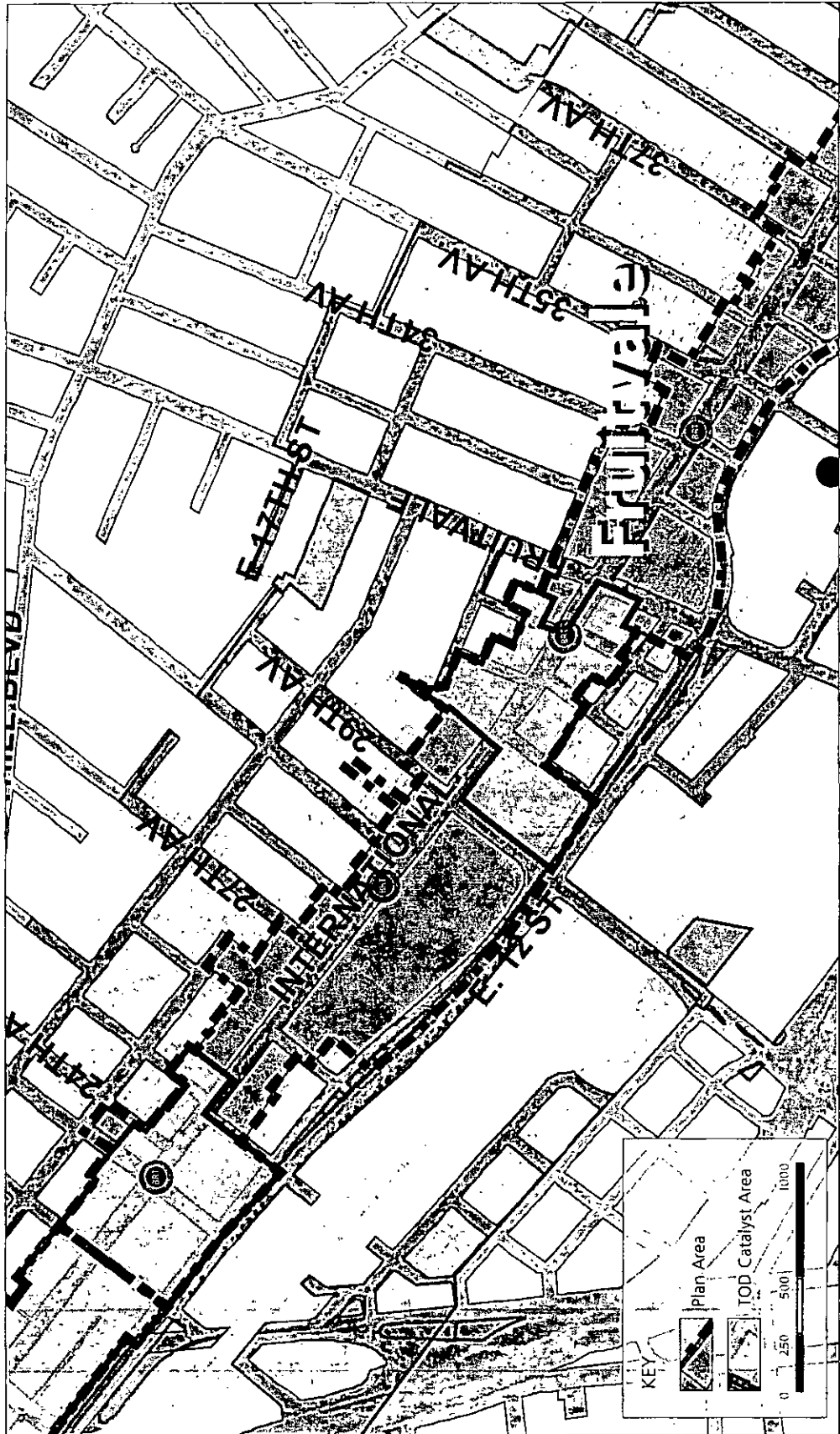


Figure 5-4a: Fruitvale TOD Catalyst Sites

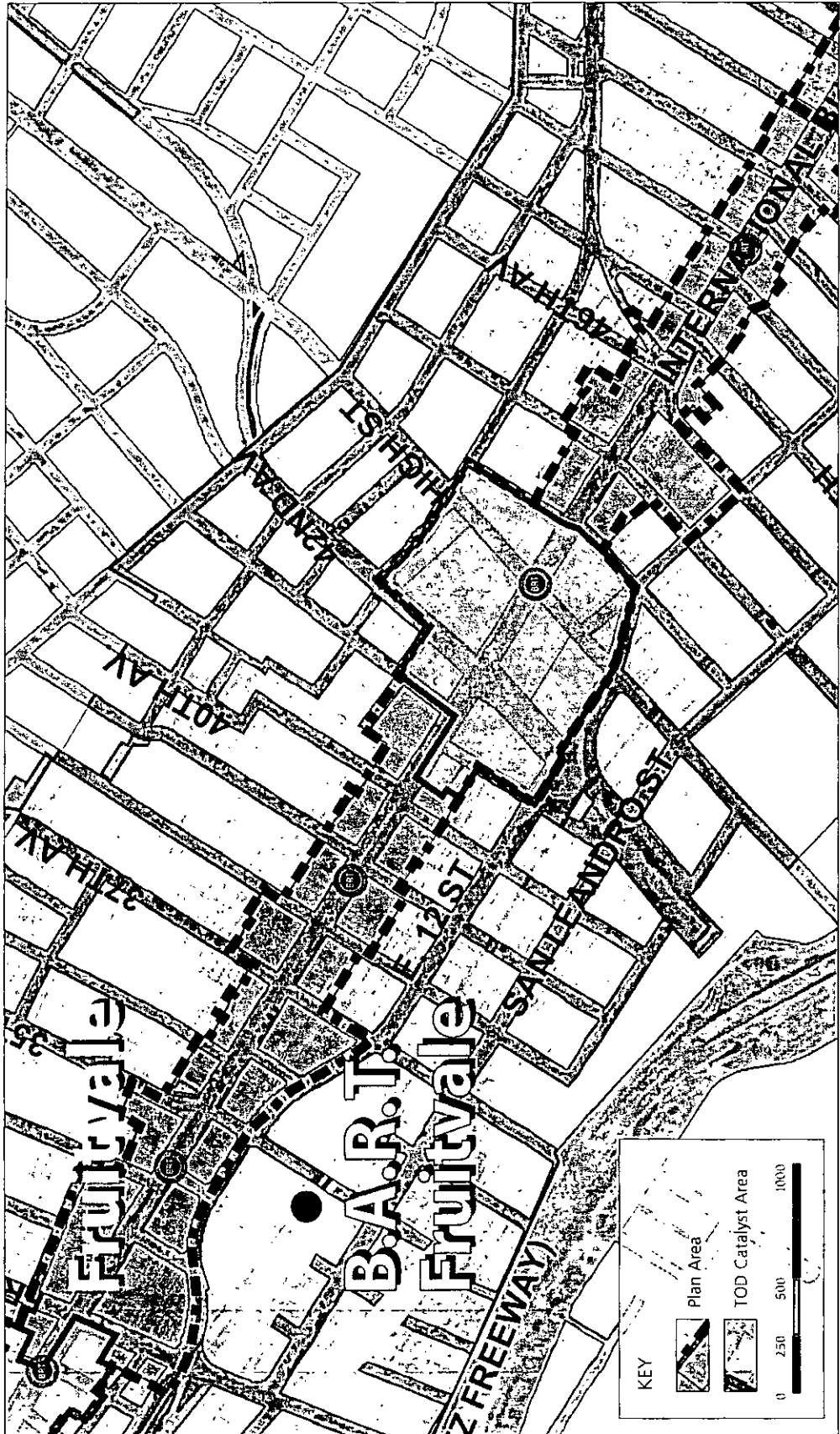


Figure 5-4b: Fruitvale TOD Catalyst Sites



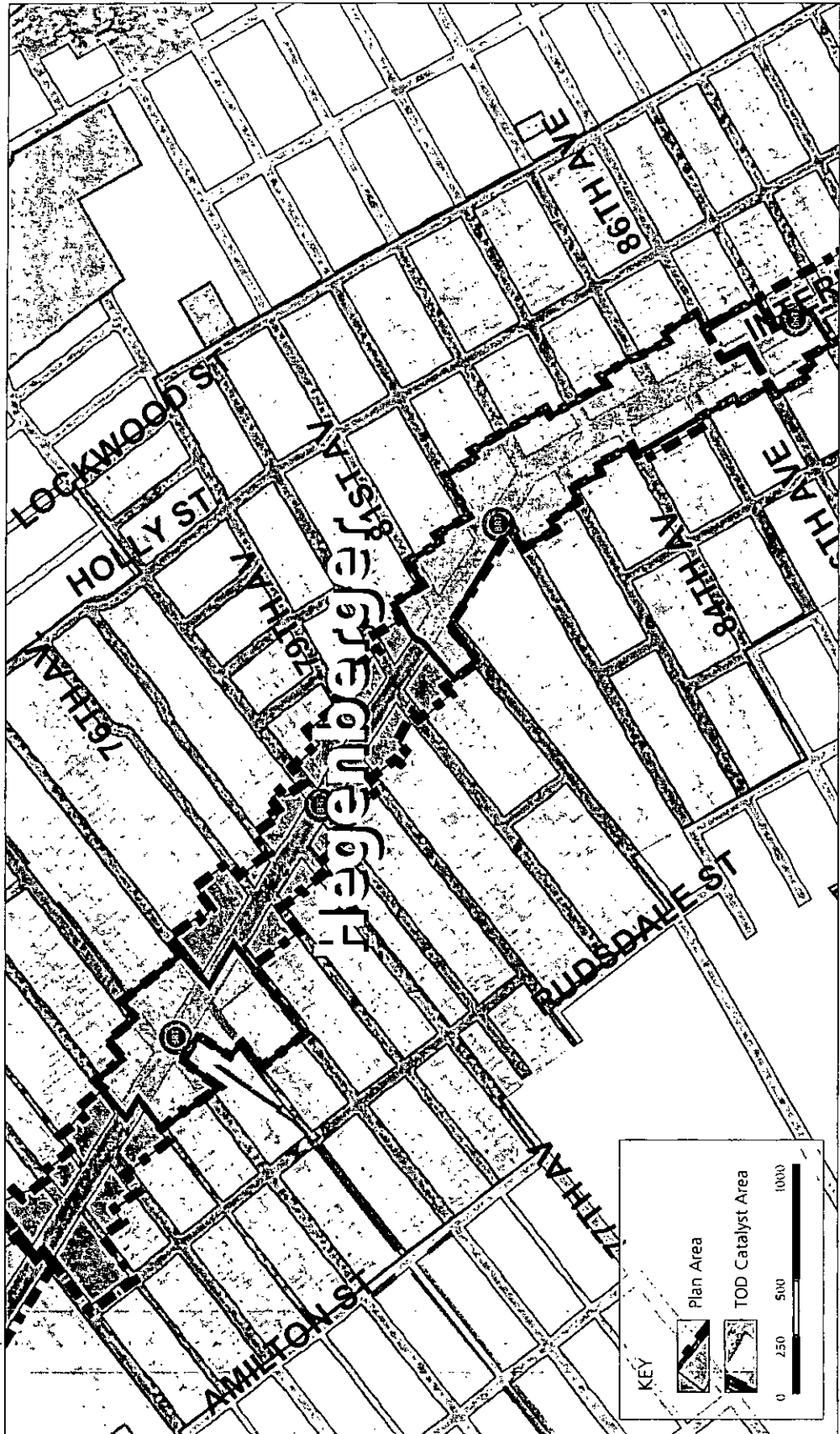


Figure 5-8: Hegenberger TOD Catalyst Sites

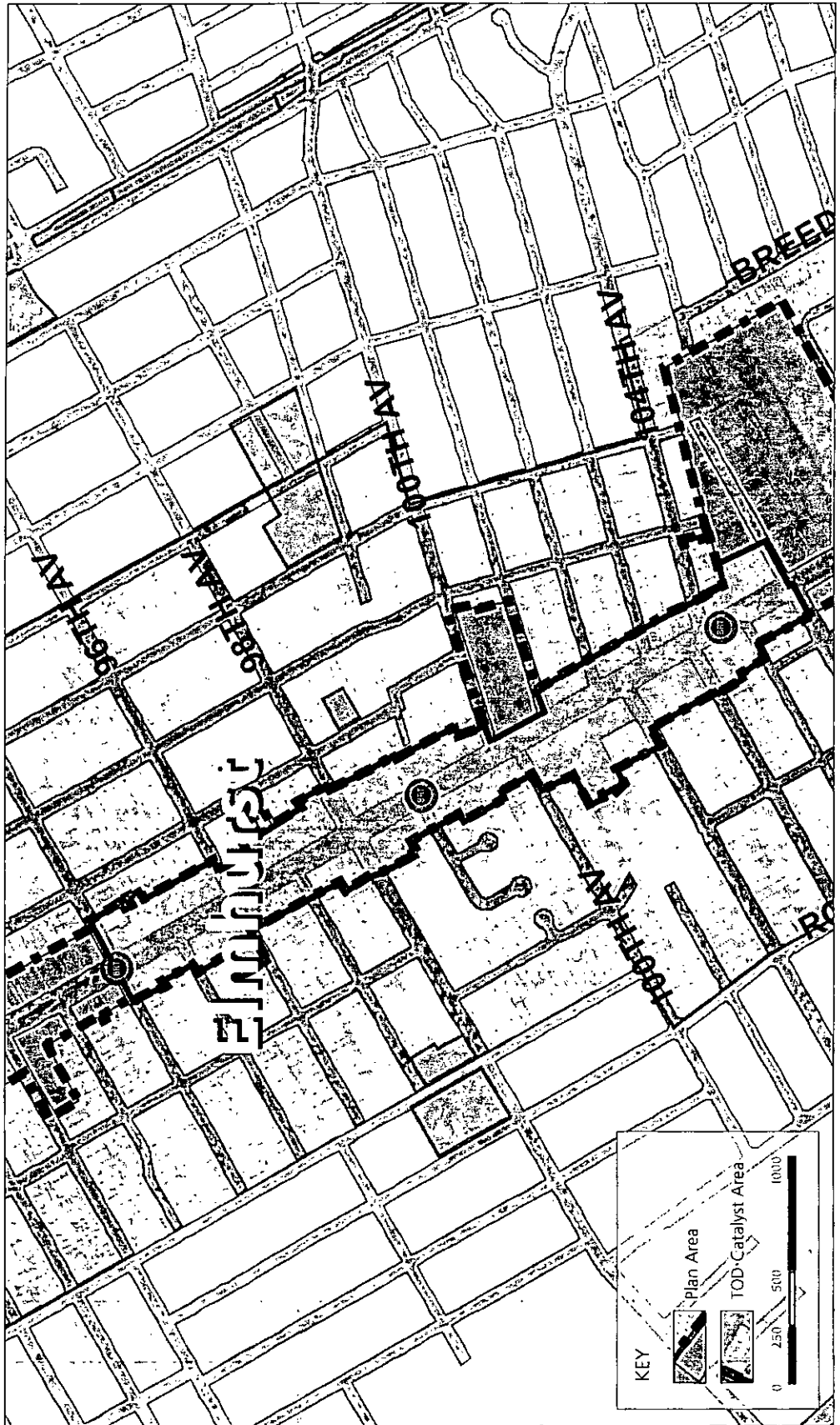
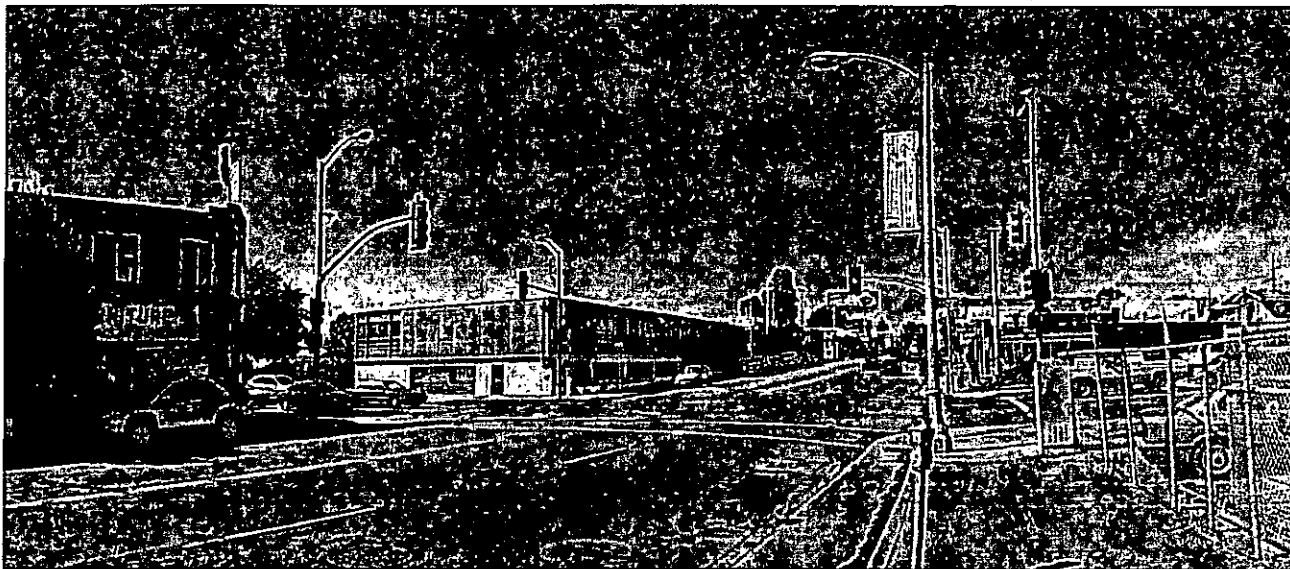


Figure 5-10: Elmhurst TOD Catalyst Site

**ATTACHMENT B:**

**Photo-Simulations & Infill Site Illustrations**



Existing condition on International Blvd at 22<sup>nd</sup> Ave



Potential Design Vision for International Blvd at 22<sup>nd</sup> Ave

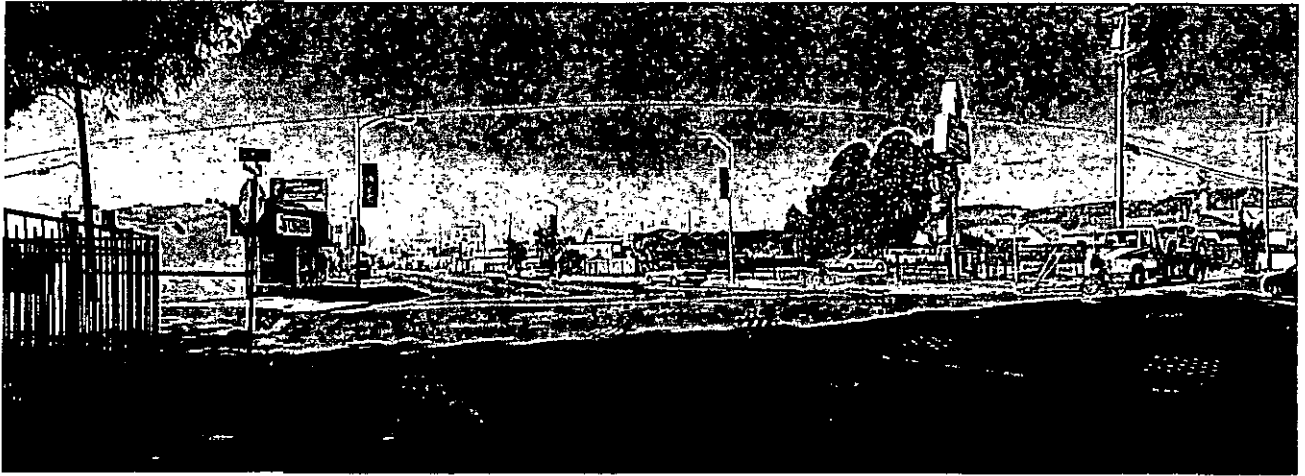




Existing condition on International Blvd at 55<sup>th</sup> Ave



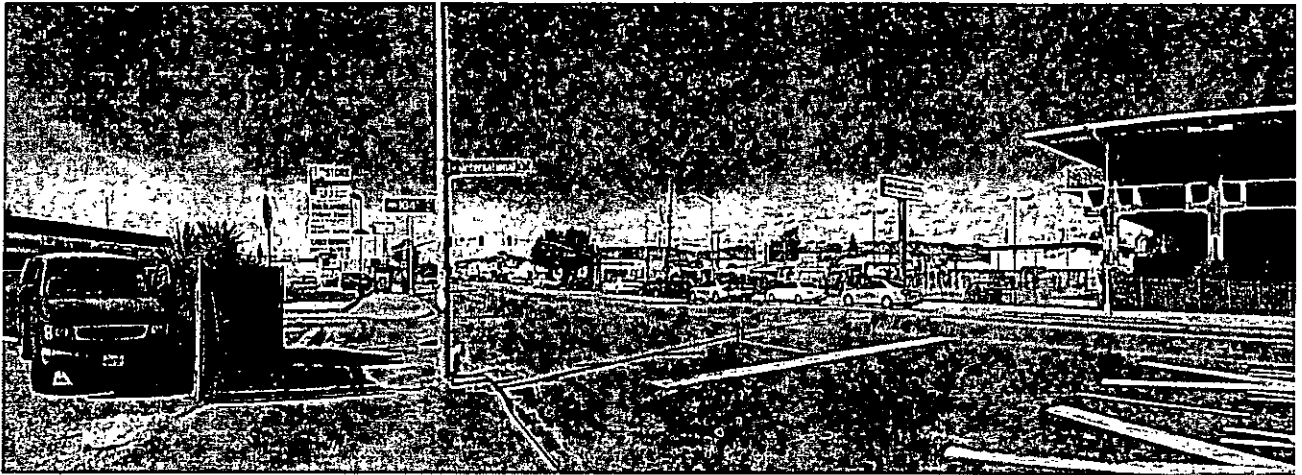
Potential Design Vision for International Blvd at 55<sup>th</sup> Ave



Existing condition on International Blvd at 81<sup>st</sup> Ave



Potential Design Vision for International Blvd at 81<sup>st</sup> Ave



Existing condition on International Blvd at 104<sup>th</sup> Ave



Potential Design Vision for International Blvd at 104<sup>th</sup> Ave

# INFILL SITE TYPES IN CORRIDOR

## T.O.D. INFILL SITE TYPES

As illustrated in Appendix B, "TOD Catalyst Areas," the sites available for infill development along the International Boulevard Corridor fall generally into four (4) types. The design guidelines in this plan are structured as recommendations in relation to these four prototypical site conditions.

### Infill Site Type 1

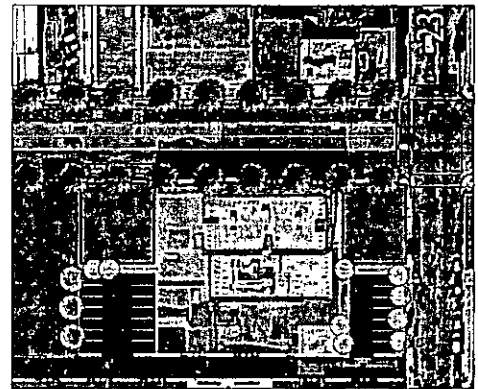
Site type 1 is an individual lot fronting International Boulevard, generally 50 to 70 feet in width, 110 to 140 feet in depth, and with or without a service alley providing access to the rear of the lot. In some cases such a site may be more than one lot.

TOD infill development opportunities on this site type are generally limited to an individual building, built close to and facing International Boulevard, with parking and/or useable yard areas at the rear. Such sites should generally be served by an alley, where feasible, located on a street corner, or developed in coordination with adjacent lots in order to allow vehicular access to parking at the rear of the lot without requiring a driveway directly onto International Boulevard. To achieve transit-oriented intensities on Type 1 sites, on-site parking should be minimized, and off-site parking should be shared and managed.

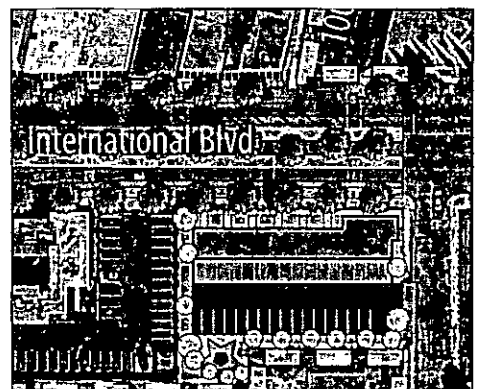
### Infill Site Type 2

Site type 2 is a row of lots fronting International Boulevard, generally 100 to 200 feet in width, 110 to 140 feet in depth, and with or without a service alley at the rear. This is essentially a number of adjacent Type 1 sites, which through their common ownership and/or coordinated development can provide for vehicular and service access at the rear of the lot(s) without the need for driveways connecting to International Boulevard.

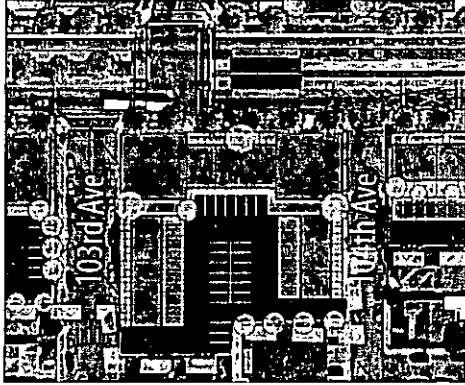
TOD infill development opportunities on this site type include larger buildings and multi-building developments fronting International Boulevard, with parking and useable yard areas at the rear. On-site parking should be minimized, shared and managed.



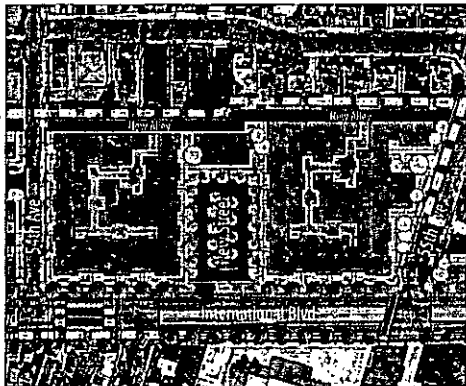
Type 1 T.O.D. Infill Sites



Type 2 T.O.D. Infill Site



Type 3 T.O.D. Infill Site



Type 4 T.O.D. Infill Site

### **Infill Site Type 3**

Site type 3 is a row of deeper lots fronting International Boulevard, and in some cases also including lots that front onto neighborhood cross-streets.

This site type offers more flexibility in the depth of buildings fronting International Boulevard than site types 1 and 2 generally provide, a wider range of options for parking quantities and configurations, and more possibilities for fronting new buildings to neighborhood cross streets.

### **Infill Site Type 4**

Site type 4 is generally wider than type 2 sites and/or deeper than type 3 sites. Such sites offer the broadest range of possibilities for employing the TOD strategies described above.

This site type allows the provision of a broad range of residential options within a single coordinated development, including in many cases retail and other commercial uses on International Boulevard, apartments over retail or other commercial uses, secure semi-private shared open space for residents, residential townhouses or live-work units that directly front International Boulevard or neighborhood cross streets or internal shared open spaces, and in some cases open spaces in the form of plazas, greens or playgrounds that are accessible to the general public.

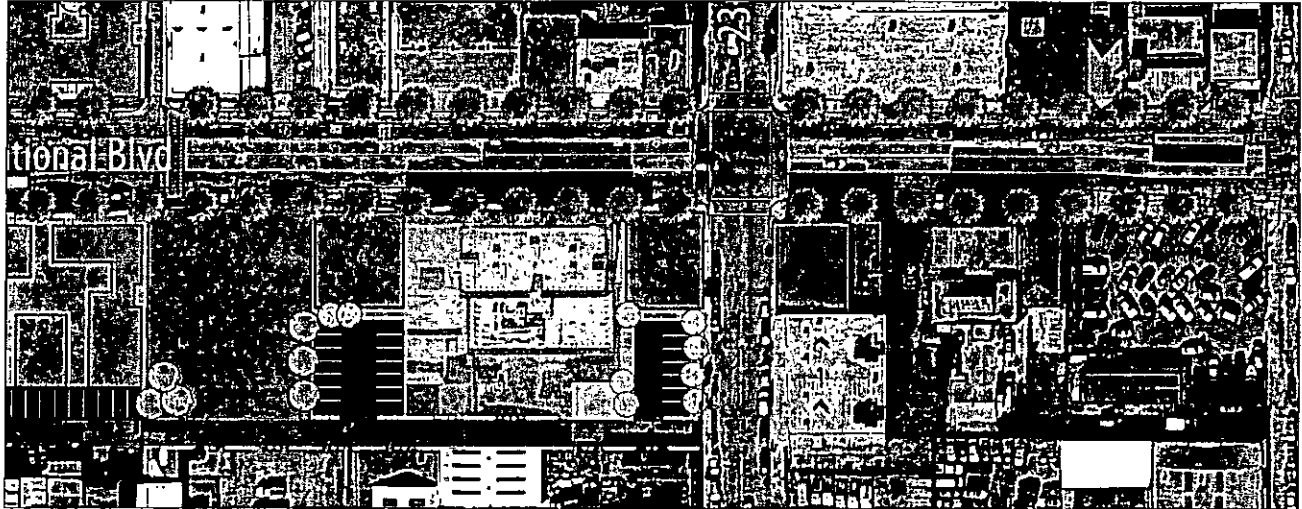
In many cases, as described below, such sites include new public streets that complete the neighborhood circulation and open space network, providing valuable routes from the neighborhood to the transit corridor, and valuable street frontages for new businesses and residences.

### **Applying T.O.D. Strategies to Infill Site Types**

As summarized on the following pages, and as illustrated in Appendix B, TOD Catalyst Areas, the TOD strategies and design guidelines can be systematically applied to these 4 infill site types.

# T.O.D. Infill Site Types

## T.O.D. INFILL SITE TYPE 1 - Small Site/Lot



### 1. Site Layout/Building Location

- At street corners, buildings are at the sidewalk. away from street corners, buildings are near or set back from the sidewalk
- Along side streets, buildings are at or near the sidewalk coordinated with rear area needed for parking

### 2. Access, Parking & Service

- On-street parking for customers and visitors
- Off-street parking in rear, perpendicular to International Boulevard
- Off-street parking for residents
- Rear service / access alley for parking, trash, utilities
- Access from side street or rear service alley

### 3. Building Massing and Volume

- Buildings are typically 2 to 4 stories, and may be taller
- Greatest massing and height along the Boulevard
- Less massing near rear neighbors

### 4. Frontage

- Shopfronts within 50 feet of street corners and open space in TOD catalyst areas
- Stoops and terraces away from street corners along open space and side streets

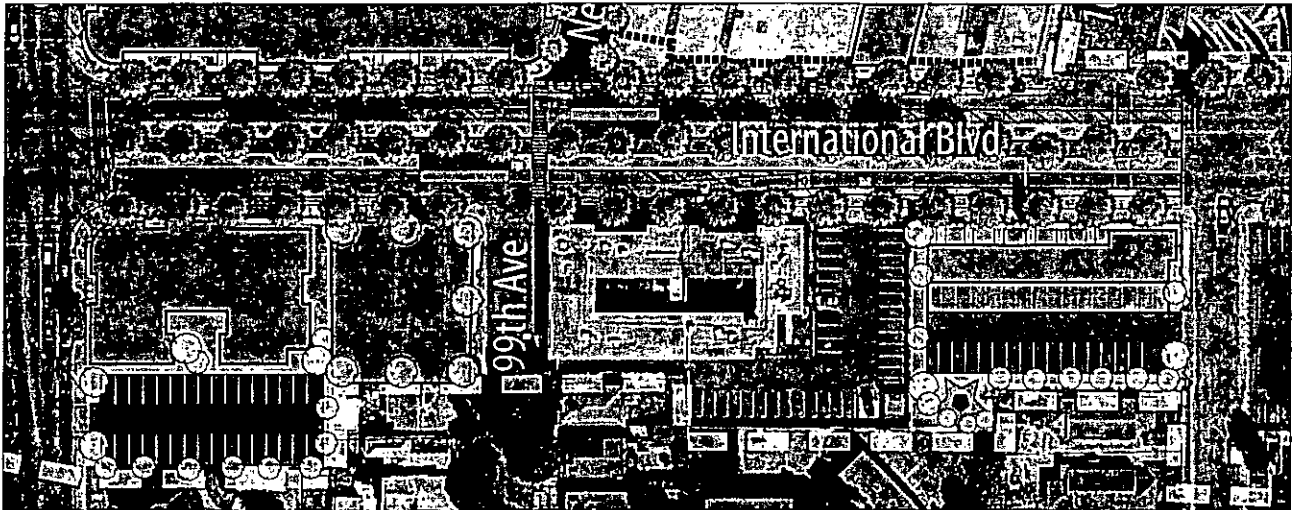
### 5. Open Space

- Ground level rear court / garden or forecourt off of International Boulevard

### 6. Land Use

- Ground floor street corners are non-residential or live-work
- Ground floors are non-residential or live-work and residential is away from street corners and is located along side streets
- Upper floors are any of these uses with a preference for residential

## T.O.D. INFILL SITE TYPE 2 - Wide/Shallow Site



### 1. Site Layout/Building Location

- At street corners, buildings are at the sidewalk
- Away from street corners, buildings are near or set back from the sidewalk
- Along side streets, buildings are at or near the sidewalk coordinated with rear area needed for parking.

### 2. Access, Parking & Service

- On-street parking for customers and visitors
- Off-street parking in rear, parallel to International Boulevard
- Off-street surface and/or in tuck-under parking for residents
- Rear service / access alley for parking, trash, utilities
- Access from International Boulevard for rear parking if shared with adjacent lot(s)

### 3. Building Massing and Volume

- Buildings are typically 2 to 4 stories, and may be taller
- Greatest massing and height at street corners to emphasize ground floor activity. Less massing away from street corners with the smallest volumes near rear neighbors.

### 4. Frontage

- Shopfronts within 50 feet of street corners and open space in catalyst areas
- Stoops and terraces away from street corners along open space and side streets

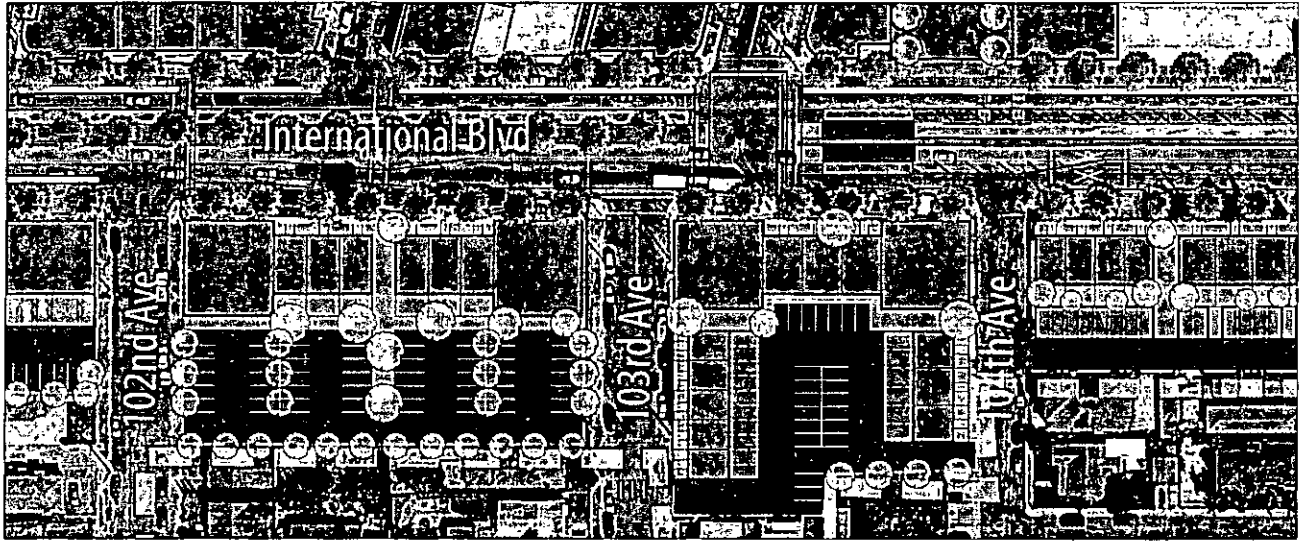
### 5. Open Space

- Playground for semi-public use
- Ground level rear court / garden

### 6. Land Use

- Ground floor street corners are non-residential or live-work, where allowed by zoning
- Away from street corners and along side streets, ground floors are non-residential or live-work and residential, where allowed by zoning
- Upper floors are any of these uses with a preference for residential

## T.O.D. INFILL SITE TYPE 3 - Wider/Deeper Site



### 1. Site Layout/Building Location

- At street corners, buildings are at the sidewalk
- Away from street corners, buildings are near or set back from the sidewalk
- Along side streets, buildings are at or near the sidewalk coordinated with rear area needed for parking

### 2. Access, Parking & Service

- On-street parking for customers and visitors
- Off-street parking on podium, surface and/or in tuck-under parking for residents
- Access is not from International Boulevard, where feasible; rear service / access alley for parking, trash, utilities

### 3. Building Massing and Volume

- Buildings are typically 4 stories or taller
- Greatest massing and height at street corners to emphasize ground floor activity
- Less massing away from street corners with the smallest volumes near rear neighbors

### 4. Frontage

- Shopfronts within 50 feet of street corners and open space in catalyst areas
- Stoops and terraces away from street corners along open space and side streets

### 5. Open Space

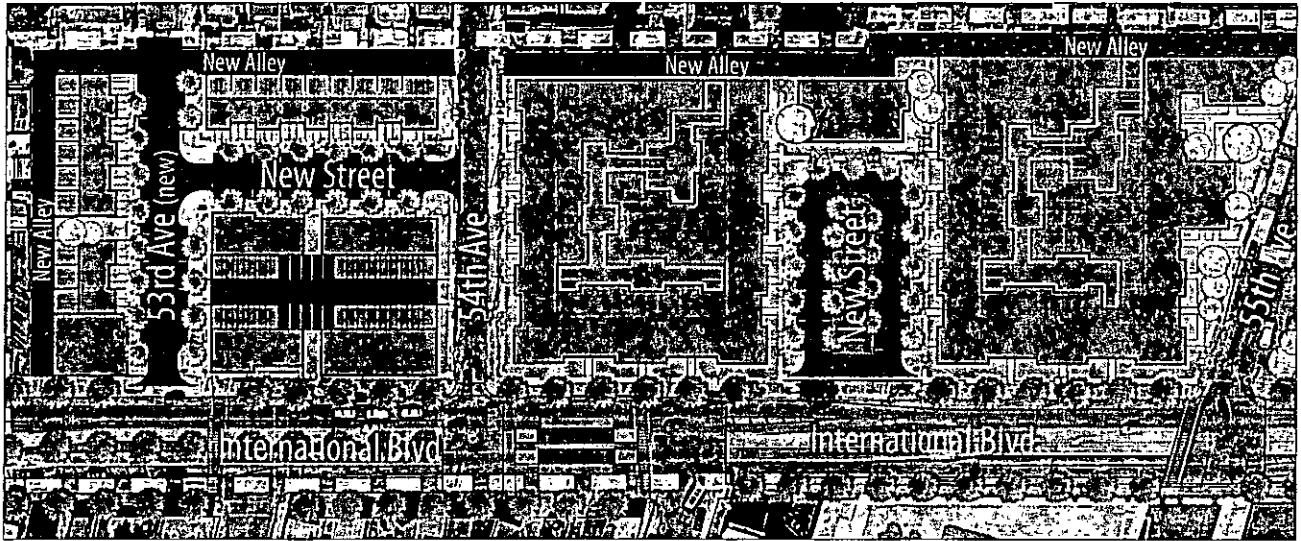
- Playground, forecourt on International Boulevard for semi-public use
- Podium level and ground level court / garden

### 6. Land Use

- Ground floor street corners are non-residential or live-work, where allowed by zoning
- Away from street corners and along side streets, ground floors are non-residential or live-work and residential, where allowed by zoning
- Upper floors are any of these uses with a preference for residential



# T.O.D. INFILL SITE TYPE 4 - Large / Multi-Block Site



## 1. Site Layout/Building Location

- At least one new street introduced to generate at least one new block
- 'Fronts' made on 3 sides of each block
- At street corners, buildings are at the sidewalk
- Away from street corners, buildings are near or setback from the sidewalk
- Along side streets, buildings are at or near the sidewalk

## 2. Access, Parking & Service

- New streets provide short term parking, convenient access
- On-street parking for customers and visitors
- Off-street, podium, surface and/or in tuck-under parking for residents
- Rear service / access alley for parking, trash, utilities

## 3. Building Massing and Volume

- Buildings are typically 3 stories or taller
- Greatest massing and height at street corners to emphasize ground floor activity
- Less massing away from street corners with the smallest volumes near rear neighbors

## 4. Frontage

- Shopfronts within 50 feet of street corners and open space in catalyst areas
- Stoops and terraces away from street corners along open space and side streets

## 5. Open Space

- Plaza, park and/or playground for semi-public use
- Podium level and ground level courts / gardens

## 6. Land Use

- Ground floor street corners are non-residential or live-work, where allowed by zoning
- Away from street corners and along side streets, ground floors are non-residential or live-work and residential, where allowed by zoning
- Upper floors are any of these uses with a preference for residential

**ATTACHMENT C:**

**Menu of Implementation Options**

---

## MENU OF IMPLEMENTATION OPTIONS

The Implementation Table incorporates the wide range of actions delineated in the Sub Area Plans and in so doing, contains some actions that are beyond the City of Oakland's financial or personnel resources, or jurisdiction, to implement. As an overarching strategy this Plan recommends that wherever appropriate public-private partnerships between the City and development entities, corporations, non-profit organizations and community associations, inter-agency agreements between local and regional governmental organizations, and other multifaceted coordination approaches be used in implementing these Plans.

### Recommendation #1: Focus development activity and resources to TOD Catalyst Areas.

At the core of the recommendations for the International Boulevard TOD Plan is the proposal to focus initial resources on a limited number of areas. This will enable these areas to be stabilized and improved and the positive impacts of this change will spread to other areas along the corridor. More specifically, the City can focus a variety of resources on the TOD Catalyst Areas to help ensure success by:

- Coordinating with AC Transit to improve transit service along International Boulevard through safety programs and improved bus stops.
- Funding façade and site improvement programs through redevelopment in the catalyst areas.
- Directing development subsidies to projects sited in the catalyst areas.
- Support retail and commercial uses in the designated priority areas by providing financial and technical assistance to businesses in the catalyst areas.
- Directing financial and staff resources to stimulate development in the catalyst areas.

In addition, many TOD projects also include a large residential component and increasing housing opportunities, especially affordable housing, is a major objective for the corridor. Encouraging affordable housing development along International Boulevard satisfies two major goals of the TOD Plan: (1) it activates the corridor by generating new transit ridership and (2) it accommodates new households with incomes similar to current area residents. In Oakland, affordable housing is generally subsidized with local resources after all available non-local subsidy sources are exhausted. The primary local source is the tax increment funded Housing Set Aside (HAS) Fund, which on average contributes \$143,000 per affordable unit citywide. Although by policy HAS funds are allocated on a competitive basis and are not reserved for particular geographic areas, there is a proposed policy to provide a competitive advantage to developments located in priority development areas such as designated TOD areas.

Affordable housing on the corridor should provide a broad range of housing opportunities, and in particular should include a strong proportion of units sized for larger families, consistent with the larger household size typical in adjacent neighborhoods. It should be noted that the desire for more affordable housing varies along the corridor and City efforts should reflect this. For instance, in the San Antonio subarea there is a desire to construct more affordable housing, particularly for housing that accommodates large families; whereas in the Elmhurst and Hegenberger subareas, community representatives expressed a concern that additional affordable housing will result in concentrations of poverty. Generally the overall strategy for housing is to ensure that in the future there is a mix of affordable and market rate housing and a diversity of housing unit types that serve both smaller households and larger families.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Implement sub-area plans	Take the necessary steps to study and then implement the sub-area plans described in Chapter 5 of this report.	Ongoing	\$ts	City, private developers, citizens and non-profit organizations		X
Create TOD Catalyst Area Policy	Create a policy to focus existing programs and resources in TOD Catalyst Areas.	Immediate	\$	City	X	
Expand funding for	As new funding becomes available, the City's Redevelopment and Economic Development Divisions should	Medium	\$ts	Redevelopment Agency	X	

Redevelopment Agency Programs	expand funding for their programs that assist with new development in the TOD Catalyst Areas. Among the programs where additional funds should be supplemented are: infill incentive grants, tenant improvement grants, façade improvement grants, and neighborhood project improvement grants.					
Target Affordable Housing Funds	Target affordable housing funds to projects in TOD Catalyst Areas.	Ongoing	\$\$\$	City	X	
Acquire vacant properties and underutilized buildings in TOD catalyst areas	There is a significant amount of vacant land and buildings along the corridor and in the TOD Catalyst Areas that can be a starting point in the process of assembling sites for larger-scale TOD projects. Acquiring these properties early on while real estate prices are depressed and before intense speculation occurs can raise prices and will save time and money in the future. Key activities related to land acquisition include: <ul style="list-style-type: none"> <li>• Make arrangements for one or more funding sources for land acquisition that can be used to secure properties as they become available on the open market.</li> <li>• Compile an inventory of real estate in the corridor to identify properties currently owned by public agencies.</li> <li>• Determine which of these properties will contribute to TOD initiatives and ensure that they will be made available when needed for redevelopment.</li> </ul>	Ongoing	\$\$\$	City, Redevelopment Agency	X	
Develop a "blighted building target list"	Through field assessments, aerial photography, and community knowledge, create a blighted building target list as a spatial layer in Oakland's CIS system. The City should prioritize these buildings for façade and structural improvement programs, especially where clusters of many blighted buildings exist and/or where they are in TOD Catalyst Areas.	Short	\$	City, Redevelopment Agency		X
Identify contaminated sites and pursue funding for environmental remediation	Environmental contamination from past uses on a site can be a significant barrier to redevelopment. To spark the revitalization of the TOD Catalyst Areas the City should work with environmental regulatory bodies to identify sites that have potential environmental contamination. Providing accurate information on the potential levels of contamination can assist with development efforts. Once this information is available, the City and/or Redevelopment Agency should pursue outside funding to remediate these sites to clear the way for development.	Medium	\$\$	City, Redevelopment Agency	X	
Focus affordable housing funds	Focus affordable housing funds to TOD Catalyst Areas.	Immediate	\$\$\$	City	X	
Prioritize TOD projects that have transit-supportive characteristics	Grant local affordable housing funding priority to projects that include ground floor commercial in retail priority zones, space to accommodate anchor tenants, security-oriented design, and units that accommodate large families.	Immediate	\$	City		X
Assemble key catalyst sites	Assemble key catalyst sites along the corridor and solicit proposals by housing and mixed-use developers.	Ongoing	\$\$\$	City, Redevelopment Agency		X

Infrastructure Study	Prepare a study that identifies any deficiencies in the corridor's infrastructure, especially the sewer, water, and electrical systems. The study should prioritize the necessary improvements. Seek funding to upgrade weaknesses in infrastructure systems. System upgrades should be coordinated to occur at the same time as the construction of the BRT system.	Short	\$\$\$	City, Redevelopment Agency		X
Target business assistance programs	Target and actively market existing business assistance programs to the TOD Catalyst Areas.	Ongoing	\$	City	X	

**Recommendation #2: Commit to providing a significant increase in public resources to address criminal activity.**

Problems with drugs and crime, including theft for drug money, were cited repeatedly as concerns of the community and impediments to new development initiatives along the International Boulevard corridor. Drugs and crime – and the negative perception of the area that they cause – are major deterrents to redeveloping the corridor and it is critical that these issues be addressed. The City should identify and implement strategies that can be used in the corridor to combat problems with drugs and crime. Several specific actions include:

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Work with residents and community-based organizations to step up enforcement of the City's "Deemed Approved" ordinance.	Work with residents and community-based organizations to enhance enforcement of the City's "Deemed Approved" ordinance for liquor stores. Establishments that are not complying with the City's requirements to uphold performance standards, including not endangering public health or safety and not encouraging nuisance activities (public drunkenness, illegal drug activity, excessive littering, loitering, graffiti, etc.) should be subject to penalties. Additionally the City should review the legitimacy of existing licenses as well as their compliance with selling to persons less than 21 years of age.	Ongoing	\$\$	City		X
Strengthen zoning regulations and policies to address liquor stores	In order to address the number and concentration of liquor stores along and near International Boulevard and the crime and blight associated with these stores, the City should explore new additional zoning regulations and policies. Policies and regulations should address prohibiting new liquor stores, de-concentrating liquor stores and enforcement of existing and new regulations. As a first step in this process, the City should partner with local organizations to catalogue existing liquor stores within ½ mile of International Boulevard, review new liquor store licenses in the City over the past 10 years and hold community forums to discuss issues and solutions.	Immediate	\$	City		X
Corner store conversion program	To address crime issues associated with liquor stores, the City and local organizations should work together to create a liquor store to corner store conversion program. This program will try to change the businesses	Immediate	\$	City, non-profit organizations		X

	practices of liquor stores so that the stores sell a higher percentage of healthy foods and less liquor and alcohol.					
Establish police substations	Establish a series of police sub-stations along the International Boulevard corridor with the goal of having 1 sub-station in each sub-area.	Long	\$\$\$	City		X
Create a safety ambassador program	Create a program where safety ambassadors would patrol the corridor and especially within the TOD Catalyst Areas, on foot and on bicycles, act as extra eyes and ears for the police, build relationships with local businesses, and act as a positive presence in the community.	Medium	\$	Local Business Improvement District(s) or Community Benefit District(s), City		X
Create an education and outreach campaign	Working with the Neighborhood Crime Prevention Councils and other bodies, increase communication of information about crime locations along the corridor to community groups, citizens, and enhance communications between police officers, residents of the community and business representatives about incidents of crime.	Ongoing	\$	City, non-profit organizations		X
Install security cameras	Install and monitor cameras at key intersections and other locations as a security measure/crime deterrent. The cameras should initially be located in the TOD Catalyst Areas and in existing pedestrian-oriented retail areas.	Short	\$	City, Redevelopment Agency	X	
Increase the number and presence of police officers along International Boulevard	Provide an increased police presence while the TOD Catalyst Areas are being stabilized and before significant private investment occurs. Consider foot and bicycle patrols in these areas.	Ongoing	\$\$\$	City	X	
Continue and strengthen the CPTED program for review of development projects along International Boulevard	The City should continue to provide information and training on Crime Prevention Through Environmental Design (CPTED) principles to Planning Department staff who review proposed development or property rehabilitation projects. All new projects along or near the International Boulevard Study Area should undergo CPTED review. The Planning Department should also continue to partner with the Police Department to strengthen the CPTED program.	Ongoing	\$	City		X
Increase street lighting to improve public safety	Coordinate improved street lighting with the streetscape improvements and BRT construction. The street lighting should be pedestrian-scale and designed to minimize shadows in public areas.	Medium	\$	City, Redevelopment Agency		X
Create hotel minimum one night stay ordinance	Create an ordinance that requires minimum one night stays in hotels and motels along and within ¼ mile of International Boulevard. Enforce this ordinance with regular police sting operations.	Immediate	\$	City, Redevelopment Agency		X
Add resources to address prostitution	Undertake a study to identify specific programs and resources that can be used to address the prostitution issue along International Boulevard, as addressing this issue is necessary to encourage TOD and other private investment along the International Boulevard corridor.	Short	\$	City, Redevelopment Agency, non-profit social service organizations		X

**Recommendation #3: Improve the physical appearance of the International Boulevard corridor.**

The presence of trash and debris, graffiti, dilapidated properties and vacant buildings along International Boulevard is a barrier to investment in the community. The identification of adequate funding for cleaning and maintenance of public areas and improved trash removal is a priority. Additionally, these actions should be undertaken with a strong consideration towards improving the level of security along the corridor. Improving the physical appearance of the corridor would improve the pedestrian environment and help increase pedestrian activity. This would result in an overall improvement in the perception of safety. Additionally, investing in streetscape improvements helps convey the City's commitment to, and confidence in, the successful redevelopment of the area. Enhancing the perception of the safety, beginning with the TOD Catalyst areas, will help revitalize the entire corridor.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Expand the Redevelopment Agency's facade improvement program	Expand the façade improvement program and focus in the TOD Catalyst Areas. Prioritize the types of improvements that meet the vision of transit-supportive places when awarding funding through with the façade improvement program.	Short	\$\$	Redevelopment Agency	X	
Make streetscape improvements in TOD Catalyst Areas	Resume previous efforts to install streetscape improvements along International Boulevard, starting with the TOD Catalyst Areas. Examples of specific improvements include additional street lighting, street trees and other landscaping, improved signage and new entryway signs that showcase the different sub-areas of the corridor. A sample strategy could be to: <ol style="list-style-type: none"> <li>1) Work with AC Transit to identify and approve physical streetscape improvements that support BRT. Reference AC Transit's "Designing with Transit" handbook in planning and designing streetscape changes.</li> <li>2) Develop a more detailed streetscape improvement plan that includes street trees, pedestrian amenities and other improvements not included in the BRT plan. Native and drought-resistant plants should be used wherever feasible.</li> <li>3) Coordinate all streetscape improvements with the construction of the BRT system.</li> </ol>	Medium	\$\$\$	City, Redevelopment Agency	X	X
Expand graffiti abatement	Expand funding and activity of graffiti abatement programs to remove graffiti as soon as it appears. Develop strategies to prevent graffiti from occurring including use of landscaping and murals, both of which are less likely to have graffiti.	Medium	\$\$	City		X
Clean streets and sidewalks regularly	As funding becomes available, conduct regular sidewalk and street cleaning with a focus on the existing pedestrian-oriented retail areas and the TOD Catalyst Areas.	Medium	ts	City, Redevelopment Agency	X	X
Create a "Clean Community" Education Program	Create a multi-lingual, multi-pronged education program that encourages businesses and residents to place trash in sealed containers only on the day of trash collection. Educational strategies could include door-to-door canvassing, a newsletter, and/or letters and actions coordinated through the local schools, community	Short	\$	City, non-profit organizations		X

	organizations, and religious institutions.					
Remove billboards	Expand efforts to reduce the number of billboards along International Boulevard, especially in areas with high pedestrian volumes such as the core of the commercial district.	Ongoing	\$t	City, Redevelopment Agency		X
Add code enforcement staff and create a proactive code enforcement program	Create a proactive code enforcement program that closely monitors the International Boulevard area for code violations. Initial steps should target businesses along the corridor and track down absentee land property owners to ensure code violations are corrected.	Ongoing	tss	City		X
Provide low-cost loans for mitigating code violations	Create a low-cost loan program that provides assistance to property owners in the International Boulevard areas with the affordable resources to bring their properties in compliance with local codes and regulations.	Medium	stt	Redevelopment Agency		X

**Recommendation #4: Improve the pedestrian environment to support transit use and public safety.**

It is important to maintain ease of access and a pleasant, safe route between a person's home or work and the corridor for the success of transit, businesses, and the corridor as a whole. Maintaining continuous sidewalks, street trees for shade, lighting, and traffic-calming features all play important roles in creating pleasant, effective pedestrian access from neighborhoods. Essentially, if a person does not feel comfortable walking or bicycling (which is key link to transit) they will use their automobile and demand for transit will fail. Conversely, when walking or bicycling to transit is pleasant and easy, using transit is perceived to be easier. Improving the pedestrian environment also has a secondary effect of improving public safety and perceptions of public safety. One very effective way to deter crime and increase the feeling of safety of an area is to increase the passive surveillance that occurs through pedestrians' "eyes on the street." When an area is active or perceived to be under watch, criminal activity is effectively prevented through the fear of getting caught. Recommendations below would improve the pedestrian environment and in turn, improve the environment for transit and transit-oriented development.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Prepare sidewalk width guidelines	Adopt minimum guidelines for sidewalk width on International Boulevard (recommended 13 feet minimum), and require widening where feasible as a condition of development.	Short	\$	City		X
Enhance pedestrian crossings	Provide enhanced pedestrian crossings at least every 600 feet along International Boulevard through the inclusion of pedestrian median refuges at unsignalized intersections and adding signalization at dangerous intersections. More detailed information on specific locations for enhanced pedestrian crossings can be found in Appendix A.	Ongoing	tt	City, Redevelopment Agency		X
Study and improve traffic signalization for pedestrian activity	Review and revise the City's traffic signal warrants to better evaluate where additional signals are needed and implement new traffic signals along the corridor. More detailed information on specific locations for potential new traffic signals can be found in Appendix A.	Medium	ss	City		X
Improve wheelchair ramps	Replace substandard wheelchair ramps and add new ones where necessary.	Ongoing	\$t	City, Redevelopment Agency		X



**Recommendation #5: Clarify TOD standards and requirements.**

TOD projects are a relatively new development pattern and not one familiar to all developers. This learning curve presents a barrier to implementation of TOD projects along the corridor. The City can help mitigate this challenge by developing clear and understandable development standards and requirements. Especially clear standards will help articulate the City's desires, making it easier for developers to plan, design, and propose appropriate new projects. Removing ambiguity in the development standards will help ensure that the City realizes projects that help improve the corridor.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Implement design guidelines	The City should augment its current efforts of implementing design guidelines that enable transit-oriented-development projects. Specific recommendations that should be included in design guidelines can be found in Chapter 6 of this plan.	Short	\$	City		X
General Plan amendments and zoning code revisions for limited industrial areas	The City should consider amending the General Plan land use designation(s) and zoning for the industrial areas currently zoned CIX-2 located between approximately International Boulevard, I-880, 14 <sup>th</sup> Avenue and 26 <sup>th</sup> Avenue. Allowing these areas to convert from the current industrial and heavy commercial uses to a lower-impact mix of housing and businesses would help to remove a significant barrier to redevelopment of adjacent parcels along International Boulevard.	Immediate	\$	City	X	X

**Recommendation #6: Streamline the environmental review process for TOD projects.**

The development review process can be a risky, cumbersome, and trying process for any real estate development activity in any California community. Generally, the development review process is intended to ensure that development does not threaten public safety, health, and welfare. The California Environmental Quality Act (CEQA) adds another layer of formal review to ensure that development does not significantly impact the environment. In fact, environmental review under CEQA affects transit-oriented development projects due to the time and expense associated with the environmental review process. However, Senate Bill (SB) 375 (2008) offers a number of opportunities to streamline the environmental review requirements for transit-oriented development (or, as SB 375 calls them, Transit Priority) projects, increasing the viability and potential success of the International Boulevard TOD Plan. Capitalizing on new CEQA streamlining, such as that provided by SB 375 presents a valuable opportunity and barrier reduction for new TOD projects.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Participate in the creation of a regional Sustainable Community Strategy under SB375	The City should participate with regional agencies and other local governments in the Bay Area in the formulation of a Sustainable Community Strategy (SCS), as provided for in SB 375. Once the SCS is adopted, proposed development projects that are consistent with the SCS (e.g., the transit-oriented developments along a major transit corridor such as International Boulevard) would be eligible for exemptions and/or streamlined review under CEQA. Consider creating a master EIR or one or more specific plans for the TOD Catalyst Areas that will enable proposed development projects to avoid certain	Short	tt	City, Redevelopment Agency	X	X

	aspects of the CEQA process.					
Environmental review documents	To further streamline the CEQA review process for development in the project area consistent with the recommendations in this plan, prepare and certify an Environmental Impact Report (EIR) for the International Boulevard TOD Plan. This would avoid the need for project-specific EIRs for individual development proposals that are consistent with the vision and strategies of the Plan.	Short	\$	City	X	

**Recommendation #7: Improve transit facilities along the International Boulevard corridor.**

A major component of the success of the TOD Catalyst Areas and the corridor as a whole will be the quality of alternative transportation systems that serve the corridor. Improvements to the existing systems are needed, as well as new infrastructure. The BRT project represents the primary transit improvement expected in this area over the foreseeable future. Building the BRT system would help the corridor realize improved access and a more efficient, improved transportation system. In turn, improved access can stimulate new development, improve commercial activity, and improve the quality of life of the area residents. While BRT represents a major increase in transit frequency, speed, and reliability in this corridor, the following recommendations are designed to enhance the BRT and to work with virtually any configuration of enhanced transit on International Boulevard.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Urban design for transit	Update street standards to ensure that street improvements are consistent with AC Transit's <i>Designing with Transit</i> design manual.	Short	\$	City		X
Improve bus stops at cross-transit connections	The BRT preferred alternative would add high-quality bus stops at regular intervals (of about one-third of a mile) on International Boulevard, and would remove existing local bus stops. Stops along International Boulevard, then, would not be in need of improvement following implementation of the plan. However, many other local bus stops (serving "cross-town" bus routes) would remain on connecting streets, including stops at which important connections can be made between International Boulevard bus service and other major AC Transit lines. To the extent the connecting stops currently lack such amenities, these stops should be improved to provide shelters, highly visible signage, map and schedule information in all necessary languages, and adequate lighting.	Medium	\$	AC Transit, City		X

**Recommendation #8: Improve the bicycle network.**

Just as an inviting pedestrian environment is necessary to attract transit-oriented development, a complete and safe bicycle network is also a key ingredient of TOD. For people to use their bicycles to connect their trips to transit stops, an area must have adequate bicycle infrastructure and present a safe and pleasant environment in which to ride. In the case of International Boulevard, which exhibits a disproportionately high number of bicycle-related traffic accidents, this is an especially important concern. As with motorized vehicles, bicyclists need safe and available parking for their bicycles in order for bicycle use to be convenient and viable. The following recommendations present a number of actions the City can take to improve the bicycle network in the International Boulevard area.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Inventory and expand bicycle parking	Conduct an updated inventory of existing public bicycle parking in the corridor, and identify locations where parking should be added.	Short	\$	City		X
Implement the Bicycle Master Plan, with a particular emphasis on identifying funds to create the bicycle boulevards envisioned by the plan	Implement the proposed bikeway network around the International Boulevard Study Area. Since the proposed BRT plan will provide bicycle lanes on those segments of International Boulevard with sufficient width, the highest priority should be to implement the proposed bicycle boulevard segments that would bring residents to International Boulevard from adjacent neighborhoods (via 4 <sup>th</sup> Avenue, 16 <sup>th</sup> Avenue, 55 <sup>th</sup> Avenue, 21 <sup>st</sup> /22 <sup>nd</sup> Avenue, 55 <sup>th</sup> Avenue, 85 <sup>th</sup> Avenue, and 94 <sup>th</sup> Avenue), as well as the proposed bicycle boulevard segments that provide a parallel route to International Boulevard for cyclists (via portions of East 19 <sup>th</sup> , East 21 <sup>st</sup> , Avenal, Arthur and Plymouth Streets).	Medium	\$\$\$	City		X

**Recommendation #9: Create a comprehensive approach to parking.**

The implementation strategy for the TOD Plan focuses much of its attention on parking. Provision of the *right* amount of parking is essential to successful TOD, as too little parking can restrict access, while too much parking can increase motor vehicle traffic and negatively impact pedestrian, bicycle, and transit conditions. As currently proposed, the BRT preferred alternative would result in removal of about 37 percent of the on-street parking spaces along International Boulevard within the TOD Plan area. Nonetheless, in order to improve not just automobile access, but also delivery access to businesses, and to provide a "buffer" of parked cars to separate pedestrians on the sidewalk from adjacent vehicle traffic, a key element of these TOD Plan recommendations is to "add back" on-street parking at development opportunity sites along International Boulevard using recessed bays. The following recommendations will help realize the vision for International Boulevard and successful TOD Catalyst Areas through comprehensive, balanced parking management strategies.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Adopt off-street parking	To achieve a parking strategy in line with a TOD vision, consider adopting the S-15 off-street parking	Short	\$	City		X

regulations from the S-15 Transit Oriented Development zoning classification	regulations for the existing S-15 Transit Oriented Development Zone for the entire International Boulevard corridor. This would remove a minimum parking requirement for major commercial uses and reduce the minimum residential parking requirement. This should be completed as part of the comprehensive citywide zoning update.					
Prepare parking lot study	In order to encourage use of the S-15 provision allowing leasing of off-site parking in lieu of construction of new parking on-site, conduct an inventory of all existing off-street lots in the corridor, including location, supply, occupancy, ownership and potential for use by new developments. In particular, commercial parking lots that are open to the public but are underutilized should be identified, as owners of such lots might be especially willing to enter into lease arrangements for excess space.	Short	\$	City		X
Unbundle parking	Require, or create incentives to promote, the "unbundling" of residential parking spaces and dwelling units (in other words, allow parking spaces to be sold or leased separately from dwelling units). This should be completed as part of the comprehensive citywide zoning update.	Short	\$	City		X
Require and/or promote car share programs	Create a policy that requires large developments to include car share parking spaces in parking area. Incentivize smaller developments to include car share spaces as well.	Short	\$	City		X
Allow for the provision of new on-street parking to offset the loss of parking spaces associated with the BRT proposal.	Consider requiring AC Transit to provide additional on-street parking, where warranted and desirable, as a mitigation measure tied to construction of the BRT project; or alternatively, consider creating incentives for developers to provide additional on-street parking, where warranted and desirable, concurrent with the redevelopment of TOD Catalyst Areas. This can be achieved by relocating the existing curb line in selected areas to provide an 8-foot wide on-street parking lane.	Short	\$	City	X	
Develop on-street parking management plan	Develop and adopt on-street parking management strategies such as demand-based pricing, establishment of parking benefit districts, relaxation of time limits on metered spaces, and establishment of permit zones preventing "spillover" into adjacent residential neighborhoods, among other measures.	Short	\$	City		X
Construct public parking facilities for commercial development in some areas	Identify locations where the construction of public parking facilities is desirable to serve vibrant retail areas and TOD Catalyst Areas. Ideally the parking lots should be located on parcels immediately behind International Boulevard and should generally not be constructed within the same block as a BRT stop location. The facilities should be well-designed with attractive landscaping, appropriate lighting and adequate security measures. Such parking would be constructed to serve as a joint parking resource for all businesses and could also provide locations for "car share pods" along the corridor.	Medium	\$\$\$	Redevelopment Agency	X	X

**Recommendation #10: Manage private motor vehicle traffic.**

In a transit- and pedestrian-oriented environment such as that envisioned by this plan, automobile access and circulation is not the highest priority for allocation of right-of-way space. However, auto and truck access and parking still remains important, as a large proportion of visitors to the corridor and virtually all of the goods delivered to the area will require street space for access and parking. It is important to maintain access and minimum traffic operations standards. One valuable strategy to balance automobile access and a safe, comfortable pedestrian environment is through traffic calming techniques which help reduce impacts of traffic on adjacent residential neighborhoods and the pedestrian environment. Traffic calming, in conjunction with the currently proposed BRT configuration and existing City traffic standards, is expected to result in a balanced traffic system along International Boulevard.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Implement residential traffic calming	To improve pedestrian safety, neighborhood livability, and access to retail and transit on International Boulevard, traffic calming measures should be implemented in adjacent residential neighborhoods. Improvements should focus on streets with high incidences of speeding and/or a history of collisions. Traffic calming measures might include (but would not be limited to): reductions in the number and width of traffic lanes (particularly on arterials), clearly marked bike and pedestrian zones, bulb outs, median islands, speed tables, traffic circles, neckdowns, center island narrowings, raised crosswalks, blinking crosswalks, raised intersections, realigned intersections, textured pavement, chokers (raised islands in a parking zone that narrow a roadway), signal timing to reduce traffic speeds, and tighter corner radii (a tighter radius forces drivers to reduce speed).	Medium	\$\$\$	City		X
Add signage and enforcement to prohibit commercial trucks from using 85th Avenue	Residents and businesses along International Boulevard near 85 <sup>th</sup> Avenue have expressed concerns related to pedestrian safety and air quality due to commercial trucks using 85 <sup>th</sup> Avenue as a truck route. The use of 85 <sup>th</sup> Avenue as a truck route is expected to worsen with BRT since turning movements from International Boulevard to nearby streets would be prohibited. To address this concern, the City should place signs at various locations along 85 <sup>th</sup> Avenue and at the intersections of 85 <sup>th</sup> Avenue with International Boulevard, San Leandro Street, and Bancroft Avenue to direct trucks away from 85th Avenue (e.g., using "No Trucks" (R5-2) signs <sup>1</sup> ). Signage should also be placed at the approaches to and along designated truck routes (e.g., using "Truck Route" (R14-1) signs <sup>2</sup> ) proposed for 73 <sup>rd</sup> and 98 <sup>th</sup> Avenues. In addition, the City should actively enforce laws against trucks using 85 <sup>th</sup> Avenue as a truck route.	Immediate	\$	City	X	
Study High Street/42 <sup>nd</sup>	Conduct a study of the intersections around International Boulevard, High Street, 42 <sup>nd</sup> Avenue and the	Medium	\$	City, Redevelopment Agency	X	

<sup>1</sup> State Of California, Business, Transportation And Housing Agency, Department Of Transportation; California Manual on Uniform Traffic Control Devices for Streets and Highways, Part 2 Signs, 2003, <http://www.dot.ca.gov/hq/traffops/signtech/mutcdsupp/pttc/camutcd2010/Part2.pdf>.

<sup>2</sup> State Of California, Business, Transportation And Housing Agency, Department Of Transportation; California Manual on Uniform Traffic Control Devices for Streets and Highways, Part 2 Signs, 2003, <http://www.dot.ca.gov/hq/traffops/signtech/mutcdsupp/pdf/camutcd2010/Part2.pdf>.

Avenue traffic flow configuration.	Interstate 880 on-ramp for possible roadway configurations. The study should focus on redirecting non-local traffic from High Street to 42 <sup>nd</sup> Avenue and making pedestrian-oriented improvements to High Street within the study area. A detailed discussion of possible configurations can be found in Appendix A.					
Study potential pedestrian improvements at the Hegenberger/73 <sup>rd</sup> Avenue intersection	<p>Conduct a study of the intersection of International Boulevard and 73<sup>rd</sup> Avenue/Hegenberger Avenue, with a focus on potential pedestrian improvements. Creating a more pedestrian-friendly environment at this major intersection will support increased transit use along International Boulevard and enhance connections between International Boulevard, the Coliseum BART Station and redevelopment activities near the Coliseum complex. Specific improvements that should be studied include:</p> <ul style="list-style-type: none"> <li>• Pedestrian refuges</li> <li>• Corner bulb-out sidewalk and bus stop extensions</li> <li>• Relocation of bus stops</li> <li>• Achieving sidewalk widening concurrent with new development projects</li> <li>• Adding sidewalks on Hegenberger</li> </ul>	Medium	\$	City, Redevelopment Agency	X	

**Recommendation #11: Build partnerships with community-based organizations and other agencies to improve the international Boulevard corridor.**

This recommendation addresses the need to build partnerships and capacity among community-based organizations, and also to enhance the City's coordination with outside agencies. With respect to community-based organizations, for reinvestment activity to occur, there must be organizational capacity that can provide leadership, build consensus, raise funds, and manage the process. Because market forces may not be strong enough to entice the private sector to invest in desired community projects, an essential first step in the process is to enhance the development and administrative capacity of community-based organizations. The objective should be to enhance capacity overall of stakeholders in the corridor and to continue to support emergence of a leadership structure that can build coalitions and pursue the funding that is required for priority TOD projects. The City has already made progress towards institutionalizing this capacity building through its establishment of the Community Advisory Committee (CAC) for the International Boulevard TOD Plan.

Additionally, in most development projects there are typically multiple agencies that have jurisdiction and from which a project applicant must obtain approval. This regulatory process can result in slowing or preventing development by adding delays, ambiguity, and uncertainty to the approval process. The City can help reduce this barrier to development by improving communication and coordination both among various City departments and between the City and other agencies that have regulatory authority over projects along the International Boulevard corridor. The City has already initiated improved inter-and intra-agency coordination through the formation of a Technical Advisory Committee (TAC) for the TOD Plan. The TAC for this project was comprised of key City staff, the project consulting team, and staff from other public agencies including AC Transit, CalTrans, and the Association of Bay Area Governments. TransForm, the non-profit organization which assisted in securing the grant from CalTrans for this project, also participated in the TAC meetings. The TAC met several times to review and advise the project process and content, share knowledge of applicable concurrent planning activities or development projects, and to provide technical guidance and knowledge. This represents a notable opportunity for the City to continue sharing information across departments and agencies and should be continued.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Priority issue "Town Hall" forums	The most pressing issues identified by the community during the process are liquor stores and prostitution, as both are related to crime and criminal activity. As a first step in implementing the Plan, the City should organize a series of "town hall" style forms to discuss these issues. The forums should include information on the current status of each issue (e.g., the number of new liquor stores that have opened in the area), current laws and regulations and potential strategies and solution that have been used by the City of Oakland and/or other communities. The result of the forms should be action plans and community priorities for how the City can work with the community to address these pressing issues.	Immediate	t	City		X
Ongoing Community Advisory Committee	To build capacity of community-based organizations and strengthen the City's working relationships with the community, the City should continue to convene the International Boulevard Community Advisory Committee, potentially adding other stakeholders as needed, to ensure that the Plan's implementation stays in line with community priorities and vision. The CAC should be expanded to include a variety of other citizens groups involved in the community, including members of the Oakland Neighborhood Crime Prevention Councils.	Ongoing	\$	City		X
Ongoing Technical Advisory Committee	To improve inter- and intra-agency coordination, continue to convene the International Boulevard Technical Advisory Committee to ensure creative, efficient, and successful revitalization of the corridor.	Ongoing	\$	City		X

	The IB TAC should meet, at a minimum, every other month.					
Youth/Young Adult Outreach Program	The youth and young adults are the future of the International Boulevard corridor and they should be engaged in the public decision-making process. To enable this, a public outreach and involvement program should be developed that is targeted at youth and young adults living in the community.	Ongoing	t	City/ Community Organizations		X
Publicize organizations working along International Boulevard	Many community organizations are currently active in communities along International Boulevard. However, many residents may not know about the organizations and the organizations may have overlapping geographies and missions. To assist in these efforts, the City of Oakland or community organizations should publicize all of the facilities and services – both public and private – currently available to area residents. This should be updated on an annual basis and be provided in both on-line and printed versions.	Ongoing	\$	City/ Community Organizations		X

**Recommendation #12: Provide opportunities for jobs, job training and economic advancement.**

Improving job opportunities along International Boulevard can help transform the corridor in two ways. First, by improving opportunities for economic advancement, the quality of life for local residents is improved. In the specific case of International Boulevard which exhibits a relatively high rate of unemployment, this would allow greater discretionary income for the residents, opportunities for increased local economic activity, and additional means to purchase and improve homes. Secondly, additional jobs will attract new, non-local workers to the area which, when coupled with an improved transit system and TOD projects, can reinforce the operation of the various transit lines and improve their financial viability.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Collaborate with the Workforce Investment Board on job training programs	The City's Economic Development Division should continue to work with the Workforce Investment Board to design customized job training programs for existing and new employers.	Ongoing	\$	City		X
Local-hire ordinance	Consider creating a local-hire ordinance for City-funded projects to ensure that area residents benefit from the changes along and near International Boulevard.	Short	t	City, Redevelopment Agency		X
Employment opportunities	Support development projects and activities that increase the number of jobs along and near International Boulevard. Potential areas for transit-oriented employment include the industrial areas near 55th Avenue, and the areas between International Boulevard and I-880 from 14th and 25th Avenues.	Ongoing	\$\$	City, Redevelopment Agency		X
Job placement/vocational training center	Prioritize the establishment of a job placement center in a new TOD project along International Boulevard. The City should actively work with local community-based organizations to identify appropriate locations and secure funding for job training and placement programs. Potential developers should be informed that	Ongoing	\$\$\$	City, Redevelopment Agency		X



	this type of center is a high priority for the community.					
Business incubators	Business incubators are needed to support small and emerging businesses in Oakland, and, in particular, along International Boulevard. This effort should be led by community organizations but supported by the City and/or other agencies where feasible. To maximize neighborhood benefit, the businesses incubators should be located in TOD Catalyst Areas.	Medium	\$t	Community Organizations, City, Redevelopment Agency		X

**Recommendation #13: Recruit and promote new retail uses and appropriate community facilities and services to locations along the corridor.**

Many basic public and social services--in particular parks, public places to meet and gather, grocery stores, banks, and medical service-- are missing or not easily accessible to the International Boulevard community. As International Boulevard is revitalized, these public and social service needs must be considered and accommodated. Additionally, these services should be distributed equitably along International Boulevard so that the corridor provides amenities for all the adjacent neighborhoods. Some of the needed services include a medical center, a library with computer access and training, a senior center, child care centers, a substance abuse facility or treatment programs, additional parks and recreation facilities, and an adult education center or university extension center. Additionally, there is a need for additional full-service restaurants, grocery stores, banks, bookstores, hardware stores, and coffee shops and bakeries. Just as clustering retail and other commercial uses along the corridor maximizes access for customers and benefits for the businesses, clustering social and public services along the corridor will ensure easy access to these services for local residents and business owners. Additionally, locating such services near commercial uses and transit stops would help support the transit system by increasing the number of destinations served by transit and therefore, enhance the overall ease and convenience of using that transit line.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Pursue banks for International Boulevard	Facilitate a community-based process to encourage location of financial institutions on the corridor, focusing on the underserved nodes between the Fruitvale and Elmhurst South (Durant Square) areas. As part of this effort, the City should communicate to potential developers that adding banks in their projects is a high priority for the community.	Ongoing	\$	City, Redevelopment Agency		X
Pursue grocery stores for areas along or near International Boulevard	Creating new development opportunities for urban supermarkets is an important concern of the community. Recently, several new grocery store operators have entered the Northern California market and are known to be actively seeking sites, therefore there is a near to intermediate opportunity to attract these operators. It is likely that these operators will require assistance with land assembly, write down, and other typical forms of Redevelopment assistance.	Ongoing	\$\$\$	City, Redevelopment Agency		X
Provide flexible, affordable retail spaces	Encourage developers to create flexible affordable retail/commercial spaces so local residents can rent the space for business start-ups. Explore additional programs to make commercial space affordable for existing businesses and new businesses as the corridor redevelops.	Medium	\$t	City, Redevelopment Agency		X
Prepare a Medical Clinic	Work with the Alameda County Public Health department to conduct a study of medical clinics in the	Medium	\$t	City		X

Feasibility Study	general vicinity of the Havenscourt-Lockwood sub-area, with the end goal of adding a medical clinic along International Boulevard in Havenscourt-Lockwood.					
Provide information on vacant retail properties.	Provide information on the City's website about retail-ready vacant properties along the International Boulevard corridor. This information should be presented in a searchable database and should include photos of the properties.	Medium	\$	City, Redevelopment Agency		X
Increase and improve parks and green spaces	Improve the quality and expand the number of parks and open spaces along the corridor. At key locations in retail areas, work with developers to construct new, small-scale public plazas as part of large-scale development projects.	Ongoing	\$\$\$	City, Redevelopment Agency		X
Market the International Boulevard corridor	Plan and implement an International Boulevard marketing campaign in order to help improve the public's perception of the corridor. The campaign should reach out to new customers, businesses, and residents and should emphasize existing assets and recent positive changes along the corridor.	Short	\$\$	City, Redevelopment Agency		X
Priority uses survey	The Redevelopment Agency should conduct a detailed survey of the priority land uses desired by the community in each sub-area. This information can be used to support the Agency's funding decisions for different types of programs.	Short	\$	Redevelopment Agency, City		X
Youth/recreation center	Take the necessary steps to build one or more youth/recreation centers along the International Boulevard corridor. This use was highly desired in all of the sub-areas. Where existing facilities already exist, the existing facility could be expanded to meet the needs of the community. The youth/recreation center should provide a variety of programs and services including: homework help, recreation programs, cultural programs, youth employment programs, and vocational/skill-building programs.	Long	\$\$\$	City, Redevelopment Agency	X	

**Recommendation #14: Increase availability of and access to healthy, affordable food, and reduce the prevalence of unhealthy options such as fast food and liquor, for the communities along International Boulevard.**

Increasing access to healthy food in the areas around International Boulevard has many potential benefits, including improved health for residents, revitalization of the area with new retail food establishments, and economic benefits for the city and for employees of these food stores. To achieve these outcomes the City must partner with community groups, local residents, and existing and potential businesses to improve existing food businesses and attract new ones.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Develop and achieve a comprehensive vision for a healthy and robust food system.	Develop systemic approaches for addressing community concerns and priorities related to the local food system through the land use planning and decision-making processes. There are several local organizations that are currently working on food policy reform in Oakland and are actively engaging residents in a dialogue about goals and priorities for the City's food system. New food policy should be developed in collaboration with such efforts.	Short	t	City, non-profit organizations		X
Conduct an inventory of available full-service grocery development sites	Conduct an inventory of appropriate sites for development of full-service grocery stores along the corridor, with a goal of attracting such stores to underserved areas. The inventory should consider such factors as lot size, transit accessibility, and visibility/proximity to major intersections. The study should focus on sites within Low Access Areas (LAA's).	Short	t	City, Redevelopment Agency		X
Conduct retailer surveys aimed at improving small grocery stores	Conduct retailer surveys in order to better understand the needs and challenges of small grocery stores along International Boulevard. The survey should identify programs or strategies for improving existing small grocery stores, as well as identify major barriers to stocking healthy food, accepting federal food assistance, and maintaining public safety.	Short	ts	City		X
Develop a business improvement program targeting small markets.	Based on the results of the retailer survey, develop a specialized business improvement program for small food markets. Elements of this program may include developing a special licensing program that requires retailers to comply with certain business practices, facilitation of cooperative purchasing from food distributors, grants and loans for lighting, infrastructure, and façade upgrades, and technical assistance for accepting Supplemental Nutrition Assistance Program (SNAP) and Woman, Infants and Children (WIC) vouchers.	Ongoing	ss	City		X
Explore new regulations to discourage unhealthy food outlets.	Consider a variety of potential regulations to limit unhealthy, calorie-dense, nutrient-poor food and to take into account the health consequences of establishing new fast food restaurants and convenience markets in communities that are already overburdened with unhealthy food outlets.	Short	s	City		X

**Recommendation #15: Celebrate International Boulevard's history, ethnicity and culture.**

International Boulevard exhibits an extraordinarily rich cultural heritage and is one of the most diverse communities in California. This rich diversity contributes to the uniqueness of the corridor and should be celebrated along with the revitalization of the corridor. Public art that expresses the area's cultural identities can help create a sense of place, strengthen community pride, and be a significant economic development tool that may help generate tax revenues for the City and revitalize neighborhoods. Parts of International Boulevard have existing concentrations of arts studios and other cultural amenities, presenting an opportunity to showcase this cultural depth.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Create A Public Art Advisory Committee and a public art program for the International Boulevard corridor.	Work with existing artists and cultural groups along and near the corridor to establish a Public Art Advisory Committee that would seek funding to create public art installations and expand arts and cultural opportunities along the corridor. The Committee should prioritize commissioning local artists to design and manufacture the art. The art should reflect the history and cultural diversity in the neighborhoods surrounding International Boulevard.	Short	\$	City, non-profit organizations		X
Build an arts and cultural center	The City should partner with one or more local organizations to create a physical space for arts and culture along International Boulevard.	Medium	\$\$\$	City, non-profit organizations, local Community Development Corporations		X
Market the artist community along and near International Boulevard	Convene all the artist communities in neighborhoods adjacent to International Boulevard and have them collaboratively market the corridor as a special place for arts and culture.	Short	\$	City, neighborhood groups		X
Create a "History of International Boulevard" Project	Seek grant funds to create a project that celebrates the history of International Boulevard through informational signage, public art that depicts the corridor's history, educational programs, and community events.	Medium	\$\$\$	City, Redevelopment Agency		X
Host an annual International Boulevard community-wide event	Work with residents, merchants, the City's Parks and Recreation Department and other agencies as appropriate to host an annual International Boulevard community-wide event. The event could have separate nodes in each sub-area or use the Oaklavia format where the entire corridor would be shut down to automobile traffic. As part of this event the City could also share progress on the International Boulevard TOD Plan and seek feedback on the implementation process.	Ongoing	\$\$	City, local merchants' associations, neighborhood groups		X

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2011 FEB 10 PM 12:42

Approved as to Form and Legality

  
Oakland City Attorney's Office

## OAKLAND CITY COUNCIL

Resolution No. \_\_\_\_\_ C.M.S.

Introduced by Councilmember \_\_\_\_\_

---

### **A RESOLUTION AUTHORIZING STAFF TO CONDUCT APPROPRIATE CALIFORNIA ENVIRONMENTAL QUALITY ACT REVIEW AND TAKE OTHER ACTIONS NECESSARY FOR THE ADOPTION OF A TRANSIT-ORIENTED DEVELOPMENT (TOD) PLAN FOR THE INTERNATIONAL BOULEVARD CORRIDOR**

**WHEREAS**, in March 2009 the City of Oakland (“City”) authorized an application to the California Department of Transportation (“Caltrans”) for up to \$245,000 in funding for a Community-Based Transportation Planning Grant for the International Boulevard Transit-Oriented Development Plan (“Project”); and

**WHEREAS**, the Community-Based Transportation Planning Grant was approved by Caltrans; and

**WHEREAS**, in May 2009 the City Council and Redevelopment Agency authorized actions to select a consultant (after a competitive bidding process) and enter into a Professional Services Agreement with said to prepare the Plan, without further Council action; execute Memorandums Of Understanding as needed with agencies participating with the City in the development of the Plan; and secure \$40,000 collectively from the Coliseum and Central City East Redevelopment Area Projects, to provide the Local Match required by Caltrans for the Plan; and

**WHEREAS**, the International Boulevard Transit-Oriented Development Plan has been completed and presented to the City Council; and

**WHEREAS**, the Plan cannot be approved without an environmental analysis prepared pursuant to the California Environmental Quality Act (CEQA); and

**WHEREAS**, there are several actions that can be undertaken by staff towards the purposes of preparing the Plan for adoption by the City Council; and

**WHEREAS**, these actions are articulated in the February 22, 2011 Report to the Community and Economic Development Committee; and

**WHEREAS**, it is important to initiate these actions in order to prepare the Plan for formal consideration by the City Council; now therefore, be it

**RESOLVED:** That the City Administrator hereby authorizes staff to conduct appropriate California Environmental Quality Act review and take the actions generally identified in the February 22, 2011 Report to the Community and Economic Development Committee, as modified by the City Council, and any similar actions in support of preparing the International Boulevard Transit-Oriented Development (TOD) Plan for necessary for adoption by the City Council.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, BRUNNER, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF, AND PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST:

\_\_\_\_\_  
LATONDA SIMMONS  
City Clerk and Clerk of the Council of  
the City of Oakland, California