

ECONOMIC OPPORTUNITY			
2019 Public Review Draft Plan		2024 Final Draft Plan	
		STRATEGY: ENSURE NEW COMMERCIAL DEVELOPMENT ACTIVITY GENERATES ADDITIONAL PUBLIC REVENUES AND COMMUNITY-SERVING USES.	
E-1.1	Implement measures to ensure that new development provides funding and contributions such as impact fees, community-serving tenants, and other direct and indirect contributions, and enhances Oakland's ongoing fiscal sustainability to better fund City services and community investment. Prioritize new funds generated by development to serve underserved communities, per future direction by the City Council.	E-1.1	Development Contributions: Implement measures to ensure that new development provides funding and contributions such as impact fees, community-serving tenants, and other direct and indirect contributions, and enhances Oakland's ongoing fiscal sustainability to better fund City services and community investment. Prioritize new funds generated by development to serve underserved communities, per future direction by the City.
		E-1.2	Encourage Development of Downtown Hotels: Explore updates to zoning regulations that encourage the development of hotels and hospitality space in the downtown area, to enhance tourism and reduce pressure to convert existing residential hotels to boutique hotels.
Strategy: Decrease disparities in access to entrepreneurship resources by providing assistance to support small locally-owned businesses, and businesses owned by people most harmed by racial disparities.		STRATEGY: PROVIDE ASSISTANCE TO LOCALLY-OWNED BUSINESSES AND BUSINESSES OWNED BY PEOPLE HARMED BY RACIAL AND GENDER DISPARITIES.	
		E-1.3	Applying OERAC Recommendations: Ensure that the ongoing process of implementing the Plan's policies and actions aligns with the Oakland Economic Recovery Advisory Council's (OERAC) final recommendations for supporting an equitable economic recovery.
E-2.8	Provide affordable space for entrepreneurs and small, local retailers, artists, and artisans by exploring the implementation of a land trust model focused on these uses, and by expanding Oakland's master leasing efforts, in which the City of Oakland or a City-supported nonprofit intermediary leases or owns space and then sub-leases that space to tenants meeting criteria such as length of residency in Oakland, location of residence, economic status, and disability status. Use new programs to potentially offer long-term leases to allow tenants to make capital investments to build out the spaces to meet their needs, and consider targeting use in the Black Arts Movement & Business District (BAMBD).	E-1.4	Land Trust/Master Lease Program: Provide affordable space for entrepreneurs, small, local retailers, artists, artisans, worker-owned cooperatives, and businesses that employ older adults and people with disabilities by exploring the implementation of a nonprofit land trust model focused on these uses, in which the City of Oakland or a City-supported nonprofit intermediary leases or owns space and then sub-leases that space to tenants meeting criteria such as length of residency in Oakland, location of residence, economic status, and disability status/age. Use new programs to potentially offer long-term leases to allow tenants to make capital investments to build out the spaces to meet their needs, and consider targeting use in the Black Arts Movement & Business District (BAMBD).
E-2.13	Pursue establishment of additional arts and culture districts in downtown, similar to the BAMBD; potential districts could include a Chinatown Cultural Heritage District, KONO Art + Garage District, or Jack London Maker District. Districts should only be established when there is local support.	E-1.5	Establishing Arts & Cultural Districts: Establish a program to create additional arts and culture districts in downtown, like the existing BAMBD, with special land use regulations and other support for businesses serving the goals of the districts; potential districts could include a Chinatown Cultural Heritage District or KONO Art + Garage District. Districts should only be established when there is local support.
E-2.14	Pursue additional funding for the façade tenant improvement program and restructure the program to focus on assisting businesses and nonprofit organizations that meet criteria for income and location in established cultural districts.	E-1.6	Facade & Tenant Improvement Program: Identify additional funding for the City's façade and tenant improvement program and expand the program to focus on assisting businesses and nonprofit organizations that meet criteria for income, length of the time in the downtown, and location in established cultural districts.
		E-1.7	Supporting Businesses Owned by Women and People of Color: Support small businesses and businesses owned by people of color and women through ongoing implementation of targeted business support identified in the City's Economic Development Strategy (2018-2020).
		E-1.8	Supporting Worker-Owned Cooperatives: Consider adding points for City contracting and procurement for worker-owned cooperatives and develop educational programming and technical support to help form or convert existing businesses to worker-owned cooperatives.
Strategy: Expand and maintain the inventory of office and other commercial space in downtown—particularly in transit-oriented locations near BART stations with excellent regional transit access.		STRATEGY: EXPAND AND MAINTAIN THE INVENTORY OF OFFICE AND OTHER COMMERCIAL SPACE IN DOWNTOWN, PARTICULARLY IN TRANSIT-ORIENTED LOCATIONS NEAR BART STATIONS WITH EXCELLENT REGIONAL TRANSIT ACCESS.	
E-2.1	Prioritize future office development at sites identified in this Plan as well-located for office use (while still encouraging office development to occur elsewhere in downtown). Primary sites are located near BART and existing office concentrations at City Center and the Lake Merritt office district.	E-2.1	Priority Employment Sites: Prioritize future office development at sites identified in this Plan as well-located for office use (while still encouraging office development to occur elsewhere in downtown). Primary sites are located near BART and existing office concentrations at City Center and the Lake Merritt office district.
E-2.2	Promote density and a mix of transit-supportive uses at regional transportation hubs, such as BART stations, Amtrak stations, ferry terminals, and major AC Transit multi-route stops.	E-2.2	Transit Oriented Development: Promote density and a mix of transit-supportive uses at regional transportation hubs, such as BART stations, Amtrak stations, ferry terminals, and major AC Transit multi-route stops.

Strategy: Incentivize retention and growth of commercial spaces affordable for community-serving organizations.	
Strategy: Incentivize retention and growth of commercial and industrial spaces suitable and affordable for makers, artisans, artists and the arts.	
E-2.3	Develop and continually update requirements or incentive options for new development to provide affordable space for arts, community service/nonprofit organizations, and small, local, culturally-specific businesses.
E-2.5	Review and revise zoning and other City requirements to allow custom manufacturing uses in ground-floor commercial spaces so that tenants can make and sell products in the same space.
E-2.7	Ensure City policies and actions maintain sufficient industrial space downtown to accommodate user needs—especially maintaining downtown’s unique existing strengths in providing space for small-scale light industrial uses such as custom manufacturing, food production, arts, and distribution. As described in the land use chapter, maintain industrial uses in specific areas near port and freight infrastructure.
Strategy: Reinforce downtown as a growing retail, dining, and entertainment destination for all.	
E-2.9	Pursue creation of a nightlife district and strategy in downtown locations with concentrations of bars, restaurants, nightclub, and entertainment venues, such as Uptown and the Black Arts Movement & Business District (BAMBD); design the strategy to accommodate these uses and destinations at a variety of price points, and support attraction of diverse populations. Ensure the strategy provides support for Black-owned and Black-oriented businesses.
E-2.6	Activate vacant storefronts and empty lots with retail and arts uses by supporting “pop-up” uses that temporarily occupy these spaces. Explore establishment of a formal program to identify vacant spaces and coordinate pop-ups through a City registry and referral process; develop a temporary use classification in the zoning code; evaluate and revise City requirements as needed.
E-2.15	Partner with local businesses and the Building Bureau to enhance the physical accessibility of public-serving retail, workplaces, and other spaces through application of “universal design” principles.
E-2.12	If a new ballpark and related development occur at Howard Terminal, ensure that the site design minimizes impacts on existing businesses and Port of Oakland operations, particularly in the neighboring West Oakland Specific Plan’s industrial preserve area.
Strategy: Encourage youth activities and opportunities downtown.	
E-3.1	Pursue establishment of a youth empowerment zone program in Downtown Oakland, integrated with local nonprofit organizations and focused on career training opportunities, particularly in science, technology, engineering, arts and math (STEAM), entrepreneurship, startups, and innovation, and focusing on youth of color underrepresented in these career paths. Consider partnering with the cultural districts to target the youth from those cultures.
Strategy: Partner with large downtown businesses and industries to enhance employment opportunities and training for Oakland residents.	

STRATEGY: INCENTIVIZE RETENTION AND GROWTH OF COMMERCIAL AND INDUSTRIAL SPACES SUITABLE AND AFFORDABLE FOR COMMUNITY-SERVING ORGANIZATIONS, MAKERS, ARTISANS, ARTISTS, AND THE ARTS.	
E-2.3	Requirements/Incentives for Affordable Arts, Culture, & Commercial Space: Develop and continually update requirements and/or incentives for new development to provide affordable space for arts, community service/nonprofit organizations, and small, local, culturally-specific businesses.
E-2.4	Ground Floor Artisan Production Spaces: Review and revise zoning and other City requirements to allow artisan production uses in ground-floor commercial spaces so that tenants can make and sell products in the same space.
E-2.5	Maintaining Arts & Production Space: Ensure City policies and actions maintain sufficient industrially-oriented commercial space downtown to accommodate the needs of Oakland’s creative community—especially maintaining downtown’s unique existing strengths in providing space for small-scale production uses such as artisan production, food production, arts, and distribution.
STRATEGY: REINFORCE DOWNTOWN AS A GROWING RETAIL, DINING, AND ENTERTAINMENT DESTINATION FOR ALL.	
E-2.6	Nightlife Strategy: Pursue creation of a nightlife district and strategy in downtown locations with concentrations of bars, restaurants, nightclub, and entertainment venues, such as Uptown and the Black Arts Movement and Business District (BAMBD); design the strategy to accommodate these uses and destinations at a variety of price points, and support attraction of diverse populations. Ensure the strategy provides support for Black-owned and Black-oriented businesses.
E-2.7	Pop-Up & Temporary Uses: Activate vacant storefronts and empty lots with retail and arts uses by supporting short-term “pop-up” uses that temporarily occupy these spaces without conditional use permits.
E-2.8	Ground Floor Vacancy Requirements: Require new development projects to include a plan for how ground floor storefront spaces will be used if vacant for an extended period of time.
E-2.9	Low-Cost Retail Storefronts: Allow and encourage the creation of flexible, smaller retail storefronts and build-out of basic tenant improvements as a means of providing lower-cost spaces for entrepreneurs.
E-2.10	Accessibility Through Universal Design: Partner with local businesses and the Building Bureau to enhance the physical accessibility of public-serving retail, workplaces, and other spaces through application of “universal design” principles.
STRATEGY: PRESERVE INDUSTRIAL USES IN SPECIFIC AREAS TO SUPPORT BLUE COLLAR JOBS.	
E-2.11	Maintaining Industrial/Port-Related Uses: As described in the land use chapter, maintain industrial uses in an area west of Martin Luther King Jr. Way, between the Embarcadero and I-880, near port and freight infrastructure. Extend applicable policies of West Oakland’s 3rd Street Opportunity Area to the east, accommodating necessary truck activity, while ensuring appropriate buffers to other uses and designing new buildings and street infrastructure to contribute to a high-quality environment.
E-2.12	Howard Terminal Impacts: If a new development occurs at Howard Terminal, explore street improvements, new landscaping/buffering, or other design interventions to minimize impacts on existing businesses and Port of Oakland operations, particularly in the neighboring blocks and West Oakland Specific Plan’s industrial preserve area.
STRATEGY: ENCOURAGE YOUTH ACTIVITIES AND OPPORTUNITIES DOWNTOWN.	
E-3.1*	Youth Empowerment Zone: Pursue establishment of a youth empowerment zone program in Downtown Oakland, integrated with local nonprofit organizations and focused on career training opportunities, particularly in science, technology, engineering, arts and math (STEAM), entrepreneurship, startups, and innovation, and focusing on youth of color underrepresented in these career paths. Consider partnering with the cultural districts to target the youth from those cultures. Include expanded educational equipment and resources for youth with an expansion of the Main Library.
STRATEGY: PARTNER WITH LARGE DOWNTOWN BUSINESSES AND INDUSTRIES, AS WELL AS LOCAL INSTITUTIONS AND COMMUNITY-BASED ORGANIZATIONS, TO ENHANCE EMPLOYMENT OPPORTUNITIES AND TRAINING FOR OAKLAND RESIDENTS.	

E-3.2	Develop incentives for contractors/builders to hire local workers and businesses, with a focus on increasing equitable representation of underrepresented groups, including justice-involved individuals.
E-3.3*	Continue and expand local-hire initiatives, training, apprenticeships, and partnerships with employers and Laney College to develop a job pipeline in the technology sector, "clean and green" sector, and other major industry sectors in downtown. Ensure all programs support the hiring of women and Black residents. Efforts should include expansion of training, mentoring, summer job, internship, apprenticeship and placement models, and diversity/bias training for major employers in order to develop a more inclusive downtown workforce that better reflects Oakland's demographic composition.
E-3.4	Continue City efforts to work internally and with major downtown institutions and large employers to develop procurement and contracting policies that support small local businesses and businesses owned by people from groups most impacted by racial disparities.
E-3.5	Partner with local nonprofit organizations to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown Oakland.
E-2.10	Expand the business outreach efforts of Oakland's Economic and Workforce Development staff by pursuing the creation of an interdepartmental outreach team targeted to proactively contacting downtown businesses, understanding concerns and needs of these businesses, and building awareness of and connections to Oakland's economic and workforce development assets.
E-2.11	Improve and expand Downtown marketing and branding efforts, targeting not only people and organizations interested in downtown's cultural and entertainment offerings, but also employers, entrepreneurs, and institutions looking for accessible commercial space near high-quality public amenities and transit. Explore opportunities for Downtown's existing business improvement districts to assist in these efforts.
E-2.4	Explore opportunities to partner with non-profit support organizations to augment the capacity of Oakland's existing Business Assistance Center in downtown.

E-3.2	Local Hire Initiatives: Develop incentives for contractors/builders to hire local workers and businesses, with a focus on increasing equitable representation of underrepresented groups, including justice-involved individuals.
E-3.3*	Expanded Job Training, Apprenticeships & Placement Services: Continue and expand local-hire initiatives, training, apprenticeships, and partnerships with employers and Laney College to develop a job pipeline in the technology sector, "green economy" industries and businesses, and other major industry sectors in downtown. Ensure all programs support the hiring of women and Black residents. Efforts should include expansion of training, mentoring, summer job, internship, apprenticeship and placement models, and diversity/bias training for major employers in order to develop a more inclusive downtown workforce that better reflects Oakland's demographic composition.
E-3.4	Procurement and Contracting Policies: Continue City efforts to work internally and with major downtown institutions and large employers to develop procurement and contracting policies that support small local businesses and businesses owned by people from groups most impacted by racial disparities.
E-3.5	Partnerships to Support Small, Local Suppliers: Partner with local nonprofit organizations to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown Oakland.
STRATEGY: PROVIDE RESOURCES TO SUPPORT DOWNTOWN BUSINESS ACTIVITY.	
E-3.6	Business Outreach: Expand the business outreach efforts of Oakland's Economic and Workforce Development staff by pursuing the creation of an interdepartmental outreach team targeted to proactively contacting downtown businesses, understanding concerns and needs of these businesses, and building awareness of and connections to Oakland's economic and workforce development assets. This can be in partnership with area Business Improvement Districts (BIDs).
E-3.7	Business Improvement Districts: Support the formation and expansion of business improvement districts and community benefit districts in Downtown Oakland. These districts should fully represent the diversity of business activity and property ownership in their boundaries, in both membership and governance.
E-3.8	Downtown Marketing & Branding: Improve and expand Downtown marketing and branding efforts, targeting not only people and organizations interested in downtown's cultural and entertainment offerings, but also employers, entrepreneurs, and institutions looking for accessible commercial space near high-quality public amenities and transit.
E-3.9	Business Support Services in Public Facilities: Utilize libraries and other public facilities to increase access to business support services.
E-3.10	Increased Business Assistance Center Capacity: Partner with non-profit support organizations to replace the services previously offered at Oakland's downtown Business Assistance Center.
E-3.11	Infrastructure for Broadband Development: Increase access to fiber-optic infrastructure for downtown businesses and residents, following the City of Oakland Broadband Development Policy guidelines for ownership and sharing of fiber communications infrastructure, access, and partnership with other public agencies/private sector.

HOUSING & HOMELESSNESS

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STRATEGY: ENCOURAGE THE PRODUCTION OF DIVERSE HOUSING UNIT TYPES.		STRATEGY: ENCOURAGE THE PRODUCTION OF DIVERSE HOUSING UNIT TYPES.	
		H-1.1	Unit Size Monitoring: Monitor the number of bedrooms included in new housing units approved and built in downtown.
STRATEGY: REZONE OPPORTUNITY AREAS TO ALLOW DENSE RESIDENTIAL DEVELOPMENT AND ENCOURAGE INFILL.		STRATEGY: REZONE OPPORTUNITY AREAS TO ALLOW DENSE RESIDENTIAL DEVELOPMENT AND ENCOURAGE INFILL.	
H-1.11	As part of updates to zoning and a development incentive program, adjust the zoning in identified areas of opportunity, to create new high-intensity, mixed-use neighborhoods.	H-1.2	High-Intensity, Mixed-Use Neighborhoods: As part of updates to zoning and a development incentive program, adjust the zoning in identified areas of opportunity to create new high-intensity, mixed-use neighborhoods.
STRATEGY: STRENGTHEN PROTECTIONS FOR RETAINING DOWNTOWN'S RENTAL HOUSING STOCK.		STRATEGY: STRENGTHEN PROTECTIONS FOR RETAINING DOWNTOWN'S RENTAL HOUSING STOCK.	
H-2.4	As part of citywide efforts, develop and adopt improvements to Oakland's condominium conversion ordinance to promote affordability, prevent displacement, and reduce racial disparities.	H-1.3	Condominium Conversion Ordinance Improvements: As part of citywide efforts, implement requirements of Oakland's condominium conversion ordinance (updated February 2020) to promote affordability, prevent displacement, and reduce racial disparities in homeownership.
		STRATEGY: DEVELOP NEW SOURCES OF FUNDS AND INCREASE EXISTING RESOURCES TO ASSIST IN THE CREATION OF NEW AFFORDABLE AND ACCESSIBLE HOUSING.	
H-1.4	Study increasing the City's affordable housing impact fees, with a goal of potentially dedicating a portion of the new revenues generated to affordable housing production in downtown.	H-1.4	Inclusionary Housing Policy and Impact Fees: Study an inclusionary housing policy for downtown and potential changes to existing affordable housing impact fees as part of re-assessing the City's current impact fee and the existing option for developers to provide affordable housing units on-site in lieu of paying the impact fee. As appropriate, incorporate inclusionary housing requirements or fees specific to Downtown Oakland, and consider dedicating a portion of fee revenue toward use in Downtown Oakland.
H-1.12	Study an inclusionary housing policy for downtown as part of re-assessing the City's current affordable housing impact fees and the impact fee's existing option for developers to provide affordable housing units on-site in lieu of paying the impact fee.	H-1.5	Jobs/Housing Impact Fee Increases: Study increasing the City's Jobs/Housing Linkage Impact Fee for non-residential development.
H-1.5	Study increasing the City's jobs-housing linkage fee for non-residential development.	H-1.6	Enhanced Infrastructure Financing District: Explore the creation of a new downtown value-capture mechanism, such as an Enhanced Infrastructure Financing District (EIFD), with a significant portion of this new long-term revenue stream dedicated to affordable housing retention and production. Value-capture mechanisms such as an EIFD reinvest growth in property tax revenue above a baseline amount.
H-1.6	Explore the creation of a new downtown value-capture mechanism, such as an Enhanced Infrastructure Financing District (EIFD), with a significant portion of this new long-term revenue stream dedicated to affordable housing retention and production. Value-capture mechanisms such as an EIFD reinvest growth in property tax revenue above a baseline amount.	H-1.7	Citywide Affordable Housing Strategy: Review the City's affordable housing strategy and update periodically.
H-1.14	Review the City's affordable housing strategy and update periodically.	H-1.8	Public/Private Partnerships for Affordable Housing: Support private housing efforts and explore public/private partnerships with philanthropic organizations and major employers to supplement government funds for affordable housing.
Strategy: Direct public policies and resources to assist in the creation of new affordable and accessible housing.		STRATEGY: DIRECT PUBLIC POLICIES AND FUNDING SOURCES AND RESOURCES TO ASSIST IN THE CREATION OF NEW AFFORDABLE AND ACCESSIBLE HOUSING IN DOWNTOWN.	
H-1.1	Explore and implement tools and policies to prioritize use of some portion of affordable housing funds in downtown by adapting scoring criteria for responses to City notices of funding availability (NOFA), especially as downtown generates additional housing funds through accelerated development activity or increased impact fees. Examples of potential scoring criteria adjustments could include prioritization of the downtown specific plan area receiving additional points, or additional points for housing development projects in transit-oriented locations or locations meeting certain levels of employment access or workforce services.	H-1.9	Directing Affordable Housing Funds Downtown: Explore tools and policies to prioritize some portion of new affordable housing funds for use in downtown to maintain downtown as a mixed-income community, especially as downtown generates additional housing funds through accelerated development activity or increased impact fees.
H-1.2	Leverage the city's inventory of publicly-owned land in a manner that supports housing affordability for Oakland residents.	H-1.10	Leveraging Publicly-Owned Land for Housing: Leverage the City's inventory of publicly-owned land in a manner that supports housing affordability for Oakland residents and is consistent with the City's strategy for public land and the California Surplus Land Act.
H-1.3	Establish public/private partnerships between libraries / county properties and affordable housing providers aimed at co-locating public facilities with affordable housing above.	H-1.11	Co-Locate Affordable Housing and Public Facilities: Establish public/private partnerships between libraries, recreation centers, county properties and affordable housing providers aimed at co-locating public facilities with affordable housing above.
H-1.7	Ensure that a mix of market-rate and income-restricted housing is constructed in downtown. Target creation of between 4,365 and 7,275 (aspirational target) affordable housing units including units designed to accommodate larger families out of a total housing production target of 29,100 new units. The target breakdown of new affordable units by income range, based on the City's 2015-2023 RHNA, should be: 15% extremely low-income, 15% very low-income, 30% low-income, and 40% moderate income.	H-1.12*	Goals for Affordable Housing Production: Ensure that a mix of market-rate and income-restricted housing is produced in downtown. Target production of between 4,365 and 7,275 affordable housing units, including units designed to accommodate larger families, out of a total housing production target of 29,100 new units.

H-2.3	Develop a process to expedite the review and approval of planning and building permits for 100% affordable housing projects.
H-2.14	Ensure habitability standards for residents of affordable and market rate housing developments.
H-1.13	Investigate passage of policies requiring a high standard of accessibility retrofits during remodels of existing buildings/units, and/or adjust requirements for new residential development in order to strengthen accessibility. This change could potentially include creation of a citywide universal design ordinance or amendment of existing citywide zoning/building codes to strengthen accessibility requirements (consider using the City of Alameda’s visitability and universal design ordinance as a model).
H-1.8	Study an additional development density bonus option for projects that provide housing with units and amenities designed to accommodate families with children—particularly three-bedroom units.
STRATEGY: ENCOURAGE HOME OWNERSHIP IN DOWNTOWN OAKLAND.	
H-1.10	Explore expanded use of the community land trust and/or other shared equity homeownership models in downtown to increase home ownership and wealth-building opportunities for low- and moderate-income households.
H-2.12	Continue applying State and local first-time homebuyer programs to housing in downtown to enhance stable ownership opportunities, and consider modifying programs to include allowing former Oakland residents to apply for Oakland programs; explore new funding sources for these programs as opportunities arise.
H-2.13	Per citywide efforts to secure homeowners in distress, implement programs to proactively identify homeowners at risk of foreclosure and direct these residents to available assistance and resources.
Strategy: Increase protections and assistance for low-income renters and other residents at risk of displacement.	
H-2.7	Pursue additional funding for expanded renter services and counseling.
H-2.8	Maintain effective enforcement of rent adjustment and just cause eviction laws.
H-2.10	Explore expanding the definition of displacement in the City’s regulatory agreements with affordable housing developers to prioritize units for Oaklanders who have been displaced from Oakland for broader economic reasons. Explore legally compliant ways of targeting homeownership and rental assistance to former Oakland residents harmed by discriminatory housing policies such as redlining and predatory lending. Allow such individuals or groups to apply for local assistance programs. This policy is underscored by the establishment of the Department of Race and Equity (see OMC 2.29.170).
H-2.11	Implement a centralized online waiting list for affordable housing to include information on applicant’s demographics, income and family history of residence in Oakland as an efficient mechanism to implement policy H-2.11.
Strategy: Provide additional shelters and services for homeless residents.	
H-2.5	Update Oakland’s “Permanent Access to Housing” (PATH) strategy and implement its recommendations to prevent homelessness and support and assist homeless residents.

H-1.13	Expedited Approvals for Affordable Housing: Develop a process to expedite the review and approval of planning and building permits for 100% affordable housing projects.
H-1.14	Habitability Standards: Ensure habitability standards for residents of affordable and market rate housing developments.
H-1.15	Increased Accessibility Requirements: Investigate passage of policies requiring a high standard of accessibility retrofits during remodels of existing buildings/units, and/or adjust requirements for new residential development in order to strengthen accessibility. This change could potentially include creation of a citywide universal design ordinance or amendment of existing citywide zoning/building codes to strengthen accessibility requirements (consider using the City of Alameda’s visitability and universal design ordinance as a model).
H-1.16	Family-Friendly Design: Explore opportunities to implement revised design standards that support design and amenities targeted to families with children, such as including family-friendly common areas or public playgrounds in developments of a certain size.
STRATEGY: ENCOURAGE HOME OWNERSHIP IN DOWNTOWN OAKLAND.	
H-2.1	Shared Equity Homeownership: Continue to implement expanded use of the community land trust and/or other shared equity homeownership models in downtown to increase homeownership and wealth-building opportunities for low- and moderate-income households.
H-2.2	First-Time Homebuyer Programs: Continue applying State and local first-time homebuyer programs to housing in downtown to enhance stable ownership opportunities and consider modifying programs to include allowing former Oakland residents to apply for Oakland programs; explore new funding sources for these programs as opportunities arise.
H-2.3	Proactive Assistance to Vulnerable Homeowners: Per citywide efforts to secure homeowners in distress, implement programs to proactively identify homeowners at risk of foreclosure and direct these residents to available assistance and resources.
STRATEGY: INCREASE PROTECTIONS AND ASSISTANCE FOR LOW-INCOME RENTER HOUSEHOLDS AND OTHER RESIDENTS AT RISK OF DISPLACEMENT.	
H-2.4	Tenant Subsidy Program Study: Conduct a study identifying the need for and feasibility of funding and implementing a tenant and/or operating subsidy program in partnership and with funding from other local government, state, and federal agencies.
H-2.5	Renter Services & Counseling: Pursue additional funding for expanded renter services and counseling.
H-2.6	Rent Adjustment & Just Cause Eviction Enforcement: Maintain effective enforcement of rent adjustment and just cause eviction laws.
H-2.7	Support for Economically Displaced Residents: Explore expansion of the definition of displacement in the City’s regulatory agreements with affordable housing developers to prioritize units for Oaklanders who have been displaced from Oakland for broader economic reasons. Explore legally compliant ways of targeting homeownership and rental assistance to former Oakland residents harmed by discriminatory housing policies such as redlining and predatory lending. Allow such individuals or groups to apply for local assistance programs. This policy is underscored by the establishment of the Department of Race and Equity (see OMC 2.29.170).
H-2.8	Affordable Housing Centralized Online Waiting List: Implement a centralized online waiting list for affordable housing to include information on applicant’s demographics, income and family history of residence in Oakland as an efficient mechanism to implement policy H-2.7.
STRATEGY: PROVIDE ADDITIONAL SHELTERS AND SERVICES FOR HOMELESS RESIDENTS.	
H-2.9	PATH Strategy Updates: Continue to update Oakland’s “Permanent Access to Housing” (PATH) Framework and implement its recommendations in downtown to prevent homelessness and support and assist homeless residents.

H-2.1 & H-2.2	Continue to purchase and rehabilitate downtown's residential or single-room occupancy hotels (SROs) as income-restricted affordable housing, as funding and purchase opportunities arise. Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs in downtown; consider adapting the city's notice of funding availability (NOFA) scoring criteria for funding applications to prioritize downtown sites for some funds.
H-2.2	Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs in downtown; consider adapting the city's notice of funding availability (NOFA) scoring criteria for funding applications to prioritize downtown sites for some funds.
H-2.9	Target creation of supportive services in existing and new affordable housing and at SRO's rehabilitated as income-restricted housing in downtown.
H-2.6	Continue implementation of services for encampment areas, including health and hygiene interventions, provision of Community Cabins facilities, and temporary shelters. Identify and deploy additional appropriate sites in downtown for hosting facilities and services for homeless residents, such as the creation of more Cabin Communities.
Strategy: Create an affordable housing policy that sets aside a certain number of units for artists.	
H-3.1	Incorporate low-income artist-serving housing into the City's affordable housing Notice of Funding Availability (NOFA) process scoring criteria.
H-3.2	Establish live-work zoning designations in arts-focused districts such as Koreatown/Northgate (KONO), Jack London, and the Black Arts Movement and Business District (BAMBD). Expand requirements for future live-work spaces to ensure they are not used solely as residences, beyond the existing requirement of having a business license.
Not included as policy in 2024 plan:	
H-1.9	Encourage the development of more commercial hotels downtown to relieve pressure to convert permanent housing units and SRO hotels to short-term tourist rentals.

H-2.10	SRO Rehab & Acquisition Partnerships: Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate residential hotels and motels (SROs) in downtown.
H-2.11	Homeless Housing Priority in NOFAs: Explore increasing the minimum set-aside requirement for housing units serving homeless residents (Extremely Low Income households) in the scoring criteria for responses to City NOFAs.
H-2.12	Supportive Services in Affordable Housing: Encourage a continuum of supportive services for deeply affordable units as appropriate.
H-2.13	Encampment Management & Services: Continue the implementation of the City's 2020 Encampment Management Policy, to compassionately and equitably address encampments and their impacts in the downtown area.
STRATEGY: PROVIDE RESOURCES AND AMENITIES FOR THE UNSHELTERED RESIDENTS OF	
H-2.14	Storage Lockers for Unsheltered Residents: Provide secure storage lockers for the unsheltered residents of downtown in places where they can access them.
H-2.15*	Restrooms/Drinking Water in Public Spaces: Provide creatively designed public drinking water, trash, and gender-neutral restroom facilities in parks and other public spaces, including re-opening and maintaining restrooms in parks that have been closed due to understaffing.
H-2.16	Library Partnerships & Outreach Programs: Expand the role that Downtown Oakland Public Libraries, and the Main Branch in particular, play in combatting homelessness by increasing staff and staff training and growing library partnerships and outreach programs geared toward unhoused and vulnerable patrons.
STRATEGY: PREVENT FURTHER DISPLACEMENT OF OAKLAND'S ARTIST, CULTURAL AND CREATIVE COMMUNITY BY ENCOURAGING AFFORDABLE LIVE-WORK AND COMMERCIAL CULTURAL SPACES. CREATE AN AFFORDABLE HOUSING POLICY THAT SETS ASIDE A CERTAIN NUMBER OF UNITS FOR ARTISTS.	
H-2.17	Explore Encouraging Affordable Live/Work Units in Cultural Districts: For project sites located in cultural districts, explore awarding additional bonus points earned under the City's affordable housing Notice of Funding Availability (NOFA) process scoring criteria for below-market rate commercial space committed to non-profit organizations and arts & cultural users and for projects where more than 50% of the project is set aside for live-work units for artists.
H-2.18	Protect Live/Work in Cultural Districts: Establish live/work zoning designations for arts-focused districts such as Koreatown/Northgate (KONO), Jack London, and the Black Arts Movement and Business District (BAMBD). Expand requirements for future live/work spaces to ensure they are not used solely as residences, beyond the existing requirement of having a business license.

MOBILITY	
2019 Public Review Draft Plan	2024 Final Draft Plan
Strategy: Design and implement pedestrian safety measures	
Strategy: Implement programs/policies for downtown in the 2017 Oakland Pedestrian Plan	
M-1.1	Design and construct safety measures along the high-injury pedestrian network, including ADA measures that support access for people with disabilities (as identified in Figure M-1 and described in Appendix Table M-1).
M-1.2	Implement the pedestrian and bicycle programs/policies for Downtown Oakland detailed in the 2017 Oakland Pedestrian Plan and 2019 Oakland Bike Plan.
M-2.11	Continue to implement the recommendations of the 2011 Train Quiet Zone Study that details the specific safety measures for each intersection and provide a blueprint of the Jack London Train Quiet Zone. Extend study area east of Oak Street.
Strategy: Plan and design for micro-mobility devices and users	
M-1.3	Plan and design for emerging mobility technologies. Actions include: Include micro-mobility devices and users in transportation improvements, including designated parking. Digitize curb space to better manage curbs and associated regulations for parking, ride share and other activities Install electric charging stations where appropriate, including ADA accessible spaces, however, ensure that due public process ensues and avoid yielding sidewalks and parks for private companies to install devices. Use pilot programs to experiment with new technology
Strategy: Invest in connectivity and access improvements to link downtown's neighborhoods and assets together	
M-1.4	Design and construct connectivity and access improvements throughout downtown (as identified in Figure M-2 and M-3 and described in Appendix Table M-1 through M-3).
M-1.5	Link neighborhoods with the waterfront through implementation of the Green Loop, West Oakland Walk, and other connectivity improvements.
Strategy: Update signal timing and signals to improve the overall experience of walking, biking, and riding transit	
M-1.6	Update signal timing and upgrade signals throughout downtown to reduce the delay and support access for bicyclists, pedestrians, and transit.
M-1.7	Install signals that accommodate two-way circulation as standard practice in all future intersections.
Strategy: Design and construct a downtown low-stress bicycle network*	
STRATEGY: DESIGN AND IMPLEMENT PEDESTRIAN SAFETY MEASURES.	
M-1.1	Pedestrian Safety Measures: Design and construct safety measures: Implement safety improvements along the high-injury pedestrian network, including ADA measures that support access for people with disabilities (as identified in Figure M-1 and described in Appendix Table AP/M-1). Implement Rail Safety Project on Embarcadero West (described in Appendix A); while these treatments are focused on pedestrian safety, they also improve comfort and access—particularly for vulnerable groups (including seniors, children, and people with disabilities).
M-1.2	Oakland Pedestrian Plan and Oakland Bicycle Plan: Implement the pedestrian programs/policies for Downtown Oakland detailed in the 2017 Oakland Pedestrian Plan and 2019 Oakland Bicycle Plan, with attention to connectivity between residential, workplace, and green/recreational space.
M-1.3	Train Quiet Zone Study: Continue to implement the recommendations of the 2011 Train Quiet Zone Study that details the specific safety measures for each intersection and provide a blueprint of the Jack London Train Quiet Zone. Extend study area east of Oak Street.
STRATEGY: PLAN AND DESIGN FOR EMERGING MOBILITY OPTIONS	
M-1.4*	Emerging Mobility: Plan and design for emerging mobility technologies.
STRATEGY: INVEST IN CONNECTIVITY AND ACCESS IMPROVEMENTS TO LINK DOWNTOWN'S NEIGHBORHOODS AND ASSETS TOGETHER.	
M-1.5	Connectivity and Access Improvements: Design and construct connectivity and access improvements throughout downtown (as identified in Figure M-2 and M-3 and/or described in Appendix Table AP/M-1 through AP/M-3).
M-1.6	Temporary / Tactical Urbanism Projects: Pursue opportunities to temporarily reallocate public right-of-way through relatively inexpensive programs and tactical urbanism treatments to immediately improve pedestrian and bicycle connectivity and access Downtown. Over the longer term, with additional funding and community outreach, permanent improvements can be pursued.
M-1.7	Connecting Downtown Neighborhoods & Public Spaces: Link neighborhoods with the waterfront through implementation of the Green Loop, West Oakland Walk, and other connectivity improvements.
STRATEGY: UPDATE SIGNAL TIMING AND SIGNALS TO IMPROVE THE OVERALL EXPERIENCE OF WALKING, BIKING, AND RIDING TRANSIT.	
M-1.8	Upgraded Traffic Signals & Timing: Update signal timing and upgrade signals throughout downtown to reduce the delay and support access for bicyclists, pedestrians, and transit.
M-1.9	Two-Way Circulation Standard: Install signals that accommodate two-way circulation as standard practice in all future intersections.
STRATEGY: DESIGN AND CONSTRUCT A DOWNTOWN LOW-STRESS BICYCLE NETWORK	

M-1.8	Design and construct a low-stress bicycle network throughout downtown (as identified in Figure M-2 and M-3 and described in Appendix Table M-4).
M-1.9	Support the Let's Bike Oakland library partnership with OakDOT which will provide bike mechanics, fix-it stations and bike repair and maintenance tools for free at library locations.
Strategy: Continue to expand bike parking supply	
M-1.10	Continue to expand bike parking supply including short-term and long-term facilities for both commercial and residential land uses.
Strategy: Implement transit priority treatments on key corridors & improve passenger amenities at bus stops	
M-2.1	Implement transit priority treatments on key corridors and decrease bus headways to improve overall transit travel times, and access to, from and within downtown (as identified in Figure M-8 and described in Appendix Table M-6).
M-2.2	Improve passenger amenities (including wayfinding) and security at bus stops on all transit streets throughout downtown. Bus stops can include lighting, new shelters, benches, wayfinding information in multiple languages, and other amenities including those that improve access and comfort for people with disabilities.
Strategy: Improve connections between services & capitalize on potential expansions for BART, Capitol Corridor, and ferry service	
M-2.3	Reconfigure transit service in Jack London and Chinatown to better connect with regional transit (ferry terminal, Amtrak, and Lake Merritt BART) and improve bus transit connections between downtown and East Oakland (in conjunction with one-way to two-way street conversions on 7th Street and Oak Street, as shown in Figure M-9).
M-2.7	Preserve sufficient bus layover capacity around Lafayette Square, Lake Merritt BART, and Jack London District to serve existing and future transit service needs to and from downtown.
M-2.8	Capitalize on potential regional transit expansion opportunities for BART, Capitol Corridor, and ferry service.
M-2.9	Consider locations for a transbay crossing and new BART Station in downtown. Evaluate locations such as, but not limited to, I-980, Broadway, Franklin, Webster, Clay Street or Washington Street.
Strategy: Develop a low-income transit pass to reduce fares	
M-2.4	Work with transit agencies to offer a low-income transit pass to reduce the cost of transit fare.
Strategy: Maintain reliable, ADA-accessible access to transit stations	
M-2.5	Maintain reliable, ADA-accessible access to transit stations (i.e. BART elevators and escalators) and find opportunities to increase the number of elevators. Address all access needs identified in previous BART planning efforts for the 19th Street Station and 12th Street/City Center Station.
Strategy: Name transportation facilities to reflect the location or character of the place that they serve	
M-2.6	Name transportation facilities and stations to reflect the location or character of the place that they serve.
M-2.10	Develop a policy requiring downtown employers with more than 50 employees to develop and implement TDM plans and monitor and report on trip reduction.
Strategy: Implement the City's adopted Complete Streets Policies	

M-1.10	Low-Stress Bicycle Network: Design and construct a low-stress bicycle network throughout downtown (as identified in Figure M-2 and M-3).
M-1.11	Partnerships to Support Bicycle Ridership: Partner with public facilities and community services, like the library, to provide bike mechanics, fix-it stations and bike repair and maintenance tools at locations throughout Oakland.
STRATEGY: CONTINUE TO EXPAND BICYCLE PARKING SUPPLY	
M-1.12	Expanded Bike Parking: Continue to expand bike parking supply including short-term and long-term facilities for both commercial and residential land uses.
STRATEGY: IMPLEMENT TRANSIT PRIORITY TREATMENTS ON KEY CORRIDORS & IMPROVE PASSENGER AMENITIES AT BUS STOPS.	
M-2.1	Transit Priority Treatments: Implement transit priority treatments, including transit-only lanes, signal improvements, and upgraded bus shelters, on key corridors to improve overall transit travel times, make transit more attractive, and improve access to, from and within downtown (as identified in Figure M-8 and described in Appendix Table AP/M-6).
M-2.2	Improve Amenities/Security at Bus Stops: Improve passenger amenities (including wayfinding) and security at bus stops on all transit streets throughout downtown. Bus stops can include lighting, new shelters, benches, wayfinding information in multiple languages, and other amenities including those that improve access and comfort for people with disabilities.
M-2.3	COVID-19 Transit Response: Support healthy transit and mobility in the context of COVID-19. Utilize lessons learned during the pandemic to improve transit service.
STRATEGY: IMPROVE CONNECTIONS BETWEEN SERVICES & CAPITALIZE ON POTENTIAL EXPANSIONS FOR BART, CAPITOL CORRIDOR, AND FERRY SERVICE.	
M-2.4	Connections to Citywide and Regional Transit: Reconfigure transit service in Jack London and Chinatown to better connect with regional transit (ferry terminal, Amtrak, and Lake Merritt BART) and improve bus transit connections within, to, and from downtown.
M-2.5	Improved Bus Layover Capacity: Provide adequate layover locations for AC Transit so buses run smoothly, and preserve sufficient bus layover capacity to serve existing and future transit service needs to and from downtown.
M-2.6	Regional Transit Expansion Opportunities: Capitalize on potential regional transit expansion opportunities for BART, Capitol Corridor, and ferry service.
M-2.7	New Transbay Crossing / BART Station: Consider locations for a second transbay crossing and new BART Station in downtown. Evaluate locations such as, but not limited to, I-980, Broadway, Franklin, Webster, Clay Street or Washington Street.
STRATEGY: REDUCE FARES FOR LOW-INCOME TRANSIT USERS.	
M-2.8*	Low-Income Transit Pass: Work with transit agencies to participate in regional means-based discount fare program, offer a low-income transit pass to reduce the cost of transit fare, and ensure compliance with transit pass requirements.
STRATEGY: MAINTAIN RELIABLE, ADA-ACCESSIBLE ACCESS TO TRANSIT STATIONS.	
M-2.9	ADA Accessibility at Transit Stations: Maintain reliable, ADA-accessible access to transit stations (i.e. BART elevators and escalators) and find opportunities to increase the number of elevators.
STRATEGY: NAME TRANSPORTATION FACILITIES TO REFLECT THE LOCATION OR CHARACTER OF THE PLACE THAT THEY SERVE.	
M-2.10	Renaming Transit Station Names: Name transportation facilities and stations to reflect the location or character of the place that they serve.
STRATEGY: TRANSPORTATION DEMAND MANAGEMENT STRATEGIES	
M-2.11	Transportation Demand Management: Implement TDM Strategies: Consider requiring existing downtown employers with more than 50 employees to develop and implement TDM plans and monitor and report on trip reduction. Consider a requirement in TDM plans that large employers and new residential developments provide a flexible, free, or reduced transit pass for employees
STRATEGY: REBALANCE STREET SPACE FOR ALL USERS AND IMPROVE THE VEHICULAR NETWORK.	

M-3.1	Implement the City’s adopted Complete Streets Policies and focus on reconfiguring road space on public streets with excess capacity to other modes or uses, such as bicycles, pedestrians, transit, and loading/unloading. (Pedestrian improvements are proposed under Policies M-1.4 to M-1.8; bicycle improvements are proposed under Policy M-1.10; and transit improvements are proposed under policies in Outcome M-2. A map of proposed one-way to two-way conversions to achieve these multimodal strategies is illustrated in Figure M-9 and described in Appendix Table M-6.)
M-3.8	Include green infrastructure practices – including planting and maintenance of street trees – described in the City’s Green Streets Guide where feasible within the right-of-way.
M-3.10	Adopt stronger regulations to ensure safe access for pedestrians, bicyclists, and transit riders of all abilities during construction projects Downtown
Strategy: Decrease freeway traffic on local streets	
M-3.2	Decrease freeway traffic on local streets through improvements proposed as part of the Oakland/Alameda Access Project.
Strategy: Manage public parking, expand “Park Oakland”	
M-3.7	<p>Expand the Park Oakland program to additional areas of Downtown Oakland to manage public parking to balance the diverse needs of Downtown Oakland’s visitors, merchants, commuters and residents. Goals include ensuring parking availability; increasing ADA-accessible parking and passenger loading to serve the needs of people with disabilities and downtown businesses; reducing the number of drivers looking for parking; balancing the needs placed on curb space; and better managing parking resources and demand. Actions include:</p> <p>Increase ADA-accessible parking and passenger loading with the objectives of serving the needs of people with disabilities, seniors, and businesses</p> <p>Implement real-time parking signage to display parking availability and pricing</p> <p>Adopt the Sensor Independent Rate Adjustment (SIRA) methodology developed for San Francisco’s SFpark to monitor parking occupancy in real time</p> <p>Establish parking benefit districts in which a portion of parking revenues are used for improvements in the areas where the funds are collected</p> <p>Give existing merchant and neighborhood organizations, such as Business Improvement Districts and Cultural Districts, a significant advisory role in deciding how to spend their local parking benefit district’s revenues.</p> <p>Establish a committee, with significant representation from people with disabilities, to propose reforms to (a) improve curb parking availability for people with disabilities, and (b) reduce Disabled Placard fraud and abuse.</p>
Strategy: Revise parking requirements to achieve Green House Gas Emissions targets and community benefits	
M-3.3	Establish parking maximums, include requirements for electric vehicle charging and consider a means by which developers can build parking up to 1.25 spaces per unit in exchange for providing community benefits.
Strategy: Actively manage curbside space	
M-3.6	<p>Actively manage curbside space to serve Oakland’s residents, merchants, and visitors, and their diverse mobility needs. Programs to pursue include:</p> <p>Implementing the Color Curb Program in Chinatown, or a combined commercial loading/metered parking zones on select streets.</p> <p>Developing a Curbside Management Study to analyze the uses of curbside space, both auto and non-auto, as well as potential future uses such as automated vehicles, and develop a clear methodology to guide decision-making on how to manage and prioritize the use of scarce curb space. This study could build upon the 2016 Downtown Oakland Parking Study.</p>
Strategy: Prioritize the movement of emergency service vehicles	

M-3.1	Implementing Complete Streets: Implement the City’s adopted Complete Streets Policies and focus on reconfiguring road space on public streets with excess capacity to other modes or uses, such as bicycles, pedestrians, transit, and loading/unloading. (Pedestrian improvements are proposed under Policies M-1.5 to M-1.10; bicycle improvements are proposed under Policy M-1.12; and transit improvements are proposed under policies in Outcome M-2. A map of proposed one-way to two-way conversions to achieve these multimodal strategies is illustrated in Figure M-9 and described in Appendix Table AP/M-6.)
M-3.2*	Implementing Green Infrastructure: Include green infrastructure practices – including planting and maintenance of street trees – described in the City’s Green Streets Guide where feasible within the right-of-way.
M-3.3	Safety During Construction: Adopt stronger regulations to ensure safe access for pedestrians, bicyclists, and transit riders of all abilities during construction projects downtown.
STRATEGY: DECREASE FREEWAY CUT-THROUGH TRAFFIC ON LOCAL STREETS	
M-3.4	Oakland/Alameda Access Project: Decrease cut-through traffic on local streets through improvements proposed as part of the Oakland/Alameda Access Project; continue coordination with ACTC and City of Alameda to implement.
STRATEGY: MANAGE PUBLIC PARKING, EXPAND “OAKPARK” INITIATIVE.	
M-3.5	Expanding the OakPark Program: Expand the OakPark program to additional areas of Downtown Oakland to ensure parking availability; increase ADA-accessible parking and passenger loading to serve the needs of people with disabilities and downtown businesses; reduce the number of drivers looking for parking; balance the needs placed on curb space; and better manage parking resources and demand.
M-3.6	Parking for the Malonga Casquelourd Center for the Arts: Invest in dedicated off-street parking to serve the residents/resident performing arts companies of the Malonga Casquelourd Center for the Arts.
STRATEGY: REVISE PARKING REQUIREMENTS TO ACHIEVE GREENHOUSE GAS EMISSIONS TARGETS AND COMMUNITY BENEFITS	
M-3.7	Parking Maximums with Electric Vehicle Charging Requirements: Establish parking maximums, include requirements for electric vehicle charging, and consider a means by which developers can build parking up to 1.25 spaces per unit in exchange for providing community benefits.
STRATEGY: ACTIVELY MANAGE CURB SPACE	
M-3.8	Curbside Management: Actively manage curbside space to serve Oakland’s residents, merchants, and visitors, and their diverse mobility needs.
STRATEGY: PRIORITIZE THE MOVEMENT OF EMERGENCY SERVICE VEHICLES	

M-3.4	Prioritize the movement of emergency service vehicles throughout downtown by: 1) Allowing emergency service vehicles to use proposed dedicated transit lanes; and 2) Upgrading signal technology to provide emergency pre-emption throughout Downtown Oakland.
M-3.9	Maintain truck routes to, from, and within the Jack London to facilitate safe and efficient goods movement from industrial and warehousing facilities. Develop a truck management plan for the larger Downtown Oakland area.
Strategy: Study the replacement I-980 with a multi-way boulevard	
M-3.5	Study the long-term feasibility of replacing I-980 with a multi-way boulevard to better connect West Oakland and downtown, creating opportunities for new housing and other uses, using the revenues from public land to repair inequities caused during the creation of I-980, and supporting walking, biking, and transit.

M-3.9	Emergency Service Vehicle Priority: Prioritize the movement of emergency service vehicles throughout downtown by allowing emergency service vehicles to use proposed dedicated transit lanes and upgrading signal technology to provide emergency pre-emption throughout Downtown Oakland.
STRATEGY: MAINTAIN TRUCK ROUTES TO INDUSTRIAL / WAREHOUSING FACILITIES	
M-3.10	Truck Management Plan: Maintain truck routes to, from, and within Jack London to facilitate safe and efficient goods movement from industrial and warehousing facilities. Develop a truck management plan for the larger Downtown Oakland area, focused on making truck deliveries more efficient and minimizing the disruption of trucks, including design standards for existing truck routes and a policy allowing use of certain under-freeway areas at the periphery of downtown near the Port as electric charging stations for electric trucks (West Oakland Community Action Plan #15).
STRATEGY: STUDY THE REPLACEMENT I-980 WITH A MULTI-WAY BOULEVARD	
M-3.11	I-980 Replacement Feasibility Study: Study the long-term feasibility of replacing I-980 with a multi-way boulevard or "lid" park over the freeway to better connect West Oakland and downtown and increase climate change mitigation and resilience while creating opportunities for new housing, green space, and other uses, using the revenues from public land to repair inequities caused by the creation of I-980, and supporting walking, biking, and transit.

CULTURE KEEPING

2019 Public Review Draft Plan		2024 Final Draft Plan	
Strategy: Establish, invest in, and better connect downtown Cultural Districts.		STRATEGY: ESTABLISH, INVEST IN, AND BETTER CONNECT DOWNTOWN CULTURAL DISTRICTS.	
C-1.1	Establish a Citywide Cultural Districts Program to formalize a collaborative partnership between the City and cultural communities and identify resources to stabilize vulnerable communities and to preserve, strengthen, and promote the City’s cultural assets and diverse communities. (See map of adopted and potential Cultural Districts on Figure LU-2).	C-1.1	Citywide Cultural Districts Program: Establish a Citywide Cultural Districts Program to develop and formalize a collaborative partnership between the City and cultural communities; identify resources to stabilize vulnerable communities; preserve, strengthen, and promote the City’s cultural assets and diverse communities; and support entertainment districts. (See map of existing, adopted and potential Cultural and Entertainment Districts on Figure C-2).
C-1.2	Provide support for the Black Arts Movement and Business District (BAMBD) and promote the district with special urban design elements and marketing materials.	C-1.2	Supporting the BAMBD: Provide support for the Black Arts Movement and Business District (BAMBD) and promote the district with special urban design elements and marketing materials.
C-1.3	Strengthen and connect downtown’s cultural assets and districts by investing in marketing and branding and a network of public spaces and culturally-relevant streetscape elements, such as wayfinding, signage, historical markers and public art.	C-1.3	Culturally Relevant Branding & Streetscape Design: Strengthen and connect downtown’s cultural assets and districts by investing in marketing and branding and a network of public spaces and culturally-relevant streetscape elements, such as multilingual and accessible wayfinding, signage, historical markers and public art. This can be done in partnership with area BIDs.
C-1.4	Encourage or incentivize new developments and infrastructure projects to seek out local culturally-specific artisan producers and industrial fabricators to supply district-appropriate furniture, lighting, railing, textiles, art work, etc.	C-1.4	Encouraging Design by Local Artists/Fabricators: Encourage or incentivize new developments and infrastructure projects to seek out local culturally-specific artisan producers and industrial fabricators to supply district-appropriate furniture, lighting, railing, textiles, art work, etc.
Strategy: Preserve downtown’s arts and culture assets while providing additional incentives to expand these uses and make them accessible to all.		STRATEGY: PRESERVE DOWNTOWN’S ARTS AND CULTURE ASSETS WHILE PROVIDING ADDITIONAL INCENTIVES TO EXPAND THESE USES AND MAKE THEM ACCESSIBLE TO ALL.	
C-1.5	Explore the development of an incentive program (such as a cultural density bonus program) for downtown that identifies affordable arts, culture, and commercial space, including space for community-serving nonprofits, as one of the priority community-benefiting uses.	C-1.5	Incentives for Affordable Arts, Culture, & Commercial Space: Create and adopt an incentive program for downtown that identifies affordable arts, culture, and commercial space, including space for community-serving nonprofits, as one of the priority community-benefiting uses.
C-1.6	Adopt regulations that help preserve and adapt historic buildings downtown, in order to help retain and create new spaces for arts and culture uses.	C-1.6	Preserving/Adapting Historic Buildings: Adopt regulations that help preserve and adapt historic buildings downtown, in order to help retain and create new spaces for arts and culture uses.
C-1.7	Prioritize the capital improvement needs of the Malonga Casquelourd Center for the Arts, including the theater facility, in the City’s upcoming budget cycles and Capital Improvement Program (CIP) planning processes.	C-1.7*	Malonga Casquelourd Center Improvements: Prioritize the capital improvement needs of the Malonga Casquelourd Center for the Arts, including the theater facility, in the City’s upcoming budget cycles and Capital Improvement Program (CIP) planning processes. Incorporate any additional capital improvement needs expected to result from new development under the Downtown Plan into the update of the impact fee nexus study.
C-1.8	Explore the use of a land trust model to help stabilize cultural businesses, institutions and residents through community ownership of land. Consider cultural easements as well to restore Indigenous People’s rights to land, habitat and stewardship.	C-1.8	Community Ownership & Stewardship: Explore the use of a nonprofit land trust model to help stabilize cultural businesses, institutions and residents through community ownership of land. Consider cultural easements as well to restore Indigenous People’s rights to land, habitat and stewardship.
C-1.9	Work with the Library’s Master Facilities Plan to propose branch libraries in areas where they are needed and propose a new site for or expansion of the Main Library; prioritize funding improvements to the Community Room at the Main Library and adjacent plazas to support more small-scale events; and expand the library’s tool lending services as part of supporting maker space activities and programming through the Main Library	C-1.9	Library Facility Improvements Plan: Work with the Library’s Master Facilities Plan to propose branch libraries in areas where they are needed and propose a site for expansion of the Main Library; pursue improvements to library facilities, including to the Main Library and the African American Museum & Library at Oakland (AAMLO).

C-1.10	<p>Adopt zoning, land use and building regulations to preserve existing and encourage more Production, Distribution and Repair (PDR, also known as "maker"), arts and culture spaces: Create Cultural District Overlays (that will encompass smaller areas than the "Cultural District" for specific zoning treatments), beginning with the adopted BAMB.D. Planning and Building Code changes to allow rooftop cultural spaces Floor Area Ratio/height bonuses and incentives like streamlined permitting for the adaptive reuse and preservation of early 20th century production buildings in the Jack London and KONO areas Create a new "arts & culture" land use category and expand/update categories for artisan, custom and light manufacturing, and other arts-related and culturally-significant uses In designated areas, require minimum gross floor area for arts, culture, and maker uses in developments of a certain size Require developments that directly displace existing arts, culture, and maker uses to provide replacement space on site, or provide an in-lieu contribution for relocation assistance Restrictions on the amount of retail, office, bar, and/or restaurant street frontage in certain areas (to limit competition for arts and culture space) Address noise complaints pro-actively by establishing 'no complaint' zones and noise disclosures in new development near entertainment, industrial, maker, artist, and cultural activities Design guidelines that require new buildings to be compatible with the surrounding and historic context in terms of scale and architectural character</p>
C-1.12	Support the Lake Merritt Station Area Plan's implementation priorities for improvements to cultural institutions such as the Oakland Asian Cultural Center, Lincoln Recreation Center and Madison Square Park, as well as and evaluate the efficacy of the West Oakland Specific Plan equity strategy.
C-1.13	Create a Cultural Facilities Fee for improvements to cultural facilities. Consider a ticket sales tax fee (surcharge on entertainment tickets).
Strategy: Enhance the Oakland Culture Asset Map (2018) and expand the City's internal capacity in the Cultural Affairs Office.	
C-1.14	Expand & enhance the Oakland Cultural Asset Map (2018), created by the City of Oakland Department of Cultural Affairs.
C-1.15	Expand the City's internal capacity in the Cultural Affairs Office and Planning Bureau with adequate staff to implement arts-related policy recommendations.
Strategy: Celebrate and encourage youth activities in public spaces and businesses.	
C-2.1	Program and encourage youth activities in public spaces and businesses.
Strategy: Leverage parks and public spaces as vital locations to showcase and promote arts and culture downtown.	
C-2.2	Invest in the creation of new and improved public spaces that can be used to host festivals and cultural gatherings, and that feature public art.
C-2.4	Reduce regulatory barriers such as city permit costs, business license and finger-printing requirements, to outdoor vendors in downtown, particularly within arts and culture districts, parks, and public gathering spaces.
Strategy: Promote downtown as an entertainment destination by facilitating special events and festivals permitting and connecting available and underutilized venues with those seeking spaces for events.	
C-2.3	Expand the purview of the City's Special Event Task Force to encompass festivals, parades and other outdoor public spaces to promote downtown as an entertainment destination and streamline event permitting.
C-2.5	Establish a program to connect available and underutilized venues with those seeking spaces for special events.
Strategy: Increase funding and support for arts & culture programs and organizations.	
C-3.4	Increase funding and support for arts & culture programs and organizations, particularly for groups most impacted by racial disparities, by either increasing the hotel tax or reallocating existing hotel tax funds, which would require a ballot initiative.

C-1.10*	Zoning for Arts and Culture Uses: Adopt zoning, land use and building regulations to preserve existing and incentivize and require new arts and culture and maker spaces.
C-1.11	Lake Merritt Station Area Plan (LMSAP) & West Oakland Specific Plan (WOSP) Implementation: Support the Lake Merritt Station Area Plan's implementation priorities for improvements to cultural institutions such as the Oakland Asian Cultural Center, Lincoln Recreation Center, Asian Branch Library, and Madison Square Park, as well as evaluate the efficacy of the West Oakland Specific Plan equity strategy.
C-1.12	Cultural Facilities Fee: Create a Cultural Facilities Fee to support improvements to cultural facilities.
STRATEGY: ENHANCE THE OAKLAND CULTURE ASSET MAP (2018) AND EXPAND THE CITY'S INTERNAL CAPACITY IN THE CULTURAL AFFAIRS OFFICE.	
C-1.13	Cultural Asset Mapping: Expand & enhance the Oakland Cultural Asset Map (2018), created by the City of Oakland Department of Cultural Affairs.
C-1.14	Staffing to Support Cultural Programs: Expand the City's internal capacity in the Cultural Affairs Office and Planning Bureau with adequate staff to implement arts-related policy recommendations.
STRATEGY: CELEBRATE AND ENCOURAGE YOUTH ACTIVITIES IN PUBLIC SPACES AND BUSINESSES.	
C-2.1*	Programming Youth Activities: In collaboration with young people, program and encourage youth activities in public spaces, facilities, and businesses.
STRATEGY: LEVERAGE PARKS AND PUBLIC SPACES AS VITAL LOCATIONS TO SHOWCASE AND PROMOTE ARTS AND CULTURE DOWNTOWN.	
C-2.2*	Community Gathering Spaces: Invest in the creation of new and improved public spaces that can be used to host festivals and cultural gatherings, and that feature public art.
C-2.3	Reduced Barriers for Outdoor Vendors: Reduce regulatory barriers such as City permit costs, business license and finger-printing requirements, to outdoor vendors in downtown, particularly within arts and culture districts, parks, and public gathering spaces.
STRATEGY: PROMOTE DOWNTOWN AS AN ENTERTAINMENT DESTINATION BY FACILITATING SPECIAL EVENTS AND FESTIVALS PERMITTING AND CONNECTING AVAILABLE AND UNDERUTILIZED VENUES WITH THOSE SEEKING SPACES FOR EVENTS.	
C-2.4*	Streamline Event Permitting: Promote downtown as an entertainment destination and streamline event permitting to make it easier to hold community festivals and events.
C-2.5	Connecting Events to Underutilized Venues: Help connect available and underutilized venues with those seeking spaces for special events.
STRATEGY: INCREASE FUNDING AND SUPPORT FOR ARTS & CULTURE PROGRAMS AND ORGANIZATION.	
C-3.1	Increased Funding for Arts & Culture: Increase funding and support for arts & culture programs and organizations, particularly for groups most impacted by racial disparities, by either increasing the hotel tax or reallocating existing hotel tax funds, which would require a ballot initiative.

<p>Strategy: Continue leasing City-owned properties downtown at below-market rents for arts and culture uses utilizing the City's existing process.</p>	
<p>Strategy: Leverage underutilized spaces downtown, including vacant ground floor shopfronts and empty parcels, as opportunities for affordable arts, culture and social enterprise space.*</p>	
C-3.1	Continue leasing City-owned properties downtown at below-market rents for arts and culture uses utilizing the City's existing process and consider partnering with an intermediary organization to create an incubator model that outlines a pathway to growth and expansion for the tenant.
C-3.2	Consider creating a master lease program where a nonprofit intermediary with expertise in arts tenants, like CAST or EBALDC, could partner with building owners to sub-lease available and underutilized ground-floor building spaces to artists and arts organizations.
C-3.3	Centralize and maintain a current list of eligible arts organizations to occupy ground floor space.
C-3.5	Expand existing technical assistance in business skills and marketing, and support the extension of CAST's Keeping Space Oakland program, which provides technical and real estate support for arts organizations facing displacement, particularly for artists of color and from vulnerable communities.
C-3.6 & C-1.11	<p>Incentivize the use of privately-owned, vacant, or underutilized buildings as temporary affordable art or social enterprise space.</p> <p>Establish temporary affordable arts spaces by: Establish a temporary use classification in the zoning code (that could apply to uses as well as temporary interactive art installations) to allow for pop-up arts uses for a predetermined period of time. Work with the Building Bureau to identify the "occupancy status" of vacant buildings to determine those that could accommodate artistic, retail or nonprofit uses. Evaluate and change City requirements to make it easier to change the occupancy requirements of vacant buildings to serve as temporary arts uses. Consider ways to streamline permitting, reduce approval process time and reduce permit fees. Evaluate State Assembly Bill 2719, "Mobile retail operations and pop-up operations: model local ordinance or resolution"</p>
C-3.7	Explore the development of a facilities access fund to subsidize access to space (performance venues, theaters, etc.) for artists seeking affordable exhibition/performance space.

<p>STRATEGY: LEVERAGE UNDERUTILIZED SPACES DOWNTOWN SUCH AS VACANT GROUND FLOOR SHOPFRONTS AND EMPTY PARCELS, AS WELL AS CITY-OWNED PROPERTIES, AS OPPORTUNITIES FOR AFFORDABLE ARTS, CULTURE, AND SOCIAL ENTERPRISE SPACE.</p>	
C-3.2*	City-Owned Properties for Arts/Culture Uses: Continue leasing City-owned properties downtown at below-market rents for arts and culture uses utilizing the City's existing process and creating a competitive process for filling spaces as they become available.
C-3.3	Master Lease/Nonprofit Ownership Program for Affordable Arts Space: Develop a master lease or limited equity ownership program where a nonprofit intermediary with expertise in arts tenants, like CAST or EBALDC, could partner with building owners to provide below-market rate ground-floor building spaces to artists and cultural organizations.
C-3.4	Centralized List of Arts Organizations Seeking Space: Centralize and maintain a current list of eligible arts organizations to occupy ground floor space.
C-3.5	Expand the Keeping Space Oakland Program: Expand existing technical assistance in business skills and marketing, and support the extension of CAST's Keeping Space Oakland program, which provides technical and real estate support for arts organizations facing displacement, particularly for artists of color and from vulnerable communities.
C-3.6	Temporary Uses: Encourage the use of privately-owned, vacant, or underutilized buildings as temporary affordable art or social enterprise space, and remove regulatory barriers to allowing temporary uses.
C-3.7	Affordable Performance Space Fund: Explore the development of a facilities access fund to subsidize access to space (performance venues, theaters, etc.) for artists seeking affordable exhibition/performance space.

COMMUNITY HEALTH & SUSTAINABILITY

2019 Public Review Draft Plan		2024 Final Draft Plan	
Strategy: Foster a healthy lifestyle with high-quality parks and public spaces.		STRATEGY: FOSTER HEALTHY LIFESTYLES WITH HIGH-QUALITY AND CONNECTED PARKS AND PUBLIC SPACES.	
CH-1.1	Working with the community, prioritize and implement public realm improvements to create a more connected and accessible network of inclusive, high-quality public open spaces downtown. Figure CH-1 identifies potential public space improvements recommended in the Downtown Oakland Specific Plan (DOSP). Following Plan adoption, this map can be updated at regular intervals with community input to guide implementation.	CH-1.1	Public Realm Improvements. Working with the community, prioritize and implement public realm improvements to create a more connected and accessible network of inclusive, high-quality public open spaces downtown. Figure CH-1 identifies potential public space improvements recommended in the Downtown Oakland Specific Plan (DOSP). Following Plan adoption, update this map at regular intervals with community input to guide implementation.
CH-1.5	Update Landscaping & Lighting Assessment District (LLAD) fees to fund maintenance of existing and planned parks and public spaces.	CH-1.2	Landscaping & Lighting Assessment District. Update Landscaping & Lighting Assessment District (LLAD) fees to fund maintenance of existing and planned parks and public spaces.
CH-1.3	Draft and adopt guidelines for new or improved parks and public open spaces; include 'active design' guidelines with policies and design standards that create healthier and more physically accessible public spaces, promote active lifestyles, encourage restroom facilities and drinking fountains, allow coexistence of multiple types of users—including children, youth and older adults of all cultures, and allow for more public programming in downtown parks and plazas.	CH-1.3	Inclusive Parks & Open Space Design Guidelines. Draft and adopt guidelines for new or improved parks and public open spaces; include 'active design' guidelines with policies and design standards that create healthier and more physically accessible public spaces, promote active lifestyles, encourage well-maintained restroom facilities and drinking fountains, allow coexistence of multiple types of users—including children, youth and older adults of all cultures, and allow for more public programming in downtown parks and plazas.
CH-1.11	Invest in and create universal design principles for public spaces and playgrounds to make downtown more accessible to people with disabilities of all ages.	CH-1.4	Universal Design Principles for Public Spaces & Playgrounds. Create universal design principles for public spaces and playgrounds to make downtown safer and more accessible to people with disabilities of all ages and ensure that adequate funding is allocated towards retrofitting existing parks and public space to meet these new guidelines.
CH-1.2	Coordinate new downtown development with implementation of improved parks and streetscapes.	CH-1.5	Coordinating Development and Parks/Streetscapes. Coordinate new downtown development with implementation of improved parks and streetscapes.
CH-1.4	Study updates to the City's open space development regulations, considering revisions to result in publicly accessible rather than private space, allowing required open space to be built off-site, updating capital improvement impact fees, and/or implementing a parkland dedication fee. The selection strategy should ensure that fees are available for maintenance.	CH-1.6	Open Space Development Regulations. Study updates to the City's open space development regulations, considering revisions to result in publicly accessible rather than private space, allowing required open space to be built off-site, updating capital improvement impact fees, and/or implementing a parkland dedication fee. The selected strategy should ensure that fees are available for maintenance.
C-1.6	Coordinate creation of and access to privately-owned public spaces in new and existing developments.	CH-1.7	Access to Public Spaces. Maintain design, frontage type, and land use requirements for new developments adjacent to public parks and open spaces to provide safe access to physically engage with, and activate those spaces.
CH-1.7	Activate public spaces by encouraging vendors to sell in them.	CH-1.8	Encouraging Vendors & Artists in Public Spaces. Activate public spaces by encouraging vendors to sell and artists to perform in them.
CH-1.10	Implement an edible parks program, include garden spaces and amenities in public spaces.	CH-1.9	Edible Parks Program. Partner with nonprofits to expand the City's edible parks program into the downtown, with policies to address maintenance and permit indigenous community harvesting/foraging of parks. The program should include garden spaces, community-maintained edible landscapes, and amenities in public spaces.
Strategy: Support a healthy downtown for all ages and abilities.		STRATEGY: INVEST IN COMMUNITY FACILITIES THAT SERVE PEOPLE OF ALL AGES AND ABILITIES.	
Strategy: Upgrade community centers as shelters for vulnerable residents from climate and other emergencies.			
CH-1.18	Continue to support the Downtown Oakland Senior Center.	CH-1.10	Investing in Indoor Public Facilities. Continue to support and invest in downtown's key indoor public facilities including the Downtown Oakland Senior Center, Lincoln Square Recreation Center, Asian Health Services, Asian Branch Library, African American Museum & Library at Oakland (AAMLO), and Oakland Main Library and ensure that they are able to meet growing demand.
CH-1.19	Provide incentives for the creation of more childcare centers and invest in programs to help subsidize the cost of childcare for vulnerable residents and workers.	CH-1.11	Child/Senior Care Incentives and Subsidies. Provide incentives and funding for the expansion of childcare, recreation, and senior center capacity and invest in programs to help subsidize the cost of childcare and senior services for vulnerable residents and workers.
CH-1.9	Invest in youth and senior-driven programming and facilities for downtown public spaces.	CH-1.12*	Youth/Senior-Driven Programming for Public Spaces. Work with downtown Business Improvements Districts (BIDs), schools, the Oakland Youth Advisory Commission (OYAC), the Downtown Oakland Senior Center, and other youth and senior service providers to support youth and senior-driven programming and facilities for downtown public spaces.

CH-1.8	Protect, maintain and enhance the natural resources that surround downtown, including Lake Merritt and the Channel, estuary waterfront areas, and parks/plazas/open spaces.
Strategy: Explore implementation of community safety and health initiatives.	
CH-1.15	Update CPTED guidelines to reflect best practices and be inclusive of all different users of public space.
CH-1.16	Expand implementation of community safety initiatives, including strengthened community policing and partnerships, expanded bias training for police and other neighborhood peacekeepers, partnerships with mental health service providers, expanded support for community-based service and workforce development organizations serving at-risk youth and re-entry populations, and restorative justice programs and methods.
CH-1.17	Consider reconstituting the OPD Metro Division to increase police coverage of downtown and support long-term relationship-building between OPD, local businesses, entertainment venues and other community members.
CH-1.20	Create and manage needle exchange locations.
CH-1.21	Continue to create and enhance programs that educate the community about sex trafficking, identifying and supporting victims.
Strategy: Develop policy to support clean transportation modes to reduce vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions.	
Strategy: Coordinate land-use regulations and transportation policies for reductions in vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions.	
CH-2.1	Develop policy to support clean transportation modes to reduce vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions.
CH-2.13	Accelerate the electrification of private vehicles and low capacity taxi/TNC vehicles, aiming to improve air quality by significantly reducing tailpipe emissions from transportation.
CH-2.2	Coordinate land-use regulations and transportation policies for reductions in vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions that meet citywide targets established in the resolutions by Council and the City's Energy and Climate Action Plan (ECAP).
Strategy: Require new developments to install and maintain low-impact stormwater detention systems on private property.	

CH-1.13	Supporting Community-Serving Organizations. Continue to support local community-serving organizations and nonprofits, strengthening their ability to connect people to medical care and facilitate equitable response and recovery efforts in the face of public health and other emergencies.
CH-1.14	Food Security Resources & Partnerships. Coordinate with downtown community-serving organizations, the Oakland Unified School District, Alameda County, and other public agencies to ensure that eligible residents and families have access to federal, state, and local food programs, as well
STRATEGY: CONTINUE TO PROTECT THE HEALTH AND ECOLOGY OF DOWNTOWN OAKLAND'S NATURAL RESOURCES, INCLUDING LAKE MERRITT, THE LAKE MERRITT CHANNEL, AND THE ESTUARY WATERFRONT.	
CH-1.15*	Protecting & Enhancing Natural Resources. Protect, maintain, and enhance the natural resources that surround downtown, including Lake Merritt and the Channel, estuary waterfront areas, and parks/plazas/open spaces.
CH-1.16	Lake Merritt Channel Natural Buffer Area. Require a natural buffer area for new developments on either side of the Lake Merritt Channel. Include landscaping guidelines to help support existing wildlife and filter pollutants from stormwater runoff.
STRATEGY: EXPLORE IMPLEMENTATION OF COMMUNITY SAFETY INITIATIVES.	
CH-1.17*	Crime Prevention Through Environmental Design (CPTED) Guidelines. Update CPTED guidelines to reflect best practices and be inclusive of all different users of public space.
CH-1.18*	Community Safety Initiatives. Expand implementation of community safety initiatives, including strengthened community safety partnerships, expanded bias training for police and other neighborhood peacekeepers, partnerships with mental health service providers, expanded support for community-based service and workforce development organizations serving at-risk youth and re-entry populations, business and BID partnerships to deter crime, and restorative justice programs and methods.
CH-1.19	Reimagining Public Safety Task Force. Implement the recommendations of the Reimagining Public Safety Task Force as appropriate downtown to prevent violence, reduce bias in law enforcement, and support long-term relationships between OPD, local businesses, entertainment venues, and other community members.
CH-1.20	Needle Exchange Locations. Create and manage needle exchange locations where people are connected to important case management and harm reduction services that can provide them with the support they need, especially for those individuals who are experiencing homelessness.
CH-1.21	Sex Trafficking Education. Continue to create and enhance programs that educate the community about sex trafficking, particularly identifying and supporting victims.
STRATEGY: COORDINATE LAND-USE REGULATIONS AND TRANSPORTATION POLICIES FOR REDUCTIONS IN VEHICLE MILES TRAVELED (VMT) AND GREENHOUSE GAS (GHG) EMISSIONS.	
CH-2.1*	VMT and GHG Emission Reductions. Identify and provide the necessary infrastructure improvements to support clean modes of transportation, including walking and biking, to reduce vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions.
CH-2.2	Encouraging Electric Vehicle Use. Provide incentives for developers and employers, in partnership with new mobility and fleet service providers, to accelerate the electrification of private vehicles and low-capacity taxi/TNC vehicles, with the goal being to improve air quality by significantly reducing tailpipe emissions from transportation.
CH-2.3*	Meeting ECAP Emissions Targets. Coordinate land-use regulations and transportation policies for reductions in vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions that meet citywide targets established in the resolutions by Council and the City's 2030 Equitable Climate Action Plan (ECAP).
STRATEGY: ENSURE THAT NEW DEVELOPMENTS AND CITY-OWNED BUILDINGS MEET THE MOST UP TO DATE GREEN BUILDING STANDARDS AND CONTRIBUTE TO CITYWIDE AND REGIONAL SUSTAINABILITY GOALS.	

CH-2.4	Require new developments to install and maintain low-impact stormwater detention systems on private property to limit the amount of runoff into drains or surface water bodies including Lake Merritt, the Lake Merritt Channel, and the Oakland Estuary.
CH-2.15	Require high-albedo (reflective) surfaces on rooftops and paving where appropriate, allowing green roofs where appropriate, to reduce the urban heat island effect in downtown.
CH-2.14	Transition to natural gas-free buildings to reduce safety and air quality/health risks in buildings.
CH-2.10	Develop a Green Infrastructure Plan for downtown to improve social, environmental, and economic resilience outcomes with standards and guidelines for the integration of low-impact design elements and strategies to preserve and enhance natural ecosystems for all public realm and capital improvement projects downtown.
CH-2.11	Prioritize the design and implementation of green streets that incorporate trees, landscaping and permeable surfaces to sequester carbon, reduce noise pollution, buffer pedestrians from cars, and manage stormwater, water and air quality. Incorporate also the recommendations of the Oakland 50 Year Urban Forest Master Plan (expected completion 2022).
CH-2.12	Add green buffers along highway edges to filter air pollutants.
Strategy: Maintain up-to-date sea level rise maps to inform future development	
CH-2.5	Make available to potential developers up-to-date mapping of predicted sea level rise (SLR) inundation areas in the Downtown Plan Area based on best available science, a continued high emissions scenario, and appropriate risk tolerance level.
CH-2.6	Require applicants proposing to develop in a future inundation area (as depicted on Figure CH-4) to conduct a SLR vulnerability assessment for the project, prepare project designs accordingly, and submit the assessment and conceptual design to the City for review and approval.
Strategy: Support the implementation of the Sea Level Rise Roadmap, which identified key actions needed to prepare for impacts of climate change.	
CH-2.3	Support the implementation of the Sea Level Rise Roadmap, which identifies key actions needed to prepare for impacts of climate change; critical assets that should be prioritized for safety and resilience to sea level rise and flood risk, particularly for vulnerable neighborhoods; and identified policy regulations and data analysis systems that can support decision making around land use, building, and zoning.

CH-2.4	Low-Impact Stormwater Detention. Require new developments to install and maintain low-impact stormwater detention systems on private property to limit the amount of runoff into drains or surface water bodies including Lake Merritt, the Lake Merritt Channel, and the Oakland Estuary.
CH-2.5	Reflective Rooftops & Paving. Require high-albedo (reflective) surfaces on rooftops and paving where appropriate, allowing green roofs where appropriate, to reduce the urban heat island effect in downtown.
CH-2.6	Building Electrification. Require new and newly renovated buildings to be natural gas-free and support the transition of existing buildings to natural gas alternatives in order to reduce safety and air quality/health risks.
STRATEGY: PLAN FOR AND INVEST IN LOW-IMPACT AND SUSTAINABLE INFRASTRUCTURE DOWNTOWN.	
CH-2.7*	Green Stormwater Infrastructure Plan. Implement the City's Green Stormwater Infrastructure (GSI) Plan, considering the following adaptations of these plans for the Downtown Plan area: Updated plant/tree palette that supports the design goals of different character areas downtown and maximizes the potential for carbon sequestration (longer lived and larger trees will sequester more carbon—refer to the recommendations of the Oakland 50-Year Urban Forest Master Plan); Establishment of innovative low-impact design (LID) solutions for high density or transit oriented development on highly constrained downtown sites with the option to participate in a future in-lieu compliance program for projects that can't meet LID requirements; Identification of areas downtown that are well suited for green stormwater infrastructure, including green buffer zones, which are most impactful at acute pollution sites and second-most impactful where vulnerable populations live and/or gather; and Consideration of 100-year sea level rise projections and risk mitigation when choosing between grey vs. green infrastructure and determining the extent and type of solutions to implement downtown.
CH-2.8*	Implementing Green Streets. Prioritize the design and implementation of green streets that incorporate trees, landscaping and permeable surfaces to sequester carbon, reduce noise pollution, buffer pedestrians from cars, and manage stormwater, water and air quality. Incorporate also the recommendations of the Oakland 50-Year Urban Forest Master Plan (expected completion 2022).
CH-2.9*	Green Buffers Along Highway Edges. Add green buffers along highway edges and along sensitive gathering places, such as schools, to filter air pollutants.
STRATEGY: MAINTAIN UP-TO-DATE SEA LEVEL RISE MAPS TO INFORM FUTURE DEVELOPMENT.	
CH-2.10	Sea Level Rise Mapping. Make available to potential developers up-to-date mapping of predicted sea level rise (SLR) inundation areas in the Downtown Plan Area based on best available science, a continued high-emissions scenario, and appropriate risk tolerance level.
CH-2.11	Sea Level Rise Vulnerability Assessment. Require applicants proposing to develop in a future inundation area (as depicted on Figure CH-4) to conduct a SLR vulnerability assessment for the project, prepare project designs accordingly, and submit the assessment and conceptual design to the City for review and approval.
STRATEGY: SUPPORT THE IMPLEMENTATION OF THE SEA LEVEL RISE ROADMAP, WHICH IDENTIFIED KEY ACTIONS NEEDED TO PREPARE FOR IMPACTS OF CLIMATE CHANGE.	
CH-2.12	Equitable Climate Action Plan & Sea Level Rise Roadmap. Support the implementation of the Equitable Climate Action Plan (ECAP), including the creation of a Climate Vulnerability Assessment and Comprehensive Adaptation Plan for the downtown area, building on the Sea Level Rise Roadmap and 2021 update of the Local Hazard Mitigation Plan, to identify key actions needed to mitigate and prepare for climate change, particularly for vulnerable neighborhoods.

Strategy: Work with local and regional agencies to pro-actively adapt vulnerable infrastructure and identify long-term shoreline protection strategies.	
CH-2.7	Develop designs for a suite of shoreline protection measures, protective setbacks and other adaptation strategies, to be incorporated into future development projects.
CH-2.8	Re-evaluate both Bay flooding and watershed flooding potential at key milestones in the specific plan's 20-year implementation horizon, to manage for changing sea level rise projections.
CH-2.9	Prepare a sea level rise strategy for the Plan Area as part of a regional strategy to address rising water levels in the San Francisco Bay, and coordinate with the City's broader climate adaptation efforts.
Strategy: Upgrade community centers as shelters for vulnerable residents from climate and other emergencies.	
CH-1.22 & CH-1.23 & CH-2.16	<p>Prioritize capital improvements and maintenance of public facilities such as libraries, cultural centers and recreational centers to ensure mechanical systems are adequate for them to serve as cooling centers and air quality respite shelters.</p> <p>Explore capital improvements to convert one or more downtown public facilities to essential service facilities.</p> <p>Support cultural and civic facilities (libraries, museums, landmarks, etc.) as disaster preparedness and relief centers, providing emergency social services in times of distress (cooling stations, food distribution, shelter, etc.).</p>
Not included as policy in 2024 plan:	
Strategy: Provide resources and amenities for the unsheltered residents of downtown.*	
C-1.12	Provide secure storage lockers for the unsheltered residents of downtown in places where they can access them.
C-1.13	Provide creatively designed public drinking water, trash, and restroom facilities in parks and other public spaces, including re-opening restrooms in parks that have been closed due to understaffing.
C-1.14	Work with downtown libraries to create a safe daytime shelter, community gathering and services program for Oakland's unhoused and vulnerable residents.

STRATEGY: WORK WITH LOCAL AND REGIONAL AGENCIES TO PROACTIVELY ADAPT VULNERABLE INFRASTRUCTURE AND IDENTIFY LONG-TERM SHORELINE PROTECTION STRATEGIES.	
CH-2.13	Shoreline Protection Measures. Develop recommendations and regulations for a suite of shoreline protection measures, protective setbacks, and other adaptation strategies, to be incorporated into future development projects.
CH-2.14	Evaluating Bay/Watershed Flooding Potential. Re-evaluate both Bay flooding and watershed flooding potential at key milestones in the specific plan's 20-year implementation horizon, to manage for changing sea level rise projections.
CH-2.15	Sea Level Rise Regional Strategy. Prepare a sea level rise (SLR) strategy for the Plan Area as part of a regional strategy to address rising water levels in the San Francisco Bay, and coordinate with the City's broader climate adaptation efforts.
STRATEGY: UPGRADE COMMUNITY CENTERS TO PROVIDE CARE AND/OR SHELTER FOR VULNERABLE RESIDENTS DURING CLIMATE, PUBLIC HEALTH, AND OTHER EMERGENCIES.	
CH-2.16	Public Facilities for Resilience & Relief. Prioritize capital improvements and maintenance of public facilities such as libraries, senior centers, cultural centers, parks, and recreational centers to ensure that they can function as essential service facilities, respite centers, and local assistance centers, providing emergency social and medical services in times of distress (cooling and clean air stations, food and vaccine distribution, testing centers, evacuation/disaster shelters, etc.) and acting as neighborhood hubs that empower communities to build resilience.

LAND USE & URBAN DESIGN

2019 Public Review Draft Plan	
Strategy: Designate Workplace Opportunity sites	
LU-1.4	Designate 'Office Priority Sites' in key areas of downtown such as City Center and the Lake Merritt Office District, which require a certain percentage of gross floor area to be dedicated to commercial office space.
Strategy: Unlock bonus development potential in exchange for needed community benefits	
LU-1.3	Create and adopt a development incentive program for downtown that works seamlessly with updated zoning regulations and addresses the community's most pressing needs.
Strategy: Draft streetscape and public frontage design standards and implement streetscape and connectivity improvements	
LU-1.5	Draft and adopt design guidelines to support the intended physical character and land uses of the Character Areas, to better connect parks and open spaces to one another as well as neighborhoods outside downtown, including connecting the downtown core with the waterfront. Public streets and rights-of-way can be used for playful and active recreation, community gathering, economic activity, art, cultural activities, and urban greening. Use the City's Small Project Design Guidelines and Design Guidelines for Corridors and Commercial Areas as a starting point.
LU-2.5	Coordinate new downtown development to ensure that construction downtown does not interfere with the accessibility of streets and public spaces, and is coordinated to the extent feasible to minimize negative impacts to small businesses.
Strategy: Establish a Development Hierarchy based on Land Use Character and Intensity Maps, support a variety of building types and forms that in turn support pedestrian activity, and create safe, quality public spaces	
LU-1.1	Revise zoning regulations within the Downtown Plan area to reflect community goals and feasible development potential. This new zoning framework should address the need for a clear development hierarchy, improved public space standards, expanded frontage requirements and principles, building-form criteria, rational lot requirements, and a streamlined development process to ensure flexibility and predictability for developers and the community.
LU-1.2	Encourage incremental development to fill in gaps in the existing urban fabric, while also identifying opportunities for larger and more transformative developments.

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STRATEGY: DESIGNATE EMPLOYMENT PRIORITY SITES.	
LU-1.1	Designating Employment Priority Sites. Designate 'Employment Priority Sites' in key areas of downtown such as City Center and the Lake Merritt Office District, requiring a certain amount of gross floor area to be dedicated to commercial office space.
STRATEGY: PRESERVE AND ENHANCE DESIGNATED INDUSTRIAL AREAS AND ENCOURAGE MORE PRODUCTION, DISTRIBUTION, AND REPAIR (PDR) USES.	
LU-1.2	Preservation of Industrial Land Uses. Revise zoning and amend the General Plan to preserve and enhance industrial areas downtown. Include policies and regulations to protect existing and encourage more production, distribution, and repair (PDR) uses.
STRATEGY: UNLOCK BONUS DEVELOPMENT POTENTIAL IN EXCHANGE FOR NEEDED COMMUNITY BENEFITS.	
LU-1.3	Development Incentive Program. Create and adopt a voluntary development incentive program for downtown that works seamlessly with updated zoning regulations and addresses the community's most pressing needs while streamlining approvals for participating projects.
STRATEGY: ENSURE THAT BUILDING AND STREET DESIGN SUPPORT PEDESTRIAN ACTIVITY AND ENHANCE PUBLIC SPACES.	
LU-1.4	Streetscape & Building Frontage Standards. Draft and adopt streetscape and building frontage design standards to support the desired physical character for specific downtown neighborhoods and districts and to activate key pedestrian corridors. Streets and public rights-of-way can be used for play and active recreation, safe and comfortable travel, community gathering, economic activity, art, cultural activities, and urban greening. Use the City's existing Small Project Design Guidelines and Design Guidelines for Corridors and Commercial Areas as a starting point.
LU-1.5	Development Requirements Near Parks/Open Space. Adopt regulations and processes for new downtown development projects near current and future parks and public spaces to both enhance and improve access to those community amenities.
LU-1.6	Mitigating Construction Impacts. Coordinate new downtown development to ensure that construction downtown does not interfere with the accessibility of streets and public spaces and is coordinated to the extent feasible to minimize negative impacts to small businesses.
STRATEGY: IMPLEMENT STREETScape, PUBLIC SPACE, AND CONNECTIVITY IMPROVEMENTS.	
LU-1.7	Streetscape & Public Space Improvements. Implement streetscape and public space improvements, including the design and construction of new shared streets, paseos, plazas, and parks, as well as the construction of new and improved bicycle and pedestrian facilities, landscaping, and wayfinding along the West Oakland Walk and Green Loop connections shown in Figure LU-16.
STRATEGY: ENSURE THAT NEW DEVELOPMENT AND INFRASTRUCTURE CONTRIBUTE TO CITYWIDE SUSTAINABILITY AND RESILIENCE GOALS.	
LU-1.8	Sustainable & Resilient Growth Regulations. Establish and enforce new policies, regulations, and building construction standards that ensure new development and infrastructure help Oakland achieve its sustainability goals and respond adequately to climate uncertainties such as sea level rise, drought, and fire.
STRATEGY: ESTABLISH A CLEAR DEVELOPMENT HIERARCHY THAT SUPPORTS A VARIETY OF BUILDING TYPES & FORMS TO MEET COMMUNITY NEEDS.	
LU-1.9	Downtown Planning Code Revisions. Revise zoning regulations and maps within the Downtown Plan area to reflect community goals and feasible development potential. This new zoning framework should address the need for a clear development hierarchy, improved public space standards, expanded frontage requirements and principles, building-form criteria, rational lot requirements, and a streamlined development process to ensure flexibility and predictability for developers and the community and to maximize the amount of positive development downtown.
LU-1.10	Infill & Large-Scale Redevelopment. Encourage incremental development to fill in gaps in the existing urban fabric, while also identifying opportunities for larger and more transformative developments.

Strategy: Support cultural districts through zoning	
LU-2.3	Establish a Cultural Districts Program and use the zoning regulations developed in support of such a program to both require and incentivize specific uses identified by the community as priorities in those areas.
Strategy: Pursue an Adaptive Reuse Ordinance	
LU-2.1	Draft and adopt an Adaptive Reuse Ordinance that facilitates the reuse of older and underutilized buildings by relaxing typical building and zoning requirements and by providing flexibility in the approval and permitting process when buildings are converted to new uses. Consider also applying the CHBC to buildings in APis.
Strategy: Study Transfer of Development Rights (TDR) program	
LU-2.2	Study and develop an updated Transfer of Development Rights (TDR) program that will assist in overall preservation efforts downtown.
Not included as policy in 2024 plan:	

STRATEGY: SUPPORT CULTURAL & ENTERTAINMENT AREAS AND EXPAND ARTS, CULTURE, AND MAKER USERS THROUGHOUT DOWNTOWN.	
LU-2.1	Citywide Cultural Districts Program. Establish a Citywide Cultural Districts Program and support cultural and entertainment districts using specific zoning tools to both incentivize and require specific uses identified by the community as priorities in those areas.
	<p>Zoning for Arts and Culture Uses. Implement zoning and land use regulations to preserve and enhance existing and encourage new space for arts, culture, assembly, and custom production/maker uses throughout downtown, including:</p> <p>Creating Cultural District overlays with specific zoning requirements that encompass smaller areas within established "Cultural Districts," beginning with the adopted BAMBd;</p> <p>Establishing a new arts & culture land use category in the Planning Code, and expanding/Updating categories for artisan, custom production, and other arts-related and culturally significant uses;</p> <p>Implementing incentives such as Floor Area Ratio (FAR)/height bonuses in exchange for providing new arts and culture spaces</p> <p>Implementing streamlined permitting for the adaptive reuse and preservation of early 20th century production buildings in the Jack London & KONO areas;</p> <p>In designated areas, requiring new developments of a certain size to dedicate a minimum gross floor area or percentage of ground floor space to arts & culture uses;</p>
LU-2.2	<p>Requiring developments that directly displace existing arts, culture, and maker uses of a certain size to provide replacement space on site, or provide an in-lieu contribution for relocation assistance;</p> <p>Allowing rooftop open spaces;</p> <p>Requiring noise disclosures in new residential buildings located near entertainment, industrial, maker, artist, and cultural activities;</p> <p>Establishing a temporary use classification that could apply to temporary art installations, as well as pop-up art & assembly uses for a pre-determined period of time;</p> <p>Working with the Building Bureau to identify the "occupancy status" of vacant buildings to determine those that could accommodate artistic, retail, or nonprofit uses;</p> <p>Evaluating and changing City requirements to make it easier to change the occupancy requirements of vacant buildings to serve as temporary arts uses;</p> <p>Considering ways to streamline permitting, reduce approval process time, and reduce permit fees for temporary and/or affordable arts space; and</p> <p>Evaluating State Assembly Bill 2719, 'Mobile retail operations and pop-up operations: model local ordinance or resolution'.</p>
STRATEGY: PURSUE ADAPTIVE REUSE.	
LU-2.3	Adaptive Reuse Ordinance. Draft and adopt an adaptive reuse provisions in the Planning Code that facilitate the reuse of older and underutilized buildings by relaxing typical building and zoning requirements and by providing flexibility in the approval and permitting process when buildings are converted to new uses. Encourage the use of the California Historical Building Code (CHBC).
STRATEGY: DEVELOP AN UPDATED TRANSFER OF DEVELOPMENT RIGHTS (TDR) PROGRAM.	
LU-2.4	Transfer of Development Rights. Develop an updated Transfer of Development Rights (TDR) program that will incentivize the rehabilitation and preservation of smaller-scale and historic properties that have excess development potential.

LU-2.4	Study updating the City's demolition findings to facilitate new compatible development near the outer edges of fragmented Areas of Primary and Secondary Importance. This would require tailored design guidelines to help ensure architectural compatibility.
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IMPLEMENTATION

2019 Public Review Draft Plan		2024 Final Draft Plan	
	<p>Continue regular meetings of the DOSP Interdepartmental Coordinating Committee to coordinate implementation between departments.</p> <p>Dedicate resources to and develop a structure for ongoing implementation of specific plans, including policy projects, ongoing coordination between departments, and organization of the Interdepartmental Coordinating Committee and Specific Plan Implementation Committee.</p>	IE-1.1	Continued Engagement During Implementation. Pursue ongoing implementation of Downtown Specific Plan actions to satisfy Plan goals, outcomes, and policies with continued coordination and oversight among respective committees, departments, and Community Groups, including broader public engagement as needed.
	Establish a Specific Plan Implementation Committee, with broad representation for area residents and community stakeholders, to monitor and assess the implementation of Specific Plans and provide annual reports to the Planning Commission and City Council.	IE-1.2	Specific Plan Implementation Committee. Establish a Specific Plan Implementation Committee, with broad representation for area residents and community stakeholders, to monitor and assess the implementation of Specific Plans and provide annual reports to the Planning Commission.
	Populate the Specific Plan Implementation Committee with an inclusive constituency of underrepresented populations, youth, older adults, and people with disabilities, as well as business and institutional representatives.	IE-1.3	Inclusive Committee Representation. Populate the Specific Plan Implementation Committee with an inclusive constituency of underrepresented populations, youth, older adults, and people with disabilities, representatives of essential civic assets such as parks and libraries, as well as business and institutional representatives.
	With the participation of a Specific Plan Implementation Committee, review the Downtown Oakland Specific Plan every year to report on progress, evaluate whether the strategies are achieving the desired equity and other outcomes, evaluate whether strategies are still appropriate, and update as needed.	IE-1.4	Annual Review. With the participation of a Specific Plan Implementation Committee, review the Downtown Oakland Specific Plan every year to report on progress, evaluate whether the strategies are achieving the desired equity and other outcomes, evaluate whether strategies are still appropriate, and update as needed.
	Conduct racial equity impact assessments of Plan actions as they are developed after adoption to ensure that investments, programs and policies narrow disparities and do not have unintended negative consequences on vulnerable populations.	IE-1.5	Racial Equity Impact Assessments. Utilize Racial Equity Impact Assessments (REIA) when implementing and evaluating the success of Plan outcomes, strategies, and supporting policies, as a systemic examination of how different racial and ethnic groups will likely be affected.
Not included as policy in 2024 plan:			
	Create an Economic Development Commission tasked with implementing economic opportunity and workforce development aspects of the Downtown Specific Plan.		