

Attachment B: Equity Framework

Equity Framework of the Downtown Oakland Specific Plan

The attached Equity Framework is an excerpt from the Vision and Goals Chapter of the *Draft Downtown Oakland Specific Plan*, published August 2019. The Equity Framework is not a standalone racial equity section, but an introductory summary of the role equity plays in the *Draft Plan*.

The Equity Framework describes the approach, key assumptions, and process undergone to re-launch the Downtown Oakland Specific Plan process and incorporate equity goals, analysis and policy. It goes on to identify the key racial disparities that the City will measure progress on relative to the Specific Plan, and to summarize the policies found throughout the many chapters of the plan that are expected to reduce those disparities.

Equity Framework

The Downtown Plan's overarching equity goal is to reduce racial disparities by shaping a downtown that provides fair and equitable access to all the opportunities that lie at the heart of Oakland: jobs, training, housing, services, government, cultural expression, and a vibrant civic life. This includes countering forces that have led to the displacement of people, businesses, cultures and communities of color from downtown and citywide.

KEY ASSUMPTIONS

The focus on race and equity throughout this plan responds to the fact that most indicators of well-being in Oakland and across the nation show disparities by race. Race is a principal predictor of disproportionately skewed outcomes throughout the general population and within marginalized groups based on gender identity, ability, sexual orientation, socioeconomic class, citizenship status, religion, etc. Whenever we remove systemic racialized barriers to opportunity, then we change outcomes across these specific populations, allowing all Oaklanders to benefit from living in a flourishing, transformed city and experience economic security and opportunity in healthy, vibrant communities. Throughout the Public Review Draft Plan, policies propose additional attention and resources to the populations who are harmed by these disparities with the explicit goal of removing racialized barriers to opportunity in order to, in the best case scenario, reduce or eliminate these disparities, or at the very least not widen them.

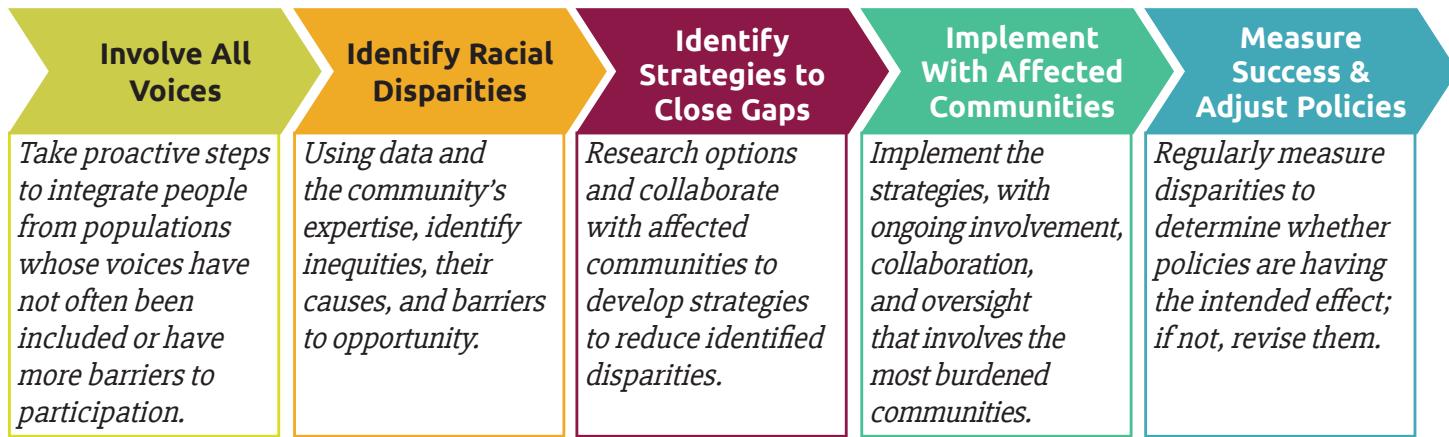


Figure VG-1: Equity Approach

PROCESS

Communities of color expressed concerns early in the planning process that a downtown plan might exacerbate the gentrification and displacement already occurring in Oakland. In response, starting in 2016 the City's Strategic Planning Division worked with the City's Department of Race and Equity and an equity consultant team, led by the Institute for Sustainable Economic, Educational, Environmental Design (I-SSEEED), to center this planning effort on equity and addressing the needs of the city's most vulnerable communities. The resulting process involved members of those communities, included analysis of disparity data, proposed equity-related outcomes, and evaluated possible policy directions. This work was based on the racial equity impact assessment (REIA) and results-based accountability (RBA) models, which together involve identifying and measuring indicators of racial disparities; including affected communities in identifying and designing solutions to those disparities; and assessing proposed strategies to determine whether they might close or widen the identified disparity gaps.

Key Downtown Disparities

Some of the primary indicators of disparity, i.e. equity indicators, that the Downtown Oakland Specific Plan identified are summarized below. These equity indicators, plus additional measures specific to each plan topic (such as community health and transportation), will set the baseline conditions against which the City will measure progress towards achieving equitable outcomes. As the Downtown Plan is implemented, the efficacy of each strategy and policy to reduce the disparities will be evaluated. A list of the measures of success is presented in each chapter of this Public Review Draft Plan.

1. HOUSING COST BURDEN

By definition, a housing cost-burdened household spends more than 30% of its income on housing. Housing is usually the single largest expense for households, so whenever households need to pay more than 30% of their income for housing, particularly low-income families and households of color, then little remains for food, health care, education, and other needs. According to 2015 data from the PolicyLink/PERE *National Equity Atlas*, the largest disparity exists in the housing cost burden between White and Black households: White households had the lowest rates of housing cost burden, with 29.1% burdened and Black households had the highest rates, with 44.6% burdened. A larger disparity also exists between White and Black renter households, for whom the rates of cost burden are 40.1% and 63.4%, respectively¹.

2. HOMELESSNESS

During a 2019 point-in-time survey in Oakland, a total of 2,761 individuals were counted as experiencing homelessness, which represented a 26% increase from 2015. Homeless advocates estimate that the actual number is closer to 9,000. Of individuals experiencing homelessness, more than two-thirds (68%)

¹ City of Oakland Planning and Building Department. *Downtown Oakland Disparity Analysis*. 2018, pp 23.

identified as African American or Black, despite them constituting only 26% of Oakland's overall population. Over half of the survey respondents cited "money issues" as the primary reason they are homeless. With more people unable to afford housing, the Oakland is seeing higher levels of homelessness, along with the associated deterioration of physical and mental health and of social outcomes.

3. DISPLACEMENT

The UC Berkeley Center for Community Innovation developed an index to characterize places that historically housed vulnerable populations, but have since experienced significant demographic shifts, as well as real estate investment. According to this index, much of downtown is characterized as undergoing "ongoing gentrification/displacement." Although this measure addresses demographics, the community is also concerned with cultural displacement, such as fewer opportunities for cultural expression, culturally relevant businesses, community institutions, and a sense of belonging.

4. DISCONNECTED YOUTH

"Disconnected youth" refers to young people ages 16-24 who are neither working nor in school. Limited access to education and job experience early in life, along with health impacts and exposure to the criminal justice system, can have lasting impacts, such as lower earnings, higher public expenditures, lower tax revenues, and lost human potential. Citywide in 2015, the White population had the lowest percentage of youth who were neither working nor in school at 8.3%, and the Black population had the highest at 20.8%.

5. UNEMPLOYMENT RATE

In 2015, the average unemployment rate in downtown was 14.1% for the Black population, 14.1% for the Hispanic population, 10.3% for the Asian population, and 5.7% for the White population. Racial differences in employment result from corresponding disparities in education and training, as well as barriers to employment for workers of color such as English language ability, immigration status, involvement with the criminal justice system lack of transportation access, and racial discrimination and bias among employers and institutions.

6. MEDIAN INCOME

In 2014, median household income for the White population in downtown was \$85,489, nearly twice that of Latinx (\$45,731) and Asian (\$44,418) households, and more than twice the income of Black households (\$35,983).² Wage and employment gaps by race or gender impact the entire Oakland economy. Closing these gaps by addressing discrimination, boosting educational attainment, and ensuring strong, rising wages for low-income jobs is good for families and leads to more consumer spending, which is a key driver of economic growth and job creation. Note that wage data does not address the wealth gap between White households and households of color, which considers a household's savings and assets, and is more significant even than the wage gap.

² City of Oakland Planning and Building Department. *Downtown Oakland Disparity Analysis*. 2018, pp 31.



Key Policies

All policies in the Public Review Draft Plan — whether related to transportation, economics, housing, urban design or arts and culture — have been assessed for possible equity impacts and revised to reduce disparities, or, at the very least, not to widen them. However, there are some key policies that have been identified as having a greater impact in reducing inequities. These policies expected to close identified disparity gaps are summarized in the table below.

Table VG-1: Key Policies with Equity Impacts

Strategy or Policy	Policy Summary
EQT-1 Housing Cost Burden	
Economic Opp (E-1.1)	Implement measures to ensure that new development provides funding/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.
Housing (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 affordable housing units including units designed to accommodate larger families out of a total housing production target of 29,100 new units.
Housing (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).
Housing (H-1.2)	Leverage the city's inventory of publicly-owned land in a manner that supports housing affordability.
Housing (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.
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.
Housing (H-1.5)	Study increasing the City's jobs-housing linkage fee for non-residential development.
Housing (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.
Housing (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.
Housing (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.
Housing (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.
Housing (H-2.1)	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.
Housing (H-2.2)	Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs.
Housing (H-2.8)	Maintain effective enforcement of rent adjustment and just cause eviction laws.
Housing (H-2.12)	Continue applying State and local first-time homebuyer programs in downtown to enhance stable ownership opportunities, and consider modifying programs to allow former Oakland residents to apply.
Housing (H-2.3)	Develop a process to expedite the review and approval of planning and building permits for 100% affordable housing projects.

VISION & GOALS

EQUITY FRAMEWORK

Strategy or Policy	Policy Summary
Housing (H-3.1)	Incorporate artist-serving housing into the City's affordable housing Notice of Funding Availability (NOFA) process scoring criteria.
Mobility (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 by the creation of I-980, and supporting walking, biking, and transit.
EQT-2 Homelessness	
Housing (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.
Housing (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.
Housing (H-2.2)	Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs.
Housing (H-2.7)	Pursue additional funding for expanded renter services and counseling.
Housing (H-2.8)	Maintain effective enforcement of rent adjustment and just cause eviction laws.
Housing (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.
Housing (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.
Housing (H-2.6)	Continue implementation of services for encampment areas, including health and hygiene interventions, provision of Community Cabins facilities, and temporary shelters.
Housing (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.
Comm Health (CH-1.12)	Provide secure storage lockers for unsheltered residents in places where they can access them.
Comm Health (CH-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.
Comm Health (CH-1.14)	Work with downtown libraries to create a safe daytime shelter, community gathering and services program for Oakland's unhoused and vulnerable residents.
Comm Health (CH-1.20)	Create and manage needle exchange locations.
Comm Health (CH-1.22)	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.
Comm Health (CH-1.23)	Explore capital improvements to convert one or more downtown public facilities to essential service facilities.
EQT-3 Displacement	
Economic Opp (E-1.1)	Implement measures to ensure that new development provides funding/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.
Housing (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).
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.
Housing (H-2.1)	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.

Strategy or Policy	Policy Summary
Housing (H-2.2)	Continue to partner with and fund nonprofit housing organizations to acquire and rehabilitate SROs.
Housing (H-2.7)	Pursue additional funding for expanded renter services and counseling.
Housing (H-2.8)	Maintain effective enforcement of rent adjustment and just cause eviction laws.
Housing (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.
Housing (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.
Housing (H-2.12)	Continue applying State and local first-time homebuyer programs in downtown to enhance stable ownership opportunities, and consider modifying programs to allow former Oakland residents to apply.
Housing (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.
Housing (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 for broader economic reasons. Explore legally compliant ways of targeting homeownership and rental assistance to former residents harmed by discriminatory housing policies such as redlining and predatory lending. Allow such individuals or groups to apply for local assistance programs.
Housing (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.
Housing (H-3.1)	Incorporate artist-serving housing into the City's affordable housing Notice of Funding Availability (NOFA) process scoring criteria.
Housing (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.
Economic Opp (E-2.3)	Develop and continually update requirements or incentive options for new development to provide affordable space for arts, nonprofit organizations, and small, local, culturally-specific businesses.
Economic Opp (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.
Economic Opp (E-2.9)	Pursue creation of a nightlife district and strategy in downtown locations such as Uptown and the Black Arts Movement & Business District (BAMBD); design the strategy to accommodate these uses at a variety of price points, and support attraction of diverse populations. Ensure the strategy provides support for Black-owned and Black-oriented businesses.
Economic Opp (E-2.8)	Provide affordable space for entrepreneurs and small, local retailers, artists, and artisans by exploring the implementation of a land trust model, and by expanding Oakland's master leasing efforts, in which the City or a nonprofit intermediary leases or sub-leases space to tenants meeting criteria such as length of residency in Oakland, location of residence, economic status, and disability status.
Economic Opp (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.
Economic Opp (E-2.14)	Pursue additional funding for the façade tenant improvement program and restructure the program to focus on assisting businesses and nonprofits that meet criteria for income and location in established cultural districts.
Economic Opp (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.

VISION & GOALS

EQUITY FRAMEWORK

Strategy or Policy	Policy Summary
Economic Opp (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.
Economic Opp (E-3.5)	Partner with local nonprofits to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown.
Culture Keeping (C-1.1)	Establish a 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.
Culture Keeping (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.
Culture Keeping (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.
Culture Keeping (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.
Culture Keeping (C-1.10)	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.
Culture Keeping (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.
Culture Keeping (C-3.6)	Incentivize the use of privately-owned, vacant, or underutilized buildings as temporary affordable art or social enterprise space.
Culture Keeping (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.
Culture Keeping (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.
Culture Keeping (C-3.5)	Expand existing technical assistance in business and marketing, and support the extension of CAST's Keeping Space Oakland program, which provides technical and financial real estate support for arts organizations facing displacement, particularly for artists of color and from vulnerable communities.
Culture Keeping (C-3.2)	Consider a master lease program where a nonprofit intermediary, like CAST or EBALDC, could partner with building owners to sub-lease underutilized ground-floor spaces to artists and arts organizations.
Land Use (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.
Land Use (LU-2.2)	Study and develop an updated Transfer of Development Rights (TDR) program that will assist in overall preservation efforts downtown.
Land Use (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.
Land Use (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.
EQT-4 Disconnected Youth	
Economic Opp (E-3.2)	Develop incentives for contractors/builders to hire local workers, with a focus on increasing equitable representation of groups most impacted by racial disparities and other priority populations, including justice-involved individuals.

Strategy or Policy	Policy Summary
Economic Opp (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.
Economic Opp (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.
Culture Keeping (C-2.1)	Program and encourage youth activities in public spaces and businesses.
Comm Health (CH-1.9)	Invest in youth and senior-driven programming and facilities for downtown public spaces.
EQT-5 Unemployment Rate	
Economic Opp (E-3.2)	Develop incentives for contractors/builders to hire local workers, with a focus on increasing equitable representation of groups most impacted by racial disparities and other priority populations, including justice-involved individuals.
Economic Opp (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.
Economic Opp (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.
Economic Opp (E-3.5)	Partner with local nonprofits to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown.
Land Use (LU-1.3)	Create and adopt a streamlined development incentive program for downtown that works seamlessly with updated zoning regulations and addresses the community’s most pressing needs.
EQT-6 Median Income	
Economic Opp (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.
Economic Opp (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.
Economic Opp (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.
Economic Opp (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.
Economic Opp (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.
Economic Opp (E-3.5)	Partner with local nonprofits to enhance outreach, training, and capacity-building activities for small, local suppliers/vendors, and to match these businesses with large employers in Downtown.
EQT-7 Other Equity Concerns	
Economic Opp (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.
Housing (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.
Housing (H-2.14)	Ensure habitability standards for residents of affordable and market rate housing developments.

VISION & GOALS

SECTION

Strategy or Policy	Policy Summary
Mobility (M-2.2)	Improve passenger amenities, including wayfinding in multiple languages
Mobility (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).
Mobility (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.
Mobility (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.
Mobility (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).
Mobility (M-2.3)	Reconfigure transit service in Jack London and Chinatown to better connect with regional transit and improve bus transit connections between downtown and East Oakland.
Mobility (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.
Mobility (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.
Mobility (M-2.4)	Work with transit agencies to offer a low-income transit pass to reduce the cost of transit fare.
Mobility (M-2.6)	Name transportation facilities to reflect the character of the place they serve (e.g. Chinatown).
Mobility (M-3.2)	Decrease freeway traffic on local streets through improvements in the Oakland/Alameda Access Project.
Mobility (M-3.7)	Expand the Park Oakland 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.
Mobility (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 by the creation of I-980, and supporting walking, biking, and transit.
Mobility (M-3.10)	Adopt stronger regulations to ensure safe access for pedestrians, bicyclists, and transit riders of all abilities during construction projects downtown.
Comm Health (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.
Comm Health (CH-1.15)	Update CPTED guidelines to reflect best practices and be inclusive of all different users of public space.
Comm Health (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.
Comm Health (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.
Comm Health (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.

Strategy or Policy	Policy Summary
Comm Health (CH-2.3)	Support the implementation of the Sea Level Rise Roadmap, which identifies key actions needed to prepare for impacts of climate change; particularly for vulnerable neighborhoods.
Comm Health (CH-2.12)	Add green buffers along highway edges to filter air pollutants.
Comm Health (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.
Comm Health (CH-2.14)	Transition to natural gas-free buildings to reduce safety and air quality/health risks in buildings.
Comm Health (CH-2.16)	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.).
Land Use (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.
Engagement (IMP-155)	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.
Engagement (IMP-156)	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.
Engagement (IMP-159)	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.
Engagement (IMP-160)	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.
Engagement (IMP-161)	Create an Economic Development Commission tasked with implementing economic opportunity and workforce development aspects of the Downtown Specific Plan.