

DOWNTOWN OAKLAND SPECIFIC PLAN (DOSP)

City Council

July 16, 2024



3 | COMMUNITY INVOLVEMENT



Project Initiation

2015-2016

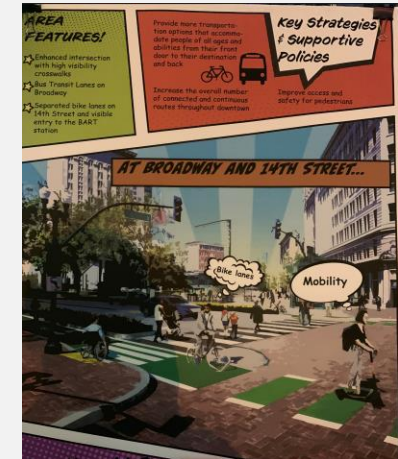


2017-2018



Plan Drafting & Iteration

2018-2019



2020-2023



Racial Equity Re-Launch



Final Plan, Zoning & Adoption



4 | COMMUNITY INVOLVEMENT

- **125+ Community and stakeholder meetings and public events**
 - Large community workshops, 10-day open house on Broadway, topic-focused equity working groups, neighborhood meetings (Chinatown, BAMBD, Old Oakland, Art & Garage, Jack London), Youth Summit, SPUR panels, and events such as farmers' markets and Black Joy Parade
- **20+ meetings with Community Advisory Group (CAG)**
 - Participants included EBHO, Oakland Heritage Alliance, BAMBD CDC, Malonga Center, non-profit and for-profit developers, artists and arts organizations, BIDs, local business owners, chambers
- **35+ racial equity focus groups and one-on-one interviews**
 - Including Asian Health Services, East Oakland Building Healthy Communities, the Oakland Food Policy Council, and advocates for people with disabilities
- **30+ Board and Commission Meetings**
 - Including Mayor's Commissions on Aging & Persons with Disabilities, Zoning Update Committee, Landmarks Preservation, Youth, Parks and Recreation, Bicycle and Pedestrian, Arts, Library
- **Surveys**
 - Online with educational videos, events such as Lunar New Year and Latham Square Third Thursdays, interviews at St. Vincent de Paul, chalkboard surveys in Lincoln Square Park and Uptown, older adults and people with disabilities (developed with disability advocates)

5 | OVERVIEW: WHAT WILL THE PLAN DO?

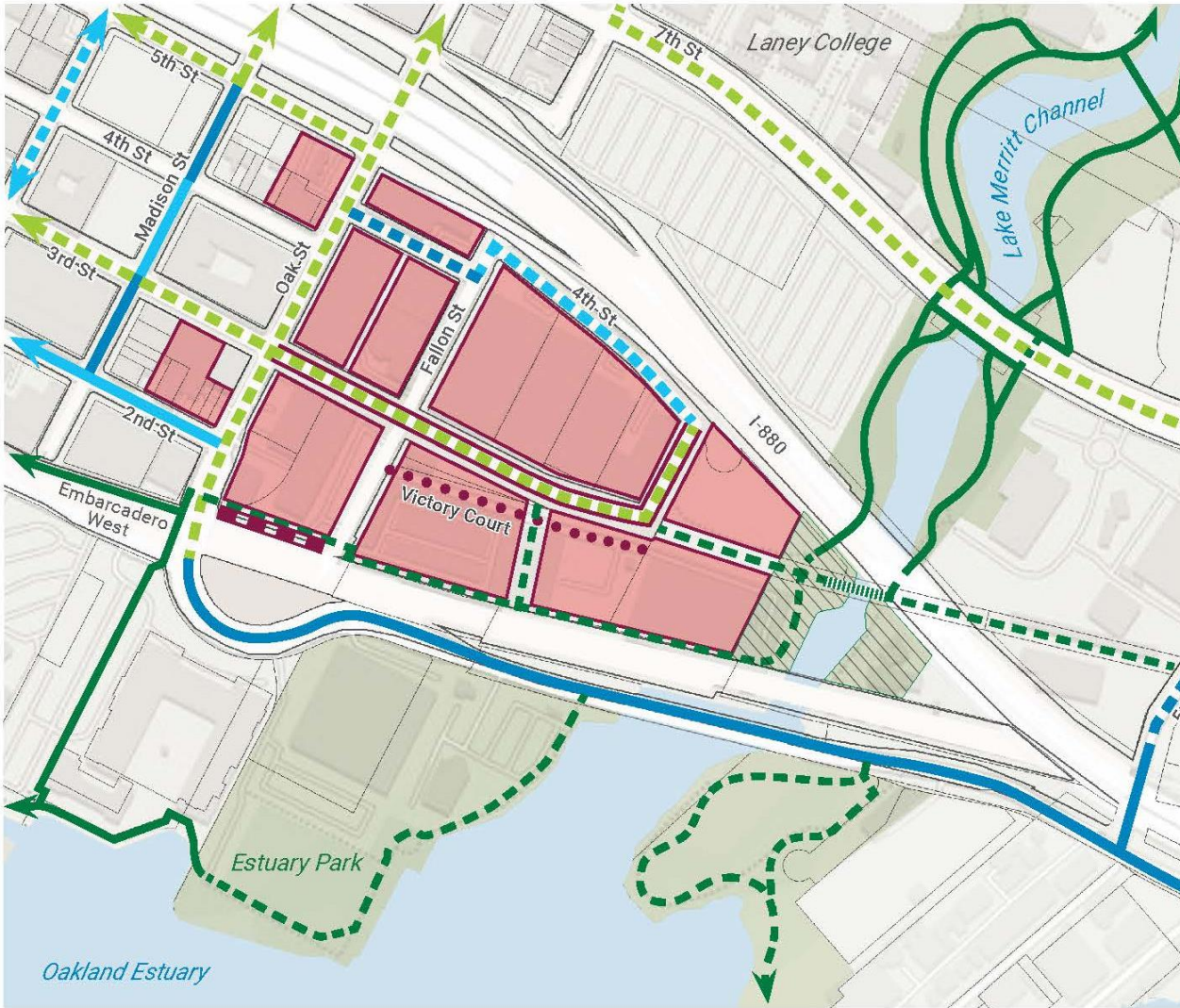


- 29,000 new housing units (4,365-7,275 affordable, with focus on lowest income)
- 60,000 new jobs
- Generate tax revenues for City services and maintenance
- Enliven downtown as a thriving, safe mixed-use neighborhood
- Lift up and protect Oakland's artists, entrepreneurs and culture-bearers
- Build community wealth to overcome racial disparities

6 | OVERVIEW: WHAT WILL THE PLAN DO?

- **Modernize and broaden the role of downtown**
 - Mixed uses with housing and entertainment, R&D and industrial jobs rather than just office
- **Increase housing and jobs near transit**
 - Streamline and provide community benefits
- **Expand funding for public services**
 - One-time development impact fees and more significant long-term tax revenues
- **Revitalize local businesses and enhance public safety**
 - Stem cultural displacement, fill vacant ground floor spaces
- **Prepare for climate change and sea level rise**
 - Comprehensive infrastructure and adaptation plans in development projects and regionally
- **Reconnect West Oakland with Downtown**
 - Thoughtfully re-envision I-980 and repair harm done to Black community

7 | FOCUS AREAS: VICTORY COURT & GREEN LOOP



Victory Court



Green Loop

8 | FOCUS AREAS: I-980 & BAMBD



I-980



BAMBD

WHAT'S CHANGED SINCE 2019? NEW & UPDATED DATA, POLICIES, STRATEGIES



Updated Strategies/Policies

- Updated affordable housing targets to reflect the City's revised Permanent Access to Housing (PATH) Framework
- Updated data and maps, such as Sea Level Rise

Pandemic Recovery Strategies

- Mixed-use downtown: arts, culture, housing & non-office jobs
- Center racial equity & BAMBD businesses, culture & nightlife
- Build an equitable economy
- Invest in community infrastructure & an active, safe street life

10 | RECAP: HOW WILL THE DOSP ACHIEVE ITS GOALS?

Immediate/concurrent actions to be adopted with the Plan

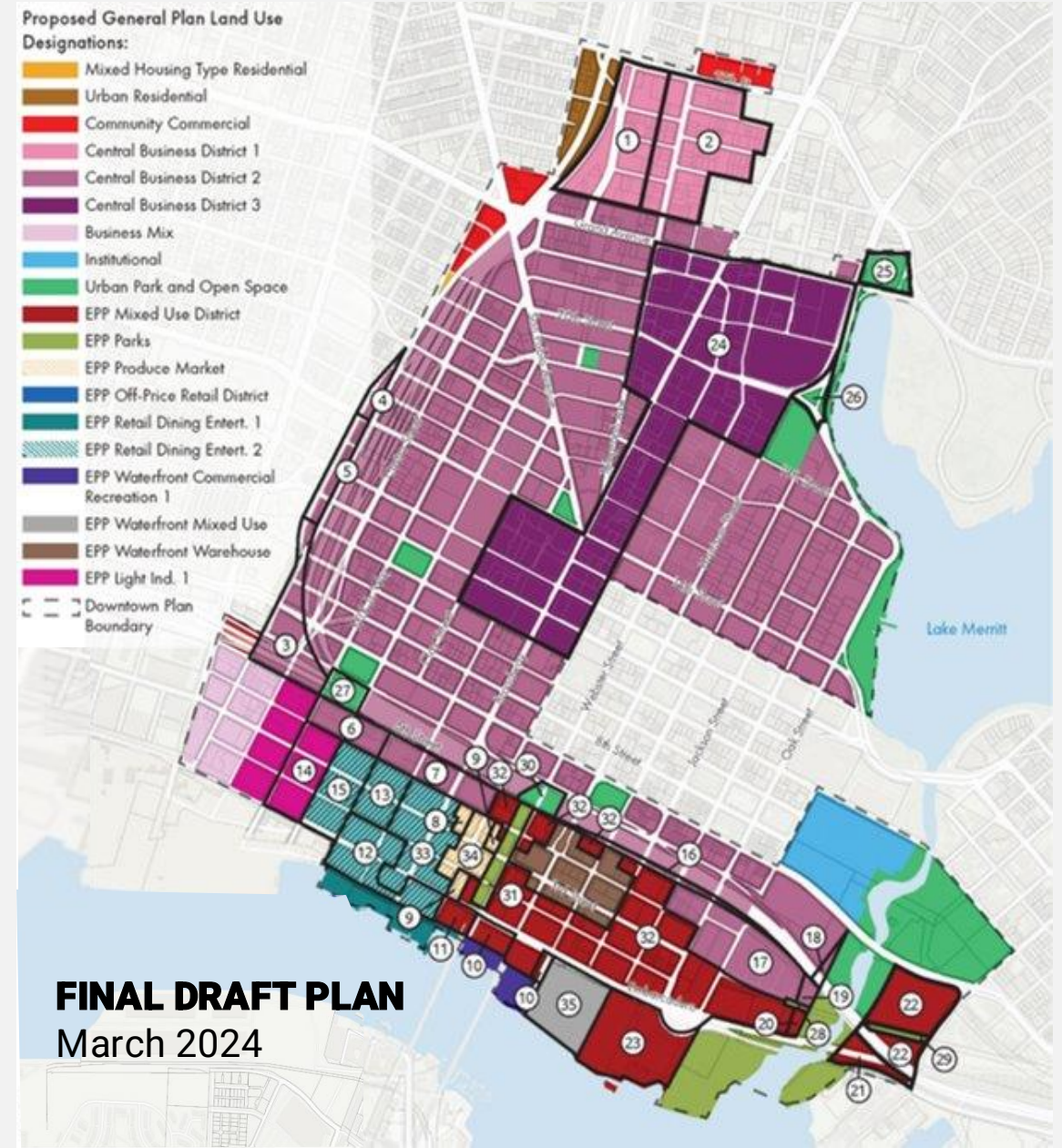
- Zoning Map and Planning Amendments
- General Plan Amendments
- Municipal Code Amendments
- Final Environmental Impact Report (EIR)

Sets policy for inclusive implementation, a detailed work plan for multiple city departments, and outcomes monitoring

- Short to long term implementation actions
- Participation from City, partner agencies and community members
- Racial equity impact assessment and measures of success
- Ongoing specific plan implementation steering committee to advise and develop partnerships

11 | GENERAL PLAN AMENDMENTS

- Split the “Central Business District (CBD)” General Plan designation into three different CBD General Plan categories with three corresponding levels of development intensity
- Increase the amount of land designated as Central Business District (“CBD”)
- Reclassify some parcels (just south of I-880) under the EPP Land Use designations
- Minor changes to intensity (consistent with the 2023 General Plan Update amendments)



ENVIRONMENTAL IMPACT REPORT (EIR)

Impacts

- **Significant and unavoidable impacts even with mitigation measures identified:** Traffic and Transportation; Air Quality; Cultural and Historic Resources; Aesthetics (shadow and wind)
- **Mitigations:** EIR Includes Standard Conditions of Approval and Mitigation Measures to mitigate, where possible, the environmental impacts of development

Overall, the project is intended to improve environmental impacts and meet ECAP goals:

- Reduce vehicle miles traveled, and accordingly greenhouse gas emissions and air quality impacts
- Provide ridership to support the existing transit system and allow for expansion and improvements
- Improve pedestrian and bicycle facilities to promote active transportation

13 | ZONING AMENDMENTS: DOSP GOALS & ZONING STRATEGIES

DOSP Objective	Zoning Approach
Economic Opportunity	<ul style="list-style-type: none"> • Flexibility in ground floor uses • Employment priority overlay zone • Preservation of industrial land & industrial transition in western Jack London, R&D uses in central core • Zoning Incentive Program below market-rate commercial space benefit
Housing & Homelessness	<ul style="list-style-type: none"> • Increased residential density with community benefits, including affordable housing funds • Allowing high-density residential in Victory Court (South Jack London Area) with sea level rise adaptation • Permitting high-density efficiency units and work/live units
Mobility, Safety & Connectivity	<ul style="list-style-type: none"> • Green Loop pedestrian/bicycle/landscaping infrastructure improvements • Freeway zones to improve pedestrian experience • Infrastructure improvements (primarily implemented by DOT)
Culture Keeping	<ul style="list-style-type: none"> • BAMBD Arts & Culture overlay zone to support a thriving district with concentration of relevant activities • Arts & Garage District zoning to protect artists & small-scale manufacturers • Relaxed rules to permit entertainment and performance venues, revised process for alcohol permits • Permitting artisan production commercial activities by right, expanding work/live
Community Health & Sustainability	<ul style="list-style-type: none"> • Sea Level Rise overlay zone to require large scale comprehensive sea level rise adaptation plans • Green Loop to encourage walking, biking, and use of green/recreational space • Standards to protect Lake Merritt Channel for nature and recreation
Land Use & Urban Form	<ul style="list-style-type: none"> • Revised design standards for towers, storefronts, Green Loop and other key frontages • Transfer of development rights (TDR) program to preserve historic buildings

ZONING AMENDMENTS: ZONING INCENTIVE PROGRAM (ZIP)

- Community benefits required to build beyond today's maximum intensity
- Increase is between existing ("Base") and new ("ZIP") maximum intensity
- Value of increase assessed by peer-reviewed financial analysis of prototypes across the ZIP area
- 1/3 of value created goes to community benefits, 1/3 to developer, and 1/3 to land price – balances maximizing benefits with incentivizing participation



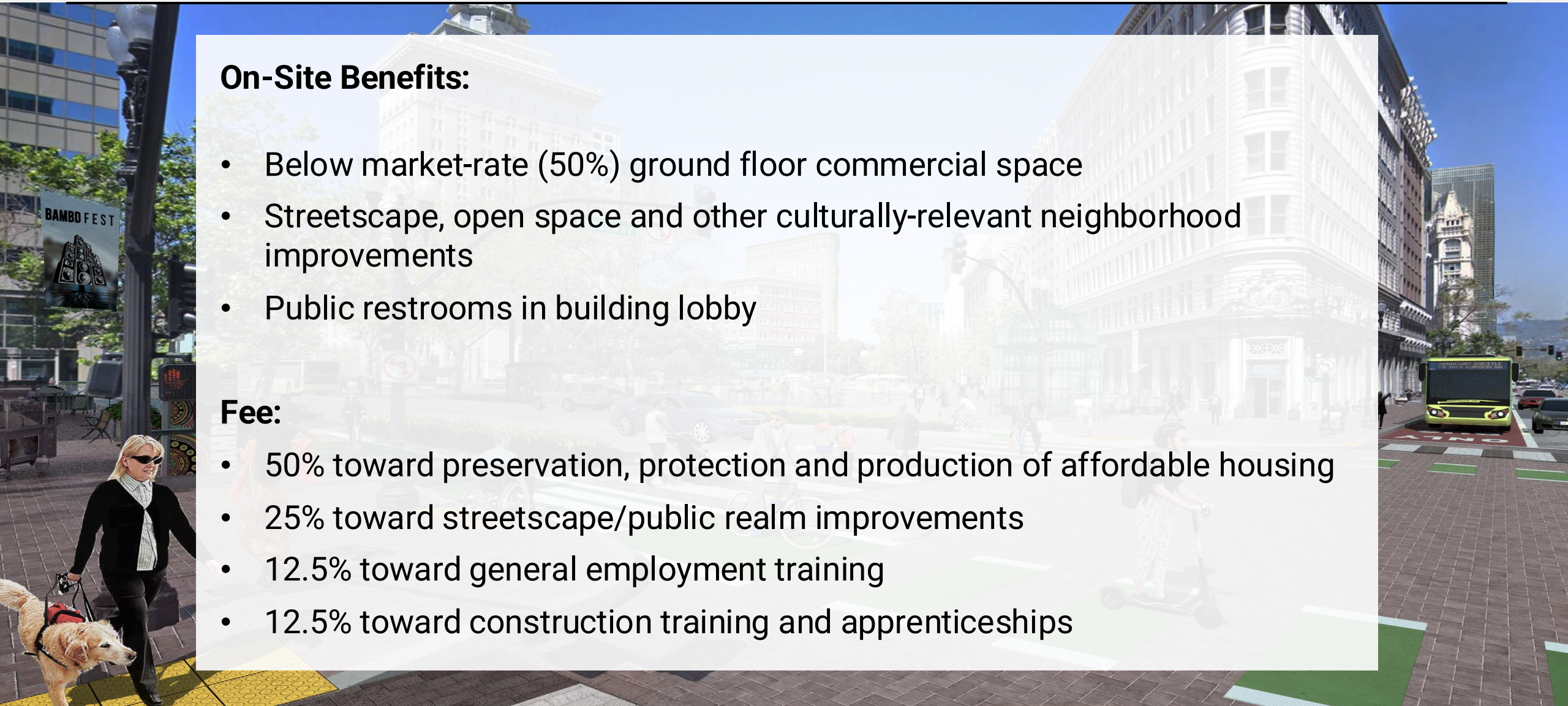
ZONING AMENDMENTS: ZONING INCENTIVE PROGRAM (ZIP)

On-Site Benefits:

- Below market-rate (50%) ground floor commercial space
- Streetscape, open space and other culturally-relevant neighborhood improvements
- Public restrooms in building lobby

Fee:

- 50% toward preservation, protection and production of affordable housing
- 25% toward streetscape/public realm improvements
- 12.5% toward general employment training
- 12.5% toward construction training and apprenticeships



ZONING AMENDMENTS: ZONING INCENTIVE PROGRAM (ZIP)

- ZIP projects cannot provide on-site units to avoid paying Affordable Housing Impact Fees (AHIF)
 - All ZIP projects contribute toward affordable housing
 - ZIP community benefits are *in addition* to impact fees
- The State Density Bonus is allowed *on top of the* ZIP to allow the highest possible density with benefits, as well as to encourage on-site affordable units

17 | FREQUENTLY ASKED QUESTIONS (FAQ)



Frequently Asked Questions

18 | FREQUENTLY ASKED QUESTIONS (FAQ)

- **How do we require residential ZIP projects to provide affordable housing benefits?**
 - **Clarification: All residential ZIP projects provide Affordable Housing Impact Fees (AHIF) on market rate units**
 - **In addition, Councilmember Kalb has proposed a change that would require all residential ZIP projects greater than 125 units to provide at least 10% of their benefit as a fee with the remaining 90% to be either paid as a fee or onsite improvement (or both)**
 - **The threshold ensures that the community will still receive benefits that otherwise the City has no mechanism to provide, but all residential projects ZIP will contribute funds toward affordable housing *in addition to* the AHIF**

19 | FAQ : ZIP VALUE CAPTURE

Concern: Increase the amount of value captured for community benefits from 33% to 50%

Response: We need to incentivize using the ZIP by making the program more valuable and have proposed 33% to carefully balance competing goals

- Increasing to 50% would reduce the incentives to the developer in particular and also to the landowner.
- There are higher costs and greater risks of building at higher density under the ZIP, so incentives are needed in order to get both the benefits and the density we want.

20 | FAQ : ZIP CONCESSIONS AND WAIVERS

- **Concern:** Include concessions and waivers in the ZIP to incentivize use and make it more valuable than the State Density Bonus
- **Response:** The State Density Bonus benefits Downtown Oakland. It gives concessions and waivers to encourage market rate developers to build a certain percentage of their units as affordable; this is how the State incentivizes the private market to build affordable units, reducing the subsidy government must provide
 - Applying concessions and waiver to a market-rate residential ZIP project would undermine our ability to use the State Density Program’s concessions and waivers incentive to gain on-site units
 - The ZIP *intentionally* does not include concessions and waivers to encourage use of the State Density Bonus on top of the ZIP. This encourages more *total* units as well as *on-site* affordable units *plus* getting Affordable Housing Impact Fees on the base and ZIP bonus units
 - Encouraging the State Density Bonus is a necessary strategy to support downtown as a mixed-income neighborhood
 - The State limits our ability to leverage fees for 100% affordable housing in the downtown (not considered a “high-resource” area), so the Density Bonus is one of few options to get affordable housing downtown

21 | FAQ : HOWARD TERMINAL

Changes Made

- Responded to Port and OMAST requests:
 - Protected Port uses by developing an industrial transitional zone
 - Rerouted the Green Loop around Howard Terminal, over to MLK, Jr. Wy at Clay St.
 - Removed the Green Loop Combining Zone from Market and
- Additionally: CED Committee moved to remove transportation improvements from DOSP maps, including showing the proposed crossing at Embarcadero West and MLK, Jr. Way



Green Loop

22 | FAQ: HOUSING TARGETS

Table 1-1: Oakland Regional Housing Needs Assessment, 2023-2031

INCOME LEVEL ¹	INCOME RANGE	NEEDED UNITS	PERCENT OF NEEDED UNITS
Very-Low-Income (0-50% AMI)	<\$50,000	6,511	24.8%
<i>Extremely-Low-Income (<30% AM part of Very-Low-Income in previous row)²</i>	<\$30,000	3,256	-
Low-Income (51-80% AMI)	\$30,001-80,000	3,750	14.3%
Moderate-Income (81-120% AMI)	\$80,001-119,950	4,457	17.0%
Above-Moderate-Income (>120% AMI)	>\$119,950	11,533	43.9%
Total		26,251	100.0%

1. Income levels reflect 2022 Alameda County Housing and Community Development income limits for a one-person household.
2. Extremely-low-income housing need is assumed to be 50 percent of very-low-income housing need.

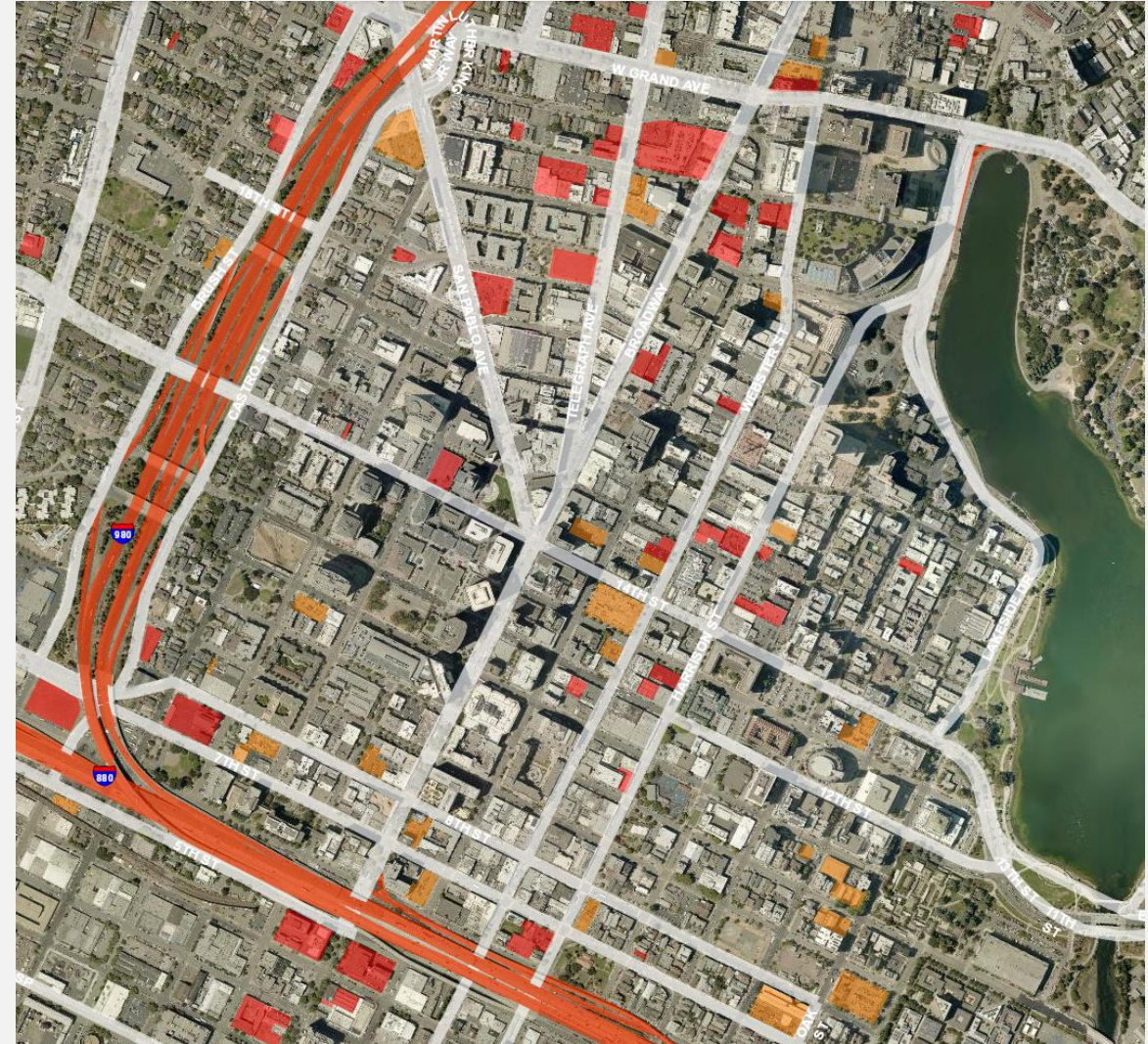
Source: ABAG, Final RHNA Plan, December 2021

Very-Low and Low-Income Units to be Provided

Location	Number of Units
Oakland RHNA for the Whole City	10,261
DOSP Target	4,365-7,275

Housing Element Action Items

- **Action 3.3.5:** Implement an affordable housing overlay.
 - S-13 Zone allows for 100% affordable housing to build two stories taller than the height allowed and build unlimited density within that building envelope.
- **Action 3.4.10:** Implement a Housing Sites Overlay Zone to permit sites included in the Housing Sites Inventory to develop with affordable housing by right
 - S-14 Zone allows for Housing Element sites to be built by right if they include 20% or more affordable units



24 | FAQ : HOUSING POLICIES

Policy 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.

Policy 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.

Policy 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.

Policy 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.

Policy 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 is 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.

Policy 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.

Policy 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.

25 | FAQ: HISTORIC AREAS, HEIGHTS AND SETBACKS

Concern: Oakland Heritage Alliance requested a requirement for 10-15 foot setbacks in four Areas of Primary Importance (API)

Response: Staff advised and Councilmember Kalb proposed requiring 10' setbacks in residential zones in low-intensity areas of the downtown, which leads to setbacks in three APIs

Concern: Oakland Heritage Alliance would like to see heights reduced throughout downtown, particularly in all APIs and ASIs.

Response: Staff has extensively reviewed OHA's comments and proposals and reduced heights in historic areas where this is a consistent height context, as well as removing the Floral Depot building from the ZIP. Staff does not recommend further reductions.

OHA has recommended increasing heights in other areas to make these reductions, but the proposed increases would either reduce the efficacy of the ZIP or are in places where the heights are already at some of the highest maximums in the downtown. Many of the height reductions they propose are in the core of downtown, where high height is most appropriate and there already are building heights of various amounts (i.e. no consistent height context).

Concern: What can be done to facilitate conversion of space to work/live and other arts/maker space given required Building Code upgrades?

Response:

Staff proposes adding a new policy to the Culture Keeping chapter of the DOSP to explore with both the Planning & Building Bureaus:

Outcome C-1: Downtown is a place where all of Oakland’s residents have a sense of belonging, and can see and express themselves and their culture.

Strategy: Preserve downtown’s arts and culture assets while providing additional incentives to expand these uses and make them accessible to all.

Proposed New Policy C-1.13: Reducing Barriers to Reuse. Explore ways to reduce costs and other barriers to reusing existing buildings for new purposes, including work/live space.

Concern: A considerable amount of equity work was done on this plan; why isn't there an Equity chapter?

Response: Equity is intentionally integrated throughout rather than treated separately. It is called out explicitly through:

- Equity indicators & measures of success
- Summary of equity-related policies
- Relevant equity indicators listed in the sidebar of the policies and actions
- Changed first chapter to “Vision, Goals & Equity”

28 | FAQ: POLICIES NOT DIRECTIVE ENOUGH

Concern: Many policies aren't specific or directive enough, and include "explore" or "study."

Response: A specific plan is a policy document that sets out a vision, policy direction and a workplan for implementation. Many of the implementation steps require a project to be worked on with extensive additional analysis and community engagement; it would be inappropriate to require adoption of them before studying the pros and cons of the action item.

Concern: Deadlines need to be included for specific implementation steps.

Response: The plan's implementation matrix contains timeframes, but implementation priorities may change based on available budget, staff resources and Council priorities. Adopting the plan also lays the policy foundation to receive state, federal and other grants for implementation, which are on timelines that the City does not control. Implementation resources also have to be considered with other implementation actions from other plans and Elements, such as the Housing Element.

DOWNTOWN OAKLAND SPECIFIC PLAN (DOSP)

City Council

July 16, 2024



DOWNTOWN OAKLAND SPECIFIC PLAN (DOSP)

PRESENTATION APPENDIX

City Council

July 16, 2024



Detail on Special Districts & Transfer of Development Rights (TDR) Program

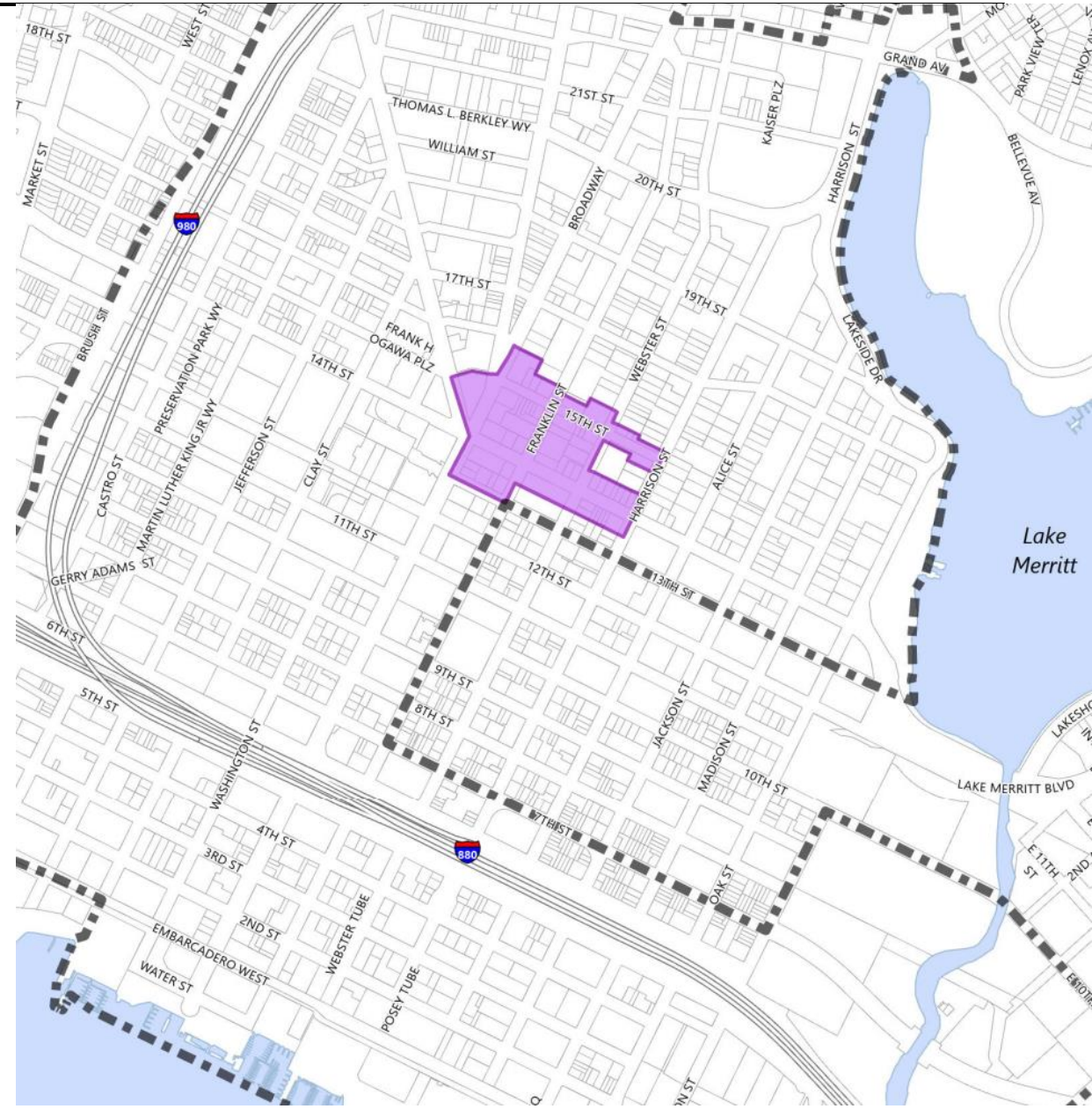
32 | ZONING: SPECIAL DISTRICTS: BAMBD

Black Arts Movement and Business District (BAMBD) Arts & Culture Combining Zone

- Subsection of the broader BAMBD (initial pilot area)
- All ground floor land uses must be BAMBD Arts & Culture Activities to be permitted by right
- Definition of BAMBD Arts & Culture activities is broad; includes many cultural businesses and other institutions (e.g. markets, barbershops, nightclubs, ethnic restaurants, community-serving services)
- Other activities are possible with a minor Conditional Use Permit (CUP)
- Supported by ZIP below market-rate commercial space benefit & master leasing/tenanting program.

Other Work Required Beyond Zoning

- Development of a BAMBD and broader Cultural Districts Strategy with community leadership
- Development of a master leasing/tenanting program in partnership with nonprofit community partners (such as CAST, Community Vision, EBALDC, etc.)



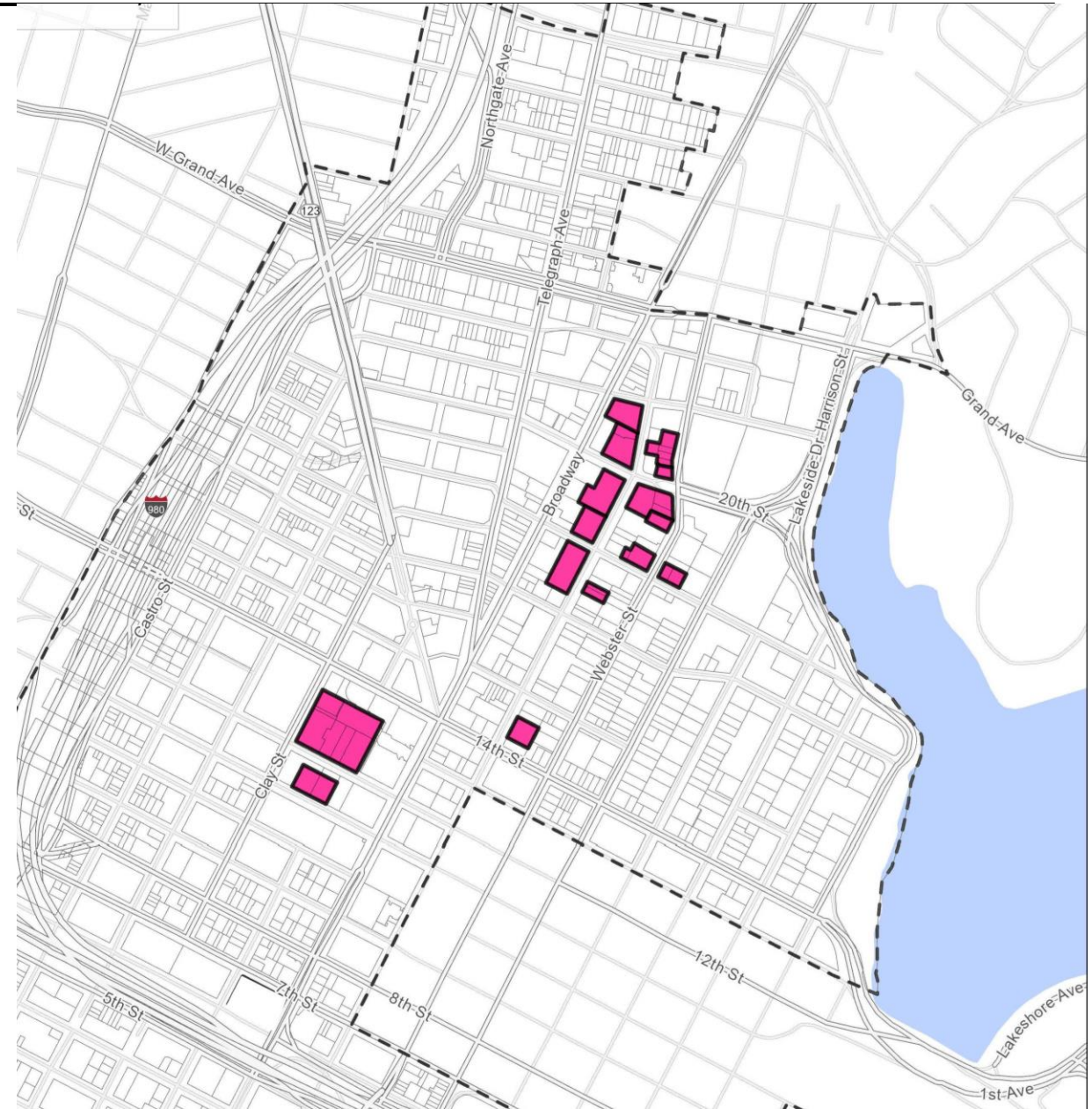
34 | ZONING: SPECIAL DISTRICTS: EMPLOYMENT PRIORITY

EMPLOYMENT PRIORITY COMBINING ZONE

- Limited to the remaining undeveloped or underdeveloped large floor-plate properties close to the 12th and 19th Street BART stations
- Includes City Center for future redevelopment
- Leverages anticipated BART reverse commute capacity
- Requires 40% of a site's maximum commercial Floor Area Ratio (FAR) be developed with commercial

Other Work Required Beyond Zoning

- Economic development and business development to encourage new office, research services and other appropriate
- Other DOSP economic development, public safety, culture keeping and public realm activation strategies for a downtown with amenities that draw employees to work on-site more frequently and therefore encourage new employers to locate here
- Link21 to enhance regional transit, possibly adding a second train line, or at least increased transfer traffic, through the core of downtown



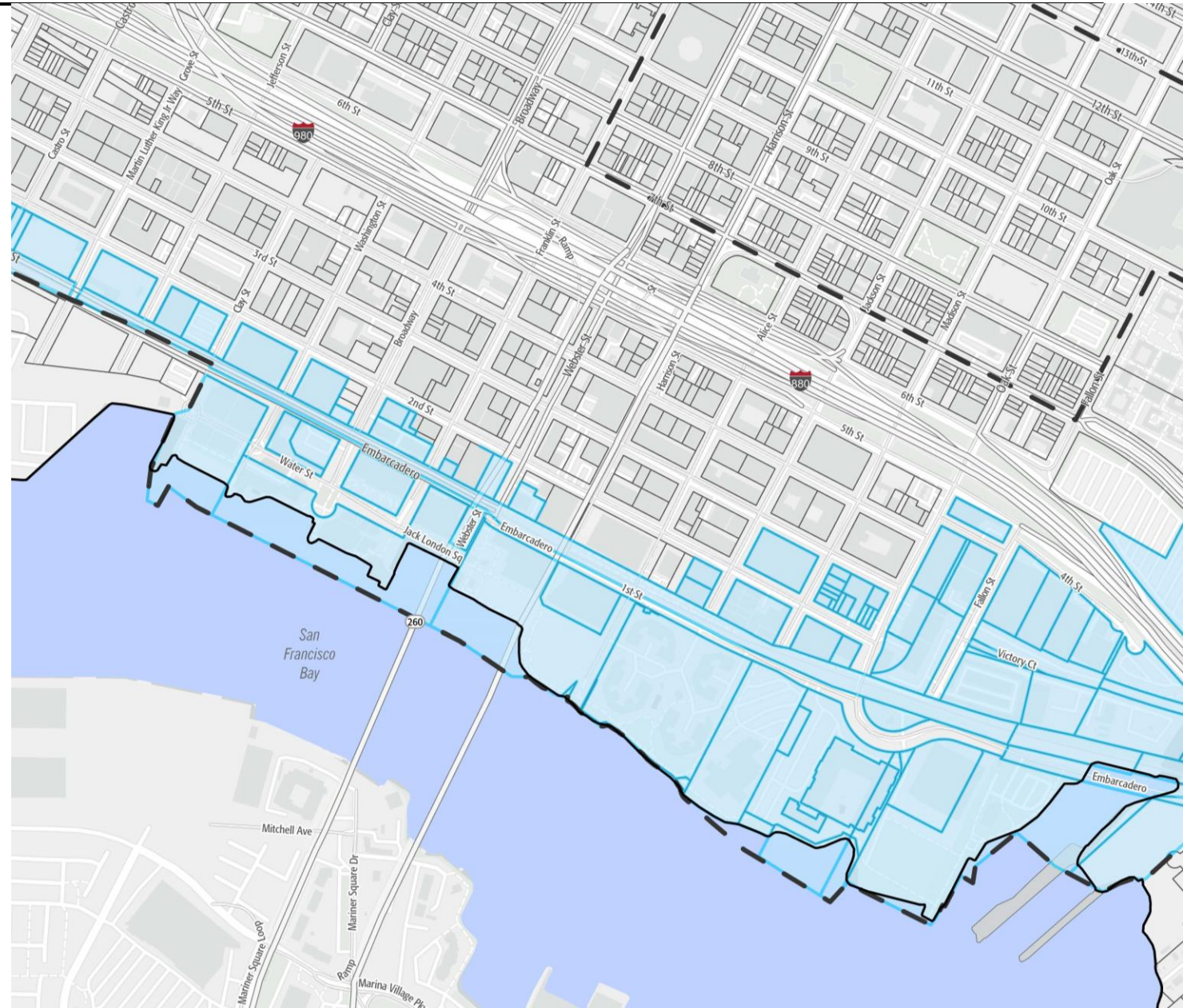
35 | ZONING: SPECIAL DISTRICTS: SEA LEVEL RISE

Sea Level Rise Combining Zone

- Planned Unit Development and minimum 100' heights required in Victory Court area, where site aggregation is expected
- Adaptation plan required for development

Other Work Required Beyond Zoning

- Regional sea level rise planning and infrastructure improvements required to address flooding and saltwater intrusion
- Actions under the Oakland Sea Level Rise Roadmap
- Ongoing participation in the Oakland Alameda Adaptation Committee (OAAC) to develop the Sub-regional and Oakland-Alameda Estuary Adaptation Project



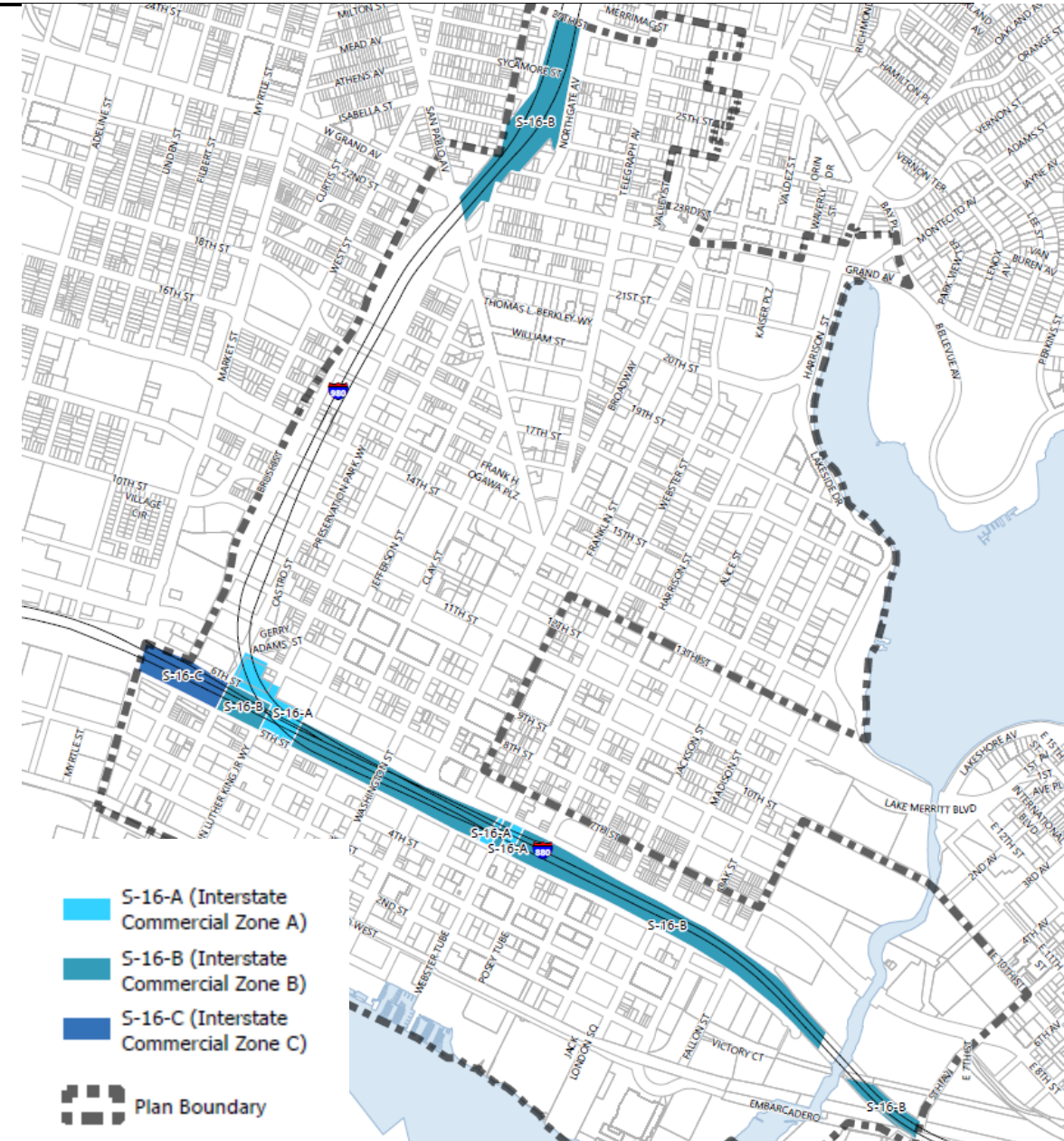
36 | ZONING: SPECIAL DISTRICTS: INTERSTATE COMMERCIAL

Under-Freeway Base Zones (S-16)

- Intended to improve pedestrian safety and experience by activating key freeway under-crossings
- Creates three separate sub-zones from pedestrian priority (Zone A, adjacent to parks) to industrial (Zone C, adjacent to industrial uses)
- Allows commercial and recreational activities
- Allows landscaped parking and dispatch services, “pop-up” stores, recreation and other uses in Caltrans' Freeway Lease Areas
- Requires curb and gutter improvements for parking facilities
- Prohibits storage from A & B due to blight concerns

Additional Work Anticipated

- DOT-led undercrossing improvements, including lighting, public art, dual directional curb ramps and bulb-outs shorten pedestrian crossings
- Coordination with Caltrans to allow temporary active uses



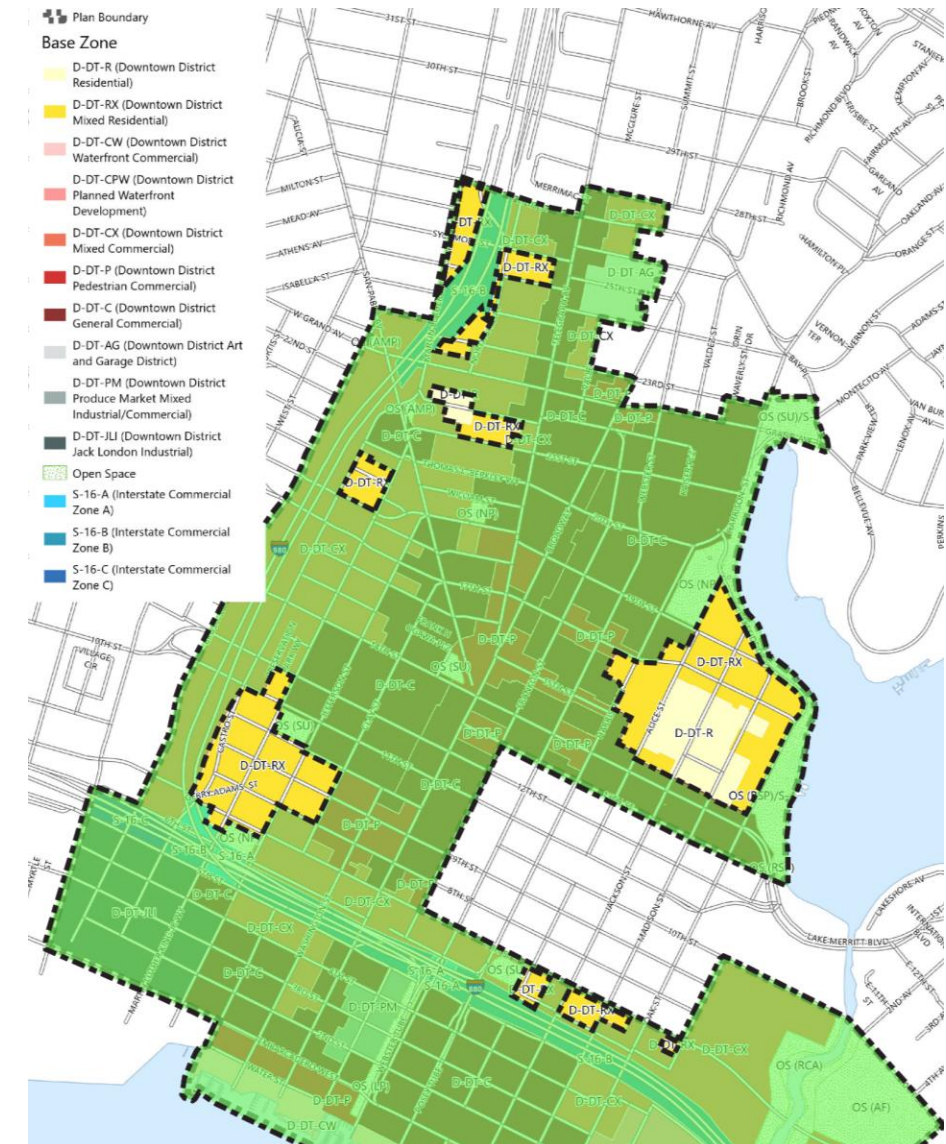
ZONING AMENDMENTS: TRANSFER OF DEVELOPMENT RIGHTS (TDR) PROGRAM

- Incentivizes protecting historic buildings: owners can sell unused development rights (height, density, floor area) to sites in less historic areas of downtown.
 - Sending site must provide maintenance agreement
 - Sending site is prohibited from demolishing the principal building
 - Receiving site requires Design Review approval (rather than a CUP)
- Both the receiving and sending sites must be within the DOSP; receiving sites must be within the ZIP area (where additional height is most appropriate)
- Transfer agreements are set up privately but approved by the City and recorded with the Alameda County Recorder
- A TDR project can achieve only 50% of the ZIP maximum height and density (to encourage using the ZIP)

Councilmember Data Requests

ZONING AMENDMENTS: NEW ALCOHOL SPECIAL USE PERMIT

- **New process for special use permit applies only to the DOSP, and only to non-residential districts, shown in green**
- **Residential districts are D-DT-R (Residential) and D-DT-RX (Mixed Residential), shown in yellow**



ZONING AMENDMENTS: ZONING INCENTIVE PROGRAM (ZIP)

Residential ZIP Project Prototypes

<u>Prototype</u>	<u>Location</u>	<u>% Increase</u>	<u>ZIP Value</u>
II-10B	Victory Court	11	\$972,482
II-11	Jack London East	25	\$742,350
I-1	CBD - Franklin	38	\$4,374,598
I-6	City Center	104	\$1,683,161
III-4	KONO	104	\$1,458,612
II-9	Jack London East	128	\$3,751,667
II-5	Victory Court	178	\$5,557,740
III-1	KONO	308	\$2,580,002
II-3	Jack London West	725	\$4,877,546
II-1	Jack London West	800	\$7,423,804

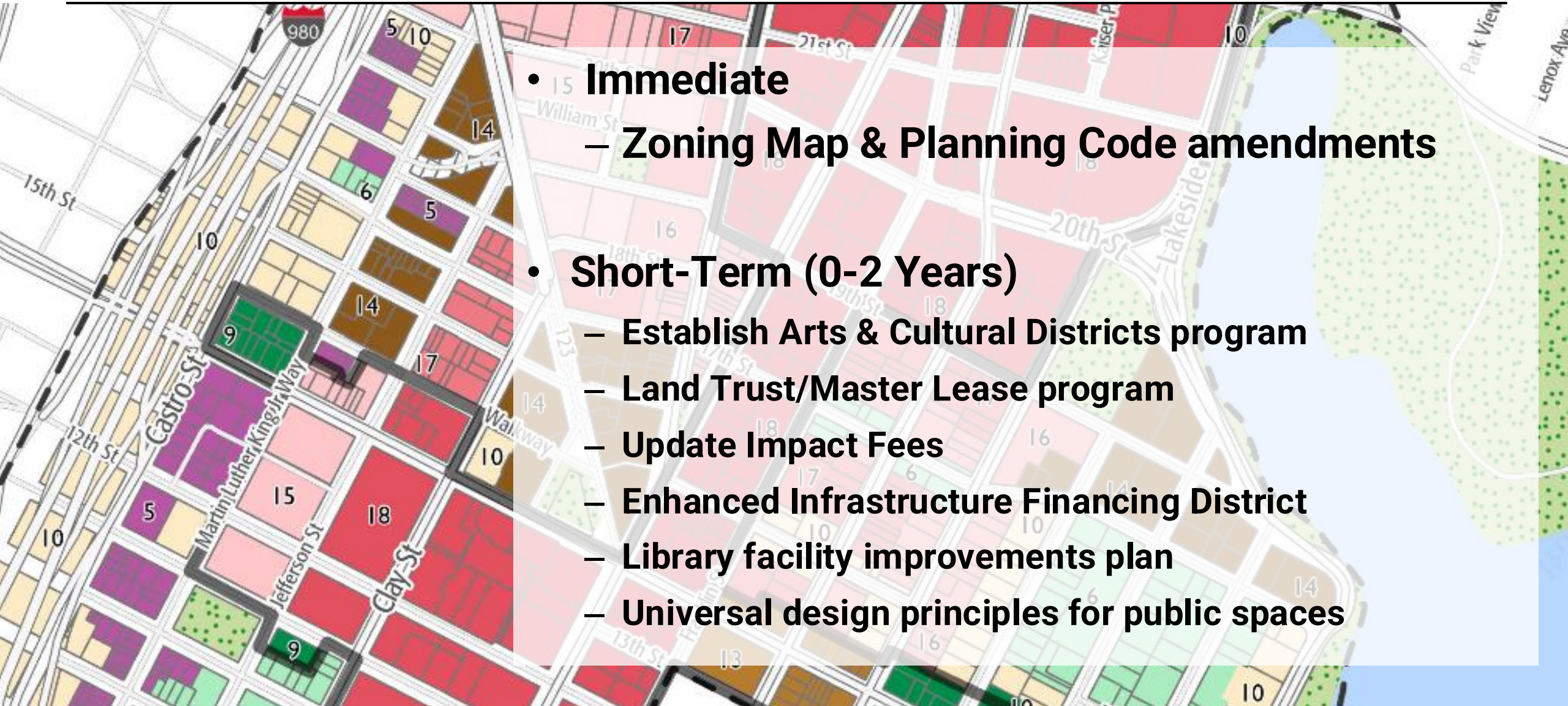
ZONING AMENDMENTS: ZONING INCENTIVE PROGRAM (ZIP)

Office/Nonresidential ZIP Project Prototypes

<u>Prototype</u>	<u>Location</u>	<u>% Increase</u>	<u>ZIP Value</u>
I-2	Broadway	10	\$3,172,613
I-1	Lake Merritt Office	50	\$12,015,635
II-12	Jack London East	50	\$156,724
I-5	City Center	67	\$2,486,448
II-6	Jack London West	100	\$3,626,414
III-4	Art + Garage District	100	\$920,544
II-14	Jack London West/East	114	\$3,385,676
	Jack London East/Victory		
II-10	Court	140	\$4,642,127
II-1	Victory Court	300	\$14,585,065
II-7	Jack London West	500	\$8,880,454

Implementation Actions (Short, Medium, Long)

58 | KEY IMPLEMENTATION ACTIONS



- **Immediate**
 - Zoning Map & Planning Code amendments
- **Short-Term (0-2 Years)**
 - Establish Arts & Cultural Districts program
 - Land Trust/Master Lease program
 - Update Impact Fees
 - Enhanced Infrastructure Financing District
 - Library facility improvements plan
 - Universal design principles for public spaces

59 | KEY IMPLEMENTATION ACTIONS

- **Near-Term (2-5 Years)**
 - **Increased accessibility requirements**
 - **Restrooms/drinking water in public spaces**
 - **Explore encouraging affordable live/work units in cultural districts**
 - **Capital improvements to public facilities for resilience and relief**
 - **Train “quiet zone” study**
 - **Accommodating two-way circulation**

60 | KEY IMPLEMENTATION ACTIONS

- **Medium-Term (5-10 Years)**
 - Nightlife strategy
 - Proactive assistance to vulnerable homeowners
 - Cultural facilities fee
- **Long-Term (10+ Years)**
 - I-980 replacement feasibility study
 - Implement shoreline protection measures

Process & Meetings

47 | OVERALL PROCESS & TIMELINE

Project Initiation

Existing Conditions Research & Profile Report
10-Day Public Design Charrette & Open Studio
Community Advisory Group (CAG) Launch
Plan Alternatives Report & Comment Memo
Stakeholder Meetings & Online Survey
Youth Summit

Plan Drafting & Iteration

Plan Options Report & Equity Assessment
Preliminary Draft Plan & Public Review
Public Review Draft Plan/EIR* & Public Hearings
Initial Zoning Incentive Program (ZIP) analysis



Racial Equity Re-Launch

Interviews & Focus Groups
Disparity Analysis
Expanded Outreach & CAG Membership
Social Equity Working Groups & Creative Solutions Labs
Accessibility Survey Collaboration with Senior and Disability Advocates

Final Plan, Zoning & Adoption

Final Draft Plan
Draft Planning Code (Zoning) and General Plan Amendments & Public Review
Adoption Hearings for Final Draft Plan & Zoning

74 | PROCESS & TIMELINE

Project Initiation

Existing Conditions Research & Profile Report, 10-Day Public Design Charrette & Open Studio, Community Advisory Group (CAG) Launch, Plan Alternatives Report & Comment Memo, Stakeholder Meetings & Online Survey, Youth Summit

CAG Meetings: Review of Plan Alternatives Report and Discussion of Downtown Neighborhoods (2/16), Connectivity & Access, Built Environment, Preservation & Housing, Open Space, Recreation & Environmental Sustainability, Arts, Cultural Heritage & Economic Development (3/16)

Plan Drafting & Iteration

Plan Options Report & Equity Assessment, Preliminary Draft Plan & Public Review, Public Review Draft Plan/EIR* & Public Hearings, Initial Zoning Incentive Program (ZIP) analysis

CAG Meetings: Plan Options Report & Draft Vision (11/18), DOSP Goals (1/19), TDR & Incentive Program, Streets & Mobility, Height/Intensity, and Affordable Housing (2/19), Review of Preliminary Draft Plan public comments (3/19), DOSP Implementation Ideas (6/19), How feedback has been incorporated into Plan and the ZIP (9/19), ZIP Feasibility Study (12/19)



Racial Equity Relaunch

Interviews, Focus Groups, Disparity Analysis, Expanded Outreach & CAG Membership, Social Equity Working Groups, Creative Solution Labs, Accessibility Survey, Collaboration with Senior & Disability Advocates

CAG Meetings: Disparity Analysis and Racial Equity Indicators (2/18), REIA Focus Group (6/18)

Final Plan, Zoning & Adoption

Final Draft Plan, Draft Planning Code (Zoning) and General Plan Amendments & Public Review, Adoption Hearings for Final Draft Plan & Zoning

CAG Meetings: Community Benefits Prioritization (1/20), ZIP Structure & Benefits (5/20), Housing Strategy & Implementation Strategy (10/20), Zoning & Policy Objectives (2/21 and 9/21), Affordable Housing and ZIP Study Session (23), Feedback on the Final Draft Package (4/24)

62 | CAG INVOLVEMENT

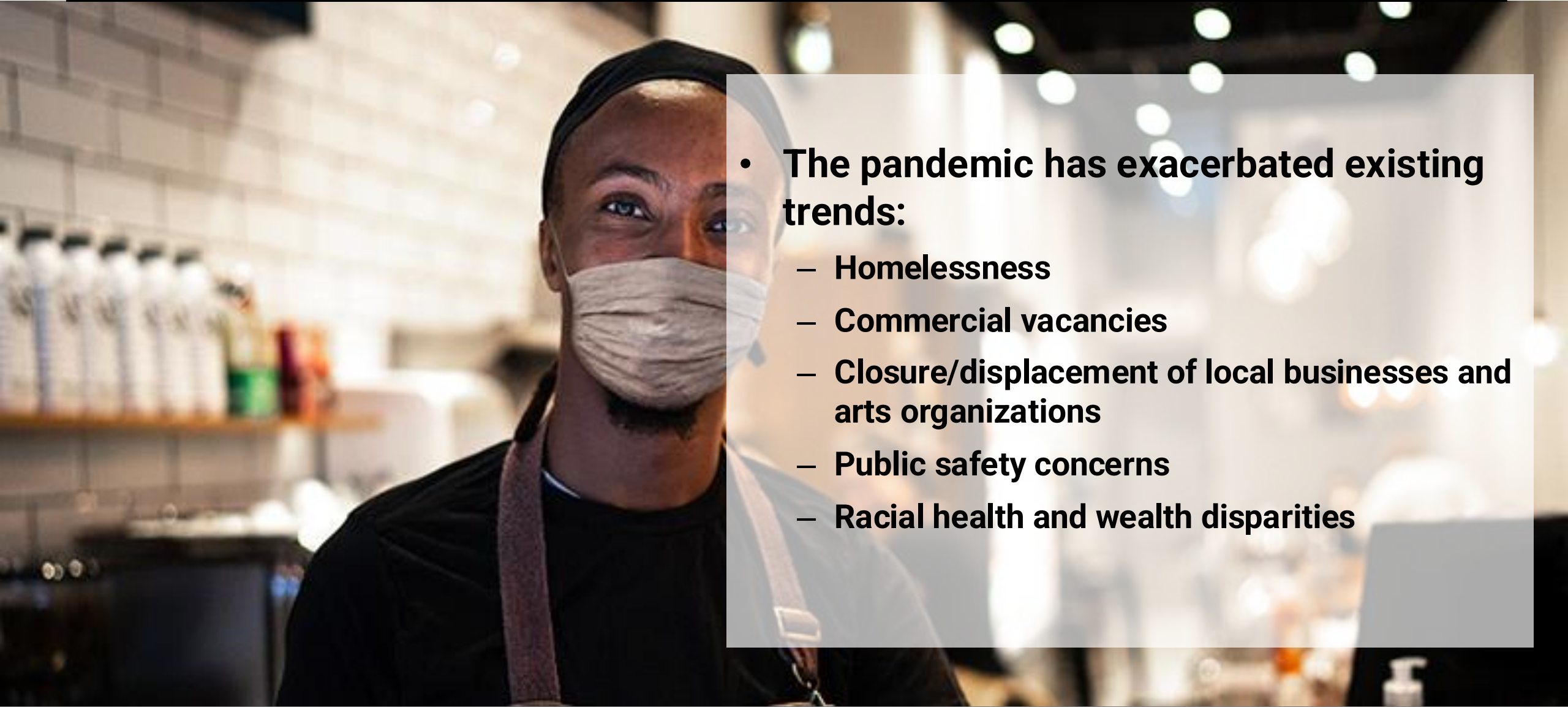
- 2/1/2016: Review of Plan Alternatives Report and Discussion of Downtown Neighborhoods
- 3/23/2016: Connectivity & Access, Built Environment, Preservation & Housing, Open Space, Recreation & Environmental Sustainability, Arts, Cultural Heritage & Economic Development
- 2/2/2018: Disparity Analysis and Racial Equity Indicators
- 6/6/2018: REIA Focus Group
- 11/29/2018: Plan Options Report & Draft Vision
- 1/22/2019: DOSP Goals
- 2/1/2019: TDR & Incentive Program, Streets & Mobility, Height/Intensity, and Affordable Housing
- 2/28/2019: Review of Preliminary Draft Plan public comments
- 6/24/2019: DOSP Implementation Ideas
- 9/25/2019: How feedback has been incorporated into Plan and the ZIP
- 12/5/2019: ZIP Feasibility Study
- 1/16/2020: Community Benefits Prioritization
- 5/14/2020: ZIP Structure & Benefits
- 10/1/2020: Housing Strategy & Implementation Strategy
- 2/2021 and 9/19/2022: Zoning & Policy Objectives
- 2023: Affordable Housing and ZIP Study Session
- 4/18 and 4/30 2024: Feedback on the Final Draft Package

Pandemic Recovery



HOW DOES THE DOSP ADDRESS COVID-19 RECOVERY & THE CHANGING ROLE OF DOWNTOWNS?

HOW DOES THE DOSP ADDRESS COVID-19 RECOVERY?

- 
- **The pandemic has exacerbated existing trends:**
 - Homelessness
 - Commercial vacancies
 - Closure/displacement of local businesses and arts organizations
 - Public safety concerns
 - Racial health and wealth disparities

HOW DOES THE DOSP ADDRESS COVID-19 RECOVERY?

Equitable Economic Recovery

- E-1.4: Land Trust / Master Lease Program
- E-1.7: Supporting Businesses Owned by Women and People of Color
- E-1.8: Supporting Worker-Owned Cooperatives
- E-2.3: Requirements/Incentives for Affordable Arts, Culture & Commercial Space
- E-2.7: Pop-up & Temporary Uses
- E-2.9: Low-Cost Retail Storefronts
- E-3.6: Business Outreach
- E-3.10: Increased Business Assistance Center Capacity
- E-1.6 Façade & Tenant Improvement Program
- E-3.2 Local Hire Incentives
- E-3.3 Expanded Job Training, Apprenticeships & Placement Services
- E-3.4 Procurement and Contracting Policies
- E-3.5 Partnerships to Support Small, Local Suppliers

HOW DOES THE DOSP ADDRESS COVID-19 RECOVERY?

Downtowns for All People

- H-1.2 High intensity, Mixed-Use Neighborhoods
- H-1.9: Directing Affordable Housing Funds Downtown
- H-1.16: Family-Friendly Design
- H-2.15: Restrooms/Drinking Water in Public Spaces
- C-1.2: Supporting the BAMBD
- C-1.5: Incentives for Affordable Arts, Culture & Commercial Space
- C-1.8 Community Ownership & Stewardship
- C-1.14 Staffing to Support Cultural Programs
- C-2.2 Community Gathering Spaces
- C-2.4 Streamline Event Permitting
- M-1.1 Pedestrian Safety Measures
- M-2.2 Improve Amenities/Security at Bus Stops
- M-2.8 Low-Income Transit Pass
- CH-1.1 Public Realm Improvements
- CH-1.7 Encouraging Vendors & Artists in Public Space
- CH-1.12 Youth & Senior-Driven Programming for Public Spaces
- CH-1.17 Crime Prevention Through Environmental Design (CPTED) Guidelines
- Ch-1.18 Community Safety Initiatives
- LU-1.7: Streetscape & Public Space Improvements

HOW DOES THE DOSP ADDRESS COVID-19 RECOVERY?

Changes Since the Public Review Draft Plan (2019)

- Created a light industrial transition in Jack London between residential and industrial areas to protect accessible well-paid industrial jobs associated with the Port
- Revised Office Priority Sites strategy to allow residential units on these sites in addition to required employment space
- Converted Office Priority to Employment Priority to establish support for non-office employment uses such as life sciences, biotech and research & development
- Further developed the master lease/commercial tenanting program to provide below market-rate rents to small businesses that meet equity goals

Changed Development Program & Industrial Transition

Vision for Downtown Oakland

Downtown Oakland serves as the setting for a remarkable array of lived experiences. It is both home and gathering space to people of all different income levels, races, cultures, and ethnicities. It supports a wide spectrum of community assets, serving not only local residents, but also visitors and workers from around Oakland, the Bay Area, and the globe. Its economy drives social innovation while reflecting the cultures, political movements, and people who are its heritage.

"Downtown Oakland is a dynamic regional hub of culture, employment, housing and transit that welcomes our entire community. Oaklanders across all ages have access to a network of service providers, activities, mentorship and job training that prepares them to participate in the culture and prosperity being generated downtown. Growth is accompanied by bold strategies to protect vulnerable community members, businesses and cultural organizations from displacement and to afford them opportunities for expansion and enhancement. Investment around transit stations and their vicinities creates active gateways into downtown and out to Oakland's communities. Transit increases access to downtown's jobs, services, culture and entertainment options from throughout Oakland and the region. Landscaped and specially treated connections provide an integrated system of walking and biking paths through downtown that link cultural districts and connect people to the Lake Merritt and Estuary waterfronts and to adjacent neighborhoods and districts. Downtown is a leader in innovative resilience and adaptation around social, climatic, and economic change."

Potential 2040 Development

Active 2020 Development

**PUBLIC REVIEW
DRAFT PLAN**
August 2019

Vision for Downtown Oakland

Downtown Oakland serves as the setting for a remarkable array of lived experiences. It is both home and gathering space to people of all different income levels, races, cultures, and ethnicities. It supports a wide spectrum of community assets, serving not only local residents, but also visitors and workers from around Oakland, the Bay Area, and the globe. Its economy drives social innovation while reflecting the cultures, political movements, and people who are its heritage and future.

Downtown Oakland is a dynamic regional hub of culture, ideas, employment, housing, and transit that welcomes our entire community. Oaklanders across all ages and cultures have access to a network of service providers, activities, mentorship, and job training that prepares them to participate in the creativity and prosperity being generated downtown. Growth is accompanied by bold strategies to protect vulnerable community members, businesses, and cultural organizations from displacement and to afford them opportunities for expansion and enhancement. Investment around transit stations and their vicinities creates active gateways into downtown and out to Oakland's communities. Safe and reliable transit increases access to downtown's jobs, services, culture, and entertainment options from throughout Oakland and the region. Landscaped and specially treated connections provide an integrated system of walking and biking paths through downtown that link cultural districts and connect people to the Lake Merritt and Estuary waterfronts and to surrounding neighborhoods and districts. Downtown is a leader in innovative resilience and adaptation around social, climate, and economic change.

FINAL DRAFT PLAN
March 2024

Potential 2040 Development

Active 2020 Development

59 | WHAT'S CHANGED: DEVELOPMENT PROGRAM

Key Changes:

- Slight reduction in office and flex commercial space
- Reduction in retail and neighborhood serving commercial space
- Large increase in light industrial space

Table LU-7: Downtown Future Development by Land Use

	Existing Baseline*	Active 2020 Development**	DOSP Potential 2040 Development	LMSAP Potential 2035 Development	TOTAL
Residential (Units)	15,032	11,518	29,100	2,181	57,831
Total Commercial (SF)	24,854,203	11,774,414	20,060,000	974,029	57,662,646
Office	15,998,592	5,407,590	16,840,000	706,403	38,952,585
Retail / Neighborhood Serving Commercial	8,855,611	6,366,824	2,330,000	267,262	17,820,061
Flex Commercial	N/A	N/A	889,000	N/A	N/A
Light Industrial (SF)	1,788,992	-	260,000	-	2,048,992
Institutional (SF)	3,728,872	N/A	1,310,000	108,000	5,146,872
Parking (Spaces)	N/A	N/A	16,000	N/A	N/A

**PUBLIC REVIEW
DRAFT PLAN**
August 2019

Table LU-6: Downtown Future Development by Land Use

	Existing Baseline ¹	Active 2020 Development ²	DOSP Potential 2040 Development	LMSAP Potential 2035 Development	TOTAL
Residential (Units)	15,032	11,518	29,100	2,181	57,831
Total Commercial (SF)	24,854,203	11,774,414	18,290,000	974,029	55,892,646
Office	15,998,592	5,407,590	15,840,000	706,403	37,952,585
Retail / Neighborhood Serving Commercial ³	8,855,611	6,366,824	1,720,000	267,262	17,210,061
Flex Commercial	N/A	N/A	730,000	N/A	N/A
Light Industrial (SF)	1,788,992	-	500,000	-	2,288,992
Institutional (SF)	3,728,872	N/A	1,300,000	108,000	5,136,872
Parking (Spaces)	N/A	N/A	15,000	N/A	N/A

FINAL DRAFT PLAN
March 2024

60 | WHAT'S CHANGED: PRESERVING INDUSTRIAL LAND USES

THE SPECIFIC PLAN CAN HELP ENCOURAGE UP TO:

+20.0 M Sq. Ft. of New Commercial Space
+1.3 M Sq. Ft. of New Institutional Space
+260 K Sq. Ft. of New Industrial Space

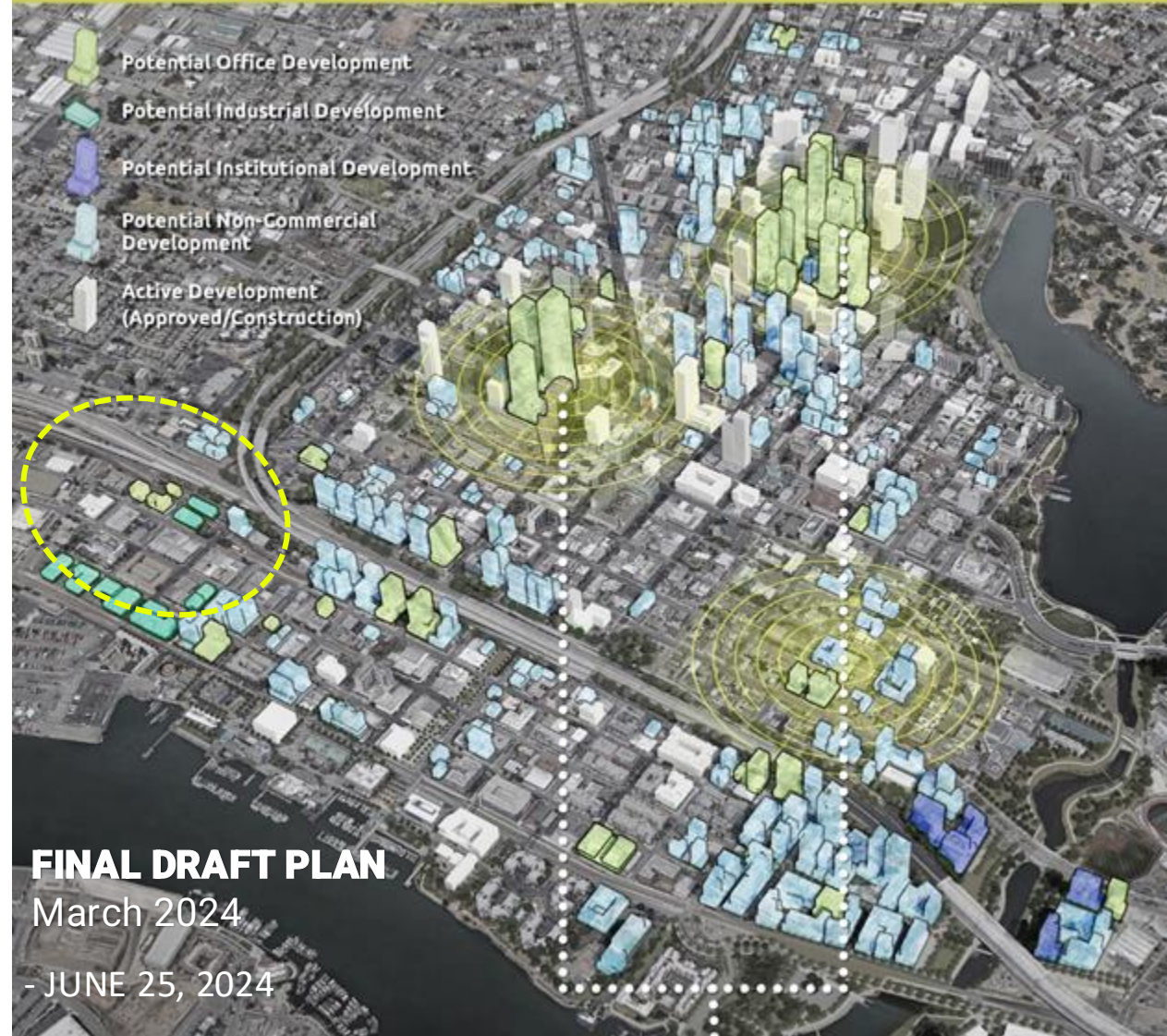


**PUBLIC REVIEW
DRAFT PLAN**
August 2019

DOSP CED HEARIN

THE PLAN CAN HELP ENCOURAGE UP TO:

+18.3 M Sq. Ft. of New Commercial Space
+1.3 M Sq. Ft. of New Institutional Space
+500 K Sq. Ft. of New Industrial Space



FINAL DRAFT PLAN
March 2024

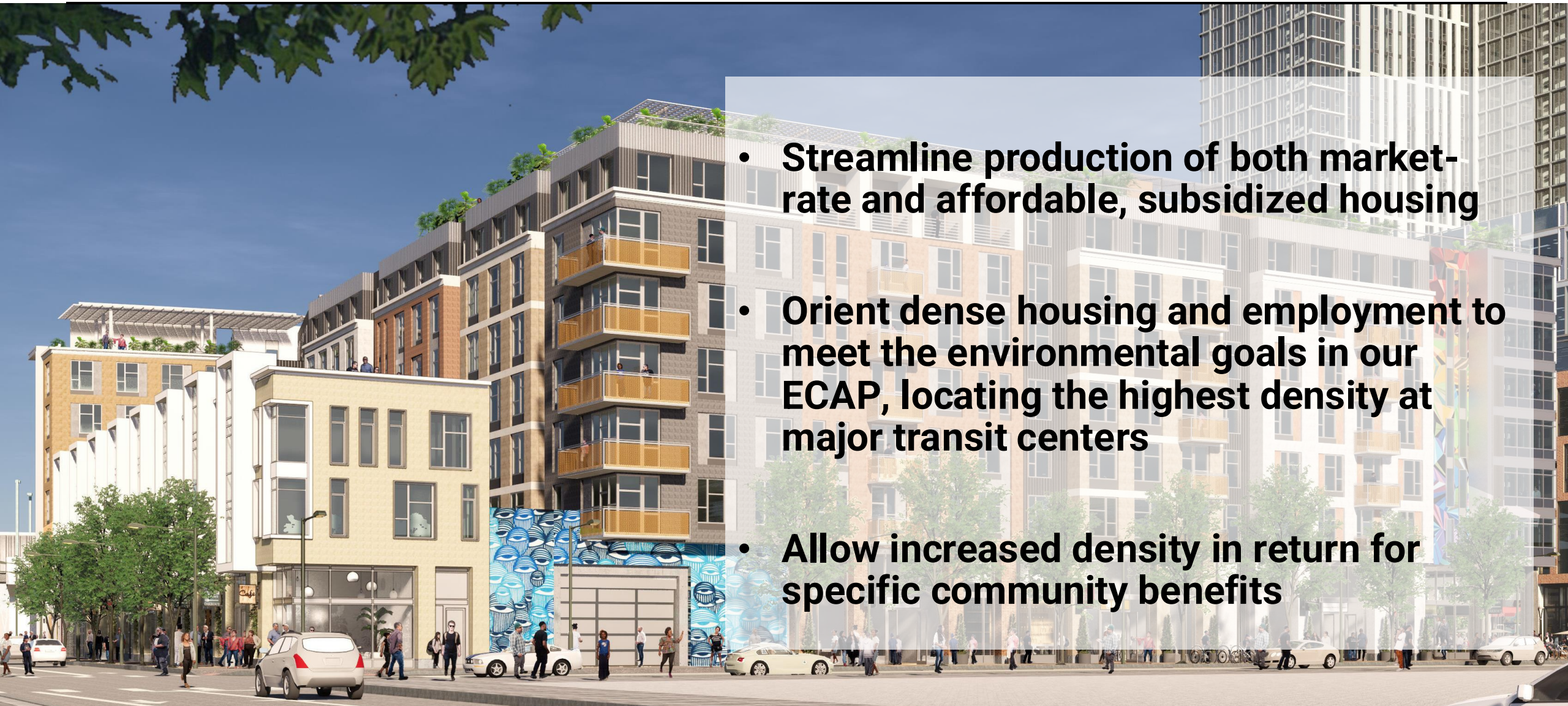
- JUNE 25, 2024

Additional Detail on What the DOSP Will Do



WHAT WILL THE DOSP DO?

WHAT WILL THE DOSP DO?



- Streamline production of both market-rate and affordable, subsidized housing
- Orient dense housing and employment to meet the environmental goals in our ECAP, locating the highest density at major transit centers
- Allow increased density in return for specific community benefits

WHAT WILL THE DOSP DO?



- **Generate funds through one-time development impact fees to subsidize affordable housing, transportation and other capital improvements**
- **Generate long-term tax revenues that can build affordable housing and provide other city services, including parks and street maintenance**

WHAT WILL THE DOSP DO?



- **Build up our cultural & business districts, starting with the BAMBD**
- **Fill vacancies on the ground floor:**
 - Provide services to Oakland's growing resident population
 - Increase foot traffic to support public safety
 - Welcome Oakland residents from throughout the city to their downtown
 - Stem cultural displacement, allowing the small businesses, arts and entertainment groups, and nonprofits run by and serving Oaklanders of color to thrive

WHAT WILL THE DOSP DO?

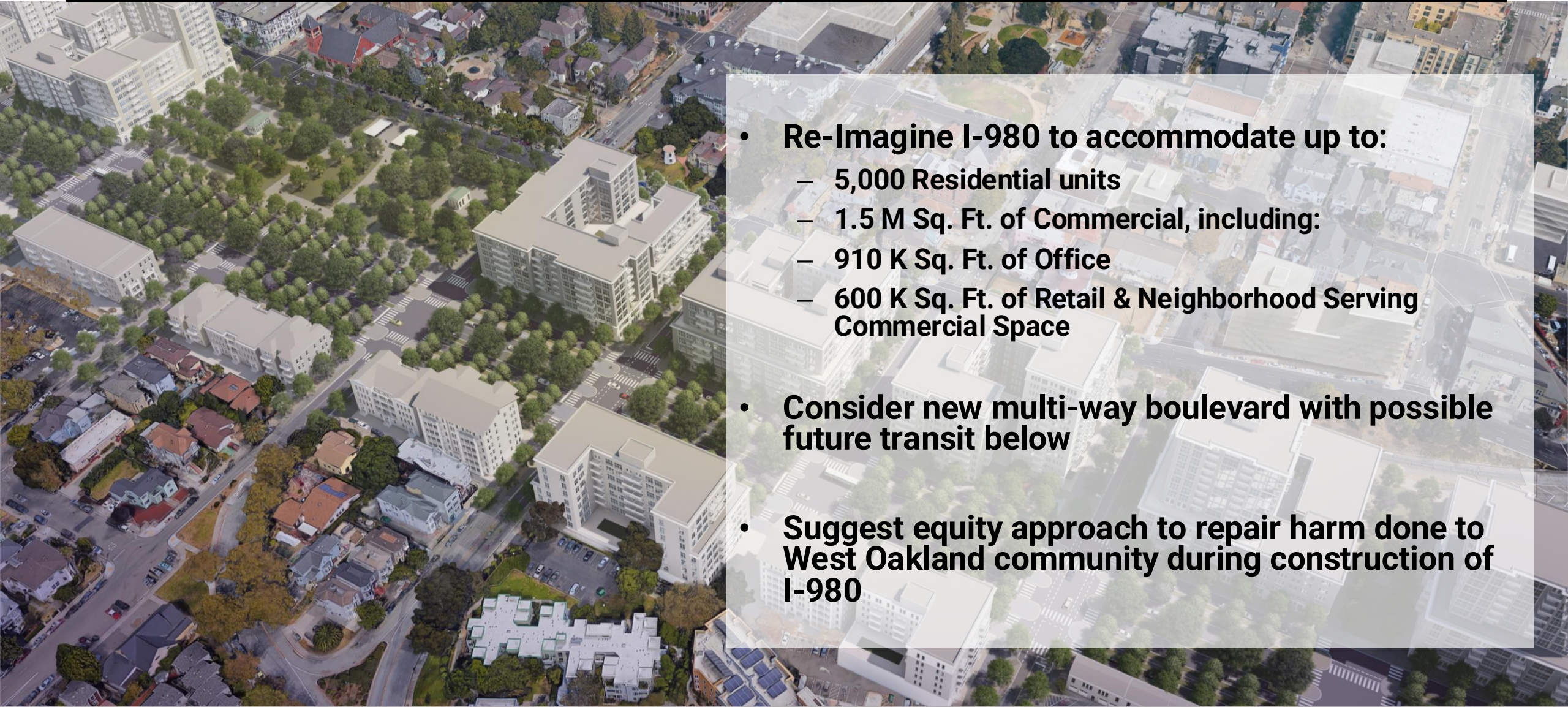


- **Address monumental shifts in the future of work and the role of downtowns**
 - **Protect and grow our industrial jobs near the Port, which are accessible to many residents**
 - **Encourage R&D and biotech with a high density of on-site jobs in the heart of downtown**
 - **Continue to build a mixed-use, culturally thriving downtown that supports local businesses without relying solely on office**

WHAT WILL THE DOSP DO?

- 
- Address sea level rise impacts, permitting new housing in inundation areas only with comprehensive infrastructure and adaptation plans to protect against flooding
 - Lay the foundation for citywide and regional planning to address the effects of climate change and sea level rise

WHAT WILL THE DOSP DO?



- **Re-Imagine I-980 to accommodate up to:**
 - 5,000 Residential units
 - 1.5 M Sq. Ft. of Commercial, including:
 - 910 K Sq. Ft. of Office
 - 600 K Sq. Ft. of Retail & Neighborhood Serving Commercial Space
- **Consider new multi-way boulevard with possible future transit below**
- **Suggest equity approach to repair harm done to West Oakland community during construction of I-980**