

# The Downtown Oakland Specific Plan

**HANDBOOK**  
**MARCH 2024**

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## Oakland Love Life Acknowledgement:

*“We seek to find common ground, and tangible solutions that demonstrate love for our city, its residents, and all constituents....*

*We acknowledge that when we lead with love we are able to uplift a thriving city rooted in equity, equality, justice, inclusion, and opportunity for all.”*

— Artist, Educator, Activist & City Cultural Strategist  
Kev Choice

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## The Downtown Oakland Specific Plan HANDBOOK

Prepared by the Dover, Kohl & Partners team for the City of Oakland  
March 2024

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*Strategic Economics*

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*Race Forward*

### City of Oakland

#### Lead Agency

*Planning & Building Department*

*Planning Bureau; Strategic  
Planning Division*

**Thank you to all of the departments that gave generously of their time, expertise and data in this effort, including:**

*Economic & Workforce  
Development*

*Housing & Community  
Development*

*Public Works*

*Race & Equity*

*Transportation*

*Human Services*

*ADA Programs Division*

*Oakland Public Library*

*Oakland Fire Department*

*Parks, Recreation & Youth  
Development*

*Cultural Affairs*

*Emergency Management  
Services Division*

# About this Plan

Downtown Oakland is the heart of the East Bay, the historic center of Oakland, a major employment hub, and a significant cultural center. It is home to groundbreaking art, social innovation and original expression. The Downtown Oakland Specific Plan (DOSP) seeks to preserve and enhance this dynamic culture that Oaklanders treasure about downtown. It is designed to prevent displacement of both people and culture, while encouraging downtown's development in ways that assist all Oaklanders to safely and affordably access housing, transportation, recreation, health and good jobs.

A specific plan is a State-regulated policy document that implements a community's General Plan in a defined area - in this case Downtown Oakland. It regulates land use, guides future development, and focuses local policies, regulations and action steps to result in a built environment that achieves community goals.

The policies that support the goals of this specific plan are found in the topic areas of the plan:

## 1. ECONOMIC OPPORTUNITY

## 2. HOUSING & HOMELESSNESS

## 3. MOBILITY

## 4. CULTURE KEEPING

## 5. COMMUNITY HEALTH & SUSTAINABILITY

## 6. LAND USE & URBAN DESIGN

## 7. IMPLEMENTATION & ONGOING ENGAGEMENT



## What Will the Plan Do?

### » INCREASE HOUSING AND JOBS NEAR TRANSIT

The DOSP aims to develop dense housing and jobs near transit, which supports the City's environmental goals, by streamlining production of both market-rate and affordable, subsidized housing. To achieve maximum density in key areas, developers will need to provide community benefits including affordable housing and commercial space, public restrooms, streetscape improvements and employment training.

### » EXPAND FUNDING FOR PUBLIC SERVICES

The DOSP aims to generate funds through one-time development impact fees to subsidize affordable housing, transportation and other capital improvements, as well as through long-term development-generated tax revenues that can build affordable housing and provide other city services, including parks and street maintenance.

### » REVITALIZE LOCAL BUSINESSES AND ENHANCE PUBLIC SAFETY

The DOSP aims to stem cultural displacement, allowing Black, Indigenous and People of Color-led small businesses, arts and entertainment groups, and nonprofits to thrive, and fill retail vacancies on the ground floor by providing more land use flexibility. This will increase foot traffic to support public safety, provide more services and welcome Oakland residents from throughout the city to downtown.

### » MODERNIZE AND BROADEN THE ROLE OF DOWNTOWN

The DOSP aims to build a mixed-use, culturally thriving downtown that supports local businesses without relying solely on the office. It protects our more accessible industrial jobs near the Port and encourages research and development and biotech (which have a high density of on-site jobs) in the heart of downtown.

### » PREPARE FOR CLIMATE CHANGE AND SEA LEVEL RISE

The DOSP aims to permit new housing in areas susceptible to sea level rise only with comprehensive infrastructure and adaptation plans to protect neighborhoods against flooding, and align land use and infrastructure policy to address the impacts of climate change and sea level rise.

### » RECONNECT WEST OAKLAND WITH DOWNTOWN

The DOSP has forwarded the conversation about reimagining I-980 to benefit Oakland and repair harm done to the West Oakland community.

# Equity & Inclusive Community Engagement

The DOSP includes an equity framework that is designed to reduce relevant racial disparities. The Plan’s “equity indicators” that measure these disparities include housing cost burden, homelessness, displacement, disconnected youth, unemployment rate and median income. The DOSP includes policies that are explicitly designed to reduce these disparities. Each topic chapter includes racial equity “measures of success” to track the DOSP’s impact over time. Oakland’s Racial Equity Impact Assessment approach will help guide implementation.

The DOSP was also developed with more racially and socially inclusive community engagement than prior planning efforts. The City brought on a racial equity consultant team and engaged in deeper racial equity-focused interviews, focus groups and working groups. This team also helped the City broaden participation and enhance the racial diversity of the Community Advisory Group, which includes representatives from community-based organizations, artists, housing advocates, non-profit and for-profit developers, business organizations and neighborhood organizations.

The nearly eight years of engagement also included a ten-day public open house, town halls, public hearings, online surveys, surveys at events such as the Black Joy Parade and Lunar New Year, and youth activities such as a Youth Summit and classroom collaboration with middle and high schools through UC Berkeley’s Y-PLAN. Planning staff solicited the thoughts of older adults and people with disabilities with help from a working group of advocates. The full process is described in pages 12-15 of the DOSP.

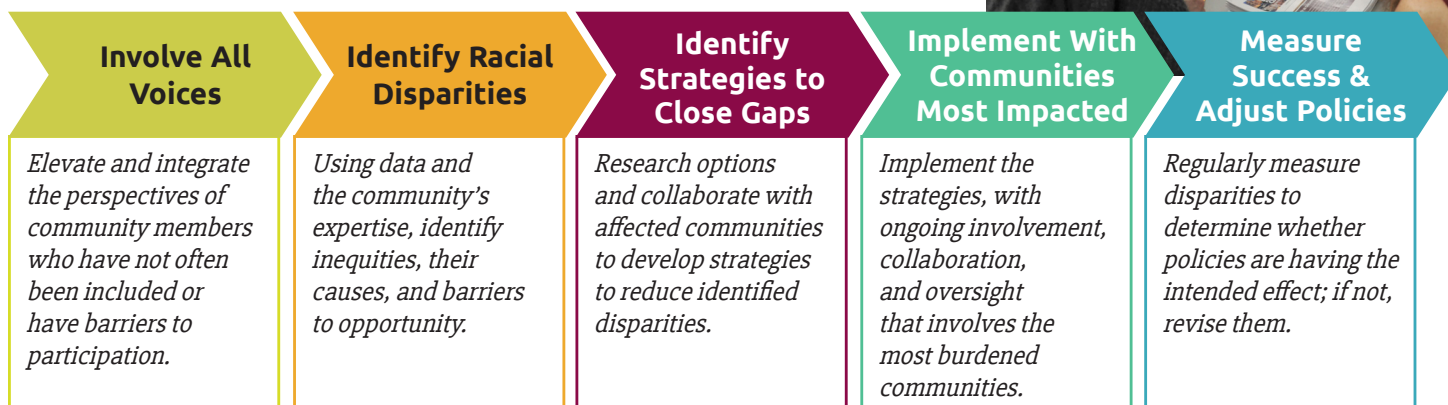
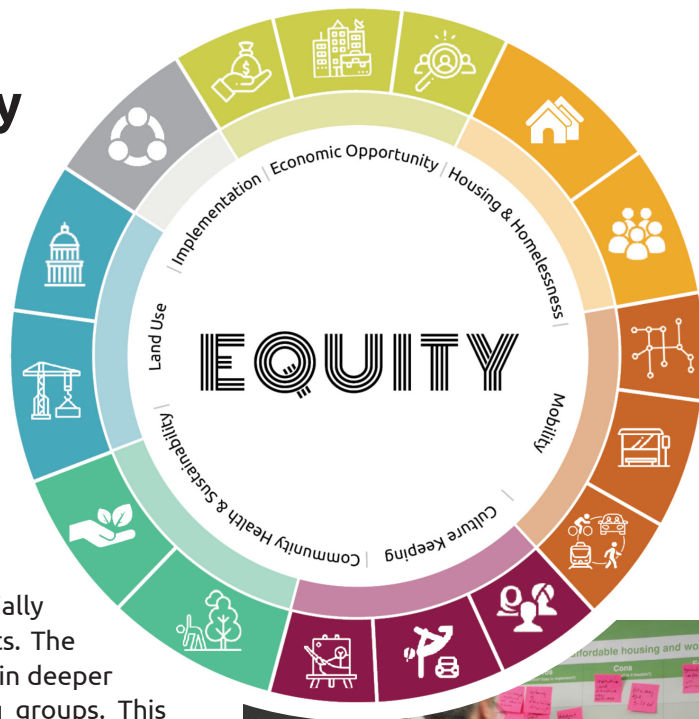



Figure VG-1: Equity Approach



**COVID-19 Recovery**

Specific pandemic-related strategies and policies are highlighted within chapters as call out boxes, and include a COVID-19 label.

**PLAN REVISIONS**

Staff received thousands of comments on the Public Review Draft Plan, including recommendations for changes. Revisions responding to these comments include new and updated data, maps, strategies & policies, primarily addressing COVID-19 impacts & recovery. They also include:

- Preservation of industrial land uses closest to the West Oakland industrial area.
- Updated affordable housing targets to reflect the City's new Permanent Access to Housing (PATH) Framework.
- A chapter dedicated to Implementation & Engagement.
- A new illustrated vision for Lake Merritt Boulevard.
- New appendices detailing development frameworks for Victory Court (a new mixed-use residential community in Jack London, along the Lake Merritt Estuary and Channel) and the Green Loop (a series of streetscape and mobility improvements to the existing network to connect downtown and surrounding neighborhoods with waterfront, cultural and entertainment areas).

**CHAPTER 07: IMPLEMENTATION & ONGOING ENGAGEMENT**

**Economic Opportunity**

**INCLUSIVE ECONOMIC DEVELOPMENT**

**OUTCOME E-1:** Economic activity is inclusive, builds shared community wealth, and fuels the ongoing improvement of local conditions.

Policy, Program, or Action	Implementation Mechanism	Implementation Action Step	Timeframe	Lead Agency	Potential Partners	Costs	Potential Funding Source	Related Policies & Equity Indicator
<b>STRATEGY: ENSURE NEW COMMERCIAL DEVELOPMENT ACTIVITY GENERATES ADDITIONAL PUBLIC REVENUES AND COMMUNITY-SERVING USES.</b>								
E-1.1	Community Benefit Development Incentive Program; Planning Code Amendment	Review and revise zoning regulations, implementing the recommendations of the currently underway study of zoning incentives/lease capture in downtown and ensuring community benefits are captured in return for increased development potential.	Short-Term	City of Oakland	City of Oakland (Economic & Workforce Development)	\$	Operating Funds	E-2.1: Priority Employment Sites LU-1.9: Downtown Planning Code Revisions
E-1.2	Planning Code Amendment	Review and modify zoning to encourage development of hotels and hospitality space. This can include removing requirement for major CUP approval.	Near-Term	City of Oakland	City of Oakland (Planning)	\$	Operating Funds	E-2.4: Ground Floor Artisan Production Spaces E-2.5: Maintaining Arts & Production Space E-2.9: Mixed-Use Terminal Impacts E-2.11: Maintaining Industrial/Port-Related Uses C-1.10: Zoning for Arts & Culture Users LU-1.9: Downtown Planning Code Revisions LU-2.2: Zoning for Arts & Culture Users EQ-3: Displacement EQ-5: Unemployment Rate EQ-6: Median Income

**CHAPTER 07: IMPLEMENTATION & ONGOING ENGAGEMENT**

**Land Use & Urban Design**

**BUILT ENVIRONMENT**

**OUTCOME LU-1:** Development and design serve Oakland's diverse needs, contribute to improved conditions for all, and enhance downtown's authentic, creative, and dynamic local character.

Policy, Program, or Action	Implementation Mechanism	Implementation Action Step	Timeframe	Lead Agency	Potential Partners	Costs	Potential Funding Source	Related Policies & Equity Indicator
<b>STRATEGY: DESIGNATE EMPLOYMENT PRIORITY SITES.</b>								
LU-1.1	Zoning Map Amendment; Planning Code Amendment	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.	Immediate	City of Oakland (Planning)	City of Oakland (Economic & Workforce Development)	\$	Operating Funds	E-2.1: Priority Employment Sites LU-1.9: Downtown Planning Code Revisions

**CHAPTER 07: IMPLEMENTATION & ONGOING ENGAGEMENT**

**Culture Keeping**

**PRESERVE/PROMOTE ARTS & CULTURE**

**OUTCOME C-1:** Downtown is a place where all of Oakland's residents can see and express themselves and their culture.

Policy, Program, or Action	Implementation Mechanism	Implementation Action Step	Timeframe	Lead Agency	Potential Partners	Costs	Potential Funding Source	Related Policies & Equity Indicator
<b>STRATEGY: ESTABLISH, INVEST IN, AND BETTER CONNECT DOWNTOWN CULTURAL DISTRICTS.</b>								
C-1.1	Staff Hiring	Conduct outreach to businesses and stakeholders to identify interest and capacity to develop potential new arts and culture districts. Support the formation of working groups as appropriate. In conjunction with working groups, establish a Citywide Cultural Districts Program (see parking). This program can be informed by the Cultural District program the San Francisco Board of supervisors adopted, among others.	Medium-term	City of Oakland (Cultural Affairs)	BAMBD CDC, CCEO, Chatham County, Art-Garage District, Black Cultural Affairs Commission, City of Oakland (Arts & Equity)	\$	Operating Funds, New Sources	E-2.6: Nightlife Strategy E-1.5: Establishing Arts & Cultural Districts C-1.10: Zoning for Arts and Culture Users LU-1.9: Downtown Planning Code Revisions LU-2.2: Zoning for Arts and Culture Users LU-2.1: Citywide Cultural Districts Program EQ-3: Displacement EQ-4: Disconnected Youth EQ-5: Unemployment EQ-6: Median Income
	Establishment of Oversight/Implementation Committee	Support arts and cultural groups in development of cultural district descriptions, goals, and formation in conjunction with arts and culture district working groups. Identify funds for necessary studies related to establishing baseline conditions, conduct neighborhood interviews, and support community engagement.	Medium-term	City of Oakland (Cultural Affairs, Economic & Workforce Development, Planning)	BAMBD CDC, CCEO, Chatham County, Black Cultural Affairs Commission, Art-Garage District, City of Oakland (Arts & Equity, Economic & Workforce Development, Planning)	\$	Operating Funds, New Sources	
	Planning Code Amendment	Develop zoning regulations in support of the Cultural District Program to both require and incentivize specific uses identified by the community as priorities in those areas.	Medium-term	City of Oakland (Planning)		\$	Operating Funds, New Sources	

Sample Pages from the Implementation Matrix (Chapter 7)

Key changes to the DOSP's development program since the 2019 Public Review Draft include:

- A slight reduction in office and flex commercial space.
- Reduction in retail and neighborhood-serving commercial space.
- A large increase in light industrial space.
- Updated maps to reflect these changes to land use character and building intensities.

Housing projections have remained the same. Many of the comments on the Public Review Draft specifically addressed height and zoning, and these were integrated into the implementing Zoning Amendments adopted alongside the DOSP.

## **HOW THE PLAN WILL BE USED**

City departments and staff will use the plan to guide policy decisions, resource allocation, workplans, regional and state level plans and advocacy and community partnerships. Having a vision will make Plan projects eligible for grants and allow the City to request assistance from philanthropic foundations. The Plan's Environmental Impact Report will facilitate approval for projects that meet the goal of the plan and follow mitigation measures.

The plan will be implemented in partnership with community organizations, through interdepartmental and inter-agency cooperation, and in ongoing engagement with the community, as outlined in a specific implementation chapter and timeline matrix (Chapter 7).

## **UNCERTAINTY AND THE FUTURE**

Partway through the development of the DOSP, the world faced the COVID-19 pandemic. This global crisis and the resulting cultural and structural changes hastened already in-progress shifts in retail and the workplace, worsened racial inequities, weakened public transit and shifted the role of downtowns. At the time the DOSP is being adopted, downtowns are facing dramatic uncertainty about what function they will serve in a community, particularly regarding office employment.

Yet Oakland is remaking itself; while daytime office occupants are reduced, particularly on Mondays and Fridays, new residents are filling recently completed housing and the nighttime arts and entertainment economy is booming, led by Black and Brown entrepreneurs and artists. Other innovations are yet to emerge. The DOSP intends to set a vision that will help chart a course through uncertain times, while remaining flexible enough to adapt to changes that have not yet revealed themselves. Policies may need to be revised over the next couple of decades, but the DOSP's equity framework and goals for culture keeping, access and equitable economic opportunity will help guide those changes.

**Goal 01: Economic Opportunity**

*Create opportunities for economic growth and financial security for all Oaklanders.*

**Goal 02: Housing & Homelessness**

*Ensure sufficient housing is built and retained to meet the varied needs of current and future residents.*

**Goal 03: Mobility**

*Make downtown streets comfortable, safe, and inviting connections to the rest of the city so that everyone has efficient and reliable access to downtown's jobs and services.*

**Goal 04: Culture Keeping**

*Encourage diverse voices and forms of expression to flourish.*

**Goal 05: Community Health & Sustainability**

*Provide vibrant public spaces and a healthy built, natural, and social environment that improve the quality of life downtown today and for generations to come.*

**Goal 06: Land Use**

*Develop downtown to meet community needs and preserve Oakland's unique character.*

**Goal 07: Implementation & Engagement**

*Partner with community stakeholders and institutions to implement and realize the Plan's many goals, outcomes, and supportive policies.*

## Vision, Goals & Policies

The following section outlines the vision and goals, and by topic the central ideas, outcomes, strategies, policies and guidance designed to implement these goals. The details of each policy are found in their respective chapters of the DOSP. The specific action steps required to implement them, along with a summary of the lead and responsible agencies, potential funding sources and implementation timelines, are found in the Implementation Matrix of the DOSP (pages 298-421 of the DOSP).

### VISION

The Plan's overall vision for the future was developed over several years of hearing from Oaklanders:

*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.*

The vision for downtown's neighborhoods is found on pages 55-57 of the DOSP.

### GOALS

The Plan's outcomes, strategies, policies and implementing actions and programs are designed to meet the seven goals listed in the left column.





KONO

UPTOWN

WEST OF  
SAN PABLO

LAKE MERRITT  
OFFICE DISTRICT

CENTRAL  
CORE

LAKESIDE

OLD  
OAKLAND

CHINATOWN

JACK LONDON  
DISTRICT

LANEY  
COLLEGE

Potential 2040 Development

Active 2020 Development



# Economic Opportunity

*CENTRAL IDEA: Make downtown a racially and economically diverse regional employment center by identifying employment priority sites, targeting training for living wage jobs to fill those spaces, and by investing in small businesses and businesses owned by women and people of color.*

Figure VG-2: Street scene in Lake Merritt Office District



Go to **page 74** to see the before and after transformation

## Challenges:

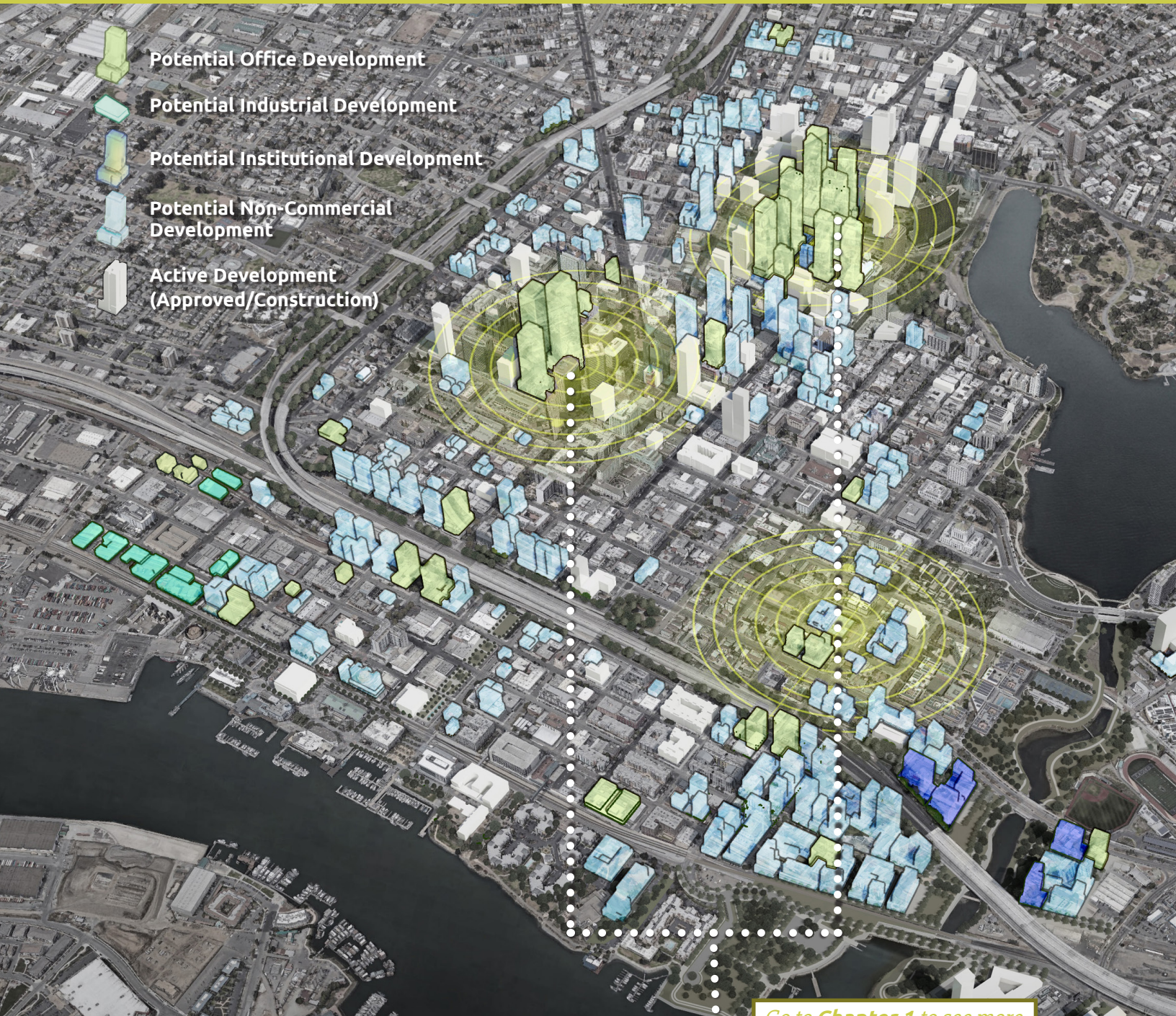
- Low revenues to fund City services
- Huge wealth disparities
- Regional imbalance of jobs & housing leading to transportation overload and inadequate opportunity for residents

## Key City Investments & Policies:

- Capitalize on geographic and transit assets by identifying employment priority sites and promoting density at downtown's regional transit hubs
- Activate ground floor retail/commercial spaces by developing a master lease or nonprofit land trust program to provide below-market rate spaces to small, local, at-risk, and culturally relevant retailers, artists, and artisans
- Expand initiatives and partnerships with the tech sector, and other sectors targeted for expansion, to increase equitable business development and employment opportunities and reduce racial disparities in hiring and ownership
- Expand existing and develop new summer job and training/employment programs to ensure that jobs benefit those who most need them

**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**



**...IF BUILT, THAT GENERATES:**

- \$41 Million in Impact Fees to Fund Affordable Housing & Transportation Improvements; and
- Roughly 57 Thousand Jobs

**EMPLOYMENT PRIORITY AREAS**

## Economic Opportunity

# GOAL 01: Create Opportunities for Economic Growth and Financial Security for all Oaklanders.



### Inclusive Economic Development

*Outcome E-1: Economic activity is inclusive, builds shared community wealth, and fuels the ongoing improvement of local conditions.*

**ENSURE NEW COMMERCIAL DEVELOPMENT ACTIVITY GENERATES ADDITIONAL PUBLIC REVENUES AND COMMUNITY-SERVING USES.**

- » Policy E-1.1 - Development Contributions
- » Policy E-1.2 - Encourage Development of Downtown Hotels

**PROVIDE ASSISTANCE TO LOCALLY-OWNED BUSINESSES AND BUSINESSES OWNED BY PEOPLE HARMED BY RACIAL AND GENDER DISPARITIES.**

- » Policy E-1.3 - Applying OERAC Recommendations
- » Policy E-1.4 - Land Trust/Master Lease Program
- » Policy E-1.5 - Establishing Arts and Cultural Districts
- » Policy E-1.6 - Façade and Tenant Improvement Program
- » Policy E-1.7 - Supporting Businesses Owned by Women and People of Color
- » Policy E-1.8 - Supporting Worker-Owned Cooperatives



### Space to Thrive

*Outcome E-2: Downtown provides a variety of spaces for businesses and community organizations, including spaces that are affordable and accessible.*

**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.**

- » Policy E-2.1- Priority Employment Sites
- » Policy-E-2.2 Transit Oriented Development

**INCENTIVIZE RETENTION AND GROWTH OF COMMERCIAL SPACES SUITABLE AND AFFORDABLE FOR COMMUNITY-SERVING ORGANIZATIONS, MAKERS, ARTISANS, ARTISTS, AND THE ARTS.**

- » Policy E-2.3- Requirements/Incentives for Affordable Arts, Culture, and Commercial Space.
- » Policy E-2.4- Ground Floor Artisan Production Spaces
- » Policy E-2.5- Maintaining Arts & Production Space

**REINFORCE DOWNTOWN AS A GROWING RETAIL, DINING, AND ENTERTAINMENT DESTINATION FOR ALL.**

- » Policy E-2.6 - Nightlife Strategy
- » Policy E-2.7 - Pop-Up & Temporary Uses
- » Policy E-2.8 - Ground Floor Vacancy Requirements
- » Policy E-2.9 - Low-Cost Retail Storefronts
- » Policy E-2.10 - Accessibility through Universal Design

**PRESERVE INDUSTRIAL USES IN SPECIFIC AREA TO SUPPORT BLUE COLLAR JOBS**

- » Policy E-2.11 - Maintaining Industrial/Port-Related Uses
- » Policy E-2.12 - Howard Terminal Impacts

**ENCOURAGE YOUTH ACTIVITIES AND OPPORTUNITIES DOWNTOWN**

- » Policy E-3.1 - Youth Empowerment Zone Program

**PARTNERING WITH LARGE DOWNTOWN BUSINESSES AND INDUSTRIES AS WELL AS LOCAL INSTITUTIONS AND COMMUNITY-BASED ORGANIZATIONS, TO ENHANCE EMPLOYMENT OPPORTUNITIES AND TRAINING FOR OAKLAND RESIDENTS.**

- » Policy E- 3.2 - Local Hire Incentives
- » Policy E- 3.3 - Expanded Job Training, Apprenticeships, & Placement Services
- » Policy E-3.4 - Procurement and Contracting Policies
- » Policy E-3.5 - Partnerships to Support Small, Local Suppliers

**PROVIDE RESOURCES TO SUPPORT DOWNTOWN BUSINESS ACTIVITY.**

- » Policy E-3.6 - Business Outreach
- » Policy E-3.7 - Business Improvement Districts
- » Policy E-3.8 - Downtown Marketing and Branding
- » Policy E-3.9 - Business Support Services in Public Facilities
- » Policy E-3.10 - Increased Business Assistance Center Capacity
- » Policy E-3.11 - Infrastructure for Broadband Development



**Workforce  
Development  
& Access to  
Jobs**

*Outcome E-3: Access to services, jobs, education, and training gives all Oaklanders an opportunity to find local employment and financial security.*

# Housing & Homelessness

**CENTRAL IDEA:** *Maintain downtown as a collection of unique, livable, and complete neighborhoods where all Oaklanders have an opportunity to live by adding 29,100 new homes by 2040 and expanding income-restricted affordable housing units by between 4,365 and 7,275 units.*

Figure VG-3: Potential new development near Estuary Park



Go to **page 98** to see the before and after transformation

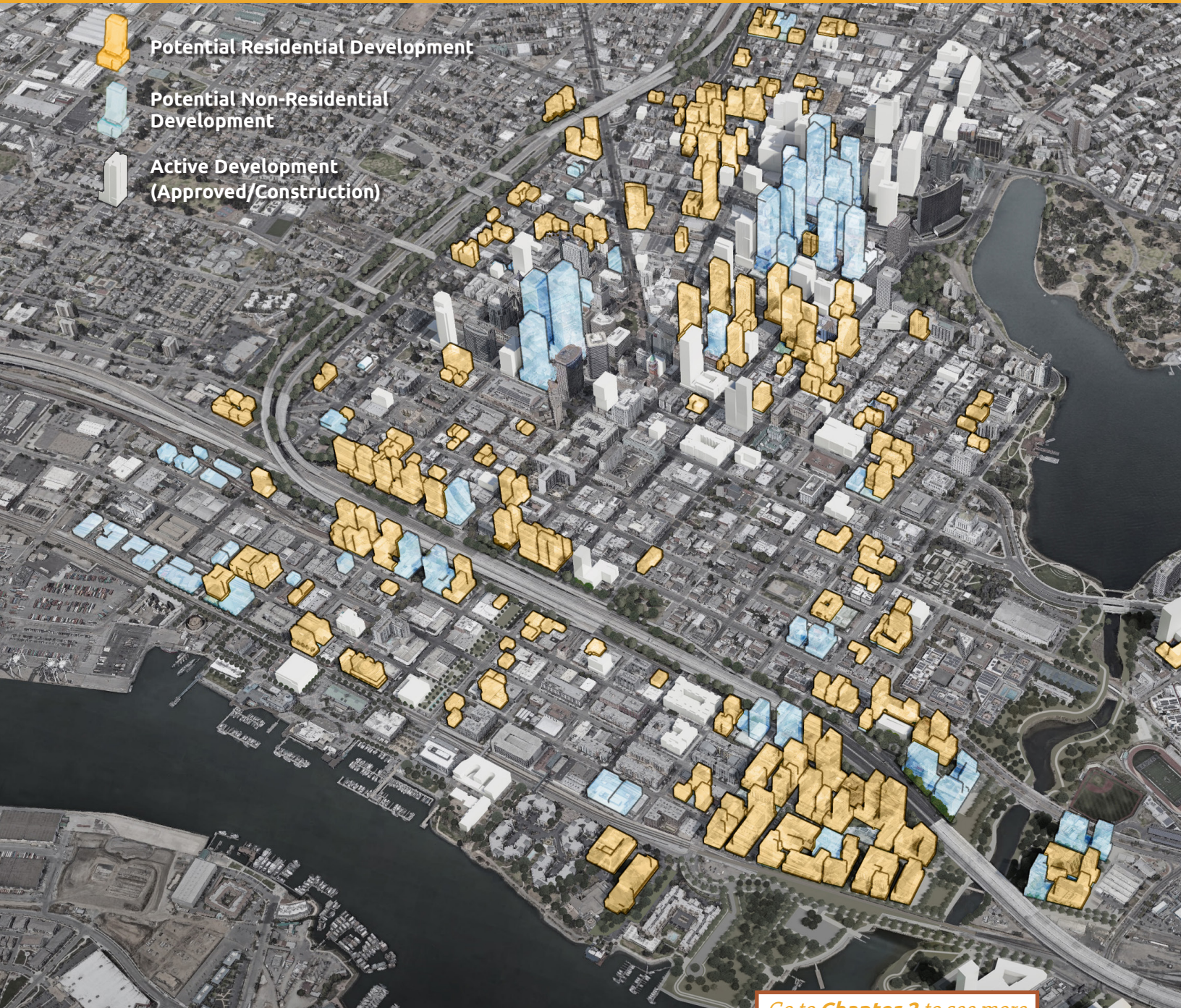
## Challenges

- Insufficient affordable housing and the funding necessary to subsidize its creation in sufficient numbers
- High housing cost burden
- Highest displacement and cost burden among Black residents and other groups historically impacted by disparities in life outcomes
- Increasing number of homeless residents, with the highest numbers being disproportionately Black

## Key City Investments & Policies:

- Prioritize services and housing for residents experiencing homelessness or at risk of homelessness
- Encourage growth of housing
- Prioritize a portion of affordable housing funds generated downtown for downtown projects
- Implement new and revise existing tools for funding and producing income-restricted affordable housing units
- Implement tools to prevent displacement of existing residents
- Establish a program to incentivize community-desired benefits in exchange for increased development potential
- Encourage large units designed for families and units accessible to older adults and people with disabilities

## THE PLAN CAN HELP ENCOURAGE UP TO: **+29,100 New Residential Units Downtown**



Go to **Chapter 2** to see more

### ...IF BUILT, THAT GENERATES:

- 4,365 to 7,275 New Income-Restricted Units; and
- \$480 to \$544 Million in Impact Fees to Fund Additional Affordable Housing

## Housing and Homelessness

# GOAL 02: Ensure Sufficient Housing is Built and Retained to Meet the Varied Needs of Current and Future Residents.



### Housing Diversity & Affordability

*Outcome H-1: Sufficient housing is built and retained downtown to support the full range of incomes, lifestyles, and choices essential to Oaklanders.*

#### ENCOURAGE THE PRODUCTION OF DIVERSE HOUSING UNIT TYPES.

- » Policy H-1.1 - Unit Size Monitoring

#### REZONE OPPORTUNITY AREAS TO ALLOW DENSE RESIDENTIAL DEVELOPMENT AND ENCOURAGE INFILL.

- » Policy H-1.2 - High-intensity, Mixed-Use Neighborhoods

#### STRENGTHEN PROTECTIONS FOR RETAINING DOWNTOWN'S RENTAL HOUSING STOCK.

- » Policy H-1.3 - Condominium Conversion Ordinance Improvements

#### DEVELOP NEW SOURCES OF FUNDS AND INCREASE EXISTING RESOURCES TO ASSIST IN THE CREATION OF NEW AFFORDABLE AND ACCESSIBLE HOUSING.

- » Policy H-1.4 - Inclusionary Housing Policy and Impact Fees
- » Policy H-1.5 - Jobs/Housing Impact Fee Increases
- » Policy H-1.6 - Enhanced Infrastructure Financing District
- » Policy H-1.7 - Citywide Affordable Housing Strategy
- » Policy H-1.8 - Public/Private Partnerships for Affordable Housing

#### DIRECT PUBLIC POLICIES, FUNDING SOURCES, AND RESOURCES TO ASSIST IN THE CREATION OF NEW AFFORDABLE AND ACCESSIBLE HOUSING IN DOWNTOWN.

- » Policy H-1.9 - Directing Affordable Housing Funds Downtown
- » Policy H-1.10 - Leveraging Publicly Owned Land for Housing
- » Policy H-1.11 - Co-locate Affordable Housing and Public Facilities
- » Policy H-1.12 - Goals for Affordable Housing Production
- » Policy H-1.13 - Expedite Approvals for Affordable Housing
- » Policy H-1.14 - Habitability Standards
- » Policy H-1.15 - Increased Accessibility Requirements
- » Policy H-1.16 - Family-Friendly Design



**ENCOURAGE HOMEOWNERSHIP IN DOWNTOWN OAKLAND.**

- » Policy H-2.1 - Shared Equity Homeownership
- » Policy H-2.2 - First-time Homebuyer Programs
- » Policy H-2.3 - Proactive Assistance to Vulnerable Homeowners

**INCREASE PROTECTIONS AND ASSISTANCE FOR LOW-INCOME RENTER HOUSEHOLDS AND OTHER RESIDENTS AT RISK OF DISPLACEMENT.**

- » Policy H-2.4 - Tenant Subsidy Program Study
- » Policy H-2.5 - Renter Services and Counseling
- » Policy H-2.6 - Rent Adjustment & Just Cause Eviction Enforcement
- » Policy H-2.7 - Support for Economically Displaced Residents
- » Policy H-2.8 - Affordable Housing Centralized Online Waiting List

**PROVIDE ADDITIONAL SHELTERS AND SERVICES FOR HOMELESS RESIDENTS.**

- » Policy H-2.9 - PATH Strategy Updates
- » Policy H-2.10 - SRO Rehab & Acquisition Partnerships
- » Policy H-2.11 - Homeless Housing Priority in NOFAs
- » Policy H-2.12 - Supportive Services in Affordable Housing
- » Policy H-2.13 - Encampment Management & Services

**PROVIDE RESOURCES AND AMENITIES FOR THE UNSHELTERED RESIDENTS OF DOWNTOWN.**

- » Policy H-2.14 - Storage Lockers for Unsheltered Residents
- » Policy H-2.15 - Restrooms/Drinking Water in Public Spaces
- » Policy H-2.16 - Library Partnerships & Outreach Programs

**PREVENT FURTHER DISPLACEMENT OF OAKLAND'S ARTIST, CULTURAL, AND CREATIVE COMMUNITY BY ENCOURAGING AFFORDABLE LIVE-WORK AND COMMERCIAL CULTURAL SPACES.**

- » Policy H-2.17 - Explore Encouraging Affordable Live/Work Units in Cultural Districts
- » Policy H-2.18 - Protect Live/Work in Cultural Districts



**Homelessness  
& Displacement**

*Outcome H-2: Current and long-time Oaklanders remain an important part of the community.*

# Mobility

**CENTRAL IDEA:** *Connect people across Oakland to downtown and unify downtown by expanding high-quality transit, bicycle routes, pedestrian access, and amenities for active street life.*

Figure VG-4: 17th Street, looking east toward San Pablo Avenue



Go to **page 135** to see the before and after transformation

## Challenges:

- Infrequent, undependable and circuitous transit access creates barriers for those already facing the most barriers to opportunity
- Frequent vehicle collisions with pedestrians and bicyclists, with people of color harmed disproportionately
- Freeways on the west and south edges of downtown create barriers

## Key City Investments & Policies:

- Streetscape investment, including curb ramps, high visibility crosswalks, landscaping and public space improvements
- Investment in dedicated transit lanes
- Investment in downtown's bicycle network to expand the number of high-quality routes and increase the overall number of connected and continuous routes throughout downtown, prioritizing connection of residents to employment, green, recreational, and civic resources



## EXTENSIVE NETWORK OF MULTIMODAL STREETS



Go to **Chapter 3** to see more

## Mobility

# GOAL 03: Make Downtown Streets Comfortable, Safe, and Inviting Connections to the Rest of the City so that Everyone has Efficient and Reliable Access to Downtown Jobs and Services.



### Active Connectivity

*Outcome M-1: Downtown is well-connected internally and to surrounding neighborhoods with bicycle and pedestrian networks that are accessible and safe for all Oaklanders.*

#### DESIGN AND IMPLEMENT PEDESTRIAN SAFETY MEASURES.

- » Policy M-1.1 - Pedestrian Safety Measures
- » Policy M-1.2 - Oakland Pedestrian Plan and Oakland Bicycle Plan
- » Policy M-1.3 - Train Quiet Zone Study

#### PLAN AND DESIGN FOR EMERGING MOBILITY OPTIONS.

- » Policy M-1.4 - Emerging Mobility Technologies

#### INVEST IN CONNECTIVITY AND ACCESS IMPROVEMENTS TO LINK DOWNTOWN'S NEIGHBORHOODS AND ASSETS TOGETHER.

- » Policy M-1.5 - Connectivity and Access Improvements
- » Policy M-1.6 - Temporary / Tactical Urbanism Projects
- » Policy M-1.7 - Connecting Downtown Neighborhoods & Public Spaces

#### UPDATE SIGNAL TIMING AND UPGRADE SIGNALS TO IMPROVE OVERALL EXPERIENCE OF WALKING, BIKING, AND RIDING TRANSIT.

- » Policy M-1.8 - Upgraded Traffic Signals & Timing
- » Policy M-1.9 - Two-way Circulation Standard

#### DESIGN AND CONSTRUCT A DOWNTOWN LOW-STREET BICYCLE NETWORK.

- » Policy M-1.10 - Low-stress Bicycle Network
- » Policy M-1.11 - Partnerships to Support Bicycle Ridership

#### CONTINUE TO EXPAND BICYCLE PARKING SUPPLY.

- » Policy M-1.12 - Expanded Bike Parking

#### IMPLEMENT TRANSIT PRIORITY TREATMENTS ON KEY CORRIDORS & IMPROVE PASSENGER AMENITIES AT BUS STOPS.

- » Policy M-2.1 - Transit Priority Treatments
- » Policy M-2.2 - Improve Amenities/Security at Bus Stops
- » Policy M-2.3 - COVID-19 Response

#### IMPROVE CONNECTIONS BETWEEN SERVICES & CAPITALIZE ON POTENTIAL EXPANSIONS FOR BART, CAPITOL CORRIDOR, AND FERRY SERVICE.

- » Policy M-2.4 - Transit Priority Treatments



### Transit Connectivity

*Outcome M-2: Oaklanders, particularly communities that are more transit-dependent, are well-served with frequent, reliable, safe, and affordable transit access.*

- » Policy M-2.5 - Improved Bus Layover Capacity
- » Policy M-2.6 - Regional Transit Expansion Opportunities
- » Policy M-2.7 - New Transbay Crossing/BART Station

**REDUCE FARES FOR LOW-INCOME TRANSIT USERS.**

- » Policy M-2.8 - Low-income Transit Pass

**MAINTAIN RELIABLE, ADA ACCESSIBLE ACCESS TO TRANSIT STATIONS.**

- » Policy M-2.9 - ADA Accessibility at Transit Stations

**NAME TRANSPORTATION FACILITIES TO REFLECT THE LOCATION OR CHARACTER OF THE PLACE THAT THEY SERVE.**

- » Policy M-2.10 - Renaming Transit Station Names

**TRANSPORTATION DEMAND MANAGEMENT STRATEGIES.**

- » Policy M-2.11 - Transportation Demand Management Plan

**REBALANCE STREET SPACE FOR ALL USERS AND IMPROVE THE VEHICULAR NETWORK.**

- » Policy M-3.1 - Implementing Complete Streets
- » Policy M-3.2 - Implementing Green Infrastructure
- » Policy M-3.3 - Safety During Construction

**DECREASE FREEWAY CUT-THROUGH TRAFFIC ON LOCAL STREETS.**

- » Policy M-3.4 - Oakland/Alameda Access Project

**MANAGE PUBLIC PARKING, EXPAND "OAKPARK" INITIATIVE.**

- » Policy M-3.5 - Expanding the OakPark Program
- » Policy M-3.6 - Parking Facility for the Malonga Casquelourd Center of the Arts

**REVISE PARKING REQUIREMENTS DOWNTOWN TO ACHIEVE GREENHOUSE GAS EMISSION TARGETS, AND COMMUNITY BENEFITS.**

- » Policy M-3.7 - Parking Maximums with Electric Vehicle Charging Requirements

**ACTIVELY MANAGE CURBSIDE SPACE.**

- » Policy M-3.8 - Curbside Management

**PRIORITIZE THE MOVEMENT OF EMERGENCY SERVICE VEHICLES.**

- » Policy M-3.9 - Emergency Service Vehicle Priority

**MAINTAIN TRUCK ROUTES TO INDUSTRIAL WAREHOUSE FACILITIES.**

- » Policy M-3.10 - Truck Management Plan

**STUDY THE REPLACEMENT OF I-980 WITH A MULTI-WAY BOULEVARD.**

- » Policy M-3.11 - I-980 Replacement Feasibility Study



## Street Infrastructure

*Outcome M-3: Oakland's streets serve a wide variety of uses, providing Oaklanders of all ages and abilities with safe transportation and recreation choices, serving businesses, connecting neighborhoods, and meeting goals for emergency services and sustainability.*

# Culture Keeping

**CENTRAL IDEA:** *Protect Oakland’s diverse arts and cultural communities by using land use, zoning, and other tools to create and hold space for artistic expression downtown.*

Figure VG-5: The Black Arts Movement and Business District (BAMBD) on 14th Street



Go to **page 174** to see the before and after transformation

## Challenges:

- Declining shares of Black and Asian residents
- Lack of affordable spaces for art and culture uses and artisan small-scale manufacturing
- Displacement of ethnic businesses and community-based organizations

## Key City Investments & Policies:

- Provide affordable space for arts, culture and entertainment uses, small local retailers, artists and artisans by developing a master lease program that partners local building owners with a nonprofit with expertise in curating arts and cultural tenants
- Dedicate ground floor space for cultural, arts, and maker uses in new developments located in key areas
- Create a program to establish a citywide cultural district program
- Construct coordinated streetscape, public and green space improvements that help identify and enhance arts and cultural districts

## CULTURAL DISTRICTS Special land use regulations to preserve art & culture

Jack London  
Entertainment Area

BAMBD

Chinatown

Art + Garage  
District

Potential Development

Active Development  
(Approved/Construction)

Existing Entertainment Area

Existing Arts & Culture  
Districts

Proposed Arts & Culture  
Districts

Go to **Chapter 4** to see more

Uptown  
Entertainment Area

## Culture Keeping

# GOAL 04: Encourage Diverse Voices and Forms of Expression to Flourish



### Arts & Culture Preservation/Promotion

*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.*

#### ESTABLISH, INVEST IN, AND BETTER CONNECT DOWNTOWN TO CULTURAL DISTRICTS.

- » Policy C-1.1 - Citywide Cultural Districts Program
- » Policy C-1.2 - Supporting the BAMBD
- » Policy C-1.3 - Culturally Relevant Marketing, Branding, & Streetscape Design
- » Policy C-1.4 - Encouraging Design by Local Artist/Fabricators

#### PRESERVE DOWNTOWN'S ARTS AND CULTURE ASSETS WHILE PROVIDING ADDITIONAL INCENTIVES TO EXPAND THESE USES AND MAKE THEM ACCESSIBLE TO ALL.

- » Policy C-1.5 - Incentives for Affordable Arts, Culture, & Commercial Space
- » Policy C-1.6 - Preserving/Adaption Historic Buildings
- » Policy C-1.7\* - Malonga Casquelourd Center Improvements
- » Policy C-1.8 - Community Ownership & Stewardship
- » Policy C-1.9 - Library Facility Improvements
- » Policy C-10\* - Zoning for Arts and Culture Uses
- » Policy C-1.11 - Lake Merritt Station Area Plan (LMSAP) & West Oakland Specific Plan (WOSP) Implementation
- » Policy C-12 - Cultural Facilities Fee
- » Policy C-13 - Cultural Asset Mapping
- » Policy C-14 - Staffing to Support Cultural Programs



### Abundant Art & Events

*Outcome C-2: Festivals, outdoor art installations, and cultural events are integral elements in downtown's public sphere and spaces.*

#### CELEBRATE AND ENCOURAGE YOUTH ACTIVITIES IN PUBLIC SPACES AND BUSINESSES.

- » Policy C-2.1 - Programming Youth Activities

#### LEVERAGE PARKS AND PUBLIC SPACES AS VITAL LOCATIONS TO SHOWCASE AND PROMOTE ARTS AND DOWNTOWN.

- » Policy C-2.2\* Community Gathering Spaces
- » Policy C-2.3 - Reduced Barriers for Outdoor Vendors

\* Policy supported by young people during engagement process



**PROMOTE DOWNTOWN AS AN ENTERTAINMENT DESTINATION BY FACILITATING SPECIAL EVENT AND FESTIVAL PERMITTING AND CONNECTING AVAILABLE AND UNDERUTILIZED VENUES WITH THOSE SEEKING SPACES FOR EVENTS.**

- » Policy C-2.4\*- Streamline Event Permitting
- » Policy C-2.5 - Connecting Events to Underutilized Venues

**INCREASE FUNDING AND SUPPORT FOR ARTS & CULTURE PROGRAMS AND ORGANIZATIONS.**

- » Policy C-3.1 - Increased Funding for Arts and Culture

**LEVERAGE AND UNDERUTILIZED SPACES DOWNTOWN, INCLUDING VACANT GROUND FLOOR SHOPFRONTS AND EMPTY PARCELS, AS OPPORTUNITIES FOR AFFORDABLE ARTS, CULTURE AND SOCIAL ENTERPRISE SPACE.**

- » Policy C-3.2\*- City-owned Properties for Arts/Culture Uses
- » Policy C-3.3- Master Lease/Nonprofit Ownership program for affordable arts space.
- » Policy C-3.4 - Centralized List of Arts Organizations Seeking Space
- » Policy C-3.5 - Expand the Keeping Space Oakland Program
- » Policy C-3.6 - Temporary Uses
- » Policy C-3.7 - Affordable Performance Space Fund



**Affordable  
Arts Space**

*Outcome C-3: Oakland's artists and creative community are able to find work, performance, and gallery space in downtown that they can access and afford, and are able to see their work integrated into the built environment and public domain.*

\* Policy supported by young people during engagement process

# Community Health & Sustainability

**CENTRAL IDEA:** *Enhance quality of life and health for all Oaklanders by improving and expanding public spaces, implementing urban greening projects, strengthening community resilience, reducing private vehicle trips, and shifting to renewable energy sources.*

Figure VG-6: Webster Green



Go to **page 202** to see the before and after transformation

## Challenges:

- High asthma rate, particularly for Black residents and others living along high-traffic corridors
- Sea level rise and other environmental stressors
- Small businesses unable to thrive due to limited foot traffic, fear of crime
- Community facilities and maintenance not keeping up with population growth

## Key City Investments & Policies:

- Create a safe and healthy public realm through streets, parks, and open space improvements with a focus on enhancing connections between the waterfront and the rest of downtown
- Improve the experience of existing parks, open space, libraries and other community facilities through capital investments in equipment upgrades, maintenance, and programming
- Draft and adopt design guidelines for streets and public spaces
- Reduce greenhouse gas (GHG) emissions by investing in improvements to the walking, biking, and transit network and eliminating fossil fuels from building systems
- Apply concepts from CURB Strategy, Sustainable Oakland, Equitable Climate Action Plan, Sea Level Rise Road Map and others for a more resilient downtown

### Green Buffer Along Highways

### Lake Merritt Channel Park



Potential Development

Active Development  
(Approved/Construction)

Potential New Parks/Open  
Spaces

Go to **Chapter 5** to learn more

Continuous  
Improvements  
Along Waterfront

Webster  
Green

Estuary Park

## Community Health & Sustainability

# GOAL 05: Provide Vibrant Public Spaces and a Healthy Built, Natural, and Social Environment that Improves the Quality of Life Downtown Today and for Generations to Come.



### Health, Public Safety, Parks & Community Facilities

*Outcome CH-1: All Oaklanders can lead safe and healthy lives, enjoying streets, public amenities, and parks Downtown that provide opportunities to stay active and build community.*

#### FOSTER HEALTHY LIFESTYLES WITH HIGH-QUALITY AND CONNECTED PARKS AND PUBLIC SPACES.

- » Policy CH-1.1 - Public Realm Improvements
- » Policy CH-1.2 - Landscaping & Lighting Assessment District
- » Policy CH-1.3 - Inclusive Parks & Open Space Design Guidelines
- » Policy CH-1.4 - Universal Design Principles for Public Spaces & Playgrounds
- » Policy CH-1.5 - Coordinating Development and Park/Streetscape
- » Policy CH-1.6 - Open Space Development Regulations
- » Policy CH-1.7 - Access to Public Spaces
- » Policy CH-1.8 - Encouraging Vendors & Artists in Public Spaces
- » Policy CH-1.9 - Edible Parks Program

#### INVEST IN COMMUNITY FACILITIES THAT SERVE PEOPLE OF ALL AGES AND ABILITIES.

- » Policy CH-1.10 - Investing in indoor Public Facilities
- » Policy CH-1.11 - Child/Senior Care Incentives and Subsidies
- » Policy CH-1.12\* - Youth/Senior-driven Programming for Public Spaces
- » Policy CH-1.13 - Supporting Community-Serving Organizations
- » Policy CH-1.14 - Food Security Resources & Partnerships

#### CONTINUE TO PROTECT THE HEALTH AND ECOLOGY OF DOWNTOWN OAKLAND'S NATURAL RESOURCES, INCLUDING LAKE MERRITT, THE LAKE MERRITT CHANNEL, AND THE ESTUARY WATERFRONT.

- » Policy CH-1.15\* - Protecting & Enhancing Natural Resources
- » Policy CH-1.16 - Lake Merritt Channel Natural Buffer Area

#### EXPLORE IMPLEMENTATION OF COMMUNITY SAFETY INITIATIVES.

- » Policy CH-1.17\* - Crime Prevention Through Environmental Design
- » Policy CH-1.18\* - Community Safety Initiatives
- » Policy CH-1.19 - Reimagining Public Safety Task Force
- » Policy CH-1.20 - Sex Trafficking Education

\* Policy supported by young people during engagement process

**COORDINATE LAND-USE REGULATIONS AND TRANSPORTATION POLICIES FOR REDUCTIONS IN VEHICLE MILES TRAVELED AND GREENHOUSE GAS (GHG) EMISSIONS.**

- » Policy CH-2.1\* - VMT and GHG Emission Reductions
- » Policy CH-2.2 - Encouraging Electric Vehicle Use
- » Policy CH-2.3\* - Meeting ECAP Emissions Targets

**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.**

- » Policy CH-2.4 - Low-Impact Stormwater Detention Requirements
- » Policy CH-2.5 - Reflective Rooftops & Paving
- » Policy CH-2.6 - Building Electrification

**PLAN AND INVEST LOW-IMPACT AND SUSTAINABLE INFRASTRUCTURE DOWNTOWN.**

- » Policy CH-2.7\* - Green Stormwater Infrastructure Plan
- » Policy CH-2.8\* - Implementing Green Streets
- » Policy CH-2.9\* - Green Buffers Along Highway Edges

**MAINTAIN UP-TO-DATE SEA LEVEL RISE MAP TO INFORM FUTURE DEVELOPMENT.**

- » Policy CH-2.10 - Sea Level Map Rising
- » Policy CH-2.11 - Sea Level Rise Vulnerability Assessment

**SUPPORT THE IMPLEMENTATION OF THE SEA LEVEL RISE ROADMAP, WHICH IDENTIFIED KEY ACTIONS NEEDED TO PREPARE FOR IMPACTS OF CLIMATE CHANGE.**

- » Policy CH-2.12 - ECAP & Sea Level Rise Roadmap

**WORK WITH LOCAL AND REGIONAL AGENCIES TO PROACTIVELY ADAPT VULNERABLE INFRASTRUCTURE AND IDENTIFY LONG-TERM SHORELINE PROTECTION STRATEGIES.**

- » Policy CH-2.13 - Shoreline Protection Measures
- » Policy CH-2.14 - Evaluating Bay/Watershed Flooding Potential
- » Policy CH-2.15 - Sea Level Rise Regional Strategy

**UPGRADE COMMUNITY CENTERS TO PROVIDE CARE AND/OR SHELTER FOR VULNERABLE RESIDENTS DURING CLIMATE, PUBLIC HEALTH, AND OTHER EMERGENCIES.**

- » Policy CH-2.16 - Public Facilities for Resilience & Relief



## Sustainability & Resilience

*Outcome CH-2: Environmental stewardship and climate change resilience inform operational, planning, and capital improvement decisions to create a more sustainable Downtown where everyone can adapt and thrive in the face of changing conditions.*

\* Policy supported by young people during engagement process

# Land Use & Urban Design

**CENTRAL IDEA:** *Foster new development that serves Oaklanders and addresses housing and employment demand by preserving historic, cultural, and natural assets, creating a lively, interactive, vibrant and culturally relevant public realm, and encouraging increased building intensity in exchange for pre-defined community benefits.*

Figure VG-7: Lake Merritt Boulevard Improvements & Courthouse Plaza



Go to [page 260](#) to see the before and after transformation

## Challenges:

- Limited number of prime sites for high-density employment
- Disconnected commercial and residential activity centers
- Varying condition of parks and streetscapes
- Shortage of public restrooms

## Key City Investments & Policies:

- Develop and invest in a coordinated system of streetscape and park improvements to link commercial and residential activity centers with the waterfront
- Revise land use & zoning regulations to support plan goals and target new density near transit
- Designate employment priority sites to encourage jobs locating in Oakland
- Designate and support arts and cultural districts
- Create a streamlined development incentive program to provide increased building intensity in exchange for pre-defined community benefits



## Greatest intensity in the core, near BART stations



Opportunity sites  
near Victory Court

Land Use & Urban Design

# GOAL 06: Develop Downtown to Meet Community Needs and Preserve Oakland’s Unique Character



## Built Environment

*Outcome LU-1: Development and design serve Oakland’s needs, contribute to improved conditions for all, and enhance Downtown’s authentic, creative, and dynamic local character.*

### DESIGNATE EMPLOYMENT PRIORITY SITES.

- » Policy LU-1.1 - Designating Employment Priority Sites

### PRESERVE AND ENHANCE DESIGNATED INDUSTRIAL AREAS AND ENCOURAGE MORE PRODUCTION, DISTRIBUTION, AND REPAIR USES.

- » Policy LU-1.2 - Preservation of Industrial Land Uses

### UNLOCK BONUS DEVELOPMENT POTENTIAL IN EXCHANGE FOR NEEDED COMMUNITY BENEFITS.

- » Policy LU-1.3 - Development Incentive Program

### ENSURE THAT BUILDING AND STREET DESIGN SUPPORT PEDESTRIAN ACTIVITY AND ENHANCE PUBLIC SPACES.

- » Policy LU-1.4 - Streetscape & Building Frontage Standards
- » Policy LU-1.5 - Development Requirements Near Parks/Open Spaces
- » Policy LU-1.6 - Mitigating Construction Impacts

### IMPLEMENT STREETScape, PUBLIC SPACE, AND CONNECTIVITY IMPROVEMENTS.

- » Policy LU-1.7 - Streetscape & Public Space Improvements

### ENSURE THAT NEW DEVELOPMENT & INFRASTRUCTURE CONTRIBUTE TO CITYWIDE SUSTAINABILITY AND RESILIENCE GOALS.

- » Policy LU-1.8 - Sustainable & Resilient Growth Regulations

### ESTABLISH A CLEAR DEVELOPMENT HIERARCHY THAT SUPPORTS A VARIETY OF BUILDING TYPES & FORMS TO MEET COMMUNITY NEEDS.

- » Policy LU-1.9 - Downtown Planning Code Revisions
- » Policy LU-1.10 - Infill & Large-Scale Redevelopment



**SUPPORT CULTURAL & ENTERTAINMENT AREAS AND EXPAND ARTS, CULTURE, AND MAKER USES THROUGHOUT DOWNTOWN.**

- » Policy LU-2.1 - Citywide Cultural Districts Program
- » Policy LU-2.2 - Zoning for Arts and Culture Uses

**PURSUE ADAPTIVE REUSE.**

- » Policy LU-2.3 - Adaptive Reuse Provisions

**DEVELOP AN UPDATED TRANSFER OF DEVELOPMENT RIGHTS (TDR) PROGRAM.**

- » Policy LU-2.4 - Transfer of Development Rights



**Cultural  
& Historic  
Preservation**

*Outcome LU-2: Oakland's cultural enclaves, civic institutions, landmarks, and public open spaces are preserved.*

## Implementation & Ongoing Engagement

# GOAL 07: Partner with Community Stakeholders and Institutions to Implement and Realize the Plan’s Many Goals, Outcomes and Supportive Policies.



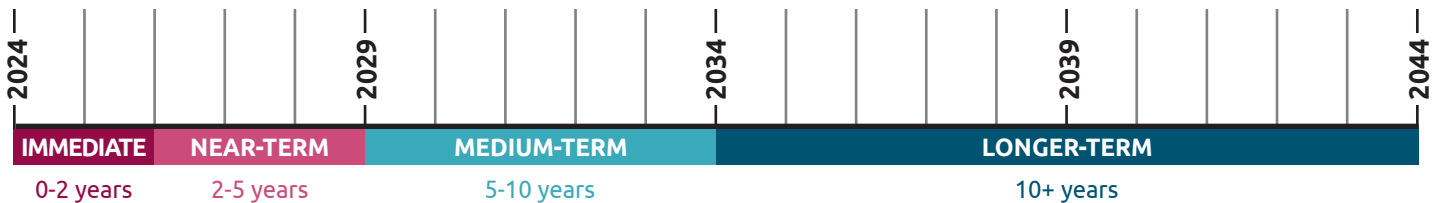
### Inclusive Implementation

*Outcome IE-1: Residents and stakeholders are included in the ongoing decision-making and implementation of the Downtown Oakland Specific Plan, and, with the City, are accountable for current initiatives and for the successful adaptation of the Specific Plan over time as conditions change.*

- » Policy IE-1.1 – Continued Engagement During Implementation
- » Policy IE-1.2 – Specific Plan Implementation Committee
- » Policy IE-1.3 – Inclusive Committee Representation
- » Policy IE-1.4 – Annual Review
- » Policy IE-1.5 – Racial Equity Impact Assessments

#### Anticipated Timeline:

DOSP implementation will begin with some immediate steps such as adoption of Planning Code and Zoning Map amendments. Near-term actions include developing a tenanting/master leasing program, updating impact fees and establishing a cultural district program. Medium to longer-term actions include developing a nightlife strategy and implementing a shoreline protection strategy.



# Appendices

## APPENDIX A: IMPROVEMENT PROJECT LIST

The Mobility and Streetscape chapters provide guidance on public improvements including pedestrian safety, connectivity and access, freeway crossing, bicycle, transit, one to two-way street conversion and streetscape improvement projects. This appendix provides a list of those specific improvement projects including their location, project type and description.

## APPENDIX B: VICTORY COURT DEVELOPMENT AND CONNECTIVITY

The DOSP anticipates extensive development of the Victory Court area in eastern Jack London District, with the potential for 6,200 new residential units, 550,000 square feet of new office space, and 300,000 square feet of retail and neighborhood-serving commercial space. This appendix provides an overview of the future development potential of Victory Court, as well as recommended site design and connectivity considerations for the area. This includes guidance to reconnect of 3rd Street from Oak Street up to 4th Street to allow emergency access to new development.

## APPENDIX C: GREEN LOOP IMPLEMENTATION

The DOSP proposes a Green Loop as a series of streetscape, public space and mobility improvements to create an inner and outer loop and green gateways that connect people in downtown and surrounding neighborhoods to downtown's waterfront and cultural and entertainment areas. This appendix summarizes in-progress improvements, identifies where additional planning to enhance pedestrian and bike connectivity is needed, and includes general street design guidelines that can be used to guide implementation.

**APPENDIX A**

*Appendix A includes the Improvement Project Lists referenced for Mobility (Chapter 2) and Streetscape (Chapter 6).*

Table A001-1: Pedestrian Safety Project List	.....	p. A.2
Table A001-2: Connectivity & Access Project List	.....	p. A.8
Table A001-3: Freeway Crossing Project List	.....	p. A.12
Table A001-4: Bicycle Project List	.....	p. A.14
Table A001-5: Transit Project List	.....	p. A.20
Table A001-6: Proposed Streets to be Studied for One-Way to Two-Way Conversion	.....	p. A.22
Table A001-7: Streetscape Project List	.....	p. A.24

**APPENDIX B**

*Victory Court Development & Connectivity*

Victory Court is an area in the eastern edge of the Jack London District, between Oak Street and the Lake Merritt Channel, which is currently home to predominantly industrial uses and the Oakland Civic Center (OCC) existing parking lot. The existing center is slated to be redeveloped into a vibrant, walkable neighborhood with a mix of residential, office, retail, and neighborhood-serving commercial uses. The proposed development includes a mix of housing types, including single-family detached, townhomes, and multi-family units, as well as office, retail, and neighborhood-serving commercial space. The proposed development also includes a mix of public spaces, including parks, plazas, and pedestrian-friendly streets. The proposed development is designed to be a vibrant, walkable neighborhood that is integrated with the surrounding area and provides a mix of housing, office, retail, and neighborhood-serving commercial uses.

**APPENDIX C**

*Green Loop Implementation*

The Green Loop is a series of streetscape, public space and mobility improvements that create an inner and outer loop and green gateways that connect people in downtown and surrounding neighborhoods to downtown's waterfront and cultural and entertainment areas. This appendix summarizes in-progress improvements, identifies where additional planning to enhance pedestrian and bike connectivity is needed, and includes general street design guidelines that can be used to guide implementation.

