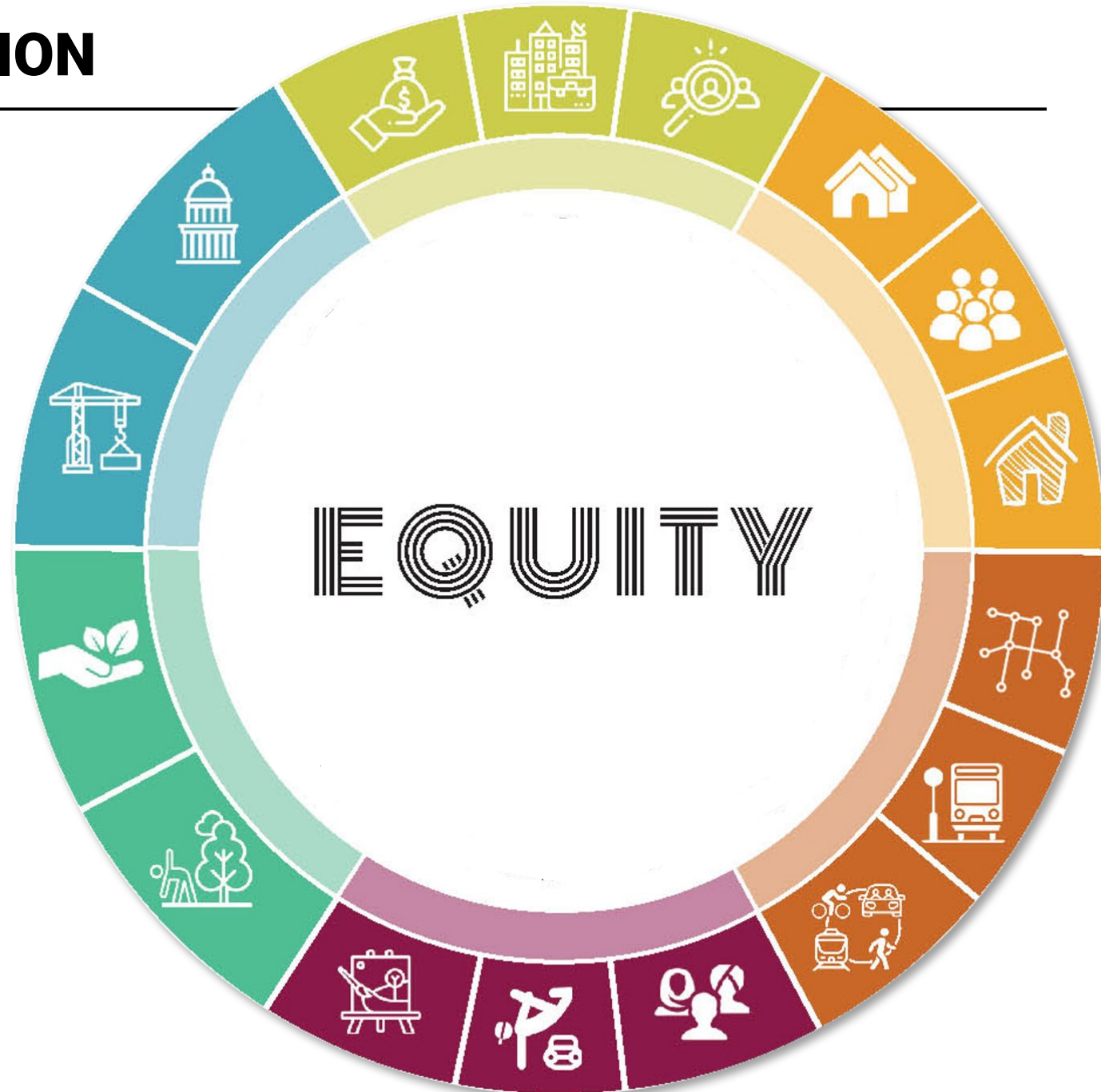


DOWNTOWN OAKLAND SPECIFIC PLAN (DOSP)



2 | RECAP: PLAN GOALS & VISION

- Economic Opportunity
- Housing & Homelessness
- Mobility
- Culture Keeping
- Community Health & Sustainability
- Land Use
- Implementation & Engagement



3 | 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

4 | COMMUNITY INVOLVEMENT



Project Initiation

2015-2016



Plan Drafting & Iteration

2017-2018



2018-2019



2020-2023



Racial Equity Re-Launch



Final Plan, Zoning & Adoption



5 | RECAP: 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

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

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

Immediate/concurrent actions to be adopted with the Plan

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

7 | WHAT'S CHANGED? NEW AND 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 & BAMBBD businesses, culture & nightlife
- Build an equitable economy
- Invest in community infrastructure & an active, safe street life

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.

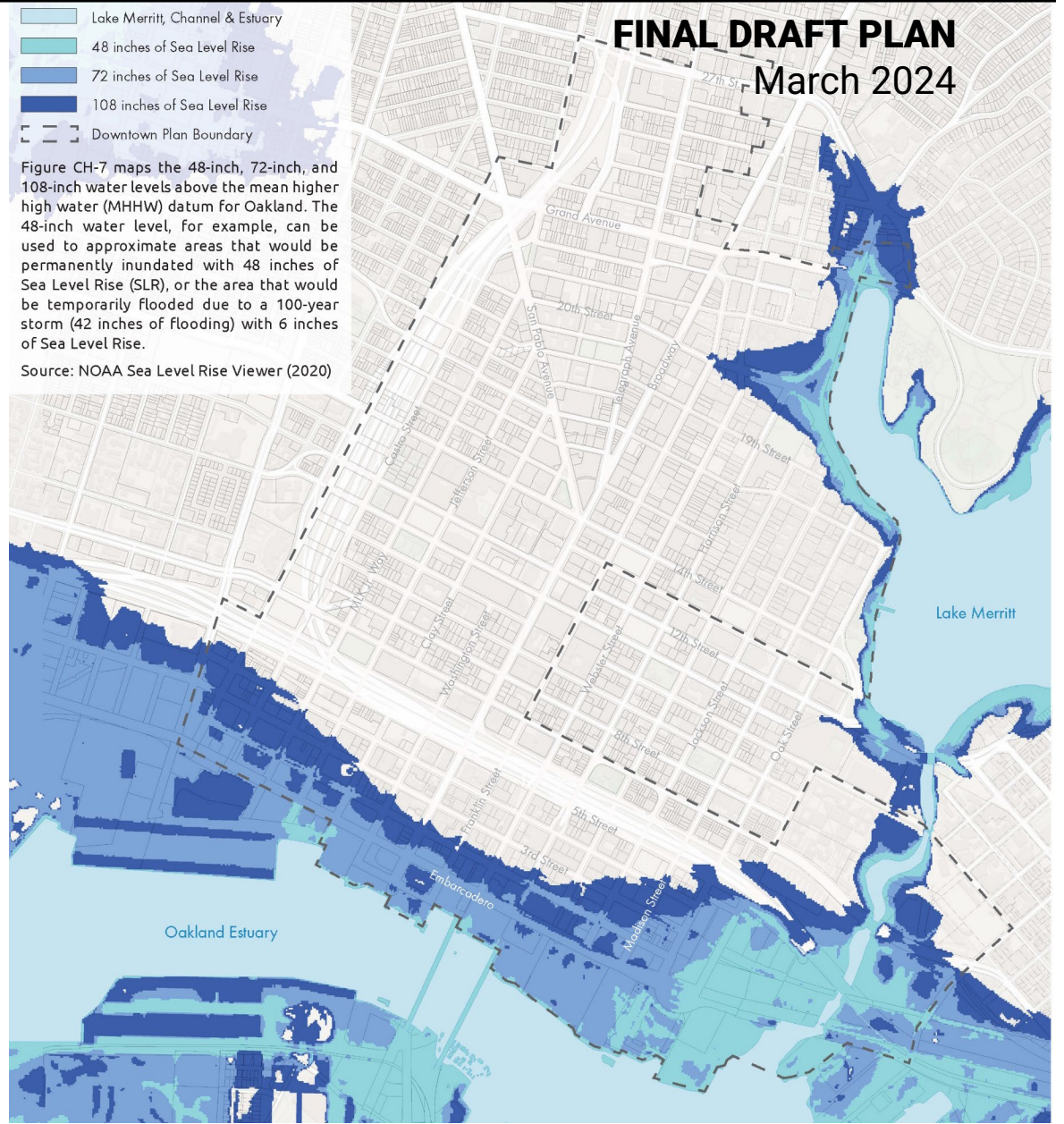
Downtown Oakland is a dynamic regional hub of culture, ideas, employment, housing, and transit that welcomes our entire community. Oaklanders across all ages and cultures have access to a network of service providers, activities, mentorship, and job training that prepares them to participate in the creativity 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

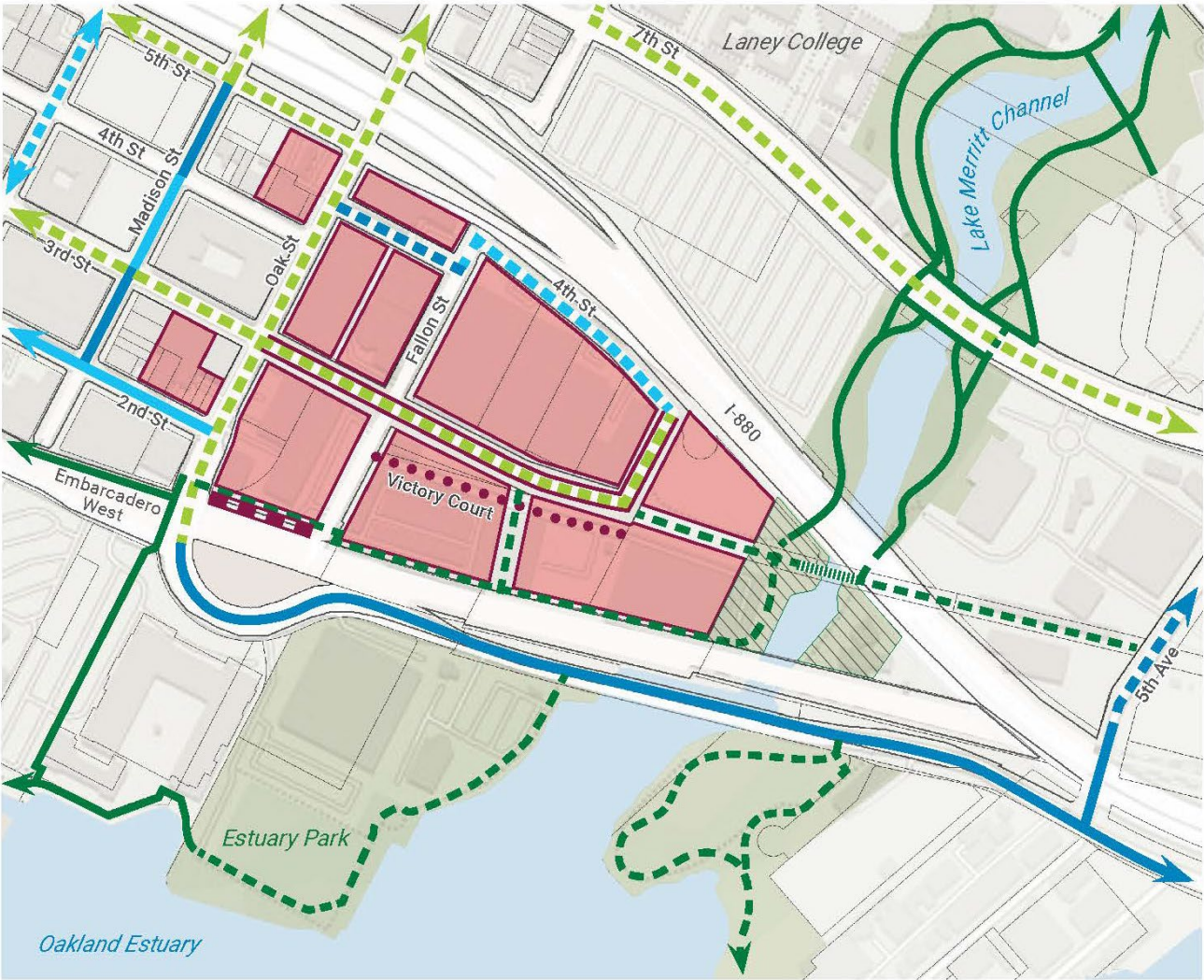
Potential 2040 Development

Active 2020 Development

10 | WHAT'S CHANGED? DATA & MAPS



11 | WHAT'S NEW? APPENDICES FOR VICTORY COURT & THE GREEN LOOP



Victory Court



Green Loop

12 | ADOPTION: MEETINGS & PUBLIC HEARINGS

April 18 **DOSP Community Advisory Group (CAG) Meetings**

May 9

May 6 **Landmarks Preservation Advisory Board**

June 3

May 15 **Planning Commission**

June 5

June 25 **Community & Economic Development (CED) Committee**

July 2 **City Council (1st & 2nd reading)**

July 16

DOWNTOWN OAKLAND SPECIFIC PLAN (DOSP)



Appendix

Plan Boundary & Adjacent Specific Plans










5 | DOSP BOUNDARY

Complements the adjacent completed specific plans:

- West Oakland Specific Plan (west)
- Broadway-Valdez Specific Plan (north)
- Lake Merritt Station Area Plan (east/Chinatown)



Legend

-  Downtown Plan Boundary
-  Parks
-  BART Station
-  BART Line
-  Railroad
-  Other Specific Plan Areas:
-  ① West Oakland Specific Plan
-  ② Broadway Valdez District Specific Plan
-  ③ Lake Merritt Station Area Plan



New Strategies & Policies Since Draft DOSP (2019)

18 | WHAT'S NEW? STRATEGIES

- Ensure new commercial development activity generates additional public revenues and community-serving uses
- Preserve industrial uses in specific areas to support blue collar jobs
- Provide resources to support downtown business activity
- Develop new sources of funds and increase existing resources to assist in the creation of new affordable and accessible housing
- Provide resources and amenities for the unsheltered residents of downtown
- Transportation demand management strategies
- Maintain truck routes to industrial / warehousing facilities
- Continue to protect the health and ecology of Downtown Oakland's natural resources, including Lake Merritt, the Lake Merritt Channel, and the Estuary waterfront
- Plan for and invest in low-impact and sustainable infrastructure downtown

19 | WHAT'S NEW? POLICIES

- **E-1.2** Encourage Development of Downtown Hotels
- **E-1.3** Applying Oakland Economic Recovery Advisory Council's Recommendations
- **E-1.7** Supporting Businesses Owned by Women and People of Color
- **E-1.8** Supporting Worker-Owned Cooperatives
- **E-2.8** Ground Floor Vacancy Requirements
- **E-2.9** Low-Cost Retail Storefronts
- **E-2.11** Maintaining Industrial/Port-Related Uses
- **E-3.7** Business Improvement Districts
- **E-3.9** Business Support Services in Public Facilities:
- **E-3.11** Infrastructure for Broadband Development
- **H-1.1** Unit Size Monitoring
- **H-1.8** Public/Private Partnerships for Affordable Housing
- **H-2.4** Tenant Subsidy Program Study
- **H-2.14** Storage Lockers for Unsheltered Residents
- **H-2.15** Restrooms/Drinking Water in Public Spaces
- **H-2.16** Library Partnerships & Outreach Programs
- **M-1.6** Temporary / Tactical Urbanism Projects
- **M-2.3** COVID-19 Transit Response
- **M-3.6** Parking for the Malonga Casquelourd Center for the Arts
- **CH-1.13** Supporting Community-Serving Organizations
- **CH-1.14** Food Security Resources & Partnerships

Pandemic Recovery Strategies



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

22 | WHAT'S CHANGED? RESPONDING TO THE PANDEMIC

- 
- A photograph of a man wearing a black beanie and a white face mask, looking slightly to the right. He is in a cafe or kitchen setting with shelves of bottles in the background. A semi-transparent grey box is overlaid on the right side of the image, containing a bulleted list.
- **Existing trends exacerbated**
 - 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

26 | PLAN REVISIONS & ZONING DEVELOPMENT 2019-2024

Public Review Draft Plan

Public meetings, pop-ups at community events

LPAB, Cultural Affairs Commission, PRAC, BPAC, Commission on Aging, MCPD, Library Commission, ZUC & Planning Commission meetings

4 CAG meetings: Review of Preliminary Draft comments, implementation, how feedback has been incorporated, initial ZIP feasibility study

Zoning Drafting & Review

3 community meetings on zoning topics, online survey, targeted meetings w/BAMBD, Chinatown & Jack London

2 LPAB & 3 ZUC meetings

3 CAG meetings: Zoning, policy objectives & affordable housing/ZIP study session

2019-2020

2020-2021

2021-2023

2024

Plan & CEQA Revision & ZIP Analysis

Reviewing public comments, revising Plan & EIR
Economic analysis for Zoning Incentive Program
3 CAG meetings: Community benefits prioritization, ZIP structure and benefits, housing & implementation strategies

Zoning Revisions & Adoption

LPAB meeting, 2 Planning Commission meetings
2 CAG meetings: plan & zoning
Adoption hearings: CED & Council

Details of Changes Since Draft DOSP (2019)

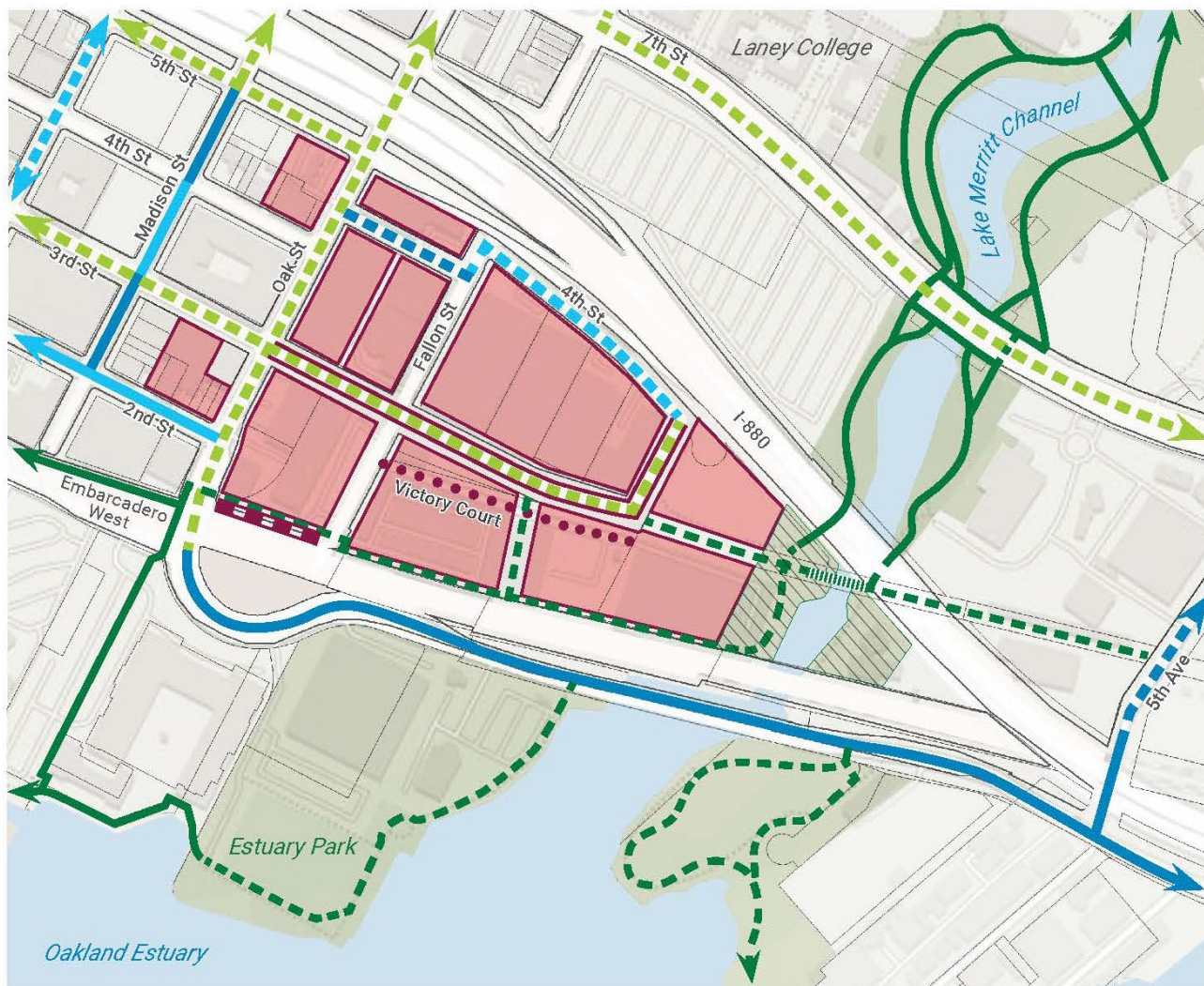
Appendices

28 | WHAT'S NEW? VICTORY COURT DEVELOPMENT CONCEPT



	Victory Court Potential Development	% of Total DOSP 2040 Development
Residential (Units)	6,200	21.3%
Total Commercial (SF)	850,000	4.6%
Office	550,000	3.5%
Retail / Neighborhood Serving Commercial	300,000	17.4%

29 | WHAT'S NEW? VICTORY COURT DEVELOPMENT CONCEPT



Key Elements:

- Accommodate sea level rise through adaptation plans and local/regional infrastructure
- Extend 3rd Street through the new development area and provide protected bicycle lanes along it
- Create new multi-use paths to connect people in the new development area to the Lake Merritt Channel and Estuary Park
- Require a 60' wide landscape buffer between new development and the Lake Merritt Channel

Map Key

Victory Court Development Opportunity Sites	Recommended Future Bike/Ped Crossing
New 3rd Street Extension (80' ROW)	Existing/Proposed Multi-Use Path
New Fallon Street Connection (56' ROW)	Existing/Proposed Protected Bike Lane
Private Street to Be Closed	Existing/Proposed Buffered Bike Lane
Proposed Channel Landscape Buffer	Existing/Proposed Bike Lane

30 | WHAT'S NEW? GREEN LOOP

Intent

- Connect the Lake Merritt, Channel, and Estuary waterfronts with safe, enjoyable "green streets" to form a downtown loop
- Connect West Oakland to Downtown and support the West Oakland Walk

Zoning Tools

- Combining and Open Space zones
- Frontage requirements
- Landscaping requirements

Additional Work Anticipated

- Improvements to bicycle and pedestrian network
- Improvements to green spaces along the Green Loop



Details of Changes Since Draft DOSP (2019)

Development Program & Maps

32 | 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

33 | WHAT'S CHANGED: PRESERVING INDUSTRIAL LAND USES

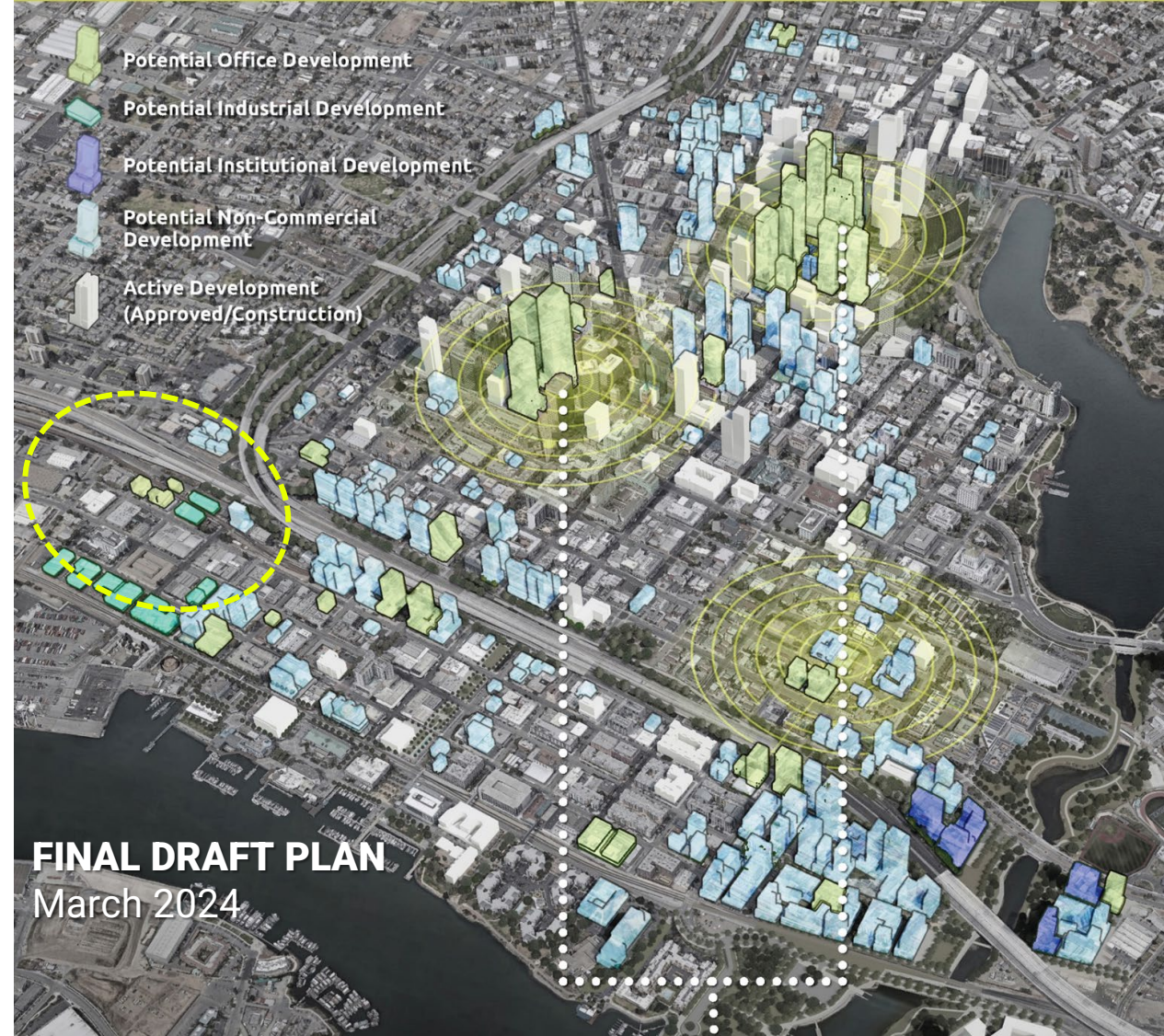
THE SPECIFIC PLAN CAN HELP ENCOURAGE UP TO:

+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

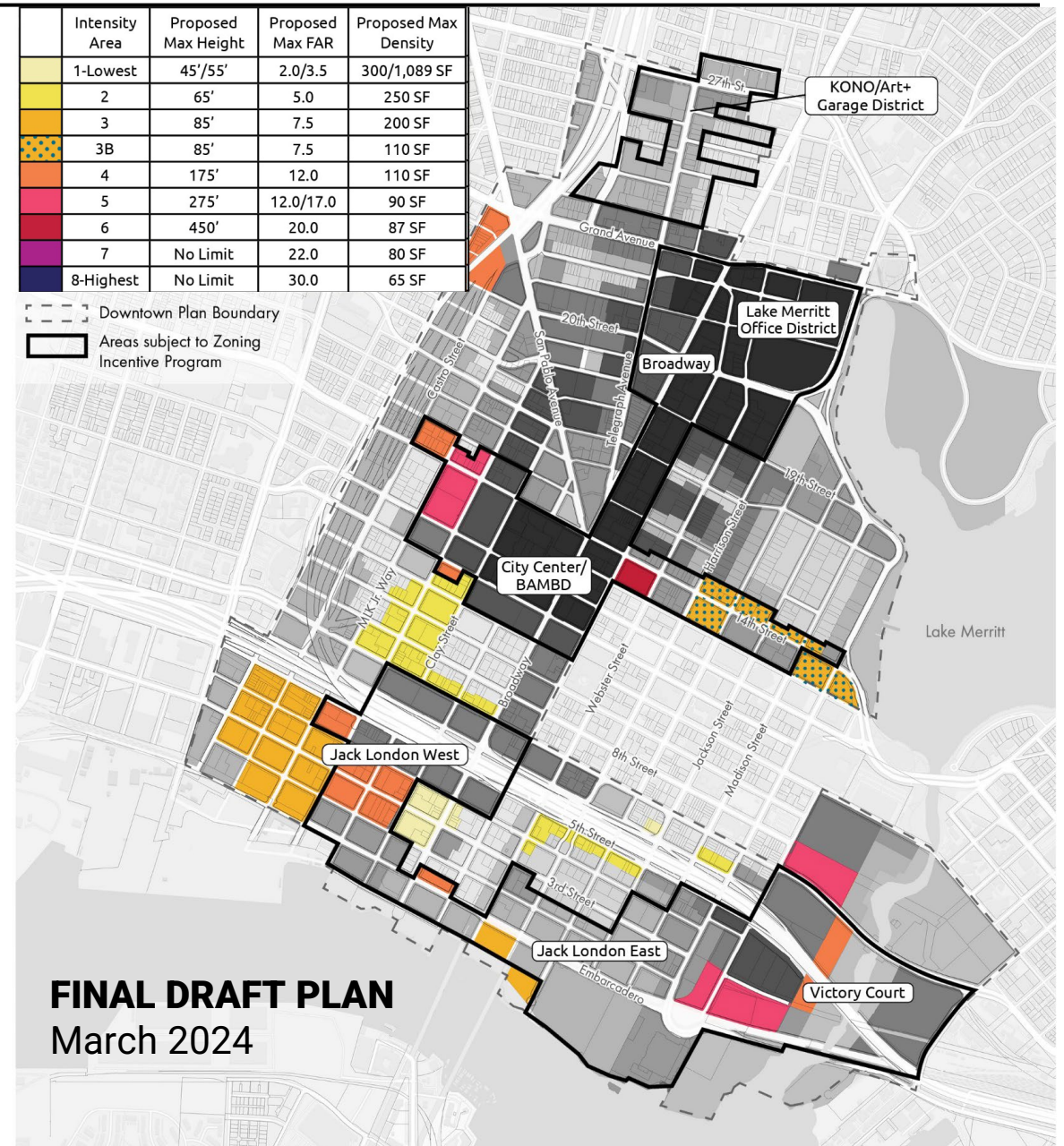
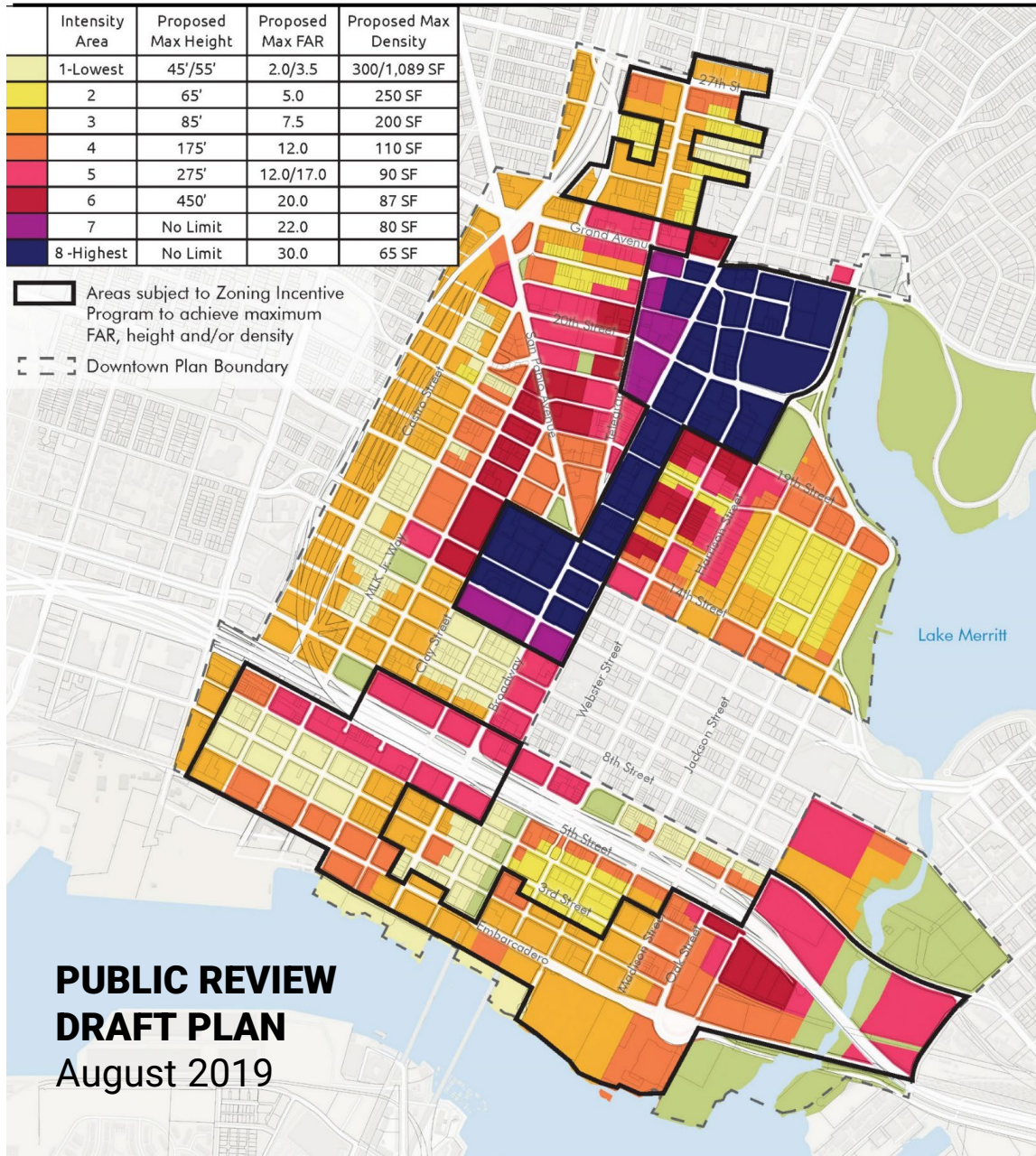


THE PLAN CAN HELP ENCOURAGE UP TO:

+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



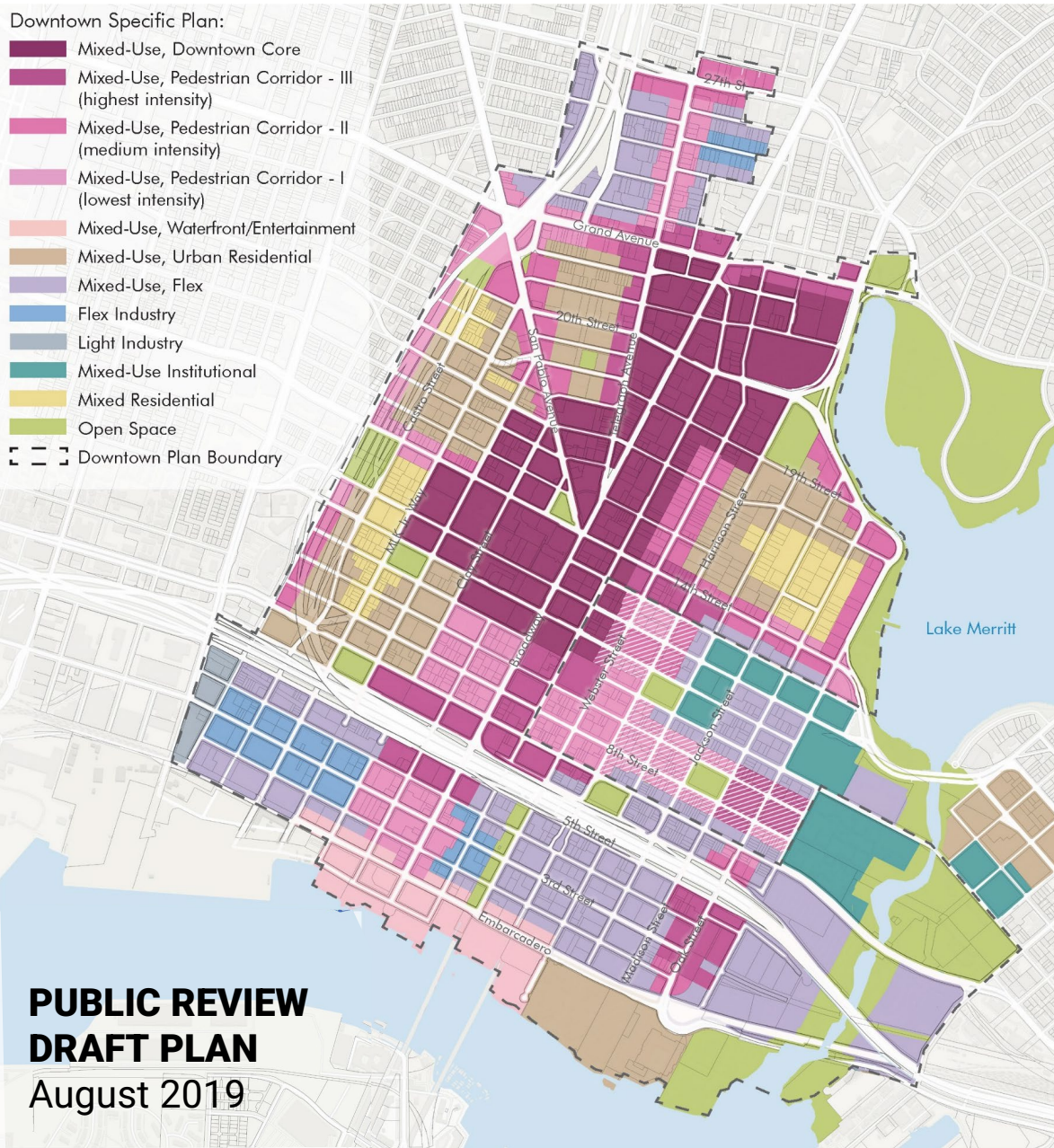
34 | WHAT'S CHANGED? INTENSITY MAP



20 | WHAT'S CHANGED: CHARACTER AREA MAP

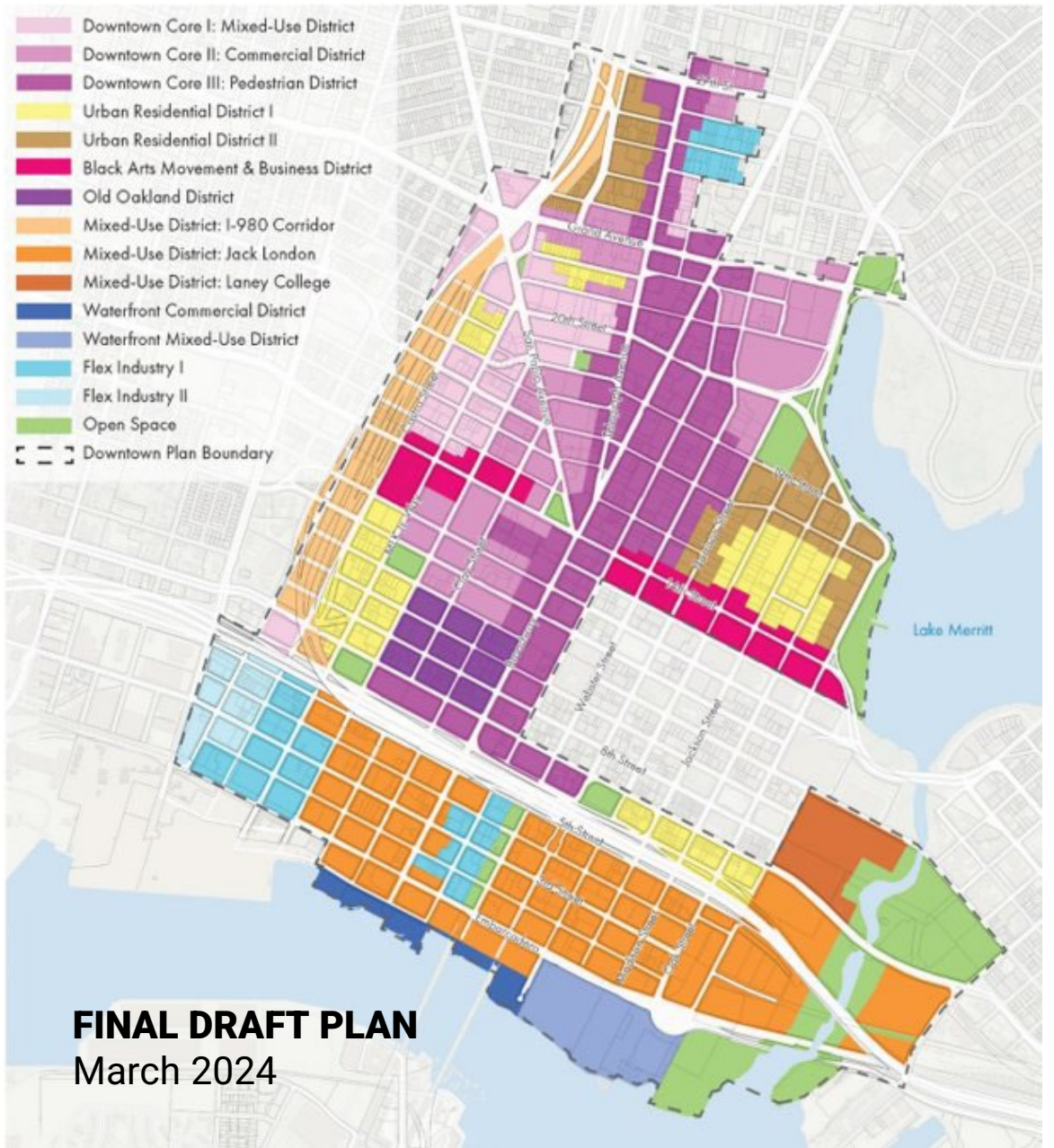
Downtown Specific Plan:

- Mixed-Use, Downtown Core
- Mixed-Use, Pedestrian Corridor - III (highest intensity)
- Mixed-Use, Pedestrian Corridor - II (medium intensity)
- Mixed-Use, Pedestrian Corridor - I (lowest intensity)
- Mixed-Use, Waterfront/Entertainment
- Mixed-Use, Urban Residential
- Mixed-Use, Flex
- Flex Industry
- Light Industry
- Mixed-Use Institutional
- Mixed Residential
- Open Space
- Downtown Plan Boundary











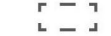
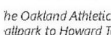
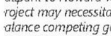
**PUBLIC REVIEW
DRAFT PLAN**
August 2019

- Downtown Core I: Mixed-Use District
- Downtown Core II: Commercial District
- Downtown Core III: Pedestrian District
- Urban Residential District I
- Urban Residential District II
- Black Arts Movement & Business District
- Old Oakland District
- Mixed-Use District: I-980 Corridor
- Mixed-Use District: Jack London
- Mixed-Use District: Laney College
- Waterfront Commercial District
- Waterfront Mixed-Use District
- Flex Industry I
- Flex Industry II
- Open Space
- Downtown Plan Boundary



FINAL DRAFT PLAN
March 2024

16 | WHAT'S CHANGED: BICYCLE NETWORK MAP

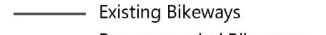
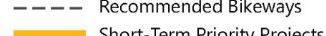
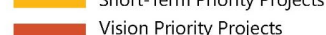
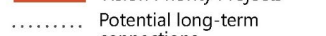
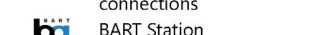
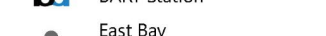
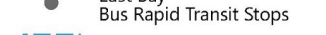
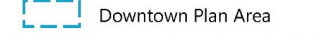
-  Existing
-  Proposed
-  Short-Term Network
-  Vision Network
-  Shared-use path
-  Potential shared-use path through Howard Terminal
-  Potential shared-use path through Howard Terminal
-  Estuary crossing
-  Standard bike lane
-  Signed routes
-  Downtown Plan Area

The Oakland Athletics are currently proposing to relocate their ballpark to Howard Terminal. This unique nature of this proposed project may necessitate adjustments to this Bicycle Network to balance competing game-day demands on surrounding streets, including but not limited to Broadway, Market Street, Martin Luther King Jr. Way, Embarcadero West, and 3rd Street. While precise street segments on the Bicycle Network may change to accommodate these demands, high quality bicycle facilities to and from the ballpark will be incorporated in both the Howard Terminal project design and any revisions to the network envisioned herein to ensure safe and sustainable transportation to and from the waterfront.



**PUBLIC REVIEW
DRAFT PLAN
August 2019**

1,200ft
Source: City of Oakland

-  Existing Bikeways
-  Recommended Bikeways
-  Short-Term Priority Projects
-  Vision Priority Projects
-  Potential long-term connections
-  BART Station
-  East Bay Bus Rapid Transit Stops
-  Downtown Plan Area

The Oakland Athletics are currently proposing to relocate their ballpark to Howard Terminal. The unique nature of this proposed project may necessitate adjustments to this Bicycle Network to balance competing game-day demands on surrounding streets, including but not limited to Broadway, Market Street, Martin Luther King Jr. Way, Embarcadero West, and 3rd Street. While precise street segments on the Bicycle Network may change to accommodate these demands, high-quality bicycle facilities to and from the ballpark will be incorporated in both the Howard Terminal project design and any revisions to the network envisioned herein to ensure safe and sustainable transportation to and from the waterfront.



**FINAL DRAFT PLAN
March 2024**

1,200ft
Source: City of Oakland

Implementation & Timeline

6 | RECAP: IMPLEMENTATION & ENGAGEMENT

Policies for inclusive implementation, a detailed implementation matrix, and information on concurrent actions the City is undertaking, like:

- Zoning Amendments
- General Plan Amendments
- Final Environmental Impact Report (EIR)

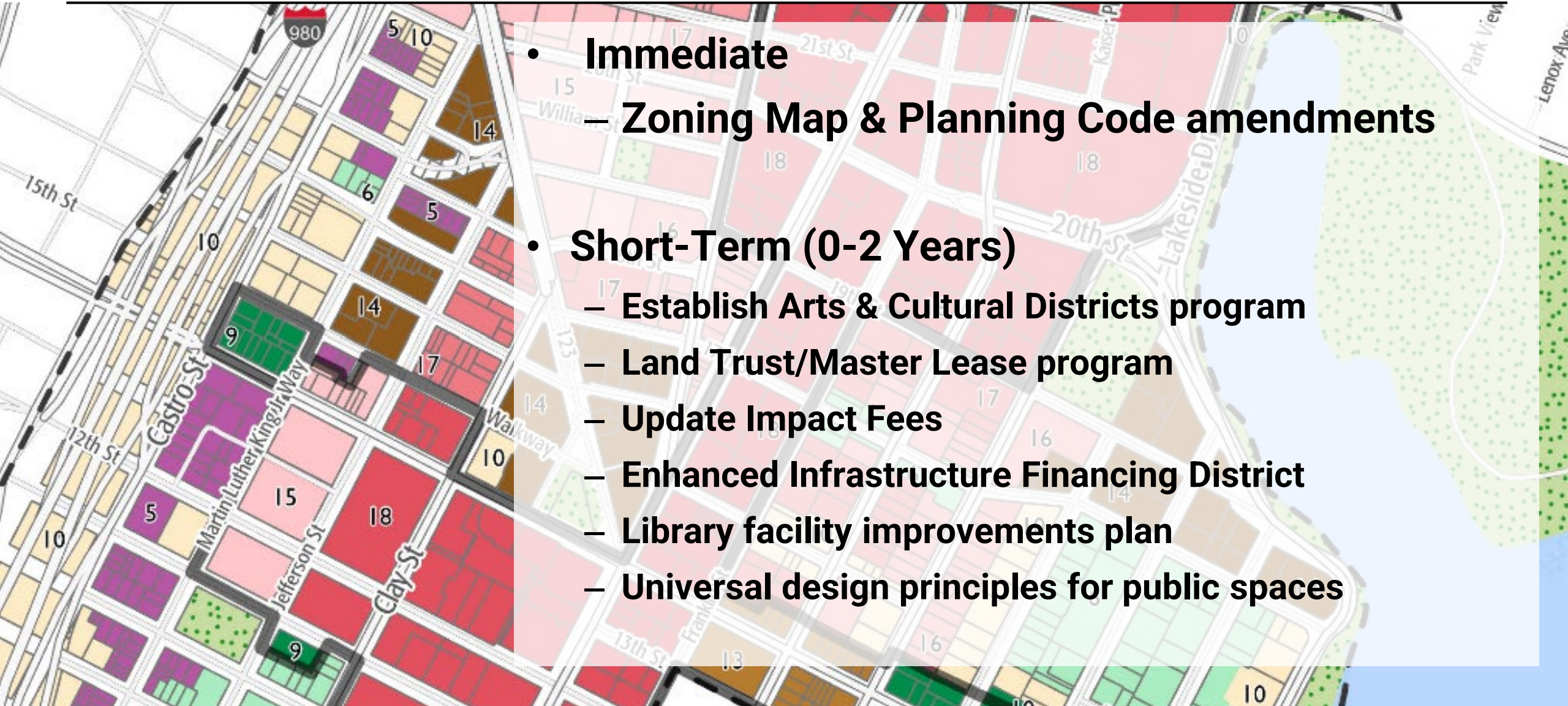
Implementation information for each policy includes:

- Implementation Mechanism
- Action Steps
- Timeframe
- Lead Agency
- Potential Partners
- Estimated Costs
- Potential Funding Sources
- Related Policies & Equity Indicators

The image shows an open document with a detailed implementation matrix for 'Housing & Homelessness'. The left page is titled 'CHAPTER 6 | IMPLEMENTATION & ENGAGEMENT' and 'IMPLEMENTATION MATRIX'. The right page is titled 'Housing & Homelessness' and 'HOUSING DIVERSITY & AFFORDABILITY'. The matrix is organized into columns for 'Policy, Program, or Action', 'Implementation Mechanism', 'Action Steps', 'Timeframe', 'Lead Agency', 'Potential Partners', 'Estimated Costs', 'Potential Funding Sources', and 'Related Policies & Equity Indicators'. The matrix is divided into three main sections: 'STRATEGY: ENCOURAGE THE PRODUCTION OF DIVERSE HOUSING BY TYPE', 'STRATEGY: SECURE OPPORTUNITY AREAS TO ALLOW OLDER RESIDENTIAL DEVELOPMENT AND EXCHANGE INFILL', and 'STRATEGY: STRENGTHEN PROTECTIONS FOR RETAINING DOWNTOWN'S DIVERSE HOUSING STOCK'. Each section contains specific policy actions with corresponding implementation details.

Policy, Program, or Action	Implementation Mechanism	Action Steps	Timeframe	Lead Agency	Potential Partners	Estimated Costs	Potential Funding Sources	Related Policies & Equity Indicators
STRATEGY: ENCOURAGE THE PRODUCTION OF DIVERSE HOUSING BY TYPE								
H-1.1 Bulk-Use shall apply to the number of units included in one housing unit approved and built in downtown.	Development Application & Approval Process	Build out new units to meet the needs of housing with income over large development or construction	2025-2030	City of San Diego	Private Industry	\$100M	City of San Diego, Private Industry	City of San Diego, Private Industry
STRATEGY: SECURE OPPORTUNITY AREAS TO ALLOW OLDER RESIDENTIAL DEVELOPMENT AND EXCHANGE INFILL								
H-1.2 High-density, mixed-use neighborhoods, as part of existing or pending and a development or active program, shall be given a prioritized level of opportunity to create low-to-mid-density mixed-use neighborhoods.	Using the Amendment, Planning Code Amendment	There are currently no units in use in these areas and the city is currently studying the potential for high-density mixed-use development in these areas.	2025-2030	City of San Diego	Private Industry	\$100M	City of San Diego, Private Industry	City of San Diego, Private Industry
STRATEGY: STRENGTHEN PROTECTIONS FOR RETAINING DOWNTOWN'S DIVERSE HOUSING STOCK								
H-1.3 Evaluation of the city's historic preservation efforts shall be completed by the city in 2025 to ensure that the city's historic preservation efforts are aligned with the city's housing goals.	Planning Code Amendment, Using the Amendment	There are currently no units in use in these areas and the city is currently studying the potential for high-density mixed-use development in these areas.	2025-2030	City of San Diego	Private Industry	\$100M	City of San Diego, Private Industry	City of San Diego, Private Industry

11 | RECAP: 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

12 | RECAP: 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**

13 | RECAP: 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

9 | RECAP: KEY IMPLEMENTATION ACTIONS

Reconnect West Oakland with Downtown

- Forward a vision for reimagining I-980 to accommodate up to 5,000 Residential units and 1.5 M Sq. Ft. of Commercial Space
- Consider new multi-way boulevard with possible transit below
- Repair harm done to West Oakland community during construction of I-980

Community Engagement Details

3 | COMMUNITY INVOLVEMENT: CAG

- 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 5/9 2024: Feedback on the Final Draft Package

1 | COMMUNITY INVOLVEMENT: CAG

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)

WHAT'S INSIDE: EQUITY FRAMEWORK

Equity Framework

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

KEY ASSUMPTIONS

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

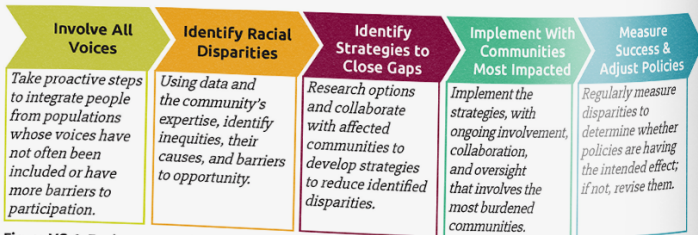


Figure VG-1: Equity Approach

PROCESS

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

Key Downtown Disparities

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

1. HOUSING COST BURDEN

A housing cost-burdened household spends more than 30% of its income on housing. Housing is usually the single largest expense for households, so when households need to pay more than 30% of their income for housing, particularly low-income families and households of color, then little remains for food, health care, education, and other needs. The largest disparity exists in the housing cost burden between Oakland's White and Black households. As of 2016, 70.1% of Oakland's Black renter households paid more than 30% of their income on housing, versus 43.6% of Oakland's White households.¹

2. HOMELESSNESS

During a 2019 point in time count in Oakland, a total of 4,071 individuals were counted as experiencing homelessness, which represented a 47% increase from 2017. More individuals than this experience homelessness in any given year. For example, Alameda County estimated that nearly 9,300 people experienced homelessness in Oakland in 2013.² Of individuals experiencing homelessness in Oakland as of the 2019 point in time count, more than two-thirds were Black.³

¹ City of Oakland, Oakland Equity Indicators: Measuring Change Toward Greater Equity, 2019, p. 10.
² Alameda County Health Care for the Homeless Program, "Health Care Needs Assessment of Persons Experiencing Homelessness in Alameda County," 2014-2015, p. 10.
³ Alameda County Health Care for the Homeless Program, "Health Care Needs Assessment of Persons Experiencing Homelessness in Alameda County," 2014-2015, p. 10.

Equity Approach:

- Involve all voices
- Identify racial disparities
- Identify strategies to close gaps
- Implement with help from communities most impacted
- Measure success & adjust policies

WHAT'S INSIDE: YOUTH ENGAGEMENT & INPUT

VISION & GOALS YOUTH ENGAGEMENT

Youth

A plan for Downtown Oakland should account for the needs of young people now and in the future, as well as the needs of the adults who today's youth will become over the twenty-year horizon of this plan.

POLICIES FOR AND BY YOUNG PEOPLE:

The policies that were recommended and supported by young people who participated in the planning process have been marked throughout the Plan with an asterisk. Additionally, any policies, projects, or programs that help to address the disparity indicator "Disconnected Youth" have been noted accordingly in call-out boxes.



Participants at the Youth Summit for the Downtown Plan

YOUTH ENGAGEMENT PROCESS

The City of Oakland made intensive efforts to gather meaningful input directly from Oakland's youth as part of the Plan's planning process:

- City of Oakland Youth Advisory Commission: ten middle- and high-school aged commissioners participated in a facilitated discussion about how they use downtown and what would make it a more valuable and welcoming space. The Commission later provided input on the Public Review Draft Plan.
- UC Berkeley Y-PLAN Program: MetWest and Skyline High School students conducted a planning process and have provided recommendations on issues such as social equity and greenhouse gas reduction.
- Youth Summit: over 80 participants discussed youth ideas and needs for downtown on March 16, 2016 over pizza at City Hall, co-led by City and Y-PLAN staff.
- Youth Service Provider Focus Group: youth-serving organizations from around Oakland, including many located downtown, participated in a discussion to inform City staff about youth and organizational needs.
- Art Projects: Oakland School for the Arts and Chabot Elementary students participated in visionary art projects to describe and portray the future that they envision for downtown.
- Neighborhood Design Session: approximately 20 high school students participated in discussions about their ideas for Chinatown at the Neighborhood Design Session held at the Oakland Asian Cultural Center.

SUMMARY OF YOUTH FEEDBACK

Through these forums, young people have repeatedly said that they see Downtown as a place for rich people, and not for young people or even people from Oakland, especially from East Oakland. They experience downtown as being unaffordable for them, except for a few "hidden" food spots, and their perception is that retail downtown is comprised of boutiques, restaurants, and bars that serve people who aren't from Oakland (either they work downtown, or they've moved downtown recently). These youths go to other cities to shop and hang out in retail settings. Many of the young people who participated do not feel welcome downtown; they almost all have experienced having security guards, BID ambassadors, and business owners and employees yell at them, kick them out of public spaces (even Oakland School for the Arts students who were playing dodgeball in Frank H. Ogawa Plaza during Physical Education class with adult supervision), or at least stare at them as if they don't belong or are up to something criminal. They tend to feel comfortable in restaurants and other places where the patrons look like them. Some youth expressed concern that the City will not pay attention to youth voices even if they do participate.

The adult youth advocates confirmed all these comments about youth not being welcomed by the downtown community, including how young people – particularly young men of color – are singled out for oversight and harassment (even sometimes as children at home in their own downtown condominium complexes). However, they also pointed out places where youth are welcomed, such as a few shops and cafes where the owners provide safe havens for youth.

The bright spot is that there are some public places where youth do feel welcome. In addition to a few shops and youth services, they also feel welcome at the ice rink, Snow Park, the park by Oakland School for the Arts, and to some extent, Jack London Square. A few young people said they do feel comfortable hanging out in the center of downtown near the stores and have family, friends, and programs downtown. Regardless of their current level of comfort, the young residents who participated have many recommendations for improvements downtown.

In terms of youth engagement, youth participants think that government needs to be persistent and engage them in actual projects (such as murals and art projects) rather than just asking them to contribute ideas. They recommended that the city hire more workers to interact with the community, facilitating paid internships in development and planning, and going to the schools to do workshops there instead of asking students to go somewhere else. They recommended youth programs that interact with the community, involving youth at a younger age, building mentorships and alliances with mentors, and having a teen work at City Hall. In addition to these youth engagement ideas, the young people who participated had many additional ideas for policy, infrastructure, and amenities, which are included throughout this Plan.

The Downtown Oakland Specific Plan

The Downtown Oakland Specific Plan



Youth participants at the Chinatown Neighborhood Design Session in 2018



Teenagers skating at Henry J. Kaiser Memorial Park



Student visioning exercise at the mini Y-PLAN event

Children's Center Party School



Children's Center Party School



Children's Center Party School

Policies for and by Young People:

The policies that were recommended and supported by young people who participated in the planning process have been marked throughout the plan with an asterisk.

New Lake Merritt Rendering

Corrected since March 2024 to remove pier into Lake Merritt

LAKE MERRITT BOULEVARD

Existing Conditions



LAKE MERRITT BOULEVARD
Conceptual Proposed Street
Improvements, New Plaza and Museum



General Plan & Zoning

(Subject of the Upcoming June 5, 2024 Planning Commission meeting)

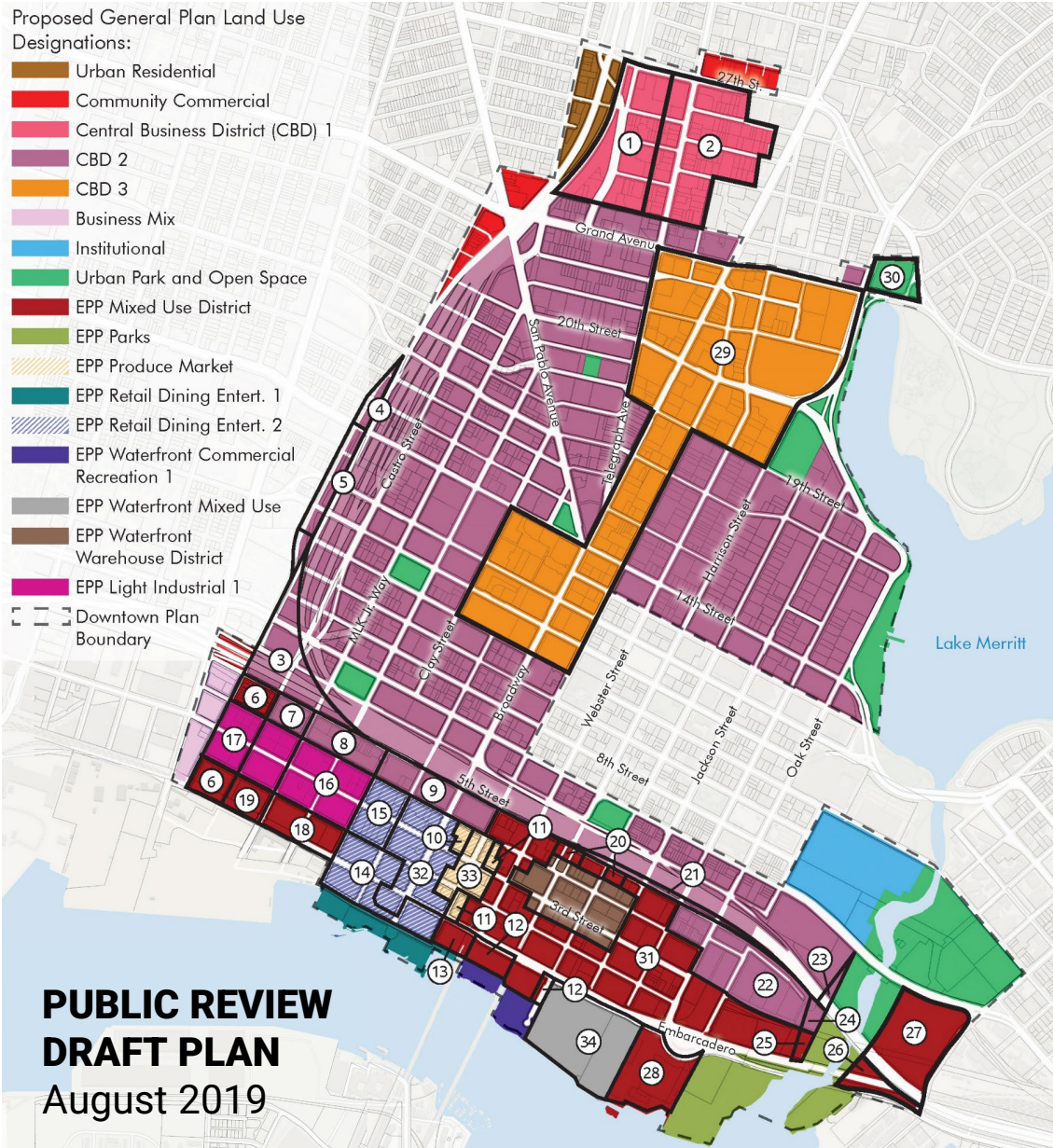
52 | RECAP: DOSP GOALS & ZONING STRATEGIES

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
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 • Trading of development rights (TDR) program to preserve historic buildings

21 | WHAT'S CHANGED: GENERAL PLAN AMENDMENTS MAP

Proposed General Plan Land Use Designations:

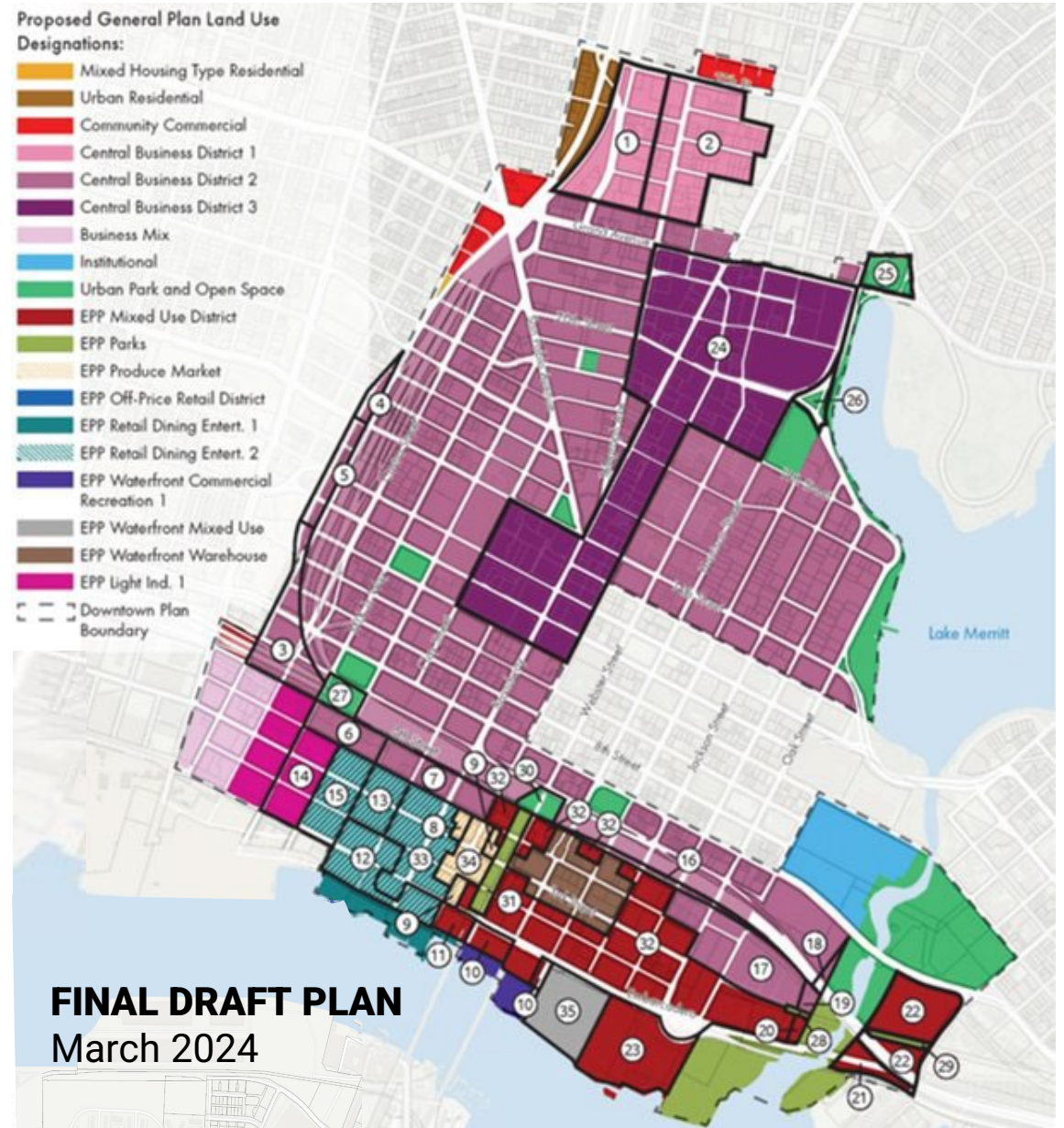
- Urban Residential
- Community Commercial
- Central Business District (CBD) 1
- CBD 2
- CBD 3
- Business Mix
- Institutional
- Urban Park and Open Space
- EPP Mixed Use District
- EPP Parks
- EPP Produce Market
- EPP Retail Dining Entert. 1
- EPP Retail Dining Entert. 2
- EPP Waterfront Commercial Recreation 1
- EPP Waterfront Mixed Use
- EPP Waterfront Warehouse District
- EPP Light Industrial 1
- Downtown Plan Boundary



**PUBLIC REVIEW
DRAFT PLAN**
August 2019

Proposed General Plan Land Use Designations:

- Mixed Housing Type Residential
- Urban Residential
- Community Commercial
- Central Business District 1
- Central Business District 2
- Central Business District 3
- Business Mix
- Institutional
- Urban Park and Open Space
- EPP Mixed Use District
- EPP Parks
- EPP Produce Market
- EPP Off-Price Retail District
- EPP Retail Dining Entert. 1
- EPP Retail Dining Entert. 2
- EPP Waterfront Commercial Recreation 1
- EPP Waterfront Mixed Use
- EPP Waterfront Warehouse
- EPP Light Ind. 1
- Downtown Plan Boundary



FINAL DRAFT PLAN
March 2024

DOWNTOWN OAKLAND SPECIFIC PLAN

Current City Planning Staff

- **William Gilchrist**, Director of Planning & Building
- **Ed Manasse**, Deputy Director of Planning
- **Laura Kaminski**, Strategic Planning Manager
- **Joanna Winter**, Project Manager
- **Michelle Matranga**, Planner (Strategic Planning)
- **Neil Gray**, Planner (Zoning)
- **Stephanie Skelton**, Public Service Representative

Consultant Team

- **Plan lead:** Dover, Kohl & Partners
- **EIR lead:** Urban Planning Partners
- **Zoning:** PlaceWorks
- **Zoning Economic Analysis:** Hausrath Economic Group & EPS

FULL CITY PLANNING TEAM

City of Oakland

Lead Agency

Planning & Building Department
(Planning Bureau; Strategic Planning Unit)

Partner Departments

Economic & Workforce Development
Housing & Community Development
Public Works
Race & Equity
Transportation
Human Services

Consultant Team

Specific Plan Lead

Dover, Kohl & Partners

Urban Design

Opticos Design

Economic Analysis

Strategic Economics

Transportation

Fehr & Peers
Toole Design Group

Environmental Review

Urban Planning Partners
Architecture + History LLC
Baseline Environmental
William Self Associates

Equity Team Lead

I-SEED

Equity Team

Asian Health Services
Khepera Consulting
Oakulture
Popuphood
Center for Social Inclusion
Mesu Strategies
PolicyLink

Facilitation

Envirocom Communications Strategies

Zoning Amendments

EPS
PlaceWorks
Hausrath Economics Group