



**PUBLIC INPUT REPORT :**  
**CREATIVE SOLUTIONS LABS & NEIGHBORHOOD**  
**DESIGN SESSIONS (FEBRUARY 2018)**



**CITY OF OAKLAND**

**Downtown Oakland Specific Plan - Public Input Report:  
Creative Solutions Labs & Neighborhood Design Sessions**

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

March 9, 2018

# RE-ENGAGING THE DOWNTOWN OAKLAND COMMUNITY FOR FRESH IDEAS CENTERED ON SOCIAL & RACIAL EQUITY

**The Downtown Oakland Specific Plan process is an equity-driven and community-focused process to create a shared vision for downtown that helps prioritize the needs of all Oaklanders.** With an expanded scope established in early 2017 and the addition of a team of equity specialists led by I-SEED, the City of Oakland relaunched the downtown planning effort with equity as a focus.

A targeted community engagement effort and a series of Social Equity Working Group meetings in the summer of 2017 kicked off this second phase of planning for the Downtown Specific Plan. The objective of these meetings was to discuss the overall goals for the plan and ensure that they reflect the needs and hopes of the entire range of Oakland residents.

After recording and analyzing the 1,000 plus comments gathered at these Equity Working Group meetings, preparations began for the next phase of community input: four Creative Solutions Labs and four Neighborhood Design Sessions. The primary objective for these eight meetings was to take the goals reviewed at the summer meetings, together with disparity indicators established by the City, and begin drafting strategies and solutions with the community that not only meet the shared vision for downtown, but also work to reduce inequities in Oakland.

The ideas collected at these meetings and summarized in this report will help inform draft recommendations for the Downtown Oakland Specific Plan. Several plan ideas will be examined in more detail through a Plan Options Memo, to be completed in the summer of 2018. These plan options will then be evaluated through a Racial Equity Impact Assessment, after which strategies for the Draft Plan will be selected with input from the Community Advisory Group, the Planning Commission, the City Council, and you!

## INTRODUCTION

### OBJECTIVES & TIMELINE



Participants analyzing a map of draft transit networks at the Streets & Mobility Lab.

### CREATIVE SOLUTIONS LABS

At these solutions labs, the City of Oakland invited topic experts, community leaders, and interested residents to share their ideas on strategies for the plan, learn about best practices and ongoing city effort, and workshop new ideas that address downtown's primary issues. These four evening sessions focused in on distinct topic areas which included arts & culture, streets & mobility, housing & economic opportunity, and finally the built environment & sustainability.



#### Arts & Culture

Monday, Feb. 5, 2018  
Oakstop, 1721 Broadway #201

#### Streets, Connectivity & Mobility

Tuesday, Feb. 6, 2018  
Flight Deck, 1540 Broadway

#### Housing & Economic Opportunity

Wednesday, Feb. 7, 2018  
Oakstop, 1721 Broadway #201

#### Built Environment & Sustainability

Thursday, Feb. 8, 5:30 PM - 8:00 PM  
Oakstop, 1721 Broadway #201

### NEIGHBORHOOD DESIGN SESSIONS

At these area-specific workshops the city welcomed members of the public to pick up their pencils and identify the opportunity sites and problem areas within their neighborhoods. Following short presentations and brainstorming sessions on key topics of concern, including connectivity, economic growth, and arts districts (to name a few), participants were asked to focus on the neighborhood maps in front of them to help develop ideas for the future of their community. Half-day evening and weekend sessions were held for the following four downtown areas: Central Core (Lake Merritt Office District and City Center), Uptown & KONO, Old Oakland, and Chinatown. A series of neighborhood meetings for Jack London were held in the summer of 2016.



#### Central Core

Saturday, Feb. 10, 2018  
Oakstop, 1721 Broadway #201

#### Uptown & KONO

Saturday, Feb. 10, 2018  
Oakstop, 1721 Broadway #201

#### Old Oakland

Sunday, Feb. 11, 2018  
E14 Gallery, 472 9th Street

#### Chinatown

Tuesday, Feb. 13, 2018  
OACC, 388 9th Street #290

**PART I:  
CREATIVE  
SOLUTIONS  
LABS**

# CREATIVE SOLUTIONS LAB

## INTRODUCTION + DEMOGRAPHICS



# CREATIVE SOLUTIONS LAB

The objective of these labs was to ensure that the right issues and outcomes are being prioritized, to learn about possible plan strategies, ongoing city initiatives, and relevant case studies, and to workshop new ways to address the primary concerns in Downtown Oakland. For each meeting topic — arts & culture, streets & mobility, housing & economic opportunity, and built environment & sustainability — professionals and community leaders with expertise in the topic were invited to help provide unique insight and more fruitful discussions.

Clockwise:

1. Participants gather for the Arts & Culture Lab at Sole Space; 2. Greg Hodge presents public feedback at the Streets & Mobility Lab at The Flight Deck Theater; 3. Participants write down their initial ideas at the Arts & Culture Lab; 4. A participant shares his ideas at the Built Environment & Sustainability Lab; 5. Participants at the Arts & Culture Lab pin up their ideas on a matrix; 6. A participant presents her table's 'Top 3 Strategies' at the Housing & Economic Opportunity Lab.

## 1. MEETING STRUCTURE

**Welcome:** Each evening session began with time for attendees to grab some food and introduce themselves to others around the room. Greeting them on the screen was a set of three equity principles that would set the tone for the presentation and discussions to come. Based on work by Policy Link, one of the equity consultants, the statement explains that equity in Oakland includes:

1. Economic vitality, providing high-quality jobs to our residents and producing new ideas, products, businesses, and economic activity so the city remains sustainable and competitive.
2. Preparation for the future with a skilled, ready workforce, and a healthy population.
3. Places of connection, where residents can access the essential ingredients to live healthy and productive lives in their own neighborhoods, reach opportunities throughout the city and region via transportation or technology, participate in political processes, and interact with the diversity of our residents.

**2. Presentation:** Each meeting began with a short presentation led by lead consultant Dover, Kohl & Partners, their team of consultants, and Greg Hodge of the I-SEED equity team. The purpose of these presentations was, for each meeting topic, to understand the following key items:

1. What are the desired outcomes of the plan? (Emerging Goals)

2. How are we doing today? (Existing Conditions & Disparity Indicators)
3. What can work to turn the curve of the baseline? (Draft Strategies)

**3. Breakout Sessions (Brainwriting):** Following the presentation, participants were asked to break out into small groups. Each table focused on discussing one desired outcome related to the specific meeting topic. With post-its and pens in hand they were then given a few minutes to write down some of their initial ideas to achieve that outcome.

**4. Breakout Sessions (Idea Sharing):** Once participants had recorded their initial ideas, facilitators invited them to begin sharing their strategies and placing them on the table matrix for discussion. Time was given for the group to collectively brainstorm additional solutions and actions items.

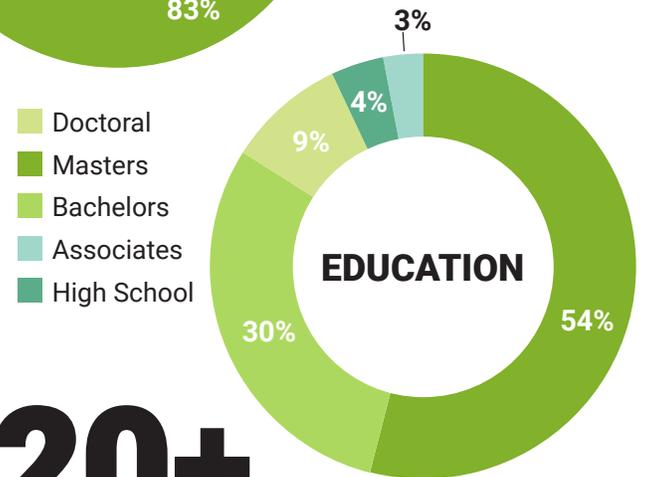
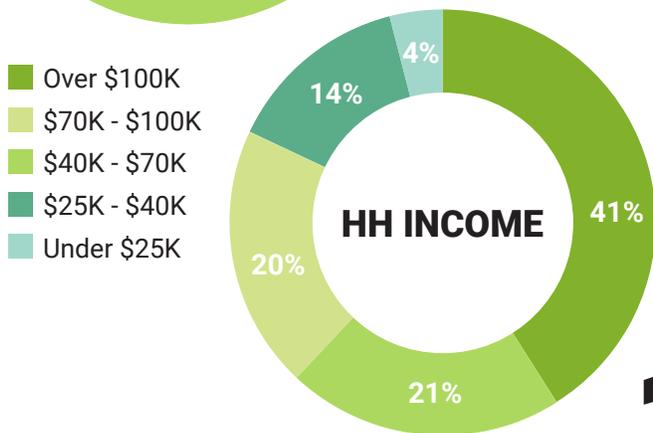
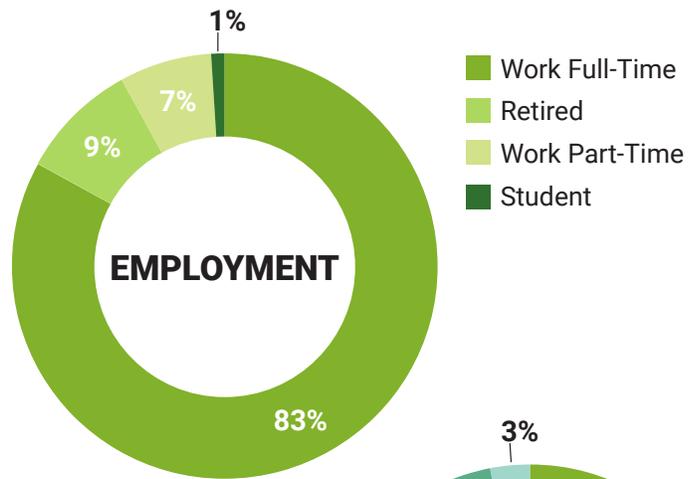
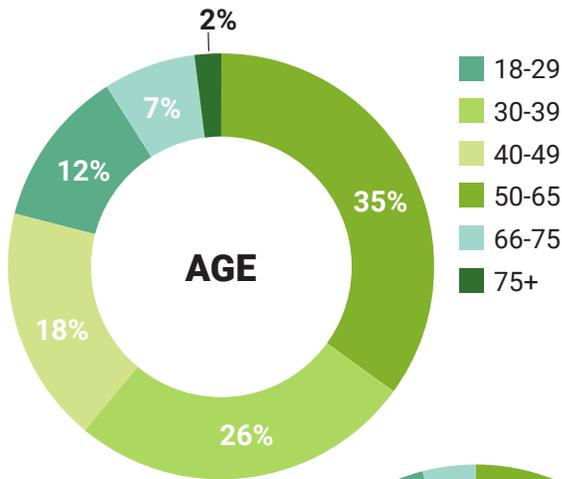
**5. Breakout Sessions (Discussion of Tradeoffs):** Each table matrix included the table’s unique outcome at the top, a column at the left to place new strategies, and a series of additional columns with which to judge these strategies: timing (short/mid/long-term), pros, cons, and equity impacts. Once there were several creative ideas up on the board, participants discussed the different tradeoffs for each idea including how feasible it is, who stands to benefit from it, who might be harmed, and how high of a priority it ranks as.

**6. Report Back Presentations:** At the end of the Breakout Session each group was asked to collectively select their top three strategies and nominate one person to present these ideas. The remainder of the meeting was dedicated to learning about the different solutions that each table selected.

Participants at the Built Environment & Sustainability Lab discuss tradeoffs.

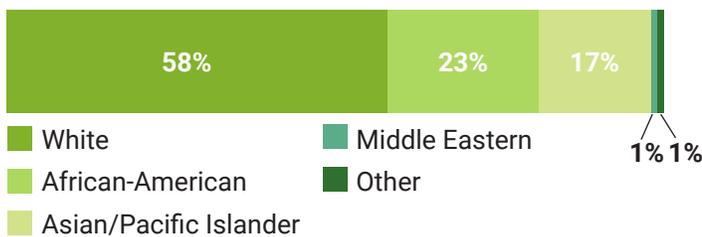


# MEETING DEMOGRAPHICS

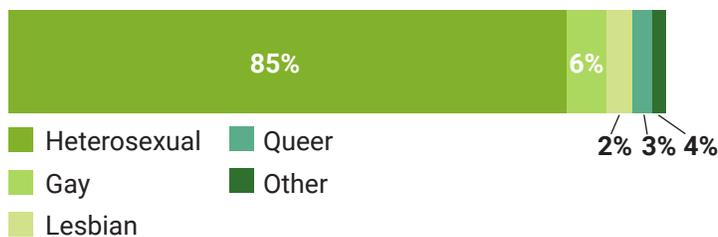


# 120+ ATTENDEES

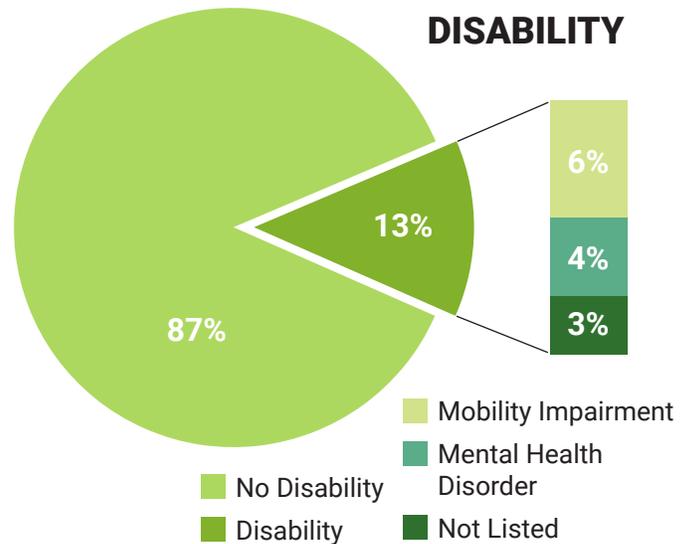
## RACE/ETHNICITY



## SEXUAL ORIENTATION



## DISABILITY



\*Data reflects 80 Demographic Card responses collected from all of the Creative Solutions Labs combined.



# SUMMARY OF TOP 3 (OR MORE) COMMUNITY STRATEGIES TO ACHIEVE DESIRED OUTCOMES

After brainstorming ideas and discussing tradeoffs and equity impacts, each table at the Creative Solutions Labs selected their top three strategies. These ideas will be assessed in more detail for feasibility, tradeoffs, and equity impacts in the Plan Options Memo. *The following ideas were written and selected by community members and do not reflect final recommendations for the Downtown Oakland Specific Plan.*

## ARTS & CULTURE LAB

At the Creative Solutions Lab held Monday, February 5, five tables worked together to brainstorm and discuss strategies to achieve three unique outcomes related to arts and culture in Downtown Oakland. Some tables worked on the same outcome and there was often overlapping conversations among all tables. These are the top ideas that the participants selected:

**Outcome: Downtown is a place where people can see and express their cultures and themselves.**

1. More marketing and branding for arts & culture groups, with a focus on anchor institutions.
2. Make the permitting and approvals process for events easier.
3. Include other neighborhoods – downtown is in conversation with all of Oakland.

**Outcome: Public art and festivals continue to thrive downtown.**

1. Increase funding amounts for specific festival categories. Current festivals generate revenue for the City, but the barrier is too high.
2. Reallocate Measure C funds (Hotel Tax) towards arts and festivals.



Participant at the Arts & Culture Lab presenting her table's 'Top 3 Strategies'.

3. Identify long-term spaces that can be committed to arts uses in perpetuity and connect free and available venues with those seeking spaces (e.g. Fox and Paramount are underutilized at certain times of the week and are not currently accessible for local artists to use, whereas the Coliseum split up their space to support smaller events).
4. Have the city commit to an amount of square footage dedicated to arts and culture.
5. Create a more accurate baseline of cultural assets that looks at past arts spaces and cultural institutions that have already been lost in addition to current ones facing displacement.
6. Improve the programming of public spaces.
7. Create signage and banners to identify the Black Arts Movement Business District (BAMBD) and make it easier for vendors to sell along 14th Street and in all of downtown's arts & culture districts and improve connectivity between arts districts.

**Outcome: All downtown artists are able to find affordable housing and workspaces.**

1. Foster more collaborative practices between arts organizations.
2. Incentivize land uses for the arts (artist villages, designated performance spaces).
3. Use economic development tools to encourage arts & culture spaces.
4. Encourage or require work/live & performance spaces in new projects.
5. Incentivize innovative housing types with workspaces for artists in standalone developments.
6. Adopt zoning ordinances and implementation policies to preserve existing and support new artist housing and workspaces (e.g. downzoning downtown to increase private incentives and bonuses for developers supplying affordable arts spaces and housing).

### STREETS & MOBILITY LAB

At the Creative Solutions Lab held Tuesday, February 6, four tables worked together to brainstorm and discuss strategies to achieve four unique outcomes related to streets, connectivity, and mobility in Downtown Oakland. These are the top ideas that the participants selected:

**Outcome: Downtown is well-connected and easily accessible to all of Oakland and the region.**

1. Reduce barriers that create a downtown "island" effect.
  - Invest in way to address the natural division created on Broadway.
  - Underground I-880 from Laney College to Brush Street.
  - Demolish I-980 south of 27th Street and create a greenway that connects West Oakland to KONO and Lake Merritt.



Participant at the Streets & Mobility Lab presents his table's 'Top 3 Strategies'.

- Re-unite West Oakland and Jack London with downtown.
2. Ensure that shared mobility options (e.g. bike share and car share) are equitable.
  3. Convert one-way streets to two-way streets and increase safe and dedicated spaces for pedestrians, bicyclists, and transit.
  4. Implement road diets where there is excess capacity and channel vehicular traffic to the places where we want it (e.g. major commercial and retail corridors).
  5. Expand existing service (secondary transbay BART Line) and introduce more transit options (additional shuttles & other light transit systems).

**Outcome: Safer and more comfortable streets downtown for pedestrians of all ages and abilities.**

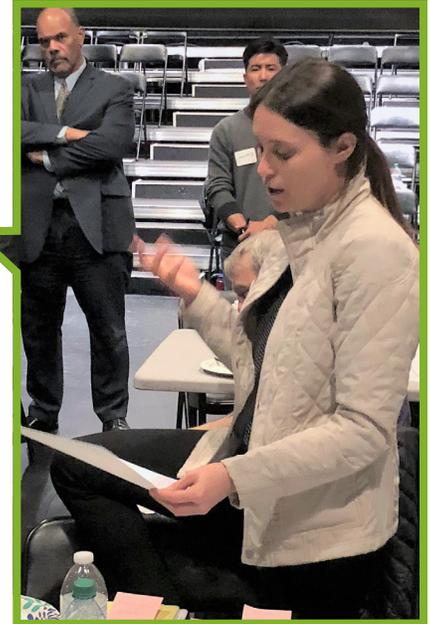
1. Provide more and better lighting for safety and security.
2. Put pedestrians first with more pedestrian scrambles, high visibility crosswalks, mid-block crossings, parklets, better street activation, and no right turns on red lights or slip lanes.
3. Design streets to induce lower vehicle speeds: narrower lanes, smaller intersections, wider sidewalks, protected bike lanes, and angled parking.

**Outcome: Transit service downtown is frequent and well-connected.**

1. More transit stations that have better access and are more attractive.
  - BART in East Oakland
  - Improve aesthetic attractiveness along important lines (14th/18th) through walkways, bikeways, murals, art, etc.
  - Create bus-only lanes on Broadway in ways that won't harm small businesses
2. Improve transit affordability in realistic ways and consider connections to hospitals and schools from outlying neighborhoods.
  - Free shuttles to priority neighborhoods (e.g. West Oakland to BART and Lake Merritt).
  - Design a transit network that reduces overall trip costs with free transfers in specific areas.
3. Improve communication and marketing between transit agencies and communities.
  - Signs and maps that are clear and easy to use.
  - Better announcements regarding service changes and improvements.

**Outcome: Downtown's bicycle network is safe and connected.**

1. Focus on Broadway and 14th Street as first priorities for high quality and low-stress bike facilities.



Participant at the Streets & Mobility Lab shares her table's 'Top 3 Strategies'.

2. Provide more creative indicators and data to understand the disparities associated with bike riding.
3. Enhance the Jack London waterfront with signage and facilities to make bicyclists feel more welcome and make sure there are trails that connect to the future A's stadium.

### HOUSING & ECONOMIC OPPORTUNITY LAB

At the Creative Solutions Lab held Wednesday, February 7, six tables worked together to brainstorm and discuss strategies to achieve six unique outcomes related to housing, jobs, and economic opportunity in Downtown Oakland. These are the top ideas that the participants selected:

**Outcome: Current and long-time Oaklanders remain a big part of downtown's success.**

1. Preserve all existing SROs with regulatory tools such as development moratoriums and special land-use or zoning designations, or have the city purchase them.
2. Use public lands to provide affordable housing and commercial space, along with a local job training center.
3. Employ multi-prong housing solutions including rental assistance, public information for renters regarding tenants' rights, and a 30% target goal for affordable housing development.

**Outcome: Housing in downtown is accessible to people of all races and income levels.**

1. Maintain and build more SROs.
2. Develop a housing preservation strategy that includes funding sources.
3. Support culturally specific artist live/work spaces.
4. Enact affordable housing zoning with price and rent caps.
5. Maximize density and buildout of development sites and tax underutilized sites.
6. Streamline the design review and approvals process.

**Outcome: Sufficient commercial space is built to meet current and future employment needs.**

1. Incentivize or require developers to nurture and support small, local, and minority owned businesses/nonprofits by providing technical assistance, administrative support, and affordable space.
2. Limit residential uses in key places to preserve land for office space and keep Oakland from becoming a bedroom community.
3. Optimize vacant shopfronts and offices and fill with small businesses and nonprofits.



Participant at the Housing & Economic Opportunity Lab shares her table's 'Top 3 Strategies'.

4. Take project feasibility into account when setting land use permit requirements to ensure projects still are possible since they bring benefits to the City, including significant tax revenue.

**Outcome: Sufficient housing is built and retained to meet the needs of current and future residents.**

1. Make it easier to build more/taller housing by right, instead of density and height bonuses, to meet the current and future demand for housing
2. Consider different mechanisms for impact fees.
3. Ensure that affordable housing is equitable.
4. Encourage or require incoming companies to contribute to housing for employees or to an affordable housing fund.

**Outcome: All downtown residents have access to housing.**

1. Create more staged and secure temporary housing (see the example of Square One Village).
2. Increase density and identify underutilized land and vacant spaces to provide alternative and/or temporary housing options.
3. Cap market-rate housing and continue to build and preserve SROs.

**Outcome: Accessible training gives all Oaklanders an opportunity to find local employment.**

1. Support apprenticeship/training programs for youth, people of color, and low-income residents and build better career pathways.
2. Encourage or require incoming businesses and developers to hire a certain percentage of workers locally.
3. Support unions for construction workers and other manual laborers at livable wages.
4. Identify new job sectors that are promising for youth and others and complete an inventory of pre-existing sectors to better understand how youth can be an asset to current growth sectors.

### **BUILT ENVIRONMENT & SUSTAINABILITY LAB**

At the Creative Solutions Lab held Thursday, February 8, four tables worked together to brainstorm and discuss strategies to achieve five unique outcomes related to the built environment, health, safety, and sustainability in Downtown Oakland. These are the top ideas that the participants selected:

**Outcome: All downtown residents are able to lead healthy lives.**

1. Provide comfortable pedestrian and transit access to healthy grocery stores, recreation, healthcare, services, jobs, and housing.

Participant at the Built Environment & Sustainability Lab presents her table's 'Top 3 Strategies'.



2. Create urban heat island refuge/mitigation and add green buffers along the highway edges to filter air pollutants.
3. Design public spaces for both programmed and spontaneous activity that support multiple uses at different times of the day for people of all ages, abilities, and cultures; invest in youth-driven programming; and allow vendors to sell there.
4. Encourage safety and activity with a new wayfinding system that is easily understood by people of all ages, abilities, and languages.
5. Focus and invest in mental health programs and assistance.

**Outcome: A safe, secure, and inclusive downtown.**

1. Make public spaces and public amenities more attractive with thoughtful seating, public and proud restrooms, art, and creative/efficient lighting.
2. Encourage crime prevention through environmental design (CPTED) principles for parks and active adjacent land uses next to them.
3. Provide safe parking garages lined with active uses that are open late, well-lit, well-maintained, and landscaped.

**Outcome: Development serves Oakland's needs and enhances its existing character.**

1. Increase density and streamline approvals process to get more housing in general and more affordable housing.
2. Use historic buildings to preserve character, provide naturally affordable housing and commercial, and retain SROs.
3. Establish consistent, predictable, and uniform program to handle community benefits required of new developments.

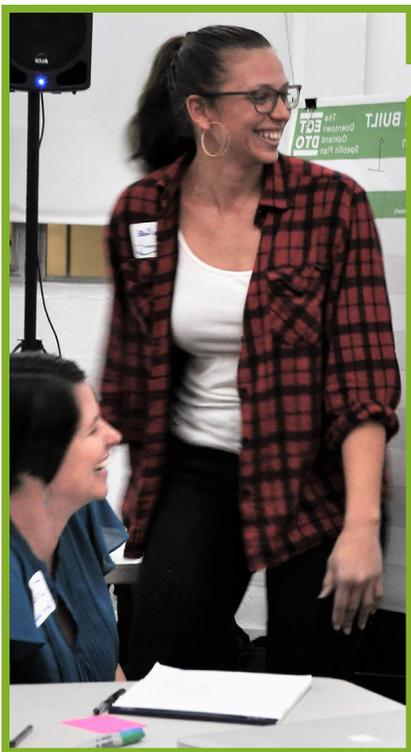
**Outcome: A vibrant and inviting downtown public realm that serves everyone.**

1. Provide dedicated open spaces that are culturally connected.
2. Ensure that transit/mobility networks connect with open spaces.
3. Increased impact fees to support public realm improvements.
4. Create youth friendly areas.

**Outcome: Ensure a more sustainable future for downtown and the entire East Bay Region.**

1. Integrate LEED standards and revisit ECAP (Environmental Climate Action Plan) to implement and align with the DOSP.
2. Integrate local hire programs with training programs and schools in downtown and East, North & West Oakland.
3. Provide more green areas and parks for downtown residents.

A facilitator at the Built Environment & Sustainability Lab presents her table's 'Top 3 Strategies'.



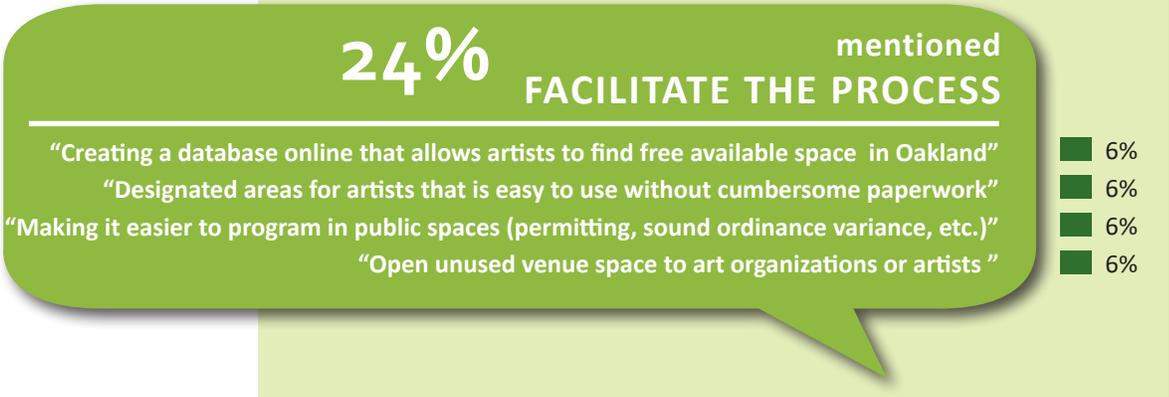
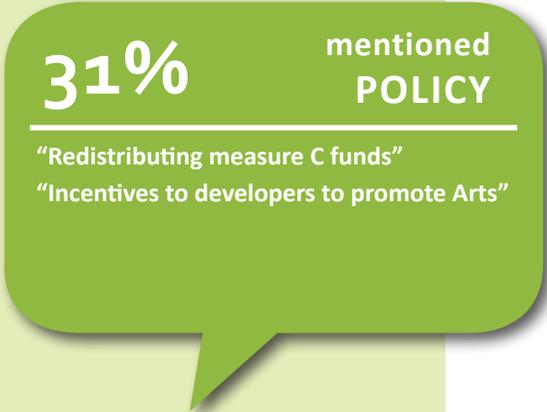
# SUMMARY OF SURVEY RESPONSES

At the workshops participants were asked their opinions through written “Participant Feedback” forms distributed at the beginning of the presentation. These graphics summarize the main ideas mentioned by the community. The survey questions people responding to here are:

1. Of the many ideas you heard tonight, which ones seem most exciting to you?
2. Of the many strategies discussed at your table which one is more crucial to achieve that outcome?



## CREATIVE SOLUTIONS LAB: ARTS AND CULTURE



CREATIVE SOLUTIONS LAB:  
STREETS & MOBILITY

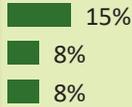
31%

mentioned  
**CONNECTION**

“Connectivity”

“Connecting West Oakland and downtown”

“Connecting downtown within and regionally”



23%

mentioned  
**980 FREEWAY**

“Remove 980 barrier”

“Environmental effects of 980 removal”



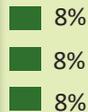
23%

mentioned  
**WALKING & BIKING**

“Protected bike lanes, low stress bikeways”

“Measuring equity with walk and bike improvements”

“Pedestrian mobility, active storefronts, parklets,  
street events, etc”



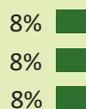
23%

mentioned  
**TRANSIT**

“Broadway as transit-only street”

“2nd Bart line parallel to 1st on Franklin or Webster”

“Equity through transit. Circulation that creates  
sociability”



CREATIVE SOLUTIONS LAB:  
HOUSING & ECONOMIC  
OPPORTUNITY

**39%** mentioned  
**AFFORDABLE HOUSING**

- "Preserve existing single-room occupancy (SRO)" 18%
- "Affordable Housing zones and codes" 12%
- "Create land trust for affordable housing" 9%

**21%** mentioned  
**POLICY & REGULATIONS**

- "Incentivize developers to support local small businesses" 9%
- "Penalties for underutilization" 3%
- "Avoid spending subsidies in high-cost land and construction types." 3%
- "Use city government to establish a creative development framework" 3%
- "Eliminating barriers to both housing and employment for youth, formerly incarcerated, undocumented, etc." 3%

**21%** mentioned  
**DEVELOPMENT TYPES**

- "Temporary housing strategies (Square One villages, tent city)" 9%
- "Cultural specific artist live/work space" 3%
- "New housing at different income levels, and bigger buildings" 3%
- "Sufficient commercial space built to meet employment needs" 3%
- "Sufficient housing is built to meet the needs of current and future residents" 3%

**18%** mentioned  
**DENSITY & UPZONE**

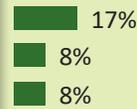
- "Increase density" 12%
- "Upzone Rockridge, upzone all transit accessible areas connected to downtown" 6%

CREATIVE SOLUTIONS LAB:  
**BUILT ENVIRONMENT &  
SUSTAINABILITY**

33%

mentioned  
**SPACE PROGRAMMING**

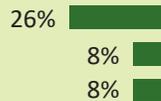
- “More parks and greening Oakland”
- “Street scale improvements and prioritizing pedestrians”
- “Public restrooms, activating public spaces for inclusive and active programs”



42%

mentioned  
**COMMUNITY & CULTURE**

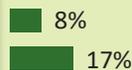
- “Predictable community benefits and streamlined planning process”
- “Trying to build in economic diversity and cultural diversity”
- “Creating a vibrant and inviting downtown”



25%

mentioned  
**SUSTAINABILITY**

- “Insure a more sustainable future for downtown Oakland”
- “LEED standards morphing into ‘Oakland standards’, including local hire, etc.”



**PART II:  
NEIGHBORHOOD  
DESIGN  
SESSIONS**

NEIGHBORHOOD DESIGN SESSIONS  
INTRODUCTION + DEMOGRAPHICS



1.



2.



3.



4.



5. 6.



# NEIGHBORHOOD DESIGN SESSIONS

The objective of these design sessions was to discuss neighborhood challenges and potential solutions, identify key focus areas to investigate and illustrate in more detail, and develop a future vision for each neighborhood to inform plan ideas and recommendations. For each meeting area — Central Core (Lake Merritt Office District & City Center), Uptown & KONO, Old Oakland, and Chinatown — neighborhood residents and the general public were invited to share their unique local expertise, concerns, and ideas.

## 1. MEETING STRUCTURE

**Welcome:** Each half-day session began with time for attendees to grab some food and introduce themselves to others around the room. Greeting them on the screen was a set of three equity principles that would set the tone for the presentation and discussions to come. Based on work by Policy Link, one of the equity consultants, the statement explains that equity in Oakland includes:

1. Economic vitality, providing high-quality jobs to our residents and producing new ideas, products, businesses, and economic activity so the city remains sustainable and competitive.
2. Preparation for the future with a skilled, ready workforce, and a healthy population.
3. Places of connection, where residents can access the essential ingredients to live healthy and productive lives in their own neighborhoods, reach opportunities throughout the city and region via transportation or technology, participate in political processes, and interact with the diversity of our residents.

## 2.

**Presentation:** Each meeting began with a presentation led by Dover, Kohl & Partners, their team of consultants, and Greg Hodge of the I-SEED equity team. The purpose of these presentations was, for each neighborhood, to discuss three key topic areas of concern, with a timed table discussion after each topic was presented. The three topic areas, summarized later in this

Clockwise:

1. Facilitator Greg Hodge welcomes participants with his drum at the E14 Gallery in Old Oakland; 2. Director of City Planning, William Gilchrist, presents at the Old Oakland Design Session; 3. A youth group shares their ideas at the Chinatown Design Session; 4. Participants work with maps at the Old Oakland Design Session; 5. A participant at the Uptown & KONO presents his table's '3 Big Ideas'; 6. A young participant listens to closing remarks at the Central Core Design Session.

report, were customized to specific neighborhood concerns. The basic structure for each section of the presentation followed the outline below:

1. What are the desired outcomes? (Emerging Goals)
2. How are we doing today? (Existing Conditions & Disparity Indicators)
3. What can work to turn the curve of the baseline? (Draft Strategies)

**3. Timed Discussions:** After each short topic was covered, the presentation was paused to allow participants 10-20 minutes to discuss the material. With the help of starter questions up on the screen, each group brainstormed potential solutions and additional areas of concerns for each subject, while table facilitators took notes of the discussion. This process was repeated three times throughout the presentation.

**4. Hands-On Mapping Exercise:** Following the last timed discussion and a quick break, participants were directed to use their maps to identify key opportunity sites, areas of concern, and existing places of importance. This was also an opportunity to continue discussing their ideas.

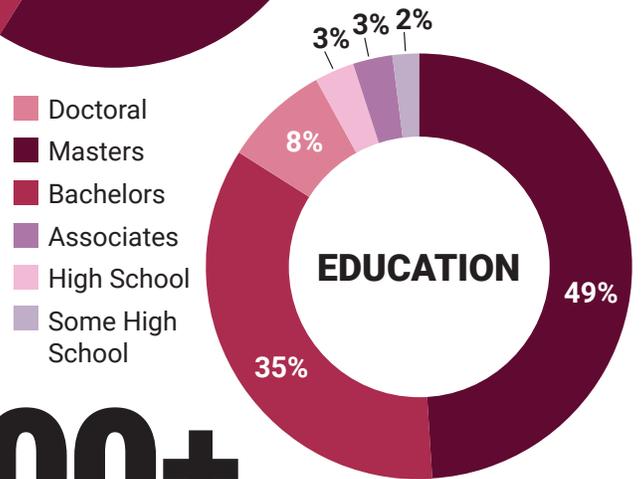
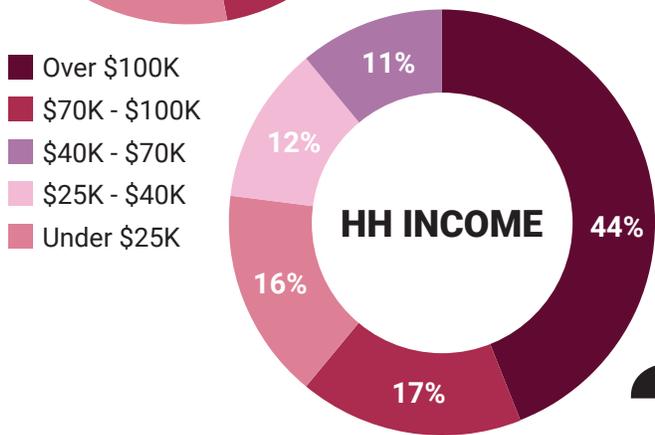
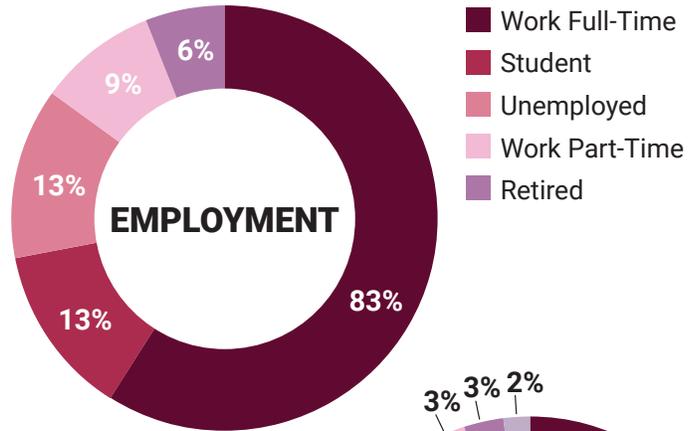
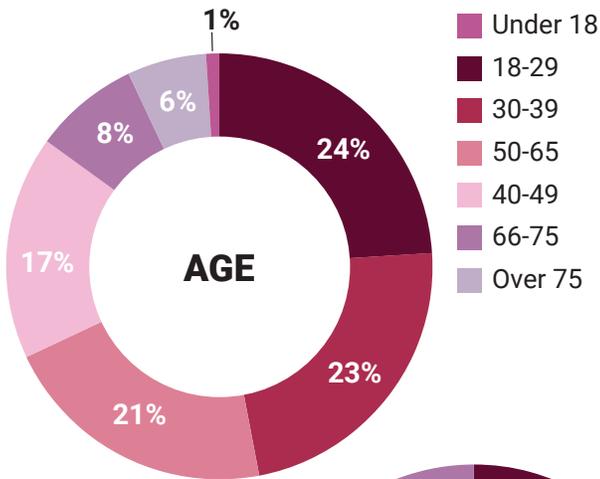
**5. Report Back Presentations:** At the end of the mapping exercise each group was asked to select their three big ideas and nominate one person to present them back to the room. The remainder of the meeting was dedicated to learning about the different solutions that each table selected.

**6. Closing Statements & Questions:** After the report-back presentations, the city spoke about the next steps of the Downtown Oakland Specific Plan and opened up the floor to any last questions or comments.

A table at the Old Oakland Design Session works with their base maps.

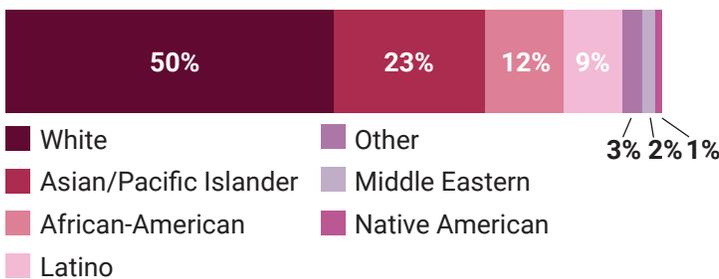


# MEETING DEMOGRAPHICS

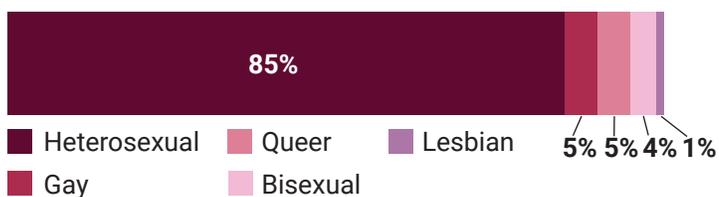


**300+**  
**ATTENDEES**

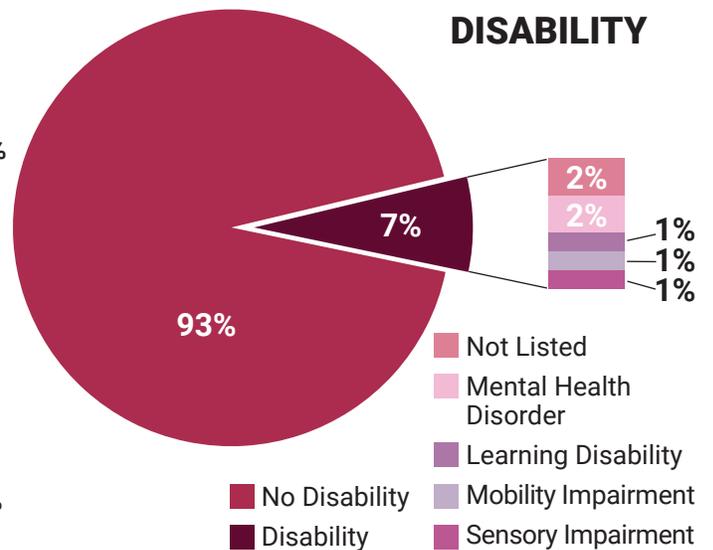
## RACE/ETHNICITY



## SEXUAL ORIENTATION



## DISABILITY



\*Data reflects 122 Demographic Card responses collected from all of the Neighborhood Design Sessions combined.

# FUTURE VISION

At the workshop participants were handed 'one-word cards' and asked to write down a single word that comes to mind about the future of their neighborhood. The map on the right shows the results from this exercise. The larger the word appears, the more often it was mentioned.



# JACK LONDON MEETINGS

The Jack London focus meetings, held on August 30th and September 1st 2016, included a series of stakeholder meetings and facilitated design sessions to review draft urban design concepts, as well as community input received to date, for key focus areas. Maps and other design exhibits were used to work interactively with participants in discussing land use, density/intensity and height as well as preservation of historic structures. An equity exercise was used to evaluate the social implications of various development scenarios. *The section below summarizes key feedback received at these meetings. A full write-up can be found on the City of Oakland website.*

## KEY TAKEAWAYS

### Land-Use & Building Form/Height:

- Alameda removing maritime industry, can JL capture some of this?
- West of Broadway: maintain industrial building fabric and light industrial uses, with potential for work/live and complimentary retail uses
- Oldest buildings in Oakland are here, these should be preserved & adjacent development height/setbacks should honor the historic character
- Buildings can be taller, particularly in Victory Court and potentially along the I-880 corridor, as long as they are well designed
- Jack London Inn is a key opportunity site, allow height up to 85 feet

### Mobility & Connectivity:

- How will Brooklyn Basin and Victory Court effect traffic and access
- Webster Green, which should extend into Chinatown and be properly activated, and underpass improvements to be led by Jack London BID
- Difficult to get Uptown from JL, need to consider more connections
- Homeless encampments must be addressed, can't walk along Madison
- Re-connect Franklin Street, this is a critical connection
- Freeway Access Project working on improving access
- With SLR, tubes become vulnerable and expensive to maintain, explore other ways to in & out of Alameda
- Reduce conflicts along Embarcadero and continue to study the impacts of the new potential Capitol Corridor train stations

### Produce Market:

- Explore multiple options for the produce market; maintaining some of the structures while re-building others with additional height and upper story residential, moving the market entirely and re-developing the site, or preserving the existing structure and vendors
- Challenge to redevelopment and re-use include parking requirements, the shallow depth of the buildings, and the poor condition they are in
- Relax wholesale only provisions; there is already retail encroachment



# SUMMARY OF 3 (OR MORE) BIG IDEAS TO ACHIEVE NEIGHBORHOOD OUTCOMES

After three timed discussions surrounding three key topic areas and a 45-minute mapping exercise, participants at each working group table worked together to select their three 'Big Ideas.' These were the three ideas that the table collectively agreed were the most important to achieving the future vision of their neighborhood. Some of these represent general goals or outcomes related to the shared vision for the area, while others outline specific policy strategies to achieve such goals or outcomes. *The following ideas were written and selected by community members and do not reflect final recommendations for the Downtown Oakland Specific Plan.*

## CENTRAL CORE

At the Central Core Neighborhood Design Session held Saturday morning, February 10, nine tables worked together to discuss strategies for growth & opportunity, transportation, and arts & entertainment in the neighborhood. They also worked with maps to identify additional recommendations and problem areas throughout the Central Core. Here are their big ideas:

**Growth & Opportunity: How can the Central Core help downtown meet its future housing demand and job projections? Where and how should the neighborhood grow?**

1. Allow density that is respectful of historic context and prevents the replacement of existing uses.
2. Encourage the use of buildings 24/7; looking into the future of Oakland we need more than just offices (i.e. cafes and entertainment).



A participant at the Central Core Design Session presents his table's '3 Big Ideas'.

3. Allow new buildings that complement historic fabric by encouraging community incentives/basic requirements.
4. Keep the focus on equity: all of Downtown Oakland belongs to everyone. Let's keep it vibrant, eclectic, and diverse.
5. Seek to fill-out lower level and ground floor spaces with diverse uses.
  - Activate street
  - Different economic and education backgrounds
6. Invest in public spaces and the public realm:
  - Safety
  - Art spaces/ green spaces
  - 12th Street City Center and Lafayette Square are underutilized
7. Support/cultivate/incubate localism, not chain stores.
8. Densify to support retail traffic, jobs, and walkability.
9. Develop projects that benefits the community.
10. Encourage more privately owned public open spaces (POPOS) and make better use of plazas and storefronts at the street level.
11. Allow spaces for a variety of residents – schools, day cares, community space, and grocery stores.
12. Expand community benefits and preserve the city hall parking lot for 100% affordable housing.
13. Encourage more coworking/collective space and more parking.
14. Encourage more places and activities for youth, children, and families.
15. Encourage affordable workforce housing – middle-class housing in the downtown. The middle is the glue that holds the community together (not ultra-high or ultra-low income).
16. Encourage more value capture, community benefits, comprehensive community benefits package, and negotiating with developers up front.



A participant at the Central Core Design Session shares her table's '3 Big Ideas'.

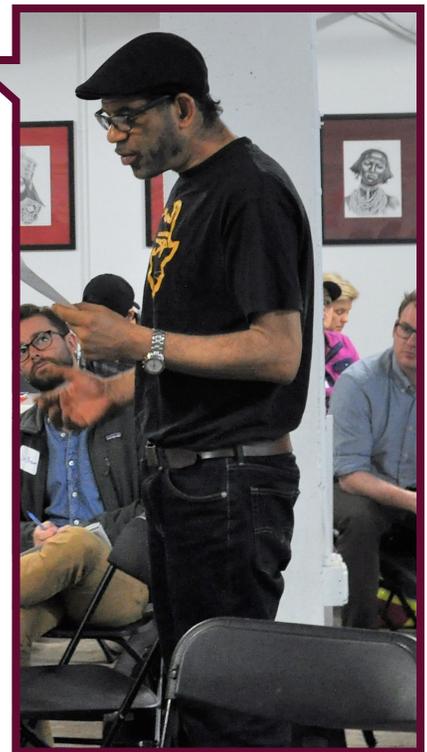
**Streets, Connectivity & Mobility: How can we improve safety, mobility, and access for everyone moving through the Central Core? Particularly around Broadway & 14th Street?**

1. Improve connections:
  - Remove 980
  - Invest in the 14th and 18th Street West Oakland Walk
1. Bike connections, lights, safety, BART
2. Expand BART and utilize Broadway as urban circulator; invest in improving and beautifying Broadway.
3. Activate sites/nodes at 12th and Broadway on both sides of the streets.

4. Better connect key sites, improve walkability and transportation for youth, seniors, mothers, kids and people with disabilities.
5. Be thoughtful about multiple modes of transportation, and how most people get in and out of downtown and uptown.
6. Don't demonize cars (40% will be EV's by 2025) and improve traffic flow at 14th and 17th off ramps at by coordinating traffic lights better for cars and pedestrian/ cyclist traffic. Add EV charging stations.
7. Improve lighting and wayfinding at 15th Street. Consider it a pedestrian street and improve streetscape with outdoor seating and wider sidewalks.
8. Expand and improve connections to West Oakland and Lake Merritt.
9. Integrate complete streets and human scale design principles and ensure every street has protected bikeway. Add 14th Street bus stops.

**Arts & Entertainment: How can we promote, preserve, and enhance the Black Arts Movement and Business District (BAMBD) and also foster more arts and entertainment spaces within the Central Core?**

1. Preserve and create intentional anti-displacement policies for:
  - Cultural/arts space
  - Non-profit service providers
  - Diversity
  - Land trust
2. Arts District: Fund the BAMBD with city dollars and developer money working with community gaps.
3. Create financial incentives for street level arts use at affordable rates. How much square footage?
4. Preserve existing and encourage more black businesses in the BAMBD.
5. Support BAMBD CDC and follow their lead.
6. Encourage more businesses, arts, cafes, restaurants, performance spaces, and makerspaces.
7. Provide incentives (not restrictions) for the preservation of Black cultural institutions in the downtown. Idea: Grant Program for qualified business to assist with operating expenses. Funded by impact fees or better a recurring fee such as a parcel tax. Should run for a set of number of years, subject to renewal.
8. Create an entrance/gateway into the BAMBD.
9. Use a “yes and” mentality: Encourage more PDR/makerspaces, impact hubs, incubator spaces, outdoor street vending (like at First



A facilitator at the Central Core Design Session presents his table's '3 Big Ideas'.

Friday), more security personnel on the street, and more outdoor spaces for lingering.

### UPTOWN & KONO

At the Uptown & KONO Neighborhood Design Session held Saturday afternoon, February 10, eight tables worked together to discuss strategies for growth & opportunity, transportation, and arts/makerspaces. They also worked with maps to identify additional recommendations and problem areas throughout the neighborhood. Here are their big ideas:

#### **Growth & Opportunity: How can Uptown & KONO help downtown meet its future housing demand and job projections? Where and how should the neighborhood grow?**

1. Grow KONO to absorb some of downtown's density needs. The neighborhood would benefit from more people walking on the streets.
2. Keep existing height limits north of Grand Ave. and along side streets with historic buildings.
3. Limit building heights; no towers in the NW quadrant of Uptown/KONO.
4. Encourage more family housing; 3 bedrooms that are not for roommates, but that are affordable for families.
5. Allow density without affecting smaller business that depend on space for stocking, parking, etc.
6. Support all different kinds of workers.
7. Introduce labor requirements: hire local, provide living wages (linked with development standards).
8. Encourage/require community-driven development with benefits going back to his community.
9. Encourage non-traditional (financial, lawyers, high-tech) and locally-owned, medium sized businesses including those in healthcare, research, artisan/makers, etc.
10. Provide incentives that allow businesses to stay.
11. Preserve black-owned businesses.
12. Find ways to add in what is missing:
  - Spaces for children/teenagers/seniors
  - Green spaces
  - Trees (do not cut our trees)
  - Family serving restaurants, library, groceries, farmer's market, etc
13. Encourage affordable rent and housing.



A participant at the Uptown & KONO Design Session presents his table's '3 Big Ideas' to the larger group.

14. Encourage housing, more apartments at the Greyhound Triangle; connect to Broadway/Telegraph core.
15. Do something on the empty lots on Telegraph and Williams Street and Telegraph and 22nd Street.
16. Acquire certain properties like parking structure on 21st and Telegraph.

**Streets, Connectivity & Mobility: How can we better connect Uptown & KONO to nearby transit and surrounding neighborhoods. How can we improve walkability given the long blocks found on 20th, 21st, 24th, and 25th Streets? How can we rethink 27th Street and improve connectivity to West Oakland, particularly beneath I-980?**

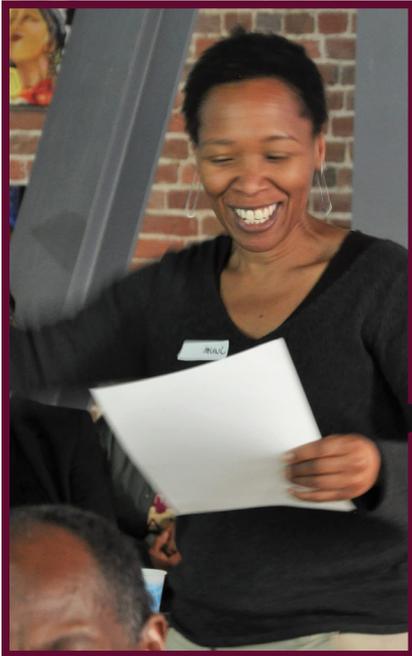
1. Designate drop-off/pickup areas for ride share.
2. Increase porosity and improve safety.
3. Make streets safer: less racing (Northgate), more lighting, less cars being broken into.
4. Encourage more sidewalk eating and parklets.
5. Improve streetscape along Telegraph.
6. Introduce paseos and pedestrian friendly intersections (i.e. complex diagonal street crossings and scrambles especially).
7. Preserve paseo on 25 to 24, 26th.
8. Improve connections for pedestrians and bicycles with art paseos/ bikeways and better bike lanes on Telegraph.
9. Improve AC transit service.
10. Optimize parking management and shared parking (have closed garages; there is not enough parking).
11. Create safer public parking in KONO.
12. Create median-protected bike/walk trail along San Pablo and W Grand.

**Arts & Makerspaces: How can the DOSP support and enhance the creation and promotion of the Arts + Garage district and how can studio and makerspaces be preserved and encouraged throughout the neighborhood?**

1. Designate arts zoning in art and garage district:
  - Provide incentives & art density bonus
  - Waive fees
  - Keep value lower so affordable for arts spaces
2. Preserve the arts and rename Uptown/KONO.
3. Create and support an arts and garage district: artists, makers, Korean businesses, accessory uses, and connection to other arts.

A participant at the Uptown & KONO Design Session shares his table's '3 Big Ideas' back to the room.





A participant at the Old Oakland Design Session shares her table's '3 Big Ideas'.

4. Parking for arts and entertainments.
5. Allow diverse artists. Allow higher building in exchange for ground floor spaces dedicated to local artists, artisans and prioritize displaced artists. Encourage affordable housing for artists. Preserve identity.

### OLD OAKLAND

At the Old Oakland Neighborhood Design Session held Sunday afternoon, February 11, five tables worked together to discuss strategies for growth & opportunity, transportation, and historic preservation in the neighborhood. They also worked with maps to identify additional recommendations and problem areas throughout Old Oakland. Here are their big ideas:

#### **Growth & Opportunity: How can Old Oakland help downtown meet its future housing demand and job projections? Where and how should the neighborhood grow?**

1. Focus new commercial activities on Broadway and Clay Street.
2. Develop mixed-use buildings with parking and commercial/retail on ground; 80 ft. height limit.
3. Promote diversity: ethnicity, age, families and life stage, social economic.
4. Fill in parking lots with housing, hotels, mixed use buildings that serve people of all ages, incomes, races and abilities.
5. Encourage or require green infrastructure and public/private open space as a part of new developments.
6. Create a green buffer and sound wall along highway.
7. Provide more grocery stores and neighborhood-serving stores for residents.
8. Reprogram parks so that they get used and encourage more kiosks at the edge of parks by making park permits easier to get.
9. Rethink park planning to reduce maintenance and promote habitat restoration.
10. Improve health and wellness by enhancing Lafayette park for younger kids and Jefferson park for recreation and sports, while ensuring that park improvements do not negatively impact vulnerable populations like young black men who are often profiled there by police.

#### **Streets, Connectivity & Mobility: How can 8th and 9th Streets be improved to serve as vibrant connections between Old Oakland and the rest of downtown? How can we revitalize Washington Street to serve as the bustling main street it once was? How can we improve the I-980 and I-880 underpasses?**

1. Increase connection to other neighborhoods: West Oakland, Jack London Square.

2. Creatively use Broadway underpass with a pilot program in partnership with Caltrans to prototype retail and other uses under I-880
3. Add alleyways and open up the convention center at Washington Street to re-connect to downtown and create more connectivity and porosity.
4. Connect bike infrastructure from Lake Merritt to I-980 on 8th and 9th.
5. Convert to 2-way streets, add bike lanes, and slow down freeway traffic.
6. Invest in parks and green space and improve the overall pedestrian experience through delightful streetscape design.
7. Increase friendliness of Washington Street – make it a thoroughfare to Jack London Square.
8. Take the successful street design elements in Old Oakland and apply them further on 9th Street and throughout the neighborhood.
9. Make 6th Street the main road to access highway to restore 8th Street.

**Historic Preservation: How can downtown preserve and leverage the historic buildings in Old Oakland? Where are there opportunities for adaptive reuse of these buildings?**

1. Have new development relate to and or conform with character and scale of existing development.
2. Introduce design guidelines to promote compatibility to new construction with historic buildings
3. Reduce height limits but keep density bonus in the major historic areas, around MLK and the six blocks by clay, Broadway, 10th and 7th Street.
4. Introduce a Thursday Night Live: 1st Fridays for old people night market.
5. Introduce signage and gateways to define the neighborhood identity.

**CHINATOWN**

At the Chinatown Neighborhood Design Session held Tuesday evening, February 13, ten tables worked together to discuss strategies for growth & opportunity, transportation, and cultural preservation in the neighborhood. They also worked with maps to identify additional recommendations and problem areas throughout Chinatown. Here are their big ideas:

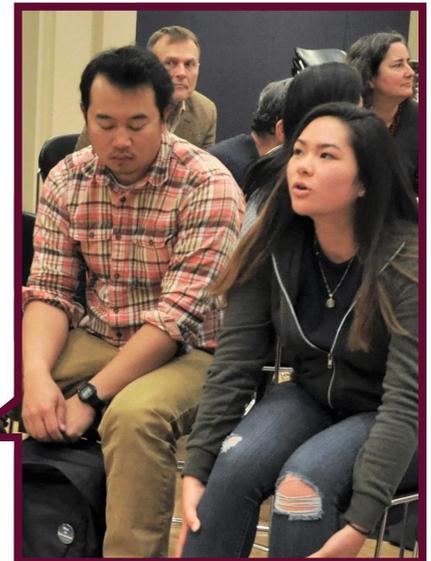
**Growth & Opportunity: How will Chinatown be affected by future housing demand and job projections in downtown? How could growth throughout downtown Oakland help Chinatown achieve community goals?**

1. Prevent the replacement of local Chinatown businesses and limit the

A participant at the Old Oakland Design Session presents his table's '3 Big Ideas'.



Young participants at the Chinatown Design Session share their ideas.



location of corporate establishments.

2. Promote more local businesses in Chinatown and more employment opportunity. Public restrooms for pedestrians.
3. Support culturally relevant business and institutions, including food businesses and an Asian Night market.
4. Balance development to maintain diversity with financial incentives for developer to provide affordable residences and maintain culture.
5. Offer a density bonus for affordable housing and retail and reduce by-right height.
6. More affordable housing, both through preservation and new construction.
7. Encourage more venues for sports such as badminton, ping-pong and swimming.



**Streets, Connectivity & Mobility: How can we improve safety for cyclists and pedestrians in Chinatown? How can 8th and 9th Streets be transformed into vibrant and active streets that serve as a connection between the downtown and surrounding neighborhoods?**

1. Provide public restrooms for pedestrians.
2. Keep the streets clean, especially in front of stores.
3. Improve overall safety in the streets, converting one-way streets to two-way, shortening the distance of pedestrian crossing, and adding more lighting.
4. Improve overall infrastructure including sidewalks, lighting, roadways, and bike lanes.
5. Create more pedestrian friendly spots.
6. Create a linear park on 10th and Alice Street as a public space.
7. Introduce diagonal parking, some 2-way streets, and scramble intersections. Think about seniors.
8. Provide more gathering places, sidewalks, furniture, historic plaques, and signage interpretation.
9. Rename the BART station to better align with Chinatown's identity.
10. Improve traffic and access to Jack London Square.
11. Develop I-980 air rights.
12. Test out street closures, a pedestrian mall, new pedestrian connections:
  - Jackson and Madison to the lake from Jack London Square
  - 13th, 12th Street to BART

A participant and his translator share their table's '3 Big Ideas' at the Chinatown Design Session.

13. Use transit, art and culture to establish connection to Oakland museum.

**Cultural Preservation: How can Chinatown's unique cultural assets be preserved? Should there be policies to protect art and cultural institutions? Is it worthwhile for Chinatown to be a designated cultural district?**

1. Build a Chinese-style gateway and a Chinese culture museum that collects the historical artifacts of Chinese Americans' life in Oakland and exhibits the achievements of the Chinese Americans.
2. Define parameters for a gateway/pagoda/mural to enhance the identity and visibility of Chinatown and improve marketing for the Oakland Asian Cultural Center (OACC).
3. Support Chinatown's identity, visibility, and heritage. For example, create historical plaques and more wayfinding for services.
4. Support Chinatown as a cultural center, raising funds to build a complex that support entertainment, education, and cultural heritage.
5. Support a Chinese food festival or night market.
6. Set up a district boundary to prevent encroachment from adjacent developments. Chinatown was once much bigger than it is today.
7. Create a designated cultural district with community benefits, zoning protections, and historic building preservation.
8. Develop a cultural district that melds old and new.
9. Protect cultural integrity while allowing the neighborhood to evolve and broaden Chinatown's visibility to greater Oakland residents.

NEIGHBORHOOD DESIGN SESSIONS  
SUMMARY SURVEY RESPONSES



A table at the Uptown & KONO Design Session works with their base maps.

# SUMMARY OF SURVEY RESPONSES

At the workshops participants were asked their opinions through written “Participant Feedback” forms distributed at the beginning of the presentation. These graphics summarize the main ideas mentioned by the community. The survey questions people responding to here are:

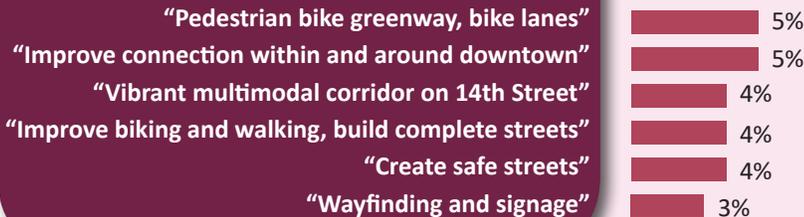
1. Of the many ideas you heard tonight, which ones seem most exciting to you?
2. Of the many strategies discussed at your table which one is more crucial to achieve that outcome?

## NEIGHBORHOOD DESIGN SESSION: UPTOWN & KONO



NEIGHBORHOOD DESIGN SESSION:  
CENTRAL CORE

**25%** mentioned  
**STREETS & MOBILITY**



**23%** mentioned  
**ARTS & CULTURE**



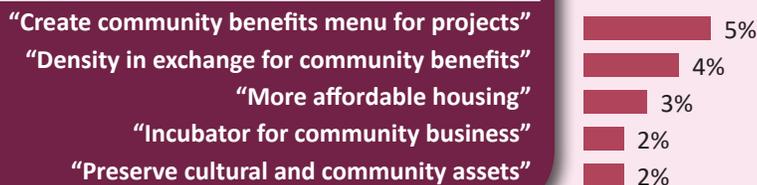
**18%** mentioned  
**BUSINESS**



**18%** mentioned  
**PUBLIC SPACE**



**16%** mentioned  
**COMMUNITY**



NEIGHBORHOOD DESIGN SESSION:  
OLD OAKLAND

**41%** mentioned  
**STREETS & MOBILITY**



**24%** mentioned  
**PUBLIC SPACE**



**21%** mentioned  
**Development**



**15%** mentioned  
**ARTS & CULTURE**

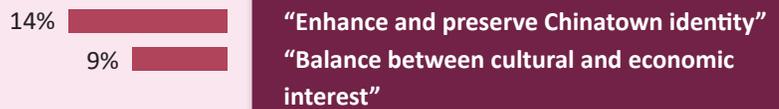


NEIGHBORHOOD DESIGN SESSION:  
CHINATOWN

**40%** mentioned  
**STREETS & MOBILITY**



**23%** mentioned  
**ARTS & CULTURE**



**23%** mentioned  
**PUBLIC SPACE**



**14%** mentioned  
**DEVELOPMENT**



# MOVING FROM PUBLIC INPUT TO PLAN OPTIONS

The next step for the Downtown Oakland Specific Plan is to assemble and analyze the most promising ideas and strategies from the entire plan process to date into a Plan Options Memo. This document will select a number of strategies to assess in greater detail, taking into account tradeoffs, implementation tools, timeline, plan topics addressed, and responsibility. The strategies will be selected based on which ones require a deeper degree of understanding and which ones offer different solutions to similar issues. While there was a lot of consensus among the public and stakeholders on certain strategies, there are still differing opinions on how best to address other concerns and community goals. The objective of the Plan Options Memo is not only to flesh-out some of the more complex strategies, but also to compare different solutions and approaches to the same problem side by side.

Once complete, each strategy in the memo will be analyzed through a Social and Racial Equity Impact Assessment meant to determine who is harmed and who benefits from each individual plan concept. A public workshop, as well as Community Advisory Group (CAG), Planning Commission, and City Council meetings will be held in the summer of 2018 to discuss the findings from the Plan Options Memo and to begin selecting which strategies should be carried through to the Draft Plan. This planning process is designed to ensure multiple feedback loops, so that your input can be collected at each step along the way. Stay tuned for how to get involved at the next public workshop!

