MENU OF IMPLEMENTATION OPTIONS

The Implementation Table incorporates the wide range of actions delineated in the Sub Area Plans and in so doing, contains some actions that are beyond the City of Oakland's financial or personnel resources, or jurisdiction, to implement. As an overarching strategy this Plan recommends that wherever appropriate public-private partnerships between the City and development entities, corporations, non-profit organizations and community associations, inter-agency agreements between local and regional governmental organizations, and other multifaceted coordination approaches be used in implementing these Plans.

Recommendation #1: Focus development activity and resources to TOD Catalyst Areas.

At the core of the recommendations for the International Boulevard TOD Plan is the proposal to focus initial resources on a limited number of areas. This will enable these areas to be stabilized and improved and the positive impacts of this change will spread to other areas along the corridor. More specifically, the City can focus a variety of resources on the TOD Catalyst Areas to help ensure success by:

- Coordinating with AC Transit to improve transit service along International Boulevard through safety programs and improved bus stops.
- Funding façade and site improvement programs through redevelopment in the catalyst areas.
- Directing development subsidies to projects sited in the catalyst areas.
- Support retail and commercial uses in the designated priority areas by providing financial and technical assistance to businesses in the catalyst areas.
- Directing financial and staff resources to stimulate development in the catalyst areas.

In addition, many TOD projects also include a large residential component and increasing housing opportunities, especially affordable housing, is a major objective for the corridor. Encouraging affordable housing development along International Boulevard satisfies two major goals of the TOD Plan: (1) it activates the corridor by generating new transit ridership and (2) it accommodates new households with incomes similar to current area residents. In Oakland, affordable housing is generally subsidized with local resources after all available non-local subsidy sources are exhausted. The primary local source is the tax increment funded Housing Set Aside (HAS) Fund, which on average contributes $143,000 per affordable unit citywide. Although by policy HAS funds are allocated on a competitive basis and are not reserved for particular geographic areas, there is a proposed policy to provide a competitive advantage to developments located in priority development areas such as designated TOD areas.,

Affordable housing on the corridor should provide a broad range of housing opportunities, and in particular should include a strong proportion of units sized for larger families, consistent with the larger household size typical in adjacent neighborhoods. It should be noted that the desire for more affordable housing varies along the corridor and City efforts should reflect this. For instance, in the San Antonio subarea there is a desire to construct more affordable housing, particularly for housing that accommodates large families; whereas in the Elmhurst and Hegenberger subareas, community representatives expressed a concern that additional affordable housing will result in concentrations of poverty. Generally the overall strategy for housing is to ensure that in the future there is a mix of affordable and market rate housing and a diversity of housing unit types that serve both smaller households and larger families.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Implement sub-area plans	Take the necessary steps to study and then implement the sub-area plans described in Chapter 5 of this report.	Ongoing	$$$	City, private developers, citizens and non-profit organizations		X
Create TOD Catalyst Area Policy	Create a policy to focus existing programs and resources in TOD Catalyst Areas.	Immediate	$	City	X	
Expand funding for	As new funding becomes available, the City's Redevelopment and Economic Development Divisions should	Medium	$$$	Redevelopment Agency	X	

Redevelopment Agency Programs	expand funding for their programs that assist with new development in the TOD Catalyst Areas. Among the programs where additional funds should be supplemented are: infill incentive grants, tenant improvement grants, façade improvement grants, and neighborhood project improvement grants.					
Target Affordable Housing Funds	Target affordable housing funds to projects in TOD Catalyst Areas.	Ongoing	$$$	City	X	
Acquire vacant properties and underutilized buildings in TOD catalyst areas	There is a significant amount of vacant land and buildings along the corridor and in the TOD Catalyst Areas that can be a starting point in the process of assembling sites for larger-scale TOD projects. Acquiring these properties early on while real estate prices are depressed and before intense speculation occurs can raise prices and will save time and money in the future. Key activities related to land acquisition include: • Make arrangements for one or more funding sources for land acquisition that can be used to secure properties as they become available on the open market. • Compile an inventory of real estate in the corridor to identify properties currently owned by public agencies. • Determine which of these properties will contribute to TOD initiatives and ensure that they will be made available when needed for redevelopment.	Ongoing	$$$	City, Redevelopment Agency	X	
Develop a "blighted building target list"	Through field assessments, aerial photography, and community knowledge, create a blighted building target list as a spatial layer in Oakland's GIS system. The City should prioritize these buildings for façade and structural improvement programs, especially where clusters of many blighted buildings exist and/or where they are in TOD Catalyst Areas.	Short	$	City, Redevelopment Agency		X
Identify contaminated sites and pursue funding for environmental remediation	Environmental contamination from past uses on a site can be a significant barrier to redevelopment. To spark the revitalization of the TOD Catalyst Areas the City should work with environmental regulatory bodies to identify sites that have potential environmental contamination. Providing accurate information on the potential levels of contamination can assist with development efforts. Once this information is available, the City and/or Redevelopment Agency should pursue outside funding to remediate these sites to clear the way for development..	Medium	$$	City, Redevelopment Agency	X	
Focus affordable housing funds	Focus affordable housing funds to TOD Catalyst Areas.	Immediate	$$$	City	X	
Prioritize TOD projects that have transit-supportive characteristics	Grant local affordable housing funding priority to projects that include ground floor commercial in retail priority zones, space to accommodate anchor tenants, security-oriented design, and units that accommodate large families.	Immediate	$	City		X
Assemble key catalyst sites	Assemble key catalyst sites along the corridor and solicit proposals by housing and mixed-use developers.	Ongoing	$$$	City, Redevelopment Agency		X

Infrastructure Study	Prepare a study that identifies any deficiencies in the corridor's infrastructure, especially the sewer, water, and electrical systems. The study should prioritize the necessary improvements. Seek funding to upgrade weaknesses in infrastructure systems. System upgrades should be coordinated to occur at the same time as the construction of the BRT system.	Short	$$	City, Redevelopment Agency		X
Target business assistance programs	Target and actively market existing business assistance programs to the TOD Catalyst Areas.	Ongoing	$	City	X	

Recommendation #2: Commit to providing a significant increase in public resources to address criminal activity.

Problems with drugs and crime, including theft for drug money, were cited repeatedly as concerns of the community and impediments to new development initiatives along the International Boulevard corridor. Drugs and crime – and the negative perception of the area that they cause – are major deterrents to redeveloping the corridor and it is critical that these issues be addressed. The City should identify and implement strategies that can be used in the corridor to combat problems with drugs and crime. Several specific actions include:

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Work with residents and community-based organizations to step up enforcement of the City's "Deemed Approved" ordinance.	Work with residents and community-based organizations to enhance enforcement of the City's "Deemed Approved" ordinance for liquor stores. Establishments that are not complying with the City's requirements to uphold performance standards, including not endangering public health or safety and not encouraging nuisance activities (public drunkenness, illegal drug activity, excessive littering, loitering, graffiti, etc.) should be subject to penalties. Additionally the City should review the legitimacy of existing licenses as well as their compliance with selling to persons less than 21 years of age.	Ongoing	$$	City		X
Strengthen zoning regulations and policies to address liquor stores	In order to address the number and concentration of liquor stores along and near International Boulevard and the crime and blight associated with these stores, the City should explore new additional zoning regulations and policies. Policies and regulations should address prohibiting new liquor stores, de-concentrating liquor stores and enforcement of existing and new regulations. As a first step in this process, the City should partner with local organizations to catalogue existing liquor stores within ½ mile of International Boulevard, review new liquor store licenses in the City over the past 10 years and hold community forums to discuss issues and solutions.	Immediate	$	City		X
Corner store conversion program	To address crime issues associated with liquor stores, the City and local organizations should work together to create a liquor store to corner store conversion program. This program will try to change the businesses	Immediate	$	City, non-profit organizations		X

	practices of liquor stores so that the stores sell a higher percentage of healthy foods and less liquor and alcohol.					
Establish police substations	Establish a series of police sub-stations along the International Boulevard corridor with the goal of having 1 sub-station in each sub-area.	Long	$$$	City		X
Create a safety ambassador program	Create a program where safety ambassadors would patrol the corridor and especially within the TOD Catalyst Areas, on foot and on bicycles, act as extra eyes and ears for the police, build relationships with local businesses, and act as a positive presence in the community.	Medium	$$	Local Business Improvement District(s) or Community Benefit District(s), City		X
Create an education and outreach campaign	Working with the Neighborhood Crime Prevention Councils and other bodies, increase communication of information about crime locations along the corridor to community groups, citizens, and enhance communications between police officers, residents of the community and business representatives about incidents of crime.	Ongoing	$	City, non-profit organizations		X
Install security cameras	Install and monitor cameras at key intersections and other locations as a security measure/crime deterrent. The cameras should initially be located in the TOD Catalyst Areas and in existing pedestrian-oriented retail areas.	Short	$	City, Redevelopment Agency	X	
Increase the number and presence of police officers along International Boulevard	Provide an increased police presence while the TOD Catalyst Areas are being stabilized and before significant private investment occurs. Consider foot and bicycle patrols in these areas.	Ongoing	$$$	City	X	
Continue and strengthen the CPTED program for review of development projects along International Boulevard	The City should continue to provide information and training on Crime Prevention Through Environmental Design (CPTED) principles to Planning Department staff who review proposed development or property rehabilitation projects. All new projects along or near the International Boulevard Study Area should undergo CPTED review. The Planning Department should also continue to partner with the Police Department to strengthen the CPTED program.	Ongoing	$	City		X
Increase street lighting to improve public safety	Coordinate improved street lighting with the streetscape improvements and BRT construction. The street lighting should be pedestrian-scale and designed to minimize shadows in public areas.	Medium	$$	City, Redevelopment Agency		X
Create hotel minimum one night stay ordinance	Create an ordinance that requires minimum one night stays in hotels and motels along and within ¼ mile of International Boulevard. Enforce this ordinance with regular police sting operations.	Immediate	$	City, Redevelopment Agency		X
Add resources to address prostitution	Undertake a study to identify specific programs and resources that can be used to address the prostitution issue along International Boulevard, as addressing this issue is necessary to encourage TOD and other private investment along the International Boulevard corridor.	Short	$	City, Redevelopment Agency, non-profit social service organizations		X

Recommendation #3: Improve the physical appearance of the International Boulevard corridor.

The presence of trash and debris, graffiti, dilapidated properties and vacant buildings along International Boulevard is a barrier to investment in the community. The identification of adequate funding for cleaning and maintenance of public areas and improved trash removal is a priority. Additionally, these actions should be undertaken with a strong consideration towards improving the level of security along the corridor. Improving the physical appearance of the corridor would improve the pedestrian environment and help increase pedestrian activity. This would result in an overall improvement in the perception of safety. Additionally, investing in streetscape improvements helps convey the City's commitment to, and confidence in, the successful redevelopment of the area. Enhancing the perception of the safety, beginning with the TOD Catalyst areas, will help revitalize the entire corridor.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Expand the Redevelopment Agency's façade improvement program	Expand the façade improvement program and focus in the TOD Catalyst Areas. Prioritize the types of improvements that meet the vision of transit-supportive places when awarding funding through with the façade improvement program.	Short	$$	Redevelopment Agency	X	
Make streetscape improvements in TOD Catalyst Areas	Resume previous efforts to install streetscape improvements along International Boulevard, starting with the TOD Catalyst Areas. Examples of specific improvements include additional street lighting, street trees and other landscaping, ,improved signage and new entryway signs that showcase the different sub-areas of the corridor. A sample strategy could be to: 1) Work with AC Transit to identify and approve physical streetscape improvements that support BRT. Reference AC Transit's "Designing with Transit" handbook in planning and designing streetscape changes. 2) Develop a more detailed streetscape improvement plan that includes street trees, pedestrian amenities and other improvements not included in the BRT plan. Native and drought-resistant plants should be used wherever feasible. 3) Coordinate all streetscape improvements with the construction of the BRT system.	Medium	$$$	City, Redevelopment Agency	X	X
Expand graffiti abatement	Expand funding and activity of graffiti abatement programs to remove graffiti as soon as it appears. Develop strategies to prevent graffiti from occurring including use of landscaping and murals, both of which are less likely to have graffiti.	Medium	$$	City		X
Clean streets and sidewalks regularly	As funding becomes available, conduct regular sidewalk and street cleaning with a focus on the existing pedestrian-oriented retail areas and the TOD Catalyst Areas.	Medium	$$	City, Redevelopment Agency	X	X
Create a "Clean Community" Education Program	Create a multi-lingual, multi-pronged education program that encourages businesses and residents to place trash in sealed containers only on the day of trash collection. Educational strategies could include door-to-door canvassing, a newsletter, and/or letters and actions coordinated though the local schools, community	Short	$	City, non-profit organizations		X

	organizations, and religious institutions.					
Remove billboards	Expand efforts to reduce the number of billboards along International Boulevard, especially in areas with high pedestrian volumes such as the core of the commercial district.	Ongoing	$$	City, Redevelopment Agency		X
Add code enforcement staff and create a proactive code enforcement program	Create a proactive code enforcement program that closely monitors the International Boulevard area for code violations. Initial steps should target businesses along the corridor and track down absentee land property owners to ensure code violations are corrected.	Ongoing	$$$	City		X
Provide low-cost loans for mitigating code violations	Create a low-cost loan program that provides assistance to property owners in the International Boulevard areas with the affordable resources to bring their properties in compliance with local codes and regulations.	Medium	$$$	Redevelopment Agency		X

Recommendation #4: Improve the pedestrian environment to support transit use and public safety.

It is important to maintain ease of access and a pleasant, safe route between a person's home or work and the corridor for the success of transit, businesses, and the corridor as a whole. Maintaining continuous sidewalks, street trees for shade, lighting, and traffic-calming features all play important roles in creating pleasant, effective pedestrian access from neighborhoods. Essentially, if a person does not feel comfortable walking or bicycling (which is key link to transit) they will use their automobile and demand for transit will fail. Conversely, when walking or bicycling to transit is pleasant and easy, using transit is perceived to be easier. Improving the pedestrian environment also has a secondary effect of improving public safety and perceptions of public safety. One very effective way to deter crime and increase the feeling of safety of an area is to increase the passive surveillance that occurs through pedestrians' "eyes on the street." When an area is active or perceived to be under watch, criminal activity is effectively prevented through the fear of getting caught. Recommendations below would improve the pedestrian environment and in turn, improve the environment for transit and transit-oriented development.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Prepare sidewalk width guidelines	Adopt minimum guidelines for sidewalk width on International Boulevard (recommended 13 feet minimum), and require widening where feasible as a condition of development.	Short	$	City		X
Enhance pedestrian crossings	Provide enhanced pedestrian crossings at least every 600 feet along International Boulevard through the inclusion of pedestrian median refuges at unsignalized intersections and adding signalization at dangerous intersections. More detailed information on specific locations for enhanced pedestrian crossings can be found in Appendix A.	Ongoing	$$	City, Redevelopment Agency		X
Study and improve traffic signalization for pedestrian activity	Review and revise the City's traffic signal warrants to better evaluate where additional signals are needed and implement new traffic signals along the corridor. More detailed information on specific locations for potential new traffic signals can be found in Appendix A.	Medium	$$	City		X
Improve wheelchair ramps	Replace substandard wheelchair ramps and add new ones where necessary.	Ongoing	$$	City, Redevelopment Agency		X

Recommendation #5: Clarify TOD standards and requirements.

TOD projects are a relatively new development pattern and not one familiar to all developers. This learning curve presents a barrier to implementation of TOD projects along the corridor. The City can help mitigate this challenge by developing clear and understandable development standards and requirements. Especially clear standards will help articulate the City's desires, making it easier for developers to plan, design, and propose appropriate new projects. Removing ambiguity in the development standards will help ensure that the City realizes projects that help improve the corridor.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Implement design guidelines	The City should augment its current efforts of implementing design guidelines that enable transit-oriented-development projects. Specific recommendations that should be included in design guidelines can be found in Chapter 6 of this plan.	Short	$	City		X
General Plan amendments and zoning code revisions for limited industrial areas	The City should consider amending the General Plan land use designation(s) and zoning for the industrial areas currently zoned CIX-2 located between approximately International Boulevard, I-880, 14th Avenue and 26th Avenue. Allowing these areas to convert from the current industrial and heavy commercial uses to a lower-impact mix of housing and businesses would help to remove a significant barrier to redevelopment of adjacent parcels along International Boulevard.	Immediate	$	City	X	X

Recommendation #6: Streamline the environmental review process for TOD projects.

The development review process can be a risky, cumbersome, and trying process for any real estate development activity in any California community. Generally, the development review process is intended to ensure that development does not threaten public safety, health, and welfare. The California Environmental Quality Act (CEQA) adds another layer of formal review to ensure that development does not significantly impact the environment. In fact, environmental review under CEQA affects transit-oriented development projects due to the time and expense associated with the environmental review process. However, Senate Bill (SB) 375 (2008) offers a number of opportunities to streamline the environmental review requirements for transit-oriented development (or, as SB 375 calls them, Transit Priority) projects, increasing the viability and potential success of the International Boulevard TOD Plan. Capitalizing on new CEQA streamlining, such as that provided by SB 375 presents a valuable opportunity and barrier reduction for new TOD projects.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Participate in the creation of a regional Sustainable Community Strategy under SB375	The City should participate with regional agencies and other local governments in the Bay Area in the formulation of a Sustainable Community Strategy (SCS), as provided for in SB 375. Once the SCS is adopted, proposed development projects that are consistent with the SCS (e.g., the transit-oriented developments along a major transit corridor such as International Boulevard) would be eligible for exemptions and/or streamlined review under CEQA. Consider creating a master EIR or one or more specific plans for the TOD Catalyst Areas that will enable proposed development projects to avoid certain	Short	$$	City, Redevelopment Agency	X	X

	aspects of the CEQA process.					
Environmental review documents	To further streamline the CEQA review process for development in the project area consistent with the recommendations in this plan, prepare and certify an Environmental Impact Report (EIR) for the International Boulevard TOD Plan. This would avoid the need for project-specific EIRs for individual development proposals that are consistent with the vision and strategies of the Plan.	Short	$$	City	X	

Recommendation #7: Improve transit facilities along the International Boulevard corridor.

A major component of the success of the TOD Catalyst Areas and the corridor as a whole will be the quality of alternative transportation systems that serve the corridor. Improvements to the existing systems are needed, as well as new infrastructure. The BRT project represents the primary transit improvement expected in this area over the foreseeable future. Building the BRT system would help the corridor realize improved access and a more efficient, improved transportation system. In turn, improved access can stimulate new development, improve commercial activity, and improve the quality of life of the area residents. While BRT represents a major increase in transit frequency, speed, and reliability in this corridor, the following recommendations are designed to enhance the BRT and to work with virtually any configuration of enhanced transit on International Boulevard.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Urban design for transit	Update street standards to ensure that street improvements are consistent with AC Transit's *Designing with Transit* design manual.	Short	$	City		X
Improve bus stops at cross-transit connections	The BRT preferred alternative would add high-quality bus stops at regular intervals (of about one-third of a mile) on International Boulevard, and would remove existing local bus stops. Stops along International Boulevard, then, would not be in need of improvement following implementation of the plan. However, many other local bus stops (serving "cross-town" bus routes) would remain on connecting streets, including stops at which important connections can be made between International Boulevard bus service and other major AC Transit lines. To the extent the connecting stops currently lack such amenities, these stops should be improved to provide shelters, highly visible signage, map and schedule information in all necessary languages, and adequate lighting.	Medium	$	AC Transit, City		X

Recommendation #8: Improve the bicycle network.

Just as an inviting pedestrian environment is necessary to attract transit-oriented development, a complete and safe bicycle network is also a key ingredient of TOD. For people to use their bicycles to connect their trips to transit stops, an area must have adequate bicycle infrastructure and present a safe and pleasant environment in which to ride. In the case of International Boulevard, which exhibits a disproportionately high number of bicycle-related traffic accidents, this is an especially important concern. As with motorized vehicles, bicyclists need safe and available parking for their bicycles in order for bicycle use to be convenient and viable. The following recommendations present a number of actions the City can take to improve the bicycle network in the International Boulevard area.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Inventory and expand bicycle parking	Conduct an updated inventory of existing public bicycle parking in the corridor, and identify locations where parking should be added.	Short	$	City		X
Implement the Bicycle Master Plan, with a particular emphasis on identifying funds to create the bicycle boulevards envisioned by the plan	Implement the proposed bikeway network around the International Boulevard Study Area. Since the proposed BRT plan will provide bicycle lanes on those segments of International Boulevard with sufficient width, the highest priority should be to implement the proposed bicycle boulevard segments that would bring residents to International Boulevard from adjacent neighborhoods (via 4th Avenue, 16th Avenue, 55th Avenue, 21st/22nd Avenue, 55th Avenue, 85th Avenue, and 94th Avenue), as well as the proposed bicycle boulevard segments that provide a parallel route to International Boulevard for cyclists (via portions of East 19th, East 21st, Avenal, Arthur and Plymouth Streets).	Medium	$$$	City		X

Recommendation #9: Create a comprehensive approach to parking.

The implementation strategy for the TOD Plan focuses much of its attention on parking. Provision of the *right* amount of parking is essential to successful TOD, as too little parking can restrict access, while too much parking can increase motor vehicle traffic and negatively impact pedestrian, bicycle, and transit conditions. As currently proposed, the BRT preferred alternative would result in removal of about 37 percent of the on-street parking spaces along International Boulevard within the TOD Plan area. Nonetheless, in order to improve not just automobile access, but also delivery access to businesses, and to provide a "buffer" of parked cars to separate pedestrians on the sidewalk from adjacent vehicle traffic, a key element of these TOD Plan recommendations is to "add back" on-street parking at development opportunity sites along International Boulevard using recessed bays. The following recommendations will help realize the vision for International Boulevard and successful TOD Catalyst Areas through comprehensive, balanced parking management strategies.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Adopt off-street parking	To achieve a parking strategy in line with a TOD vision, consider adopting the S-15 off-street parking	Short	$	City		X

regulations from the S-15 Transit Oriented Development zoning classification	regulations for the existing S-15 Transit Oriented Development Zone for the entire International Boulevard corridor. This would remove a minimum parking requirement for major commercial uses and reduce the minimum residential parking requirement. This should be completed as part of the comprehensive citywide zoning update.					
Prepare parking lot study	In order to encourage use of the S-15 provision allowing leasing of off-site parking in lieu of construction of new parking on-site, conduct an inventory of all existing off-street lots in the corridor, including location, supply, occupancy, ownership and potential for use by new developments. In particular, commercial parking lots that are open to the public but are underutilized should be identified, as owners of such lots might be especially willing to enter into lease arrangements for excess space.	Short	$	City		X
Unbundle parking	Require, or create incentives to promote, the "unbundling" of residential parking spaces and dwelling units (in other words, allow parking spaces to be sold or leased separately from dwelling units). This should be completed as part of the comprehensive citywide zoning update.	Short	$	City		X
Require and/or promote car share programs	Create a policy that requires large developments to include car share parking spaces in parking area. Incentivize smaller developments to include car share spaces as well.	Short	$	City		X
Allow for the provision of new on-street parking to offset the loss of parking spaces associated with the BRT proposal.	Consider requiring AC Transit to provide additional on-street parking, where warranted and desirable, as a mitigation measure tied to construction of the BRT project; or alternatively, consider creating incentives for developers to provide additional on-street parking, where warranted and desirable, concurrent with the redevelopment of TOD Catalyst Areas. This can be achieved by relocating the existing curb line in selected areas to provide an 8-foot wide on-street parking lane.	Short	$	City	X	
Develop on-street parking management plan	Develop and adopt on-street parking management strategies such as demand-based pricing, establishment of parking benefit districts, relaxation of time limits on metered spaces, and establishment of permit zones preventing "spillover" into adjacent residential neighborhoods, among other measures.	Short	$	City		X
Construct public parking facilities for commercial development in some areas	Identify locations where the construction of public parking facilities is desirable to serve vibrant retail areas and TOD Catalyst Areas. Ideally the parking lots should be located on parcels immediately behind International Boulevard and should generally not be constructed within the same block as a BRT stop location. The facilities should be well-designed with attractive landscaping, appropriate lighting and adequate security measures. Such parking would be constructed to serve as a joint parking resource for all businesses and could also provide locations for "car share pods" along the corridor.	Medium	$$$	Redevelopment Agency	X	X

Recommendation #10: Manage private motor vehicle traffic.

In a transit- and pedestrian-oriented environment such as that envisioned by this plan, automobile access and circulation is not the highest priority for allocation of right-of-way space. However, auto and truck access and parking still remains important, as a large proportion of visitors to the corridor and virtually all of the goods delivered to the area will require street space for access and parking. It is important to maintain access and minimum traffic operations standards. One valuable strategy to balance automobile access and a safe, comfortable pedestrian environment is through traffic calming techniques which help reduce impacts of traffic on adjacent residential neighborhoods and the pedestrian environment. Traffic calming, in conjunction with the currently proposed BRT configuration and existing City traffic standards, is expected to result in a balanced traffic system along International Boulevard.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Implement residential traffic calming	To improve pedestrian safety, neighborhood livability, and access to retail and transit on International Boulevard, traffic calming measures should be implemented in adjacent residential neighborhoods. Improvements should focus on streets with high incidences of speeding and/or a history of collisions. Traffic calming measures might include (but would not be limited to): reductions in the number and width of traffic lanes (particularly on arterials), clearly marked bike and pedestrian zones, bulb outs, median islands, speed tables, traffic circles, neckdowns, center island narrowings, raised crosswalks, blinking crosswalks, raised intersections, realigned intersections, textured pavement, chokers (raised islands in a parking zone that narrow a roadway), signal timing to reduce traffic speeds, and tighter corner radii (a tighter radius forces drivers to reduce speed).	Medium	$$$	City		X
Add signage and enforcement to prohibit commercial trucks from using 85th Avenue	Residents and businesses along International Boulevard near 85th Avenue have expressed concerns related to pedestrian safety and air quality due to commercial trucks using 85th Avenue as a truck route. The use of 85th Avenue as a truck route is expected to worsen with BRT since turning movements from International Boulevard to nearby streets would be prohibited. To address this concern, the City should place signs at various locations along 85th Avenue and at the intersections of 85th Avenue with International Boulevard, San Leandro Street, and Bancroft Avenue to direct trucks away from 85th Avenue (e.g., using "No Trucks" (R5-2) signs[1]). Signage should also be placed at the approaches to and along designated truck routes (e.g., using "Truck Route" (R14-1) signs[2]) proposed for 73rd and 98th Avenues. In addition, the City should actively enforce laws against trucks using 85th Avenue as a truck route.	Immediate	$	City	X	
Study High Street/42nd	Conduct a study of the intersections around International Boulevard, High Street, 42nd Avenue and the	Medium	$	City, Redevelopment Agency	X	

[1] State Of California, Business, Transportation And Housing Agency, Department Of Transportation; California Manual on Uniform Traffic Control Devices for Streets and Highways, Part 2 Signs, 2003, http://www.dot.ca.gov/hq/traffops/signtech/mutcdsupp/pdf/camutcd2010/Part2.pdf.

[2] State Of California, Business, Transportation And Housing Agency, Department Of Transportation; California Manual on Uniform Traffic Control Devices for Streets and Highways, Part 2 Signs, 2003, http://www.dot.ca.gov/hq/traffops/signtech/mutcdsupp/pdf/camutcd2010/Part2.pdf.

Avenue traffic flow configuration.	Interstate 880 on-ramp for possible roadway configurations. The study should focus on redirecting non-local traffic from High Street to 42nd Avenue and making pedestrian-oriented improvements to High Street within the study area. A detailed discussion of possible configurations can be found in Appendix A.					
Study potential pedestrian improvements at the Hegenberger/73rd Avenue intersection	Conduct a study of the intersection of International Boulevard and 73rd Avenue/Hegenberger Avenue, with a focus on potential pedestrian improvements. Creating a more pedestrian-friendly environment at this major intersection will support increased transit use along International Boulevard and enhance connections between International Boulevard, the Coliseum BART Station and redevelopment activities near the Coliseum complex. Specific improvements that should be studied include: • Pedestrian refuges • Corner bulb-out sidewalk and bus stop extensions • Relocation of bus stops • Achieving sidewalk widening concurrent with new development projects • Adding sidewalks on Hegenberger	Medium	$	City, Redevelopment Agency	X	

Recommendation #11: Build partnerships with community-based organizations and other agencies to improve the International Boulevard corridor.

This recommendation addresses the need to build partnerships and capacity among community-based organizations, and also to enhance the City's coordination with outside agencies. With respect to community-based organizations, for reinvestment activity to occur, there must be organizational capacity that can provide leadership, build consensus, raise funds, and manage the process. Because market forces may not be strong enough to entice the private sector to invest in desired community projects, an essential first step in the process is to enhance the development and administrative capacity of community-based organizations. The objective should be to enhance capacity overall of stakeholders in the corridor and to continue to support emergence of a leadership structure that can build coalitions and pursue the funding that is required for priority TOD projects. The City has already made progress towards institutionalizing this capacity building through its establishment of the Community Advisory Committee (CAC) for the International Boulevard TOD Plan.

Additionally, in most development projects there are typically multiple agencies that have jurisdiction and from which a project applicant must obtain approval. This regulatory process can result in slowing or preventing development by adding delays, ambiguity, and uncertainty to the approval process. The City can help reduce this barrier to development by improving communication and coordination both among various City departments and between the City and other agencies that have regulatory authority over projects along the International Boulevard corridor. The City has already initiated improved inter-and intra-agency coordination through the formation of a Technical Advisory Committee (TAC) for the TOD Plan. The TAC for this project was comprised of key City staff, the project consulting team, and staff from other public agencies including AC Transit, CalTrans, and the Association of Bay Area Governments. TransForm, the non-profit organization which assisted in securing the grant from CalTrans for this project, also participated in the TAC meetings. The TAC met several times to review and advise the project process and content, share knowledge of applicable concurrent planning activities or development projects, and to provide technical guidance and knowledge. This represents a notable opportunity for the City to continue sharing information across departments and agencies and should be continued.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Priority issue "Town Hall" forums	The most pressing issues identified by the community during the process are liquor stores and prostitution, as both are related to crime and criminal activity. As a first step in implementing the Plan, the City should organize a series of "town hall" style forms to discuss these issues. The forums should include information on the current status of each issue (e.g., the number of new liquor stores that have opened in the area), current laws and regulations and potential strategies and solution that have been used by the City of Oakland and/or other communities. The result of the forms should be action plans and community priorities for how the City can work with the community to address these pressing issues.	Immediate	$	City		X
Ongoing Community Advisory Committee	To build capacity of community-based organizations and strengthen the City's working relationships with the community, the City should continue to convene the International Boulevard Community Advisory Committee, potentially adding other stakeholders as needed, to ensure that the Plan's implementation stays in line with community priorities and vision. The CAC should be expanded to include a variety of other citizens groups involved in the community, including members of the Oakland Neighborhood Crime Prevention Councils.	Ongoing	$	City		X
Ongoing Technical Advisory Committee	To improve inter- and intra-agency coordination, continue to convene the International Boulevard Technical Advisory Committee to ensure creative, efficient, and successful revitalization of the corridor.	Ongoing	$	City		X

	The IB TAC should meet, at a minimum, every other month.					
Youth/Young Adult Outreach Program	The youth and young adults are the future of the International Boulevard corridor and they should be engaged in the public decision-making process. To enable this, a public outreach and involvement program should be developed that is targeted at youth and young adults living in the community.	Ongoing	$	City/ Community Organizations		X
Publicize organizations working along International Boulevard	Many community organizations are currently active in communities along International Boulevard. However, many residents may not know about the organizations and the organizations may have overlapping geographies and missions. To assist in these efforts, the City of Oakland or community organizations should publicize all of the facilities and services – both public and private – currently available to area residents. This should be updated on an annual basis and be provided in both on-line and printed versions.	Ongoing	$	City/ Community Organizations		X

Recommendation #12: Provide opportunities for jobs, job training and economic advancement.

Improving job opportunities along International Boulevard can help transform the corridor in two ways. First, by improving opportunities for economic advancement, the quality of life for local residents is improved. In the specific case of International Boulevard which exhibits a relatively high rate of unemployment, this would allow greater discretionary income for the residents, opportunities for increased local economic activity, and additional means to purchase and improve homes. Secondly, additional jobs will attract new, non-local workers to the area which, when coupled with an improved transit system and TOD projects, can reinforce the operation of the various transit lines and improve their financial viability.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Collaborate with the Workforce Investment Board on job training programs	The City's Economic Development Division should continue to work with the Workforce Investment Board to design customized job training programs for existing and new employers.	Ongoing	$	City		X
Local-hire ordinance	Consider creating a local-hire ordinance for City-funded projects to ensure that area residents benefit from the changes along and near International Boulevard.	Short	$	City, Redevelopment Agency		X
Employment opportunities	Support development projects and activities that increase the number of jobs along and near International Boulevard. Potential areas for transit-oriented employment include the industrial areas near 55th Avenue, and the areas between International Boulevard and I-880 from 14th and 25th Avenues.	Ongoing	$$	City, Redevelopment Agency		X
Job placement/vocational training center	Prioritize the establishment of a job placement center in a new TOD project along International Boulevard. The City should actively work with local community-based organizations to identify appropriate locations and secure funding for job training and placement programs. Potential developers should be informed that	Ongoing	$$$	City, Redevelopment Agency		X

	this type of center is a high priority for the community.					
Business incubators	Business incubators are needed to support small and emerging businesses in Oakland, and, in particular, along International Boulevard. This effort should be led by community organizations but supported by the City and/or other agencies where feasible. To maximize neighborhood benefit, the businesses incubators should be located in TOD Catalyst Areas.	Medium	$$	Community Organizations, City, Redevelopment Agency		X

Recommendation #13: Recruit and promote new retail uses and appropriate community facilities and services to locations along the corridor.

Many basic public and social services--in particular parks, public places to meet and gather, grocery stores, banks, and medical service-- are missing or not easily accessible to the International Boulevard community. As International Boulevard is revitalized, these public and social service needs must be considered and accommodated. Additionally, these services should be distributed equitably along International Boulevard so that the corridor provides amenities for all the adjacent neighborhoods. Some of the needed services include a medical center, a library with computer access and training, a senior center, child care centers, a substance abuse facility or treatment programs, additional parks and recreation facilities, and an adult education center or university extension center. Additionally, there is a need for additional full-service restaurants, grocery stores, banks, bookstores, hardware stores, and coffee shops and bakeries. Just as clustering retail and other commercial uses along the corridor maximizes access for customers and benefits for the businesses, clustering social and public services along the corridor will ensure easy access to these services for local residents and business owners. Additionally, locating such services near commercial uses and transit stops would help support the transit system by increasing the number of destinations served by transit and therefore, enhance the overall ease and convenience of using that transit line.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Pursue banks for International Boulevard	Facilitate a community-based process to encourage location of financial institutions on the corridor, focusing on the underserved nodes between the Fruitvale and Elmhurst South (Durant Square) areas. As part of this effort, the City should communicate to potential developers that adding banks in their projects is a high priority for the community.	Ongoing	$	City, Redevelopment Agency		X
Pursue grocery stores for areas along or near International Boulevard	Creating new development opportunities for urban supermarkets is an important concern of the community. Recently, several new grocery store operators have entered the Northern California market and are known to be actively seeking sites, therefore there is a near to intermediate opportunity to attract these operators. It is likely that these operators will require assistance with land assembly, write down, and other typical forms of Redevelopment assistance.	Ongoing	$$$	City, Redevelopment Agency		X
Provide flexible, affordable retail spaces	Encourage developers to create flexible affordable retail/commercial spaces so local residents can rent the space for business start-ups. Explore additional programs to make commercial space affordable for existing businesses and new businesses as the corridor redevelops.	Medium	$$	City, Redevelopment Agency		X
Prepare a Medical Clinic	Work with the Alameda County Public Health department to conduct a study of medical clinics in the	Medium	$$	City		X

Feasibility Study	general vicinity of the Havenscourt-Lockwood sub-area, with the end goal of adding a medical clinic along International Boulevard in Havenscourt-Lockwood.					
Provide information on vacant retail properties.	Provide information on the City's website about retail-ready vacant properties along the International Boulevard corridor. This information should be presented in a searchable database and should include photos of the properties.	Medium	$	City, Redevelopment Agency		X
Increase and improve parks and green spaces	Improve the quality and expand the number of parks and open spaces along the corridor. At key locations in retail areas, work with developers to construct new, small-scale public plazas as part of large-scale development projects.	Ongoing	$$$	City, Redevelopment Agency		X
Market the International Boulevard corridor	Plan and implement an International Boulevard marketing campaign in order to help improve the public's perception of the corridor. The campaign should reach out to new customers, businesses, and residents and should emphasize existing assets and recent positive changes along the corridor.	Short	$$	City, Redevelopment Agency		X
Priority uses survey	The Redevelopment Agency should conduct a detailed survey of the priority land uses desired by the community in each sub-area. This information can be used to support the Agency's funding decisions for different types of programs.	Short	$	Redevelopment Agency, City		X
Youth/recreation center	Take the necessary steps to build one or more youth/recreation centers along the International Boulevard corridor. This use was highly desired in all of the sub-areas. Where existing facilities already exist, the existing facility could be expanded to meet the needs of the community. The youth/recreation center should provide a variety of programs and services including: homework help, recreation programs, cultural programs, youth employment programs, and vocational/skill-building programs.	Long	$$$	City, Redevelopment Agency	X	

Recommendation #14: Increase availability of and access to healthy, affordable food, and reduce the prevalence of unhealthy options such as fast food and liquor, for the communities along International Boulevard.

Increasing access to healthy food in the areas around International Boulevard has many potential benefits, including improved health for residents, revitalization of the area with new retail food establishments, and economic benefits for the city and for employees of these food stores. To achieve these outcomes the City must partner with community groups, local residents, and existing and potential businesses to improve existing food businesses and attract new ones.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Develop and achieve a comprehensive vision for a healthy and robust food system.	Develop systemic approaches for addressing community concerns and priorities related to the local food system through the land use planning and decision-making processes. There are several local organizations that are currently working on food policy reform in Oakland and are actively engaging residents in a dialogue about goals and priorities for the City's food system. New food policy should be developed in collaboration with such efforts.	Short	$	City, non-profit organizations		X
Conduct an inventory of available full-service grocery development sites	Conduct an inventory of appropriate sites for development of full-service grocery stores along the corridor, with a goal of attracting such stores to underserved areas. The inventory should consider such factors as lot size, transit accessibility, and visibility/proximity to major intersections. The study should focus on sites within Low Access Areas (LAA's).	Short	$	City, Redevelopment Agency		X
Conduct retailer surveys aimed at improving small grocery stores	Conduct retailer surveys in order to better understand the needs and challenges of small grocery stores along International Boulevard. The survey should identify programs or strategies for improving existing small grocery stores, as well as identify major barriers to stocking healthy food, accepting federal food assistance, and maintaining public safety.	Short	$$	City		X
Develop a business improvement program targeting small markets.	Based on the results of the retailer survey, develop a specialized business improvement program for small food markets. Elements of this program may include developing a special licensing program that requires retailers to comply with certain business practices, facilitation of cooperative purchasing from food distributors, grants and loans for lighting, infrastructure, and façade upgrades, and technical assistance for accepting Supplemental Nutrition Assistance Program (SNAP) and Woman, Infants and Children (WIC) vouchers.	Ongoing	$$	City		X
Explore new regulations to discourage unhealthy food outlets.	Consider a variety of potential regulations to limit unhealthy, calorie-dense, nutrient-poor food and to take into account the health consequences of establishing new fast food restaurants and convenience markets in communities that are already overburdened with unhealthy food outlets.	Short	$	City		X

Recommendation #15: Celebrate International Boulevard's history, ethnicity and culture.

International Boulevard exhibits an extraordinarily rich cultural heritage and is one of the most diverse communities in California. This rich diversity contributes to the uniqueness of the corridor and should be celebrated along with the revitalization of the corridor. Public art that expresses the area's cultural identities can help create a sense of place, strengthen community pride, and be a significant economic development tool that may help generate tax revenues for the City and revitalize neighborhoods. Parts of International Boulevard have existing concentrations of arts studios and other cultural amenities, presenting an opportunity to showcase this cultural depth.

Implementation Action	Description	Timeframe	Relative Cost	Responsibility	Location on Corridor	
					TOD Catalyst Areas	Entire Corridor
Create A Public Art Advisory Committee and a public art program for the International Boulevard corridor.	Work with existing artists and cultural groups along and near the corridor to establish a Public Art Advisory Committee that would seek funding to create public art installations and expand arts and cultural opportunities along the corridor. The Committee should prioritize commissioning local artists to design and manufacture the art. The art should reflect the history and cultural diversity in the neighborhoods surrounding International Boulevard.	Short	$	City, non-profit organizations		X
Build an arts and cultural center	The City should partner with one or more local organizations to create a physical space for arts and culture along International Boulevard.	Medium	$$$	City, non-profit organizations, local Community Development Corporations		X
Market the artist community along and near International Boulevard	Convene all the artist communities in neighborhoods adjacent to International Boulevard and have them collaboratively market the corridor as a special place for arts and culture.	Short	$	City, neighborhood groups		X
Create a "History of International Boulevard" Project	Seek grant funds to create a project that celebrates the history of International Boulevard through informational signage, public art that depicts the corridor's history, educational programs, and community events.	Medium	$$$	City, Redevelopment Agency		X
Host an annual International Boulevard community-wide event	Work with residents, merchants, the City's Parks and Recreation Department and other agencies as appropriate to host an annual International Boulevard community-wide event. The event could have separate nodes in each sub-area or use the Oaklavia format where the entire corridor would be shut down to automobile traffic. As part of this event the City could also share progress on the International Boulevard TOD Plan and seek feedback on the implementation process.	Ongoing	$$	City, local merchants' associations, neighborhood groups		X