



# WEST OAKLAND SPECIFIC PLAN Final Plan

## 11. Implementation Programs

**11.1 Policy and Regulatory  
Planning Actions**

**11.2 Implementation Matrix**

June 2014





# 11: Implementation Program

## IMPLEMENTATION OVERVIEW

The following constitutes the Implementation Program of the West Oakland Specific Plan. Each of the individual sections contains Statements of Intent which describe the desired outcome of the Plan, as well as specific recommendations and strategies necessary to implement that intent.

The Plan also includes a program of implementation measures, including regulations, programs, public works projects, and financing measures.<sup>1</sup> Strategies include recommendations for overlay zones or other zoning regulations, and for capital improvement programs necessary for the implementation of public infrastructure and facilities.

This Implementation chapter also contains a matrix which includes each of the strategies and recommendations of the Plan listed down the left column of the matrix. Across the top of the matrix are a set of objective criteria by which each strategy and recommendation is compared. These objective criteria include:

- Is this an existing strategy which the Plan recommends be continued?
- What is the suggested timeframe to begin implementation of the strategy, e.g., in the near-term (0 to 5 years), mid-term (5 to 10 years), or the long-term (after 10 years)?
- Are actual costs associated with implementation known? If not, what types of costs are expected to be necessary to implement the strategy? Unknown cost categories include soft costs (i.e., city staffing time, planning, architecture, engineering); capital costs (purchasing of equipment, materials or products), and operations and maintenances costs that are on-going.
- Who is the party or parties responsible for implementing the strategy, and
- What sources of funding might be available or should be pursued to finance implementation of the strategy?

Each of these objective criteria helps to frame a sense of priority by which implementation of each strategy should occur.

### Additional Community Input

The final, most critical criteria by which these strategies should be assessed is their relative degree of importance. The objective criteria

<sup>1</sup> State of California Planning and Zoning Law, §65451(a)(4)

listed above begin to frame this question of importance based on timing, readiness, funding availability, etc. However, the relative value of achieving implementation of each strategy, as perceived by the West Oakland community, should form the ultimate direction for timing of implementation.

Therefore, the first implementation recommendation of this Specific Plan is develop a citizen and stakeholder process to help select and guide the priority and timing of this Plan's implementation strategies, providing advice and recommendations through City staff to the City Council.

# 11.1: Policy and Regulatory Planning Actions

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This Specific Plan recommends a number of amendments to the General Plan Land Use Diagram and/or changes to the zoning designation of several specific sites (see **Figure 11.1.1** and associated **Table 11.1-1**). These changes are intended to better match these fundamental City land use planning tools to the recommendations of this Plan. This Plan also recommends a number of changes and/or additions to the City Planning Code to help implement the specific recommendations contained in the Plan, particularly within the industrial areas of West Oakland (see **Figure 11.1.2**). Each of these recommended changes are described in more detail in Chapter 4 of this Plan.

## Clarifying the Industrial/Residential Interface

Implementation of this Specific Plan includes amending the General Plan land use designation, and changing the zoning designation of several specific sites. Each of these proposed General Plan and zoning changes will help to establish more identifiable borders between the established residential neighborhoods, and the industrial and intensive commercial business areas; prevent new land use incompatibilities that might adversely affect existing neighborhoods; and restore neighborhoods at the residential/ industrial interface. These sites are described in more detail in Chapter 4 of this Plan.

## Emphasizing Commercial Use along Important Corridors

To better emphasize the desired commercial nature of the Planning Area's important commercial corridors, a number of General Plan and zoning changes are recommended to better signify the retail focus of these corridors

and emphasizes the commercial nature of future development to a greater extent. These sites are described in more detail in Chapter 4 of this Plan.

## Housing and Business Mix

To clarify the boundaries between the 'Business Mix' and the 'Housing and Business Mix' land use designations throughout the Planning Area, the Specific Plan seeks to establish a better defined boundary between these two land use designations. These sites are described in more detail in Chapter 4 of this Plan.

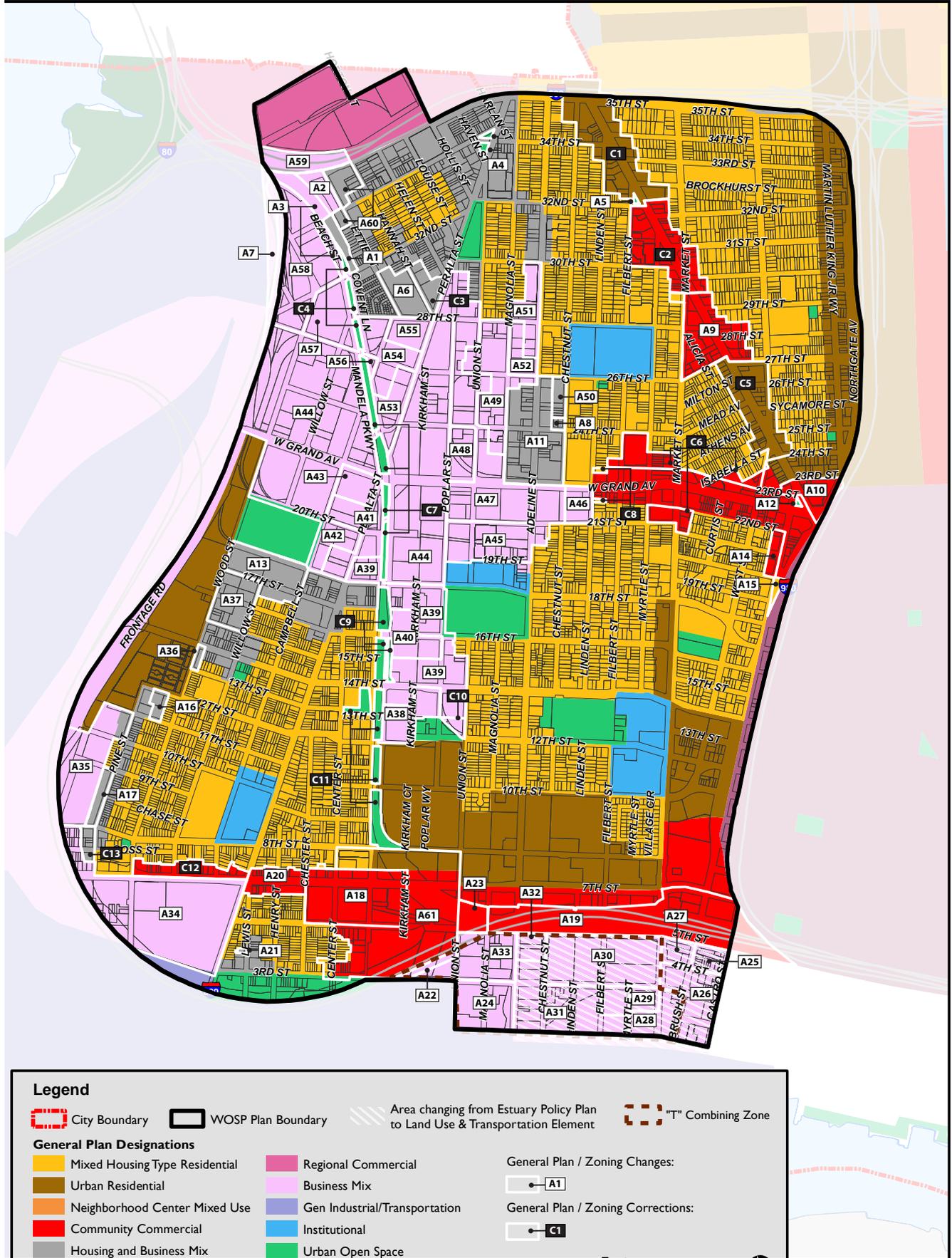
## Urban Open Spaces

There are a number of City-owned open space parcels within the Planning Area that currently have General Plan land use designations and/or zoning that does not accurately reflect the open space use and intention for these properties, as described in more detail in Chapter 4 of this Plan.

## General Plan Corrections

The Specific Plan also calls out several sites scattered throughout the Plan Area that require General Plan corrections. All of these General Plan corrections are ministerial in nature and are described in more detail in Chapter 4 of this Plan.

Fig. 11.1.1: General Plan & Zoning Amendments



**Table 11.1.1: Proposed General Plan Amendments & Re-Zonings**

(A = Proposed General Plan and/or zone change; C = General Plan correction)

Location		Existing General Plan Designation	Proposed General Plan Designation	Existing Zoning	Proposed Zoning
<b>Mandela / West Grand Avenue Opportunity Area</b>					
A1	Northeast Mandela	Business Mix	Housing and Business Mix	OS (LP)/S-4	HBX-4
A2	Northeast Mandela	Housing and Business Mix	Business Mix	HBX-2	CIX-1D (Retail Commercial Mix) /S-19
A3	Northeast Mandela Parkway	Business Mix	(No Change)	OS (LP)/S-4	CIX-1D (Retail Commercial Mix) / S-19
A4	Union Plaza Park and Fitzgerald Park	Housing and Business Mix	Urban Open Space	HBX-2	OS/AMP
A6	Ettie Street-1	Business Mix	Housing and Business Mix	CIX-1	HBX-4
A7	West of I-880 between 32nd and 35th	General Industrial/ Transportation	Business Mix	IG	CIX-1D (Retail Commercial Mix)
A8	Chestnut Street and 24th	Mixed Housing Type Residential	Housing and Business Mix	RM-4	HBX-2
A11	Chestnut/Adeline	Business Mix	Housing and Business Mix	CIX-1/S-19	HBX-4
A13	Roadway Site	Business Mix	Housing and Business Mix	CIX-1/S-19	HBX-2
A21	Lewis Street	Mixed Housing Type Residential	Housing and Business Mix	RM-2	HBX-2
A23	Beneath Freeway between 5th St, 7th St, Union and Magnolia	Business Mix	Community Commercial	CIX-1/S-19	S-15
A36	Wood St between 13th and 14th St	Housing and Business Mix	(No Change)	CIX-1/S-19	HBX-4
A37	16th St between Willow and Wood	Business Mix	Housing and Business Mix	CIX-1/S-19	HBX-4
A38	East of Mandela Parkway between 14th and 12th St	Business Mix	(No Change)	CIX-1/S-19	CIX-1B (Low Intensity Business) /S-19

**Table 11.1.1: Proposed General Plan Amendments & Re-Zonings**

(A = Proposed General Plan and/or zone change; C = General Plan correction)

	<b>Location</b>	<b>Existing General Plan Designation</b>	<b>Proposed General Plan Designation</b>	<b>Existing Zoning</b>	<b>Proposed Zoning</b>
A39	Multiple blocks from 19th St. to 14th St. mostly adjacent to Mandela Parkway	Business Mix	(No Change)	CIX-1, CIX-1/S-19	CIX-1A (Business Enhancement) / S-19
A40	16th St between Mandela and Poplar	Business Mix	(No Change)	CIX-1, CIX-1/S-19	CIX-1B (Low Intensity Business) / S-19
A41	Multiple blocks west of Mandela Parkway between 18th St and Grand	Business Mix	(No Change)	CIX-1	CIX-1B (Low Intensity Business)
A42	Portion of block bounded by 20th St, Peralta, 18th and Campbell	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement) / S-19
A43	Portion of block bounded by W Grand, Peralta, 20th St and Campbell	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement)
A44	East and west of Mandela from 18th to 28th St	Business Mix	(No Change)	CIX-1	CIX-1C (High Intensity Business)
A45	Between 19th St, Poplar, 21st St, Adeline, W Grand and Chestnut	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement) / S-19
A46	Block bounded by 21st St, Chestnut, W Grand and Linden	Business Mix	(No Change)	CIX-1	CIX-1B (Low Intensity Business) / S-19
A47	Multiple blocks between 21st St, Poplar, 28th St, Union and Adeline	Business Mix	(No Change)	CIX-1	CIX-1B (Low Intensity Business)
A48	Block bounded by Poplar, 24th St, Union St and W Grand	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement)
A49	Multiple blocks between W Grand, Union, 28th St and Adeline	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement)
A50	Chestnut St between 24th and 26th St	Business Mix	Housing and Business Mix	CIX-1/S-19	HBX-2
A51	Adeline between 26th and 30 St	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement) / S-19

**Table 11.1.1: Proposed General Plan Amendments & Re-Zonings**

(A = Proposed General Plan and/or zone change; C = General Plan correction)

	<b>Location</b>	<b>Existing General Plan Designation</b>	<b>Proposed General Plan Designation</b>	<b>Existing Zoning</b>	<b>Proposed Zoning</b>
A52	Portion of block bounded by 26th St Magnolia, 28th St	Business Mix	(No Change)	CIX-1	CIX-1B (Low Intensity Business) / S-19
A53	Portion of triangle block bounded by Peralta, Mandela and 26th St, and small triangle to south	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement)
A54	bounded by Mandela, 28th St and Peralta	Business Mix	(No Change)	CIX-1	CIX-1B (Low Intensity Business)
A55	North end of block bounded by 28th, Peralta, 26th St and Campbell	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement)
A56	Small triangle block at Mandela and 26th St	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement)
A57	2 blocks bounded by 26th St, Wood St, 32nd St and Mandela Parkway	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement)
A58	Multiple blocks between 26th St, Wood 32nd St, Mandela, I580 and Plan Boundary	Business Mix	(No Change)	CIX-1, CIX-1/S-19	CIX-1D (Retail Commercial Mix) / S-19
A59	Northeast corner of Plan area beneath I580	Regional Commercial	Business Mix	CR-1	CIX-1D (Retail Commercial Mix)
A60	Ettie and 34th St	Housing and Business Mix	(No Change)	HBX-2	HBX-4
C3	Peralta and Hannah	Business Mix	Housing and Business Mix		
C4	Mandela Parkway	Business Mix	Urban Open Space		
C7	Mandela Parkway	Business Mix	Urban Open Space		
C8	Linden and W Grand	Community Commercial	Mixed Housing Type Residential		
C9	Mandela Parkway and 16th St	Business Mix	Urban Open Space		
C10	Union and 12th Street	Urban Open Space	Business Mix		

**Table 11.1.1: Proposed General Plan Amendments & Re-Zonings**

(A = Proposed General Plan and/or zone change; C = General Plan correction)

Location		Existing General Plan Designation	Proposed General Plan Designation	Existing Zoning	Proposed Zoning
C11	Mandela Parkway	Mixed Housing Type Residential	Urban Open Space		
<b>7th Street Opportunity Area</b>					
A16	Prescott-Oakland Point	Business Mix	Housing and Business Mix	RM-2	HBX-2
A17	Phoenix Iron Works Site	Business Mix	Housing and Business Mix	CIX-1	HBX-4
A18	7th Street/BART parking	Neighborhood Center Mixed Use	Community Commercial	S-15	S-15W
A20	7th Street between Chester and Peralta	Neighborhood Center Mixed Use	Community Commercial	S-15	CC-2
A34	Blocks bounded by 7th St, Peralta and Plan Boundary	Business Mix	(No Change)	CIX-1/S-19	CIX-1A (Business Enhancement) / S-19
A35	Area between 11th St, Pine, 8th St and Plan boundary	Business Mix	(No Change)	CIX-1, CIX-1/S-19	CIX-1B (Low Intensity Business) / S-19
A61	Multiple blocks between Union, 3rd St, Center and 8th St	Community Commercial	(No Change)	S-15	S-15W
C12	7th St between Peralta and Wood	Mixed Housing Type Residential	Community Commercial		
C13	Frontage Road and 7th Street	Business Mix	Housing and Business Mix		
<b>3rd Street Opportunity Area</b>					
A19	7th Street within the 3rd Street Opportunity Area	Business Mix	Community Commercial	CIX-1/S-19	CC-3
A22	Southern edge of Interstate 880 west of Union	Community Commercial	Business Mix	S-15	CIX-1A (Business Enhancement)
A24	3rd Street Industrial	General Industry/Transportation	Business Mix	IG	CIX-1B (Low Intensity Business)/T
A25	Block bounded by Brush, Plan Boundary, 4th and 5th	Light Industry 1 (EPP*)	Business Mix (LUTE**)	C-40	CIX-1B (Low Intensity Business)

**Table 11.1.1: Proposed General Plan Amendments & Re-Zonings**  
(A = Proposed General Plan and/or zone change; C = General Plan correction)

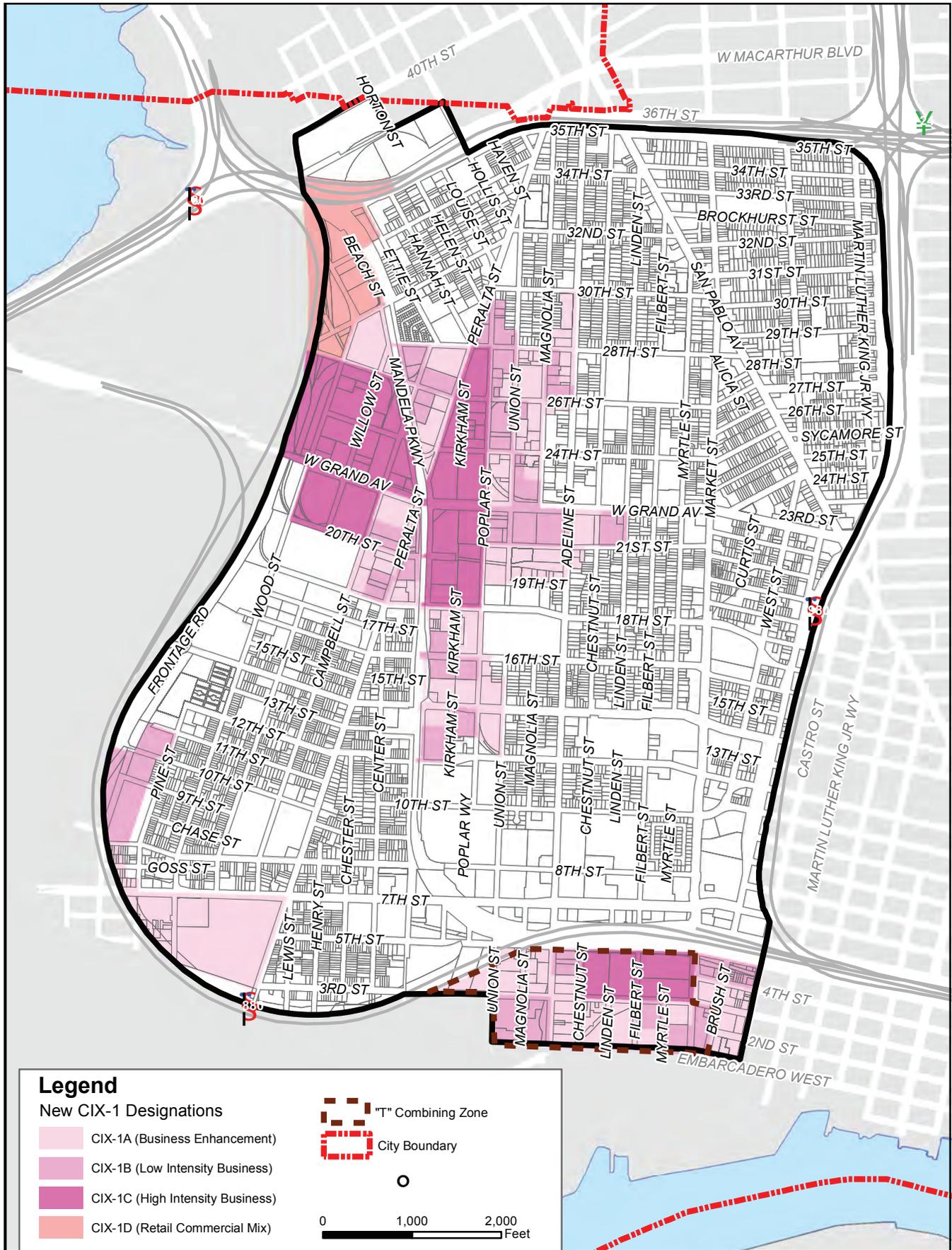
Location		Existing General Plan Designation	Proposed General Plan Designation	Existing Zoning	Proposed Zoning
A26	3 blocks bounded by Market, Brush, 4th and Plan Boundary	Light Industry 1 (EPP*)	Business Mix (LUTE**)	M-30	CIX-1A (Business Enhancement)
A27	Block bounded by 5th, Brush, 4th and Market	Light Industry 1 (EPP*)	Business Mix (LUTE**)	M-30	CIX-1B (Low Intensity Business)
A28	3 blocks bounded by 3rd St, Filbert, Myrtle, Market, 2nd St and Plan Boundary	Light Industry 1 (EPP*)	Business Mix (LUTE**)	M-30	CIX-1B (Low Intensity Business)/T
A29	Block bounded by 3rd St, Market, 2nd St and Myrtle	Light Industry 1 (EPP*)	Business Mix (LUTE**)	M-30	CIX-1A (Business Enhancement)/T
A30	2 blocks bounded by 5th St, Market, 3rd St and Chestnut	Light Industry 1 (EPP*)	Business Mix (LUTE**)	M-30	CIX-1C (High Intensity business)/T
A31	Several blocks bounded by Adeline, Chestnut, 3rd St, Filbert, Myrtle and Plan Boundary	Light Industry 1 (EPP*)	Business Mix (LUTE**)	M-30	CIX-1A (Business Enhancement)/T
A32	Portion of block bounded by 5th St, Chestnut, 3rd St and Adeline	Light Industry 1 (EPP*)	Business Mix (LUTE**)	M-30	CIX-1B (Low Intensity Business)/T
A33	Blocks bounded by 5th St, Adeline, 3rd St, Plan Boundary, A22 area and Union	Business Mix	(No Change)	CIX-1	CIX-1A (Business Enhancement)/S-19
<b>San Pablo Avenue Opportunity Area</b>					
A5	St. Andrews Plaza	Urban Residential	Urban Open Space	RU-5	OS/AMP
A9	San Pablo Avenue at 28th Street Site	Community Commercial	(No Change)	Cc-3	CC-2
A10	West Grand at San Pablo	Urban Residential	Community Commercial	RU-5	CC-2
A12	West Grand at San Pablo Mini-Park	Community Commercial	Urban Open Space	CC-2	OS-AMP
A14	Brush from 20th to 22nd St	Mixed Housing Type Residential	Community Commercial	RM-4/C	CC-2

**Table 11.1.1: Proposed General Plan Amendments & Re-Zonings**

(A = Proposed General Plan and/or zone change; C = General Plan correction)

Location		Existing General Plan Designation	Proposed General Plan Designation	Existing Zoning	Proposed Zoning
A15	Small Triangle Site	Community Commercial	Mixed-Housing Type Residential	CC-2	RM-4/C/S-20
C1	San Pablo between 32nd and 35th	Mixed Housing Type Residential	Urban Residential		
C2	San Pablo between 27th and 32nd	Mixed Housing Type Residential	Community Commercial		
C5	San Pablo between 24th and 27th	Mixed Housing Type Residential	Urban Residential		
C6	Market and W Grand	Mixed Housing Type Residential	Community Commercial		

Fig. 11.1.2: Proposed New CIX-1 Zoning Designations



## 11.2: Implementation Matrix

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The Specific Plan Implementation Matrix at the end of this chapter lists the individual recommendations indicated throughout the Plan, identifying:

- the recommendations' degree of 'readiness,'
- the suggested timeframe to begin implementation;
- whether costs are known, and, if not, the types of costs anticipated for implementation; and
- possible funding sources and responsibility for implementation.

The Implementation Matrix can serve as a reference for prioritizing actions and organizing resources to facilitate the development objectives in the Plan.

### OVERALL IMPLEMENTATION STRATEGY

Implementation of plan recommendations will be most successful when undertaken as part of an overall strategy that involves five key components. These are outlined in **Table 11.2-1** and described below.

#### Removal of Constraints that are Barriers to Economic Development

While there is potential for increased activity and new development in West Oakland, there also are obstacles to realizing the potential growth and revitalization envisioned in the Plan. Thus early efforts should focus on improving conditions in the area that constrain revitalization. The Implementation Matrix summarizes actions and capital improvement projects for removal of existing obstacles so as to encourage the desired growth and development. The recommendations include those to abate blight, address crime and safety concerns, invest in basic infrastructure improvements, and identify mechanisms for addressing brownfield sites (also see Chapter 7: "Obstacles to Community & Economic

Development"). The removal of constraints should occur in the near term, and be undertaken primarily by the public sector through City actions and efforts, and public funding (federal, state, regional, and City) for the needed capital improvements. Actions in this category should be conducted in the short term; the initial public investments are needed as catalysts for future growth and development under the Plan.

#### Ensuring that Existing Residents, Local Workers, Households and Businesses can Participate in, and Benefit from Future Development in West Oakland

The chapter on Social Equity provides information about existing resources and future strategies for softening negative impacts of development on the existing West Oakland population. It is important to note that this issue is not limited to West Oakland and the City is therefore interested in focusing on it from a city-wide perspective.

The strategies listed in the Social Equity chapter and the same part of the Implementation Matrix can therefore be seen as becoming part of a larger effort on the part of the City of Oakland and will include participation from the community.

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**Table 11.2-1**  
**OVERALL IMPLEMENTATION STRATEGY**  
**FOR WEST OAKLAND SPECIFIC PLAN**

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**1. Removal of Constraints that are Barriers to Revitalization**

- Combat influences of blight
- Address crime and safety concerns
- Invest in basic infrastructure improvements
- Identify mechanisms for addressing brownfield sites

**2. Actions to provide Land Use/Regulatory, Economic Development, and other Administrative Foundations for Plan Implementation**

- Enact/amend land use policies and related regulations and procedures to support vision of the Plan
- Set up or revise policies and procedures for protecting important existing assets
- Identify location options for heavier industrial uses away from West Oakland neighborhoods and opportunity sites
- Detail and undertake economic development strategies focused on existing businesses activities and new market sectors

**3. Leadership and Priority Setting Throughout**

- Secure commitment of City decision-makers and high-level staff for Plan implementation
- Identify City staff leadership to manage efforts
- Coordinate across City departments
- Establish close coordination between City and the community

**4. Improvements to Support Plan Development Over Time**

- Transit enhancements
  - Complete streets/transportation improvements
  - Urban open space improvements
  - Infrastructure improvements not covered under 1. Above
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### **Actions to Provide the Regulatory, Economic Development, and Administrative Foundation for Plan Implementation**

Many of the recommendations in the Implementation Matrix identify policy changes, regulatory actions, planning efforts, new procedures, and outreach and marketing efforts. The land use policy and regulatory planning actions identified above and in Chapter 4: "Land Use", are included in this category as are recommendations for policies and procedures to protect important existing assets as described in Chapter 8: "Cultural Assets". The marketing and outreach strategies for economic development from Chapter 3: "Market Analysis", also are included in this group. All of these recommendations require City actions and efforts for implementation. They establish new policies, regulations, plans, and outreach efforts that will provide the foundation for Plan implementation. Thus, they should be undertaken in the near term (first five years).

### **Leadership and Priority Setting**

Achievement of the Plan's vision for West Oakland goes well beyond approval of the Plan. Over time, there will be ongoing needs for prioritizing actions and capital improvements, identifying and organizing resources, and managing implementation efforts. These will require commitment by and leadership from City decision-makers and high-level staff, coordination across city departments, identification of City staff to manage efforts, priority given to allocating adequate staff resources for ongoing support, and priority to securing public funding for important catalyst improvements. It also requires close coordination with the community and property owners in the area, and outreach efforts to the broader business and development communities. Actions in this category are ongoing through the life of the Specific Plan.

### **Improvements to Support Plan Development Over Time**

As growth and revitalization occur as envisioned under the Plan, improvements to the transportation and open space systems will be needed, as well as additional infrastructure improvements beyond those completed under the early phase removal of constraints (see first item above). Although the timing varies, many of the improvements under this category are identified for the mid-and longer-term futures, to support the growth that occurs over time. A joint public/private funding approach for improvements is envisioned, with public funding and implementation likely for improvements of area-wide benefit (such as transit enhancements) and private funding and implementation for improvements done as part of new development (such as urban green spaces or sidewalk and streetscape improvements). The responsibility and funding for improvements to support growth and development will gradually shift over time, from (a) the need for public investments in the early years to remove constraints and attract growth to the area, to (b) a stronger market context that will enhance the private sector's ability to provide improvements over time, both as part of development projects and through area wide funding mechanisms supported by the private sector.

### **Implementation "Readiness"**

Implementation "readiness" in the Matrix (first columns) identifies strategies and improvements that could be implemented in the near term because: (a) plans and city reviews are already completed, (b) policy changes are identified, (c) new strategies are detailed, or (d) the recommendation is to continue an existing strategy. Implementation readiness is an important consideration for identifying priorities and seeking funding resources.

Examples of implementation readiness include existing strategies which the Plan recommends be continued, for example:

- continuing to deploy new technology and software intended to increase transparency,

improve public access, and streamline processes for planning and zoning, building permits, and code enforcement;

- making every effort to consistently and routinely enforce the City’s Blight Ordinance;
- speeding up the regulatory oversight processes for hazardous materials remediation using such existing programs as the Department of Toxic Substances Control’s (DTSC’s) Voluntary Cleanup Program;
- ensuring that infill development projects are designed so that heights, densities and building envelopes form compatible transitions to the historic neighborhood context; and
- enhancing truck route enforcement and education efforts to keep trucks off of neighborhood streets.

There also are other “ready-to-go” actions, strategies and improvements recommended in the Plan, including the following examples:

- land use policy and regulatory planning actions and changes identified in the Plan;
- many of the basic infrastructure improvements identified in the 2011 West Oakland Infrastructure Report, such as conducting pavement repairs needed to improve roadways and removing rail lines from street rights-of-way;
- building marketing strategies to better support existing and new types of businesses in West Oakland, including arts and cultural business activities; and
- focusing economic development activities of the City on intensification of business activities in existing buildings, and allowing and encouraging a range of development intensities.

### Implementation Timeframe

The Overall Implementation Strategy described above and in Table 11.2-1, suggests a phasing of implementation efforts. The removal of constraints that are barriers to revitalization should be considered in the near term (i.e.,

within the next 5 years) in order to ready the area for growth and development opportunities. These recommendations are identified in Chapter 7: “Obstacles to Community & Economic Development” and are listed first in the Implementation Matrix.

Plan recommendations also include policy changes, regulatory actions, planning efforts, new procedures, and outreach and marketing efforts that will provide the foundation for Plan implementation over time. Many should be undertaken in the near term (first five years), with other recommendations for implementation in the mid and longer terms. They include land use policy and regulatory planning actions (from Chapter 4: “Land Use”), policies and procedures for protecting important existing assets (from Chapter 8: “Cultural Assets”), and marketing and outreach strategies for economic development (see below).

The recommendations also include improvements and strategies to support Plan development over time. Chapter 5: Circulation suggests strategies and improvements that should be considered in the late-term (i.e. 10 to 15 years out) to adequately support growth and new development that will occur in the mid-term and beyond. These recommendations are included near the end of the Implementation Matrix.

Within the overall implementation timeframe for major components of the Plan, there are strategies for which the timing for implementation should vary, as specifically indicated in the Implementation Matrix at the end of the chapter.

### Proactive and Coordinated Marketing Approach

A proactive marketing approach will be useful for promoting West Oakland business locations and attracting new businesses and new uses. Both the public and private sectors should be actively involved and consistent, in terms of the uses and development they envision for the area.

## FUNDING SOURCES AND IMPLEMENTATION RESPONSIBILITY

### Overall Funding Strategy

As described throughout, implementation of the vision in the West Oakland Specific Plan will require a multi-disciplinary approach, whereby public investments and actions are needed in the early years, to remove constraints, establish the appropriate policy and regulatory framework, and make improvements that, in combination, will attract and encourage private market investment and development in the area over time, consistent with the vision in the Plan.

For this approach, a joint public/private funding strategy for implementation is envisioned with reliance on public sector actions and funding for implementation in the nearer term, and a gradual shift over time to rely more on private sector funding and responsibility for implementation as the result of a stronger market context in the future. An improved market context over time will enhance the private sector's ability to provide improvements, as part of development projects, through area wide funding mechanisms supported by groups of property owners and/or businesses in the area, and potentially, through development impact fees.

In the nearer term, there are uncertainties as to the availability of public funding to implement this strategy. With the demise of California Redevelopment and associated funding in 2012, the City's current primary funding tool for redevelopment and revitalization has been eliminated. In addition, Oakland is still suffering the after-effects of the recent economic recession. As a result, Plan implementation is likely to require a combination of funding sources. Targeting federal, state, and regional grant programs, in addition to local funding sources, is the recommended strategy, particularly for the nearer term. In addition, a flexible implementation approach is recommended, where improvements are identified and planned so as to be ready as new funding possibilities arise and others change over time.

Within the 20-25 year planning horizon for the Plan, much can change, including:

- Redevelopment or other increment-based funding may resurface in some new form, particularly in urban areas as centrally located as Oakland;
- Federal, state, and regional government grant programs can change, particularly for economic development and transportation/transit improvements in centrally located urban areas like Oakland; and
- Improvements over time in the market context in West Oakland should allow for increased funding from the private sector, through development projects, property-based and/or business-based assessments, and/or development impact fees.

Thus, the funding strategy for the Plan should include both shorter-term and longer-term strategies. The overall funding strategy outlined herein is summarized in **Table 11.2-2**.

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**Table 11.2-2**  
**OVERALL FUNDING STRATEGY**  
**FOR IMPLEMENTATION OF WEST OAKLAND**  
**SPECIFIC PLAN**

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- Give priority in the near term to funding improvements and undertaking actions that remove constraints, enhance market potentials, and are catalysts for attracting private sector investment, growth, and development.
  - In the nearer term, depend on City actions and leadership, and seek public funding from federal, state, and regional agencies supplemented by City sources.
  - Prioritize and plan near-term and mid-term improvements so as to be ready when new funding opportunities arise and others change over time. Coordinate improvements with other service providers (EBMUD, BART, AC Transit).
  - As the market strengthens in the area and initial development occurs, consider possibilities for private sector funding as part of development projects, through benefit assessments supported by groups of property-owners and/or businesses, and with development impact fees.
  - Establish longer-term public funding sources to help support Plan development over time.
  - Stay committed over time to funding and implementing actions and improvements that encourage and support achievement of the vision for West Oakland set forth in the Specific Plan.
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## Potential Funding Sources

There are a number of funding sources and financing mechanisms that could potentially be used to fund improvements and strategies identified in the Plan. They include:

- Public funding sources from federal, state, regional and county governments. Most are competitive grant programs. These sources can be available for funding improvement projects, as well as project planning and broader improvement programs. Many are targeted for transportation and economic development purposes.
- City/local government funding sources. City funding will be important for providing the staff resources necessary to manage Plan implementation and undertake the policy changes, regulatory actions, planning efforts, new procedures, and outreach and marketing efforts identified in the Plan. There also are City funding sources appropriate for area improvements to remove constraints and support Plan development over time.
- Private sector funding. This group includes assessment or district funding supported by groups of property owners or business owners in the area, developer/landowner funding of improvements associated with specific development projects or properties, and development impact fees. Private sector funding is more viable in the mid- and longer-terms with a stronger market context in the future.

The Implementation Matrix at the end of the chapter identifies the category(s) of funding sources that apply for individual Plan recommendations. The funding sources and mechanisms are described below, organized according to funding responsibility and in the order of the categories listed above.

### Federal Funding Sources

#### Community Development Block Grant (CDBG)

The Community Development Block Grant is a program designed to distribute funds to urban

cities and counties negatively impacted by economic and community development issues. Since 1974, block grant awards have been determined annually by the US Department of Housing and Urban Development (HUD) by assessing demographic, economic, and community development issues. To be eligible for CDBG funding, communities must dedicate 70 percent of funds to citizens with low and moderate income. Jurisdictions must also use funds to reduce the presence of blight in their community and promote community development in areas that suffer from extenuating circumstances. A community advisory group is charged with oversight over the administration of the local CDBG programs in each community.

The City of Oakland is a CDBG entitlement community, meaning that it receives a direct fund allocation and can internally designate uses for those funds, subject to HUD approval (non-entitlement communities are funded through the counties). Federal CDBG funding has been declining over time, and Oakland's funding has fallen in 2013. WOSP community and economic development programs may be eligible for CDBG funding.

#### Section 108 Loans

As part of the federal CDBG program, HUD allows communities to take loans against their future CDBG allocations for community and economic development programs. The program's regulations require that Section 108 loans be repaid to HUD from revenue collected from the funded activity. HUD closely monitors the community programs to ensure that future CDBG allocations are not diverted to service the Section 108 loan.

#### Community Action for a Renewed Environment (CARE)

CARE is a competitive grant program administered by the US Environmental Protection Agency that offers an innovative way for a community to organize and take action to reduce toxic pollution in its local environment. Transportation and "smart-growth" types of projects are eligible.

***Transportation Community and System Preservation (TCSP) Program***

TCSP provides federal funding for transit oriented development, traffic calming, and other projects that improve the efficiency of the transportation system, reduce impacts on the environment, and provide efficient access to jobs, services, and centers of trade. The program provides communities with the resources to explore the integration of their transportation system with community preservation and environmental activities. TCSP Program funds require a 20 percent local funding match.

***State, Regional, and County Funding Sources***

***Transportation Development Act (TDA) Article 3***

TDA funds are state block grants awarded annually to local jurisdictions for transit, bicycle, and pedestrian projects in California. Funds originate from the Local Transportation Fund (LTF), which is derived from a quarter-cent of the general state sales tax. LTF funds are returned to each county based on sales tax revenues. Eligible pedestrian and bicycle projects include: construction and engineering for capital projects; maintenance of bikeways; bicycle safety education programs (up to five percent of funds); and development of comprehensive bicycle or pedestrian facilities plans. A city or county may apply for funding to develop or update bicycle plans not more than once every five years. TDA funds may be used to meet local match requirements for federal funding sources. Two percent of the total TDA apportionment is available for bicycle and pedestrian funding.

***California Office of Traffic Safety (OTS)***

OTS grants are supported by Federal funding under the National Highway Safety Act and SAFETEA-LU. In California, the grants are administered by the Office of Traffic Safety. Grants are used to establish new traffic safety programs, expand ongoing programs or address deficiencies in current programs. Pedestrian safety is included in the list of traffic

safety priority areas. Eligible grantees are governmental agencies, state colleges, state universities, local city and county government agencies, school districts, fire departments, and public emergency services providers. Grant funding cannot replace existing program expenditures, nor can traffic safety funds be used for program maintenance, research, rehabilitation, or construction. Grants are awarded on a competitive basis, and priority is given to agencies with the greatest need. Evaluation criteria to assess need include potential traffic safety impact, collision statistics and rankings, seriousness of problems, and performance on previous OTS grants. There is no maximum cap to the amount requested, but all items in the proposal must be justified to meet the objectives of the proposal.

***Caltrans Transportation Planning Grant Program***

The Community-Based Transportation Planning Grant Program funds projects that exemplify livable community concepts. The program is administered by Caltrans. Eligible applicants include local governments, MPOs, and RPTAs. A 20 percent local match is required, and projects must demonstrate a transportation component or objective.

***State Transportation Improvement Program (STIP)***

To be included in the STIP, projects must be identified either in the Interregional Transportation Improvement Plan (ITIP), which is prepared by Caltrans, or in the Regional Transportation Improvement Plan (RTIP). Caltrans updates the STIP every two years. SAFETEA-LU, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users is the primary federal funding source for bicycle and pedestrian projects. Caltrans, the State Resources Agency, and regional planning agencies administer SAFETEA-LU funding. Most, but not all of these funding programs emphasize transportation modes and purposes that reduce auto trips and provide inter-modal connections. SAFETEA-LU programs require a local match of between zero percent and 20 percent. SAFETEA-LU funds primarily capital improvements and safety and education

programs that relate to the surface transportation system. To be eligible for Federal transportation funds, States are required to develop a State Transportation Improvement Program (STIP) and update it at least every four years. A STIP is a multi-year capital improvement program of transportation projects that coordinates transportation-related capital improvements planned by metropolitan planning organizations (MPOs) and the State.

#### ***Environmental Justice: Context Sensitive Planning Grants***

These grants promote context sensitive planning in diverse communities and funds planning activities that assist low-income, minority, and Native American communities to become active participants in transportation planning and project development. Grants are available to transit districts, cities, counties, and tribal governments.

#### ***Highway Safety Improvement Program (HSIP)***

Highway Safety Improvement Program funds are allocated to States as part of SAFETEA-LU. The goal of HSIP funds is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads. As required under the Highway Safety Improvement Program (HSIP), the California Department of Transportation has developed and is in the process of implementing a Strategic Highway Safety Plan (SHSP). A portion of the HSIP funds allocated to each state is set aside for construction and operational improvements on high-risk rural roads. If the state has a Strategic Highway Safety Plan, the remainder of the funds may be allocated to other programs, including projects on bicycle and pedestrian pathways or trails and education and enforcement. The local match requirement varies between 0 and 10 percent. The maximum grant award is \$900,000. Caltrans issues an annual call for projects for HSIP funding. Projects must meet the goals of the Strategic Highway Safety Plan.

#### ***Bicycle Transportation Account (BTA)***

BTA is an annual program providing state funds for city and county projects that improve safety

and convenience for bicycle commuters. In accordance with the Streets and Highways Code (SHC) Section 890-894.2 - California Bicycle Transportation Act, projects must be designed and developed to achieve the functional commuting needs and physical safety of all bicyclists. Local agencies first establish eligibility by preparing and adopting a Bicycle Transportation Plan (BTP) that complies with SHC Section 891.2. The BTP must be approved by the local agency's Regional Transportation Planning Agency.

#### ***California Infrastructure & Economic Development Bank (I-Bank)***

The State of California provides financing for infrastructure and private development through the California Infrastructure & Economic Development Bank (I-Bank), which has provided nearly \$32 billion in financing to date. The goal of the I-Bank lending is to promote economic development and revitalization. The loans can be sized between \$250,000 to \$10 million, with a 30 year amortization and a fixed interest rate. Loans are obtained by local municipalities or by non-profit organizations on behalf of their local government. Eligible uses for loan funds include city streets, drainage, educational and public safety facilities, parks and recreation facilities and environmental mitigation, amongst others.

#### ***Regional Surface Transportation Program (RSTP)***

The Regional Surface Transportation Program (RSTP) is a block grant program that provides funding for a range of transportation projects. Under the RSTP, metropolitan planning organizations prioritize and approve projects that will receive RSTP funds. Metropolitan planning organizations can transfer funding from other federal transportation sources to the RSTP program in order to gain more flexibility in the way the monies are allocated. In California, 76 percent of RSTP funds are allocated to urban areas with populations of at least 200,000. The remaining funds are available statewide.

### ***Safe Routes to Transit (SR2T) Regional Measure 2 (RM2)***

Approved in March 2004, Regional Measure 2 (RM2) raised the toll on seven state-owned Bay Area bridges by one dollar for 20 years. The Metropolitan Transportation Commission (MTC) allocates the \$20 million of RM2 funding to the Safe Routes to Transit Program, which provides competitive grant funding for capital and planning projects. Eligible projects must reduce congestion on one or more of the Bay Area's toll bridges. Transform and East Bay Bicycle Coalition administer the Safe Routes to Transit (SR2T) funding.

### ***Safe Routes to School (SR2S)***

The Alameda County Transportation Commission has partnered with a local non-profit to implement the Safe Routes to Schools (SR2S) program, which encourages children and teenagers to walk and bike to school safely through transportation education, programming and construction of pedestrian friendly sidewalks and bike pathways. The goal of this program is to encourage non-motorized forms of transportation by local youth, thus decreasing traffic and smog congestion as well as supporting active forms of transportation for the prevention of childhood obesity. During the 2011/13 grant period, Alameda County received a total grant of \$3.2 million to be used for both school programming and capital improvements. Typical capital improvement grants averaged around \$100,000. The City could obtain small grants to fund sidewalk and bicycle lane improvements on an incremental basis from this grant.

### ***Bay Area Transit-Oriented Affordable Housing (TOAH)***

The Bay Area TOAH fund provides financing for affordable housing development near transportation centers throughout the Bay Area. The TOAH fund was the product of an initial investment by MTC and several other community financial institutions, resulting in nearly \$50 million. General uses include affordable rental housing located near or within a half mile of transportation centers and that falls within Priority Development Areas

(PDAs) defined by MTC. Other permissible uses include retail space and community services such as child care, grocery stores and health clinics. Loan products include acquisition, predevelopment, construction and mini-permanent loans. Projects in the past have obtained loans of up to \$7 million. Both non- and for-profit affordable housing developers, could access this fund with favorable terms to develop TOD housing near the West Oakland BART Station.

### ***Transportation for Livable Communities Program (TLC)***

TLC provides grant monies to public agencies to encourage land use decisions that support compact, pedestrian-friendly development near transit hubs. The Metropolitan Transportation Commission (MTC) stipulates all eligible TLC projects to be within Priority Development Areas (PDAs), which focus growth around transit, in its Transportation Plan 2035. MTC selects projects based on their status (planned or proposed) and their development intensity. MTC administers the TLC program with funds from the Regional Surface Transportation Project and caps grants at \$400,000. Funds may be used for capital projects or planning.

### ***Transportation Fund for Clean Air (TCFA)***

Transportation Fund for Clear Air (TCFA) is administered by the Bay Area Air Quality Management District (BAAQMD). Projects must be consistent with the 1988 California Clean Air Act and the Bay Area Ozone Strategy. TCFA funds cover a wide range of project types, including bicycle facility improvements, arterial management improvements to speed traffic flow on major arterials, and smart growth.

### ***One Bay Area Grant (OBAG)***

The One Bay Area Grant (OBAG) Program is a new transportation funding approach for the Bay Area that integrates the region's federal transportation program with California's climate law (Senate Bill 375) and the Sustainable Communities Strategy. Funding distribution to the counties will consider progress toward achieving local land-use and housing policies by:

- Rewarding jurisdictions that accept housing allocations through the Regional Housing Need Allocation (RHNA) process and produce housing using transportation dollars as incentives.
- Supporting the Sustainable Communities Strategy for the Bay Area by promoting transportation investments in Priority Development Areas (PDAs).
- Providing additional investment flexibility by eliminating required program investment targets. The OBAG program allows flexibility to invest in transportation categories such as Transportation for Livable Communities, bicycle and pedestrian improvements, local streets and roads preservation, and planning activities, while also providing specific funding opportunities for Safe Routes to School (SR2S).

One Bay Area Grants are sized at a minimum of \$500,000 for Alameda County or other counties with populations over 1 million. Although SR2S capital improvement grants can often average \$500,000, OBAG will only match smaller grants at approximately \$100,000. The West Oakland Specific Plan is located within a Priority Development Area, and would thus be eligible for this grant, which the City could use to help catalyze TOD housing development.

### *Measure B*

Measure B was initially approved in 1986 as a funding mechanism that would be used to provide additional funding for transportation improvements and development in Alameda County. Measure B funding is generated through a special transportation sales tax and is administered by the Alameda County Transportation Commission (ACTC). In 2000, Measure B funding was increased by half a cent to address additional transportation needs and improvements over 20 years for the amount of \$1.4 B. Alameda County transportation agencies and cities receive Measure B funding to implement eligible transportation-related uses. These uses of Measure B funding include capital improvement projects, local transportation (AC Transit), para-transit, and bicycle/pedestrian safety.

Measure B funds are distributed through several competitive programs. These funds are spent on transportation operations and capital projects wherever possible; most projects consist of paving and sidewalk repair, traffic signal replacement, and other basic transportation infrastructure that has already significantly outlived its useful life. The City of Oakland has received Measure B funding in 2013; the next cycle for application will be in 2016. Measure B funding is passed-through to the City until 2020.

Measure B1, a reauthorization of the Measure B sales tax, was narrowly defeated on the November 2012 ballot. This measure would have extended and significantly increased local sales tax funding for transportation-related projects. A similar measure may be reintroduced to the ballot in the future.

## *Local Government Funding Sources*

### *Capital Improvements Program (CIP)*

Infrastructure and facilities improvement projects that meet the City's priorities could be eligible for funding by the City of Oakland's Capital Improvement Program (CIP), part of the City's General Fund budgeting process. The CIP covers projects costing more than \$50,000, and funds are used for the construction of new or repair of existing facilities. Eligible projects include parks/open space, streets/sidewalks (including lighting), sidewalks/sewers, technology, traffic hazards, disabled access, and various other categories. The CIP would be a good tool for incrementally funding projects over the long term.

### *General Fund Revenues and Tax Revenue Increments*

New development, reuse, and increases in business activity in the Plan area will increase property tax revenues to the City and can also increase sales tax revenues. The City Council could choose to allocate existing General Fund revenues in the nearer term to facilitate implementation of the Plan and encourage growth and new development in the area that would generate additional tax revenues in the future. Over time, the Council could choose to

allocate increased tax revenues from the Plan area to fund capital improvements that would benefit the area and facilitate further growth of tax revenues in the future.

### *Infrastructure Financing Districts (IFDs)*

Infrastructure Financing Districts (IFDs) have been permitted by State law for over 20 years, but to date have not been widely used; only two districts have been formed. With an IFD, a jurisdiction can elect to contribute its share of the pre-existing property tax levy within a defined geographic area, subject to electoral approval of the qualified voters. There is no special tax levy to fund these improvements. Rather, an IFD diverts a portion of the existing level of property tax revenues to fund infrastructure improvements. In Oakland, the City's share of the property tax ad valorem levy is roughly 35 percent. This is in contrast to redevelopment tax increment, which prior to dissolution of Redevelopment by the State, captured most of the property taxes (less only state mandated pass through revenues to other taxing entities). IFD districts have a limited term of 30 years; are available only to fund capital (rather than operating) costs; and are intended for use in previously undeveloped areas.

By state statute, IFDs cannot be adopted within a Redevelopment Project Area. The vast majority of West Oakland is still within a Redevelopment Project Area. Thus, in the absence of special legislation or changes in current statutes, IFDs are not an implementation financing option for the Plan area.

### *General Obligation Bonds*

Property tax based bonds for specifically identified capital improvements require a two-thirds "super majority" voter approval. The super majority is often difficult to achieve. Bond measures are jurisdiction or district wide and are not suitable for smaller area projects. However, specific improvements located within the Plan area could be included as part of a future general obligation bond measure. One recent example is Measure DD, which is

funding a number of park and other public projects within the City.

### *Landscape and Lighting Assessment District (LLAD)*

As provided in the California Landscape and Lighting District Act of 1972, Oakland voters approved a Landscape and Lighting Assessment District (LLAD) in 1989. The LLAD is funded by property tax assessments. Funds for Oakland's Landscape and Lighting Assessment District are generally used for the construction and general upkeep of street lighting, landscaping of parks and streets and related activities. In FY 2010/11, the City approved \$18.4 million in LLAD expenditures. Currently, Oakland's Landscape and Lighting Assessment District is responsible for maintaining 130 City parks and public grounds including Lake Merritt, which also includes maintaining street trees, community centers, street lights and traffic signals. The demands for LLAD funding currently outpace available funds. However, small scale WOSP projects could potentially be incorporated in long term funding plans for the LLAD.

### *Developer or Privately Borne Funding Sources*

#### *Business Improvement Districts and Community Benefit Districts (BIDs, CBDs)*

Businesses or property owners within a given geographic area can agree to assess themselves annually to fund facilities and services that benefit the area and are in addition to those provided to the general public through tax revenues or other funding. The uses of assessments can include marketing and promotion, enhanced security, streetscape improvements, landscaping, graffiti removal and general sidewalk cleaning, and special events and marketing. BIDs can be either property based (PBID), or business based (BBID), depending on the party who is to be assessed. Community Benefit Districts (CBDs) are similar to BIDs, but also include and assess residential property. Assessments cannot be made on an ad valorem basis, but are instead based on other measures such as lot size, linear

frontage, and/or location within the district as measures of the benefits received. An engineering report is required to support calculations of the amount of assessment by benefit derived. All properties or businesses in the area are assessed, so both existing and new property/business owners share in the costs of this program. The BID/CBD program is a way to fund, supplement, and focus public services aligned to the local area's goals.

#### ***Undergrounding Assessment District (20A and 20B)***

The California Public Utilities Commission (PUC) Rule 20 provides for undergrounding of overhead utilities at the request of a public agency or in conjunction with private development. For undergrounding projects within the City of Oakland, efforts are coordinated with Pacific Gas and Electric Company (PG&E). Based on Rule 20A, electric utility undergrounding costs are shared with PG&E and other public funds. However, there is over a 40 year waiting list for inclusion in the Rule 20A undergrounding program. Under Rule 20B, there is a relatively minimal waiting period but costs are entirely paid by property owners through an assessment district.

#### ***Mello Roos Community Facility Districts (CFDs)***

Local government agencies can adopt a special tax assessment district and use the special taxes levied within that district to finance a variety of community facilities and services. Thus, Community Facility Districts (CFDs) are a vehicle to fund both capital and operating costs. Adoption of a CFD district requires a 2/3 approval of the qualified voters within the defined district. In an area with greater than 12 residents, adoption requires a 2/3 majority of registered voters in the area. At the time of adoption of a CFD, the district's powers must be defined, including clear limits to the district's purposes and the amounts of special taxes to be levied, the method of allocation, and the amount and maximum term of any bonded indebtedness to be issued. When multiple government agencies have interests in a potential CFD, these agency's interests may be represented through a Joint Powers Agreement. It should be noted that CFD's are

designed to facilitate or mitigate the impacts of new development. Pre-existing facility and service needs, or funding existing facilities and services are not eligible uses for a CFD.

Typically, CFD's have been created to fund infrastructure in newly developing areas with few existing land owners. To date, Oakland has made limited use of Mello Roos financing. However, it is currently proposed as one of the financing vehicles for the former Oakland Army Base development. The tax liability for CFD special tax assessments is passed to future property owners over the life of the district or until the specified improvements are constructed and fully funded.

#### ***Development Impact Fees***

Development Impact Fees are fees charged to new development to cover the costs of capital facilities required to serve that development. Impact Fees are typically used to address the costs of roads and road equipment, parks, open space, fire and police facilities and equipment, justice facilities such as courthouses and jails, libraries, and/or general government facilities such as city halls and corporate yards. The two key concepts for implementation of impact fees are that they may only be charged to new development, and that the funds collected must be expended on facilities to serve new development. The funds may not be expended to alleviate existing deficiencies. They can be expended on debt service payments for bonds or other existing indebtedness that was used to build the facilities needed to serve future growth. An impact fee program can cover an entire City or County, or can be calculated for a specified area, such as the downtown CBD or a specific plan area.

Impact fees are collected based on the amounts calculated in a nexus study that establishes the legal basis for the fees. The overall future costs of facilities for development can be based on a Capital Improvement Plan or can be based on existing facilities, calculating future costs on a per-capita basis. The fees are typically collected at the issuance of building permits, but collection can be delayed as late as the issuance of a certificate of occupancy if desired. Because of the timing of collection

(right before vertical construction), impact fee revenues are not available to assist with the construction of infrastructure early in the development process. Developers can receive credit against their impact fee assessments by funding and constructing public infrastructure as part of their overall development plan.

In 2009, Oakland competitively selected a consultant to perform the necessary nexus study to adopt a citywide impact fee program. However, City officials did not elect to proceed with the study, feeling that impact fees would be in conflict with City development goals particularly due to the recession at that time. Recently, officials have reconsidered adoption of an impact fee program.

### *Conditions of Approval*

The City of Oakland has established Standard Conditions of Approval for all development projects. The Standard Conditions are applied as part of the standard project review process, and provide for a uniform system of expectations by which new development is made responsible for its own impacts on public services, infrastructure and other public interests.

### *Private Developer Funding*

Improvements that are primarily associated with a specific development project or property could be funded in whole or in part by the private development, particularly where the improvements are to be constructed at the time of project development. As part of its standard project review process, the City of Oakland has established Conditions of Approval and can include conditions specific to the Plan area. The extent that private development could fund improvements, however, depends on the market context. In the nearer term, the private sector is unlikely to be able to fund additional improvements as described earlier in this section. However, a stronger market context in the future will enhance the private sector's ability to provide improvements as part of development projects, particularly as part of the types of higher density residential and commercial/industrial

development envisioned in parts of the Plan area in the future.

Plans Complete and Ready to Implement?		Suggested Timing to Begin Implementation			Cost Information				Responsibility for Implementation*			
Existing Strategy, to be Continued	Yes	No	Near-Term	Mid-Term	Long-Term	Actual Costs Known?	Soft Costs	Capital Costs	O&M Costs	Private Entities, Land Owners, Developers	City (staff resources, CIP, General Fund)	Outside Agency Funding Sources (i.e., Fed/State/regional agency grants, etc.)

**West Oakland Specific Plan: Implementation Strategy Matrix**

**General**

<b>Gen-1:</b> Develop a citizen and stakeholder process to help select and guide the priority and timing of this Plan's implementation strategies, providing advice and recommendations through City staff to the City Council.	Yes		X	Throughout				X		X	community volunteer	X	
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**Removing Obstacles to Community & Economic Development**

**Combating the Influences of Blight**

<b>Blight-1:</b> Identify new sources of funds that can be used to increase the number and quality of Police and/or Code Enforcement efforts. Surveillance cameras should be modernized to capture essential details of illegal dumping and graffiti activities, and community volunteers should be recruited to scan the many hours of recorded tape to assist in identifying dumping incidents.	Yes		X	Throughout				X		X	community volunteers	X	X
<b>Blight-2:</b> Consider modifications to Oakland Municipal Code (OMC) Section 8.38.040 to ensure that illegal dumpers not only bear the cost of cleanup, but also contribute to the cost of detection. Given the number of smart phones and capacity for citizens to record violations in action, more effort should be made to allow for prosecution of illegal dumping through such evidence.	Yes		X	Throughout						X		X	
<b>Blight-3:</b> Improve trash collection and cleanup of illegal dumping. Take steps to remove trash from the area, in coordination with Keep Oakland Beautiful. Educate residents about the ways to report illegal dumping, offer regular free bulky- and hazardous-item drop off events, and organize neighborhood clean-up events.	Yes		X	Throughout				X		X	community volunteers, Keep Oakland Beautiful	X	
<b>Blight-4:</b> Implement graffiti abatement programs and work to create visibility and media coverage for some initial successful prosecution examples.	Yes	X		X				X		X	Department of Public Works, Office of Parks and Recreation, and the Building Services Division, Code Enforcement		
<b>Blight-5:</b> Consider establishment of a Business Improvement District (BID), also known as a Community Benefits District (CBD), as an innovative, private alternative to Redevelopment financing for the removal of blight and the revitalization of West Oakland's commercial, business and industrial areas.				X	Throughout				X		X	BIDs/CBDs are public/private sector partnerships that can perform a variety of services to improve the community's image and promote individual businesses. They also carry out economic development services by working to attract, retain and expand businesses.	

**Addressing Crime**

<b>Community Policing.</b> Oakland's community policing philosophy recognizes the interdependence and shared responsibility of the police and the community to make Oakland a safer city.	Yes			Throughout				X		X	Neighborhood Crime Prevention Councils	Police Department	
<b>Operation Ceasefire.</b> Oakland joined several other California cities under the Safe Community Partnership/Ceasefire program to work together to implement an evidence-based, data-driven approach designed to reduce serious gang violence in the near term and on a community-wide level.	Yes	X		Throughout				X		X	clergy leaders; community organizations; California Partnership for Safe Communities	Mayor's Office; Oakland Police Department	Alameda County Probation; State Parole; federal law enforcement agencies; social service providers
<b>Measure Y / Oakland Unite.</b> The Measure Y network addresses the complex and multiple risk factors associated with violence: poverty, unemployment, discrimination, substance abuse, educational failure, fragmented families and domestic abuse. As an outgrowth of Measure Y, Oakland Unite programs target Oakland's highest risk community members and neighborhoods, with a particular focus on interrupting violence now as it occurs.	Yes	X		Throughout				X		X	Social services, nonprofits, police, employment, schools, criminal justice, faith-based agencies and community members. Based in the Department of Human Services, Oakland Unite is funded by tax-payer dollars and has brought in over \$7 million in state and federal grants to support the local		
<b>Business Alert.</b> The mission of the Business Alert program is to encourage the retention, attraction and expansion of businesses in the area by helping companies address the issues of safety and security. The Business Alert Committee is committed to creating safer neighborhoods for businesses and to improve the image of commercial corridors.	Yes	X		Throughout				X		X	Economic Development Department, Business Alert Committee		
<b>Crime Deterrent-1:</b> Community Safety Planning. The Oakland Police Department and other City agencies should continue to support, and where necessary improve community policing programs in order to improve perceptions of, and actual, community safety.	Yes	X		Throughout				X		X	Neighborhood Crime Prevention Councils	Police Department	
<b>Crime Deterrent-2:</b> Create a safety ambassador and/or peace officer program. Encourage the Oakland Police Department, other City agency, or a community group to develop and implement a safety ambassador and/or peace officer program.			X	X				X		X	Safety ambassadors	Police Department	
<b>Crime Deterrent-3:</b> Strongly discourage new liquor stores. The City should consider passing even more stringent regulations (i.e., greater buffers) for new liquor stores than the current requirement which prohibits new alcoholic beverage sales establishments within 1,000 feet of any school, public library, park or playground, recreation center or licensed daycare facility. The City should also consider increasing its enforcement actions against problematic existing liquor stores (e.g. those that have high rates of loitering or crime incidents, or that illegally sell alcohol and cigarettes to minors).	Yes		X	X				X		X		City Planning and Zoning, Code Enforcement	
<b>CPTED-1:</b> Continue and strengthen the City's Crime Prevention through Environmental Design (CPTED) review process. The City Planning Department should continue to work with the Police Department and other City departments and divisions to strengthen CPTED review of proposed development and property rehabilitation projects in order to maximize the safety of the built environment.	Yes	X		X				X		X		City Planning and Zoning, Code Enforcement	
<b>CPTED-2:</b> Add Street Lighting. Energy efficient, pedestrian-scale street lighting in line with the neighborhood's aesthetic preferences should be installed. Lighting fixtures could also support hanging flower baskets and/or community bulletin boards/information kiosks.			X	X				X	X	X		City Planning and Public Works Agency	
<b>CPTED-3:</b> Plant new street trees, using CPTED principles, with high tree canopies and lighting below to allow street lighting to reach the street and sidewalks. Spacing should be provided so that street trees do not interfere with street lighting of the area. The new street trees should be low-maintenance and drought resistant.			X	X				X	X	X		City Planning, Public Works Agency	

\*Various City Departments have reviewed the Specific Plan and support the recommendations in concept. These parties' specific role in implementing Plan recommendations to be further refined upon Plan adoption.

		Plans Complete and Ready to Implement?			Suggested Timing to Begin Implementation			Cost Information				Responsibility for Implementation*		
		Existing Strategy, to be Continued	Yes	No	Near-Term	Mid-Term	Long-Term	Actual Costs Known?	Soft Costs	Capital Costs	O&M Costs	Private Entities, Land Owners, Developers	City (staff resources, CIP, General Fund)	Outside Agency Funding Sources (i.e., Fed/State/regional agency grants, etc.)
<b>West Oakland Specific Plan: Implementation Strategy Matrix</b>														
	<b>CPTED-4:</b> Implement the CPTED design strategies indicated in Chapter 7.2 of this Specific Plan for all new, high-density residential and high intensity commercial / industrial developments.	Yes	X		X				X				City Planning	
	<b>CPTED-5:</b> Implement the CPTED principles and design strategies indicated in Chapter 7.2 of this Specific Plan for all new residential development projects regardless of unit size.	Yes	X		X				X				City Planning	
	<b>CPTED-6:</b> Implement the CPTED principles and design strategies indicated in Chapter 7.2 of this Specific Plan for commercial and institutional developments.	Yes	X		X				X				City Planning	
<b>Securing the Basic Infrastructure</b>														
	<b>Traffic Safety-1:</b> Campbell Street, between West Grand Avenue and 20th Street, should be converted into a one-way, southbound street. Automobile traffic would no longer be allowed to make the unsafe left-hand turn to westbound West Grand Avenue.			X	X				X	X	X		CIP	X
	<b>Traffic Safety-2:</b> At the intersection of Wood Street and 32nd Street, the existing utility pole should be to be moved out of the traveled way, or poles should be added to shorten the span. PG&E should be contacted to discuss potential solutions. Additional self-supported steel poles may need to be utilized, as there appear to be very few options for guying new poles.			X	X				X	X		PG&E		X
	<b>Pavement Repair-1:</b> Potholes are evident throughout the West Oakland Opportunity Areas, particularly in the Mandela/West grand Opportunity Area. Patching potholes will provide a short-term and inexpensive solution, but only until more extensive pavement rehabilitation can be conducted.	Yes	X		X				X	X	X		Public Works, Pavement Management Program	
	<b>Pavement Repair-2:</b> Pavement repair throughout each of the West Oakland Opportunity areas, but in particular throughout virtually the entire Mandela/West Grand Opportunity Area is needed to improve the roadways to accommodate multimodal uses and safely convey all forms of transportation associated with existing and new development. Options of repair, dependent upon location, range from slurry seals to pavement overlays, to removal and replacement of the entire pavement section.		X		X				High	High	High		Public Works, Pavement Management Program	
	<b>Pavement Repair-3:</b> Roadways that share alignments with rail spurs should be given high priority in the City of Oakland's pavement management program, and should be resurfaced with a temporary improvement to bring them to a serviceable condition until a long-term rail repair or removal strategy can be implemented.			X	X				High	High	High		Public Works, Pavement Management Program	
	<b>Pavement Repair-4:</b> For work within what would typically be the railroads' responsibility for maintenance, the City should explore all possible avenues to ensure the railroads live up to their obligations. However, where the interface between street pavement surface and the rails is in poor condition, critical repair work may need to be performed independent from the railroads.			X	X			Moderate	Moderate	Moderate	Moderate	Railroads		
	<b>Pavement Repair-5:</b> As funding options are researched for improvements to rail, recognize that street pavement repairs and rail improvements will be necessarily linked. This nexus may expand the possibilities for funding sources.			X	X			Low	Low	Low	Low		X	X
	<b>Rail Lines-1:</b> In the near term, the at-grade rail crossings at Market Street and at Martin Luther King Jr. Way are in poor condition and should be repaired.			X	X			Moderate	Moderate	Moderate	Moderate		X	
	<b>Rail Lines-2:</b> For the long term, decisions need to be made by stakeholders, including the City, the railroad companies and property owners about which rail lines should be removed and which will remain in perpetuity, in what streets, and to serve which parcels.			X		X		Low	Low	Low	Low	X	X	
	<b>Rail Lines-3:</b> Those spur lines designated to stay should be brought up to appropriate current standards of construction and safety by the applicable railroad company. The streets that the spurs share an alignment with should be reconstructed with appropriate, modern features such as proper sub-drainage and adequate rail crossing panels throughout their length.			X		X		High	Moderate	High	Moderate	X	X	
	<b>Rail Lines-4:</b> Since the spur that serves the block surrounded by Linden, Filbert and 3rd Streets does not align with the street system, it creates a viable long term rail service corridor with the existing land uses and should be retained.			X			X	Unknown				X	X	X
	<b>Rail Lines-5:</b> Those rail lines not identified for reuse should be removed by the applicable railroad company, and the roadways reconstructed in accordance with appropriate construction standards and environmental practices.			X		X		Moderate	Low	High	None	X	X	
	<b>Rail Lines-6:</b> In general, all rail lines east of Mandela Parkway should ultimately be removed by the applicable railroad company, as they do not appear to be in current use, as evidenced by existing paving patterns (i.e., in many cases the rails have been paved over).			X		X		Moderate	Low	High	None	X	X	
	<b>Street Sections-1:</b> Pedestrian zones should be delineated throughout the Mandela/West Grand Opportunity Area, and currently missing or deteriorated sections of sidewalks and trails should be connected (i.e., "gaps" closed).			X	X			Low	Moderate	Low	Low		x	
	<b>Street Sections-2:</b> Intersections currently lacking accessible curb ramps or that have ramps that do not meet current ADA accessibility standards must be improved to City current standards as a part of any streetscape or paving project.			X	X			Moderate	Moderate	Low	Low	x	x	x
	<b>Street Sections-3:</b> Both interim and permanent bicycle routes and lanes should be established throughout West Oakland. Improvements to the street surfaces as described under Pavement Repair Strategies will benefit bicycle circulation.			X		X		Moderate	Low	Moderate	Low	x	x	
	<b>Street Sections-4:</b> Currently designated bicycle routes should be connected and signed to further promote bicycle use in and through West Oakland.		X			X		Moderate	Moderate	Moderate	Moderate	x	x	
	<b>Street Sections-5:</b> Curbs and gutters, and striping for parallel parking should be installed in all West Oakland Opportunity Areas where these street sections do not exist (i.e., "gaps" closed).			X	X			Moderate	Moderate	Moderate	Moderate	x	x	
	<b>Street Sections-6:</b> As an interim measure, street lights should be maintained and fixtures replaced to increase lighting and therefore increase public safety. Ultimately, street lights should be replaced as part of intersection and streetscape improvements, utilizing appropriate City lighting standards and fixtures from the city's lighting standards.	Yes	X		X			Moderate	Low	Moderate	Low	x	x	
	<b>Street Sections-7:</b> Within the Mandela/West Grand Opportunity Area, those streets that currently do not accommodate on-street parking should be improved with new street sections that designate on-street parking areas, and that also provide for improved stormwater runoff and pedestrian circulation.			X	X			Low	Low	None	None		X	
	<b>Street Sections-8:</b> For those blocks where cars are currently parking perpendicular to the street and where there is sufficient space, perpendicular parking sections should be installed on the edge of the road. The perpendicular parking section permits cars to safely park, maximizes the number of parking stalls, appropriately directs stormwater runoff, and provides pedestrians with a clear path of travel.		X			X		Low	Moderate	Low	x	x		

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<b>West Oakland Specific Plan: Implementation Strategy Matrix</b>														
	<b>Street Sections-9:</b> New street standards specific to the needs of existing and future uses in West Oakland, should be considered in particular locations. New street sections are suggested at the following locations: <ul style="list-style-type: none"> <li>Along 10th Street, just west of Pine Street,</li> <li>Along 11th Street, just West of Pine Street,</li> <li>Wood Street</li> <li>17th Street</li> <li>18th Street between Wood Street and Campbell Street</li> <li>On 3rd Street, the northerly sidewalk between Brush Street and Castro Street, and</li> <li>Linden Street parking stall configuration</li> </ul>			X	X			Low	None	None		X		
	<b>Gateways-1:</b> Gateway monuments could be located at the following locations: <ul style="list-style-type: none"> <li>along Mandela Parkway north of 32nd Street,</li> <li>at Mandela Parkway south of 12th Street,</li> <li>at West Grand Avenue east of Chestnut Street, and</li> <li>at West Grand Avenue between Frontage Road and Mandela Parkway.</li> </ul>			X	X				X	X	X		Public Works	
	<b>Water-1:</b> Support EBMUD's ongoing program to upgrade their older, smaller distribution lines to 6-inches, and to 8-inches where necessary to comply with current California Fire Code where laterals for fire hydrants are located.	Yes	X		Throughout				X	High	X	as part of new development	EBMUD	
	<b>Water-2:</b> Continue to require that maintenance, capital repairs and upgrades to water distributions systems be financed by connection fees charged to new development, and through on-going customer service charges.	Yes	X		Throughout				X	Moderate	X	connection fees on new development		
	<b>Water-3:</b> Coordinate with EBMUD to reassess its water distribution system to determine whether upsizing of its pipes for increased flow and/or pressure may be required. If upsizing is required and is deemed necessary for the viability of new development, the cost will likely be borne by the developer.			X	Throughout				X	X		costs born by developers		
	<b>Water-4:</b> For projects that create new parcels which front a street that does not have a water main, a new public water main will be required, to be constructed at the developers expense.			X	X			approx. \$200,000 per connection				costs born by developers	X	
	<b>Recycled-1:</b> Although EMBUD's Policy 8.01 (which is consistent with California Water Code Section 13550), can allow EBMUD to require the use of recycled water for non-domestic purposes, encourage EBMUD to continue its effective incentive program to use recycled water rather than mandating its use.	Yes	X		Throughout					X	X	X	EBMUD	
	<b>Recycled-2:</b> Consider re-use of existing pipelines, reservoirs, and other facilities which are no longer needed by other utilities for distributing recycled water to customers.			X		X			X	X	X		EBMUD	
	<b>Recycled-3:</b> Encourage installation of separate plumbing system for new projects during initial construction rather than retrofitting the project.			X					X	X		costs born by developers		
	<b>Recycled-4:</b> Include installation of new recycled water distribution mains when roads are being reconstructed, even if it is to place an empty conduit for future connection.			X		X	X		X	X		City, EBMUD and developers, as roads are reconstructed		
	<b>Recycled-5:</b> Focus the use of recycled water within the Mandela/Grand Opportunity Area, as the primary recycled water transmission main is found traversing west from 7th Street then north on Mandela Parkway into Emeryville. Smaller distribution pipelines are also located in 16th Street and Willow Street.			X	X	X			X	X	X	X	X	
	<b>Sewer-1:</b> The City's Right-of-Way Management Division implements a City-wide I/I Improvement Program to reduce infiltration and inflow into the sewer system by replacing conduits and structures with new facilities that are less susceptible to leakage. The City of Oakland should assess the relative priority of implementing I/I improvements within the West Oakland Opportunity Areas as a means of increasing sewer capacity such that all envisioned new development can be accommodated within the City's system.	Yes	X			X			X	X	X	X	X	X
	<b>Sewer-2:</b> New development and/or reuse projects should replace existing sewer laterals with new laterals and verify that there are no cross-connections from building downspouts to the sewer. This would result in much lower I/I flow into the main lines.	Yes		X	X			approx. \$200,000				X	X	
	<b>Sewer-3:</b> Within the Mandela/West Grand Opportunity Area, there are several blocks between West Grand, 18th Street, Wood Street and Peralta Street that contain very large parcels. Public sewer lines were not installed under Campbell Street, 20th Street or Willow Street in this area. New development within these blocks will require new sewers in this small area			X	X	X			X	X		X	X	
	<b>Storm Drain-1:</b> As the West Oakland area improves, storm drain lines and structures should be added and or replaced to serve the Industrial Zones.	Yes	X		X					X		X		
	<b>Storm Drain-2:</b> New development that impacts an established minimum area (the current standard is greater than 2,500 square feet) is subject to provision C.3 of the City's National Pollutant Discharge Elimination System (NPDES) permit with the State of California. Pursuant to these regulations, such new development would be required to implement stormwater treatment measures to clean and filter stormwater prior to its entering the storm drain system. These improvements will serve to improve water quality and lower the overall volume of run-off.	Yes	X		Throughout				X	X	X	X		
	<b>Storm Drain-3:</b> As the West Oakland area improves, underground storm drain lines should be added to several street sections			X	X			approx. \$200,000				X	X	
	<b>Lighting-1:</b> As an interim measure, street lights should be maintained and fixtures replaced with Light Emitting Diode (LED) lighting to increase lighting and public safety. Ultimately, street lights should be replaced as part of intersection and streetscape improvements, utilizing appropriate City lighting standards and fixtures, and incorporating Crime Prevention Through Environmental Design (CPTED) principles.	Yes		X	Throughout				X	X	X	X	X	
	<b>Lighting-2:</b> Based on the BKF survey, a total of approximately 258 street lights should be added within the Mandela/West Grand Opportunity Area, and 40 non-operational streets lights should be replaced or repaired.			X	Throughout			High	Moderate	High	Moderate	X	X	
	<b>Lighting-3:</b> Based on the BKF survey, a total of 82 additional street light poles appear to be needed with the 3rd Opportunity Area to meet the City's lighting standard.			X	Throughout			High	Moderate	High	Moderate	x	X	
	<b>Lighting-4:</b> All upgrades to the street lighting system should take truck height and turning movements into account.			X	X			High	Moderate	High	Moderate	x	X	
	<b>Lighting-5:</b> Existing street light fixtures should be evaluated in specific areas for replacement with LED lighting. Whereas LED lighting offers several benefits over conventional street lighting in some applications, it is not likely to be practical in some industrial areas because of the street widths, the absence of residences, and the high concentration of lights that would be required to meet the City's standards.			X	X			Moderate	Low	Moderate	Low	x	X	
	<b>Electricity-1:</b> The City should determine its available balance of undergrounding credits with PG&E, and incorporate specific portions of West Oakland Opportunity Areas into the city-wide prioritization plan for relocating overhead utility lines underground.			X	X			Low	Low	Low	Low		X	
	<b>Broadband-1:</b> A Broadband Network master plan should be coordinated with the City and current network operators to program and plan the facilities.			X	X				X			private network operators	X	

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<b>West Oakland Specific Plan: Implementation Strategy Matrix</b>														
	<b>Circulation-1:</b> The City and the Port of Oakland should coordinate to enact a reasonable resolution to the current circulation problems associated with truck parking on Adeline Street, especially in the mornings. This appears to be a signage and enforcement issue, as there currently appears to be parking area available outside the gates on Port property, on the south side of the Middle Harbor Drive bridge, to accommodate truck parking. A truck parking program with appropriate time limits and enforcement should be implemented.			X	X				X	Low	Moderate		Port and City	
	<b>Circulation-2:</b> An existing barricade was installed at 10th Street between Pine Street and the I-880 frontage in an effort to restrict truck traffic through the adjacent residential neighborhood. However, this solution isolates the residential neighborhood and forces longer trips to circumvent the blockade. It is recommended that another solution, such as replacement of the barricade with signage and enforcement to restrict through truck traffic, be considered.			X	X			Moderate	Moderate	Low	High		X	
	<b>Circulation-3:</b> Campbell Street between 26th and 28th Streets should be improved to current City of Oakland street standards to improve access and public parking within the Study Area.			X		X		Moderate	Moderate	High	Moderate	X	X	
	<b>Bike Routes-1:</b> Both interim and permanent bicycle routes and lanes should be established through each of the West Oakland Opportunity Areas.			X	X			Low	Moderate	Low	Moderate		X	
	<b>Bike Routes-2:</b> Currently designated bicycle routes should be connected ("gaps" closed) and signed to further promote bicycle use in and connecting through the West Oakland Opportunity Areas.			X		X		Moderate	Moderate	Moderate	Moderate		X	
	<b>Bike Routes-3:</b> Signs should be installed identifying Bay Trail routes, particularly as the Bay Trail is meant to navigate Brush and 2nd Streets. Planned bicycle routes as indicated on the City Bicycle Master Plan map should be linked and connected to the bicycle grid.			X	X			Moderate	Moderate	Moderate	Moderate		X	
	<b>Bike Routes-4:</b> An alternative, much safer bicycle route to Middle Harbor Shoreline Park for bicycles lies on a walkway/path adjacent to the 7th Street entrance to the Port. The 7th Street route is also connected to the Bay Trail at Mandela Parkway. Middle Harbor Shoreline Park is roughly the same distance from the intersection of 3rd and Adeline using either route.			X		X		Moderate	Moderate	Moderate	Moderate		X	
	<b>Bike Lanes and Pedestrian-5:</b> Ensure that a bike lane/pedestrian bridge or other facility is designed and constructed on and from Mandela Parkway near the West Grand area into and through the Army Base development to Gateway Park. Another facility should be developed along 40th Street, through Emeryville, and into Oakland that will provide trail access underneath I-80 to the Park.			X			X	Moderate	Moderate	Moderate	Moderate		X	
	<b>Pedestrian Connections-1:</b> While the pedestrian connection from Mandela Parkway to the West Oakland BART Station is new and in good condition, additional street lighting and sidewalk improvements as recommended elsewhere in this chapter of the Plan will provide more safe pedestrian circulation.			X	X			Low	Low	None	None		X	
	<b>Pedestrian Connections-2:</b> ADA ramps between all major transportation hubs in each of the West Oakland Opportunity Areas should be installed with any new development or streetscape improvement to make the area accessible to pedestrians with disabilities.			X		X		Low	Low	Low	Low		X	
	<b>Pedestrian Connections-3:</b> Provide safe, secure and well lighted pedestrian corridors, especially surrounding the West Oakland BART Station where pedestrians must pass under I-880 and the elevated BART tracks to access the station and nearby parking lots and housing.			X	X				X	X	X	X	X	
<b>Addressing Brownfield Sites</b>														
	<b>Grants and Loans-1:</b> Although the current EPA Revolving Loan Fund program is presently exhausted, the City should continue to monitor the availability of funds from this source over time, and remain poised to take advantages of this source of funds at such time as the Fund may be replenished.	Yes			Throughout				X				X	X
	<b>Grants and Loans-2:</b> Continue brownfield clean-up efforts through to completion, securing the necessary funds through to remediation and reuse.	Yes	X		X	X	X		X	X	X	X	X	X
	<b>Grants and Loans-3:</b> Target future grant and loan applications for brownfield redevelopment efforts necessary to ready West Oakland Opportunity Sites for new development. Shorter-term remediation needs may be prioritized at the following locations: - West Oakland BART Station TOD sites - Sites where current recycling operations are anticipated to relocate to the former Oakland Army Base, creating new development opportunities, and	Yes	X		X				X			X	X	X
	<b>Polanco Act-1:</b> Actively follow and lobby for new state legislation enabling the City, as successor agency to the Oakland Redevelopment Agency, to assume Polanco Act authority.	Yes		X	X				X				X	
	<b>Polanco Act-2:</b> Consider use of Polanco Act powers more rigorously than has been used in the past.		X		X	X			X			X	X	
	<b>Brownfield Investment-1:</b> Provide developers willing to conduct brownfield remediation efforts with immunity from liability, using the state Land Reuse and Revitalization Act.	Yes	X		X	X	X					X	X	X
	<b>Brownfield Investment-2:</b> Speed up the regulatory oversight processes using such programs as DTSC's Voluntary Cleanup Program.	Yes	X		X	X	X		X			X	X	X
	<b>Brownfield Investment-3:</b> Provide assurance that human health and environmental resources will be protected without needlessly delaying future construction and development projects by implementing institutional controls such as through the City's Permit Tracking System (PTS) and by considering reinstating the Urban Land Redevelopment (ULR) Program. The ULR Program is not active at this time, but had been operating through the Oakland Fire Department and was specifically intended to clarify environmental investigation requirements and establish Oakland-specific cleanup standards to be met.	Yes		X	X				X		X		City Planning and Zoning, Fire Department	
	<b>AB 440-1:</b> Consider use of the tools and powers authorized under AB 440 more rigorously than the former Redevelopment Agency had used similar Polanco Act powers in the past.	Yes	X		X				X				X	
	<b>AMCO Superfund Site-1:</b> Coordinate with the US EPA to ensure that remediation plans for this site anticipate and allow for future residential use. The former AMCO property is located on a block that is planned as a transition zone between the West Oakland BART Station TOD and the core residential area of the South Prescott neighborhood.	Yes		X	X		X		X	X	X	neighbors and developers	X	US EPA
	<b>AMCO Superfund Site-2:</b> Recognize that cleanup activities at the site may influence how this site may ultimately be developed, and may potentially include targeted land use restrictions to ensure protection of human health and the clustering of long-term remedial features which may be needed on an on-going basis. Options may include restricting any residential uses on the ground floor, while allowing upper story residential uses.	Yes		X	X		X		X	X	X	developers	City Planning and Zoning	US EPA
	<b>AMCO Superfund Site-3:</b> Acknowledge and accommodate long term clean-up actions, which may require phased development of the AMCO property.	Yes		X	X				X	X	X	developers	City Planning and Zoning	US EPA
	<b>Facilitate CEQA-1:</b> Work with other federal and state agencies to remove from active data bases those sites which have been fully remediated and closed such that they no longer automatically trigger the need for an EIR.		X		X				X				City Planning and Zoning	regulatory oversight agencies
	<b>Facilitate CEQA-2:</b> Rely on the EIR prepared for this Specific Plan to the greatest extent legally appropriate for the CEQA review of hazardous materials sites within West Oakland.	Yes	X		X		X		X				City Planning and Zoning	

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	<b>Facilitate CEQA-3:</b> Defer to existing regulations and the City of Oakland's Standard Conditions of Approval and Uniformly Applied Development Standards as necessary and appropriate mitigation as a means to streamline subsequent environmental reviews.	Yes	X		Throughout				X				City Planning and Zoning	
	<b>Reduce Exposure-1:</b> Retain commercial and/or industrial land use designations on those sites which have been remediated, but only to commercial/industrial standards, and limit the exposure of sensitive land uses by restricting or limiting new residential development at those sites known to have been previously environmentally contaminated.	Yes	X		Throughout								City Planning and Zoning	
	<b>Reduce Exposure-2:</b> Identify additional steps that may be necessary to further investigate and potentially remediate sites proposed for more sensitive uses			X	Throughout				X	X	X	X	X	X
	<b>Reduce Exposure-3:</b> Recognize that certain sites carry deed restrictions which prevent development of more sensitive (e.g., residential) land uses. Restrict development of more sensitive (e.g., residential) land uses on those sites which carry deed restrictions prohibiting such uses. If sensitive uses are proposed on such sites, additional remediation requirements will be required.	Yes	X		X				X				Developers	City Planning and Zoning
	<b>Reduce Exposure-4:</b> Acknowledge the longer-term development phasing requirements associated with certain sites that have lengthy site characterization and remediation programs,	Yes	X			X	X						X	City Planning and Zoning
	<b>Ind./Res. Interface-1:</b> Encourage the relocation of those types of land use which are known to generate toxic hazard concerns (i.e., waste recycling operations, heavy truck-dependent uses, and large quantity generators of hazardous materials) to alternative locations outside of and distant from residential neighborhoods.	Yes	X		X	X							X	City Planning and Zoning, Economic Development
	<b>Ind./Res. Interface-2:</b> To ensure that new industrial and commercial development which may use or generate hazardous materials provides appropriate buffers between adjacent sensitive uses, the City should retain, modify as appropriate, and rigorously enforce the current 5-19 Health and Safety Protection Combining Zone regulations.	Yes	X		X				X					City Planning and Zoning
	<b>Ind./Res. Interface-3:</b> Continue to implement those regulatory mechanisms which seek to minimize the potential for spills and contamination of soils and groundwater. Under such regulations, any new use which handles or generates hazardous materials must submit a Hazardous Materials Business Plan for review and approval by the Fire Department, Hazardous Materials Unit. The purpose of the Hazardous Materials Business Plan is to ensure that employees are adequately trained to handle the materials, provides information to the Fire Department should emergency response be required, and includes an emergency response plan including employee training information.	Yes	X		Throughout				X	X	X	X	Fire Department, Hazardous Materials Unit	
<b>Market Analysis</b>														
<b>Targeting Selected Business Types</b>														
	<b>Revitalize-1:</b> Encourage Reuse of Existing Buildings, Particularly Initially. Focus initial economic development activities on intensification of business activities in existing industrial buildings. The existing building stock provides a resource for attracting new businesses, particularly initially, and should be retained and reused for new business uses as much as possible.	Yes	X		X								X	X
	<b>Revitalize-2:</b> Encourage Lower Intensity New Development. Encourage lower-density new development of light industrial/flex and studio space in infill locations. Such development is likely to be in smaller, one- to two-story buildings with surface parking.	Yes	X		X	X							X	X
	<b>Revitalize-3:</b> Undertake Improvements to Remove Constraints to Business Growth and New Development. Improvements in the area as identified in other chapters of the Plan will remove obstacles and enhance the desirability of the area for business growth and new development. (See Chapter 7: Obstacles to Community & Economic Development.)		X		X	X			X	X	X	X	X	X
	<b>Revitalize-4:</b> Identify Location Options for Heavier Industrial Uses. There is a need to identify location options for heavier industrial and truck-intensive businesses. Such businesses contribute to the economy, provide jobs, and support nearby Port operations. Their relocation could retain business activities and jobs within Oakland, while providing sites for new development and business activities within West Oakland. The land use policies of the Plan (see Chapter 7) identify heavier industrial and truck-intensive uses as permitted uses in the 3rd Street Area because of its proximity to the freeway, the Port, and designated city truck routes.		X		X	X			X					X
	<b>Revitalize-5:</b> Capitalize on West Oakland sites that become vacant by the relocation of heavier industries to other areas outside of West Oakland (see strategies in Chapter 4: Land Use).		X		Work with property owners to guide new development of vacated sites towards compatible uses which add value, lessen environmental impacts and increase local jobs	Designate key sites (as shown on the Land Use Overlay Diagram) where new development of more intensive business and industrial uses can be targeted for either the near- or mid-term.	Retain certain Opportunity Sites which have strong locational advantages and large site areas, but where existing buildings currently accommodate on-going businesses, for higher intensity development in the longer term.		X				X	X
	<b>Revitalize-6:</b> Discourage Land Speculation through a Clear Delineation of Industrial Land Use Designations, Policies, and Regulations. Except in the few instances identified in this Plan, retain the Business Mix/Light Industrial land use designations and the industrial zoning in West Oakland and continue to prohibit residential development of commercial/industrial sites.	Yes	X		Throughout				X					X
	<b>Revitalize-7:</b> Refine Commercial/Industrial Land Use Policies and Zoning to Encourage a Subarea Approach. The various targeted market sectors differ in densities of development and the rents and land prices they support. Thus, revitalization and economic development can be facilitated by encouraging different sectors/segments in different subareas of the opportunity areas. See Chapter 4 for discussion of land use and zoning overlays that create subareas.		X		Throughout				X					X

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	<b>Revitalize-8:</b> While Allowing Some Flexibility, Provide More Definitive Rules for Allowable Uses, Existing Building Retention, and New Development in City Land Use Policies and Zoning. Within the subarea approach identified above, existing land use policies and zoning should be refined to be more definitive and provide greater direction and specificity to the private sector, with the objective of facilitating the desired types of economic development in West Oakland. (See Chapter 4).		X		X				X				X	
	<b>Revitalize-9:</b> Coordinate Area Improvements with Subarea Strategies for Economic Development. The subarea approach described above is intended to encourage a mix of location options (different types of space, different densities, different rents and land values) for supporting and attracting different types of businesses and job growth in the target market sectors.		X		Throughout				X				X	
	<b>Revitalize-10:</b> Continue City Outreach, Coordinate Public and Private Marketing Efforts, and Undertake Focused Strategies for Attracting Different Market Sectors. Marketing and outreach efforts led by City Economic Development staff to promote business locations, attract new businesses, and facilitate the desired commercial/industrial development in West Oakland. Grow and enhance the current City website 'www.westoaklandworks.com' as a tool for business retention, attraction and to encourage consumer access to local goods and services. Prepare marketing materials to highlight market potentials and articulate the vision for development in the Specific Plan. Coordinate and work with property owners, encourage them to be realistic about market potentials, and encourage them to invest in the area. Convene forums or smaller meetings with major property owners and developers to help facilitate redevelopment of key opportunity sites. Hold events that promote West Oakland to the different market sectors and industry groups. Undertake efforts to "brand" the area for the different market sectors and industry groups.		X		Throughout				X				Economic Development	
	<b>Urban Mfg-1:</b> Provide space and/or land at competitive rents and prices in West Oakland to enhance its attractiveness as a location for these business types	Yes			X							X		
	<b>Urban Mfg-2:</b> Invest in West Oakland's older industrial areas to modernize facilities and to improve infrastructure (see Chapter 7: Obstacles to Community & Economic Development).		X		X	X			X	X		X	X	
	<b>Urban Mfg-3:</b> Encourage light industrial/flex development and the reuse of existing buildings in City land use policies (see Business Mix Enhancement strategies in Chapter 4: Land Use).		X		X				X				City Planning and Zoning	
	<b>Urban Mfg-4:</b> Promote and brand manufacturing business activities that produce a wide range of products "Made in West Oakland", including specialized and custom products, artisanal production and industrial arts, and technology and related products. The recent "Oakland Makers" initiative is an example, focused on the arts.			X	X				Low	Low		X	X	
	<b>Const-1:</b> Provide Construction sector businesses with competitive, affordable space within existing buildings, as well as new, light industrial/flex building space	Yes			X							X		
	<b>Const-2:</b> Consider establishing a large "cluster" of construction and related businesses activities in West Oakland that could include green building and related companies; engineering, architecture, and design services; building materials sales; and manufacturing of custom and other building products for construction that are or could be provided in West Oakland. Locations in proximity could provide benefits for related businesses. They also could provide broader identity and branding for the overall group of construction-related businesses in the area, of benefit for marketing and attracting clients/customers.		X		X	X						X		
	<b>Green/Tech-1:</b> In the nearer-term, seek to attract start-up businesses and smaller companies seeking lower-cost space options as can be provided in existing buildings, in new light industrial/flex space, and in incubator facilities. (See the strategies above for green businesses in the manufacturing and construction sectors.)		X		X				X				City Economic Development	
	<b>Green/Tech-2:</b> Consider establishing and branding a cluster of "green" businesses in West Oakland as their numbers increase (see above).		X		X	X			X			X	City Economic Development	
	<b>Green /Tech-3:</b> To promote this business sector, establish relationships with University of California Berkeley, Lawrence Berkeley National Laboratory and other related energy research institutions, and seek to attract their new research facilities to specific sites in West Oakland, such as those focused on energy or the life sciences. This strategy should be coordinated with planning for science and technology district development in the Coliseum Specific Plan area, which could offer large sites for new development and seek to attract research institutions. There would still be opportunities for smaller scale development in West Oakland, in closer proximity to other related activities in Berkeley and Emeryville, and for business functions involved in manufacturing, test product design/development, and some research and development.		X		X	X			X			X	City Economic Development	
	<b>Info/Digital-1:</b> Undertake economic development strategies focus initially on smaller Information and digital media businesses and start-up, especially those seeking space in renovated, existing buildings and who desire proximity to each other to create a "cluster" of similar uses.		X		X				X				City Economic Development	
	<b>Info/Digital-2:</b> Market and promote existing underutilized buildings as viable and efficient space for incubator and co-working space options, including studios and small offices. Encourage the development of incubators for the information and digital media industry group with proximity to artisans and artisans and craftspeople, and where small start-up businesses can share facilities and equipment.	Yes	X		X				X			X	City Economic Development	
	<b>Info/Digital-3:</b> Hold events and promote West Oakland as an interesting and "edgy" urban location for start-ups and other small companies, particularly those involved in digital media, software, and creative endeavors in recording, video/film, and multi-media productions. Coordinate citywide strategies to differentiate the attractions for this sector in West Oakland from those in Downtown Oakland where segments of the sector are also located.		X		X				X			X	City Planning and Economic Development, and others	
	<b>Info/Digital-4:</b> Spearhead efforts to expand delivery and services of contemporary information infrastructure technology needed to support the information and digital media market sector. Also, reinforce safety and security in the area in ways that acknowledge the risk of high value equipment storage.		X		X	X			X	X		digital media and broadband companies	X	
	<b>Bio Sci-1:</b> Attract start-ups and smaller companies in the life sciences that are seeking lower-cost, lower density space in proximity to similar activities in Emeryville. Start-ups grow over time and help attract other companies to the area.		X			X			X			real estate agents, brokers, etc.	City Economic Development	
	<b>Bio Sci-2:</b> Attract segments of the sector involved in manufacturing, such as medical device or medical research tools and supplies that could benefit from proximity to larger biotech companies and facilities nearby in Emeryville, Berkeley, and San Francisco. Seek to attract activities associated with nearby medical centers, in particular Children's Hospital Research Institute (CHORI).		X			X			X			real estate agents, brokers, etc.	City Economic Development	

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<b>West Oakland Specific Plan: Implementation Strategy Matrix</b>															
	<b>Bio Sci-3:</b> Position West Oakland to attract a share of the demand in this sector once the existing and already-established Emeryville and Berkeley areas are more fully developed, and as an extension of Emeryville development. Pursue the possibility of partnerships with key development players in Berkeley/Emeryville (U.C. Berkeley, LBNL, developers) to encourage interest in extending development into West Oakland. In addition to smaller companies, start-ups, and primarily manufacturing companies, attempt to attract larger companies and/or research institutions for campus development on the larger opportunity sites. Improvements over time to the infrastructure, safety, and amenities in the area are important for attracting these types of uses in the future.			X									X	X	
	<b>Bio Sci-4:</b> Coordinate citywide strategies for the attraction of this sector. As currently being planned, larger campus development including major research institutions are targeted for development in a new science and technology district and business park in the Coliseum/Airport Area. If developed, the strategy for West Oakland should be to use its proximity to Emeryville/Berkeley and to Oakland medical centers/CHORI for attracting smaller companies, start-ups, manufacturing companies, and other business activities in this sector that value such proximity.		X		X								real estate agents, brokers, etc.	City Planning and Economic Development, and others	
<b>More Retail Opportunities</b>															
	<b>Grocery-1:</b> Identify multiple sites for smaller grocery, notwithstanding the fact that traditional grocers are moving towards larger store sizes.		X		X									City Planning and Zoning	
	<b>Grocery-2:</b> Identify appropriate sites for a conveniently located, full-scale grocery store.		X		X									City Planning and Zoning	
	<b>Comparison Goods-1:</b> Specifically target adequate land area to accommodate approximately 153,000 square feet of new retail space, which the economic analysis shows as being supportable by the currently lost "leakage" in comparison goods sales (the apparel, general merchandise, specialty and home improvement categories).		X		X								X	City Planning and Economic Development, and others	
	<b>Comparison Goods-2:</b> Identify sites with good regional access near the freeway or on major arterials for large-format comparison goods stores. Like the stores on the Oakland side of the East Bay Bridge Shopping Center, such stores would not be limited in their retail sales potential to just sales to West Oakland's small population base		X		X								X	City Planning and Economic Development, and others	
	<b>Employee-Based Retail-1:</b> Identify sites which have the best market opportunity for successful smaller restaurants. These sites are located near employment centers such as on 7th Street near the Post Office, and near the Port (similar to Nellies Soul Food).		X		X								X	City Planning and Economic Development, and others	
	<b>Future Retail-1:</b> Identify locations and ensure that these sites are appropriately zoned to accommodate a variety of retail space that can capitalize on the spending potential of the projected increases in population and employment envisioned under this Plan.		X		X	X							X	City Planning and Economic Development, and others	
<b>Residential Development Potential</b>															
	<b>Reuse and Intensify-1:</b> Continue preservation and enhancement efforts in West Oakland's residential neighborhoods through preservation and rehabilitation of historic buildings, infill development on vacant parcels with new housing at compatible scales, and improved streetscapes.	Yes	X		Throughout					X	X		X	X	
	<b>Reuse and Intensify-2:</b> Revitalize and enhance the existing Oak Center, Prescott, Hoover and Clausen neighborhoods; this may be a long-term, evolutionary process that will vary according to the circumstances of the existing development pattern and size of parcels.	Yes	X		Throughout					X	X		X	X	
	<b>Diversified Opportunities-1:</b> Capture a large share of the transit-convenient housing market by developing the West Oakland TOD. The City has already established several parameters needed to ensure that such a development will be successful,		X		X					X	X	X	X	X	X
	<b>Diversified Opportunities-2:</b> Identify appropriate new sites in West Oakland which are near existing residential neighborhoods, parks and other neighborhood services, and that are able to accommodate new mid-rise residential development.		X		X					X				City Planning and Economic Development	
	<b>Diversified Opportunities-3:</b> Revitalize major arterial corridors such as San Pablo Avenue and 7th Street by creating new opportunities for urban, mixed-use districts with residential uses above ground-floor, neighborhood-serving commercial use.		X		X	X				X			X	X	
	<b>Expanded Markets-1:</b> Capture a greater share of artists and other alternative households that are currently attracted to West Oakland's relatively low housing prices compared to other central Bay Area options.		X		X					X			real estate agents, brokers, etc.	City Planning and Economic Development, and others	
	<b>Expanded Markets-2:</b> Attract more of the former San Francisco renters who are looking to relocate in order to find more affordably priced for-rent or for-sale units.		X		X					X			real estate agents, brokers, etc.	City Planning and Economic Development, and others	
<b>Land Use</b>															
<b>Industrial Land Use &amp; Job Retention</b>															
	<b>Industrial Land Retention-1:</b> With limited exceptions as specifically provided under this Plan, prohibit the expansion of residential and live/work uses into the business and industrial areas of West Oakland so as to encourage business development and job growth.	Yes	X		Throughout					X				City Planning and Zoning	
	<b>Industrial Land Retention-2:</b> Retain the entirety of the 39 acres of land currently zoned M-30 within the 3rd Street Opportunity Area for industrial and business purposes.	Yes	X		Throughout					X				City Planning and Zoning	
	<b>Industrial Differentiation-1:</b> Retain viable older industrial space and facilitate more intensive use of existing facilities. Intensified business activities in existing buildings can lower vacancies and increase utilization		X		Throughout					X				City Planning and Zoning	
	<b>Industrial Differentiation-2:</b> Identify specific sites that are either vacant or which contain derelict and non-viable buildings for new, smaller-scale industrial space		X		Throughout					X				City Planning and Zoning	
	<b>Industrial Differentiation-3:</b> Identify specific sites that are appropriate, based on large parcel sizes, highly prominent locations, or future economic opportunities for new, larger-scale industrial, business or institutional developments		X		Throughout					X				City Planning and Zoning	
	<b>Industrial Zoning Update-1:</b> Rezone the current M-30 zoning that is applicable to certain parcels in the 3rd Street Opportunity area that are also within the Estuary Policy Plan Area to CIX-1.		X		X					X				City Planning and Zoning	

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<b>Jobs Resource Center-1:</b> The mission of the anticipated Job Resource Center should be more broadly defined as facilitating preparation and placement of traditionally disadvantaged workers throughout the industrial employers in all of West Oakland, starting with the construction sector in the short-term, and in other, more widely dispersed industrial sectors in the long-term.			X		X	X			X				X	
<b>Opportunity Area Land Use Policies</b>														
<b>M/WG 1A-1:</b> Implement planned streetscape improvements for Adeline Street (see also Chapter 5.1: Complete Streets), creating a catalyst for new development opportunity and generally improving the industrial/residential edge of the Subarea 1A.		Yes	X		X				X	X	X		X	X
<b>M/WG 1A-2:</b> Support implementation of planned "pipe-line" residential projects along the eastern side of Adeline Street just south of 26th Street, and provide for the infill of smaller, remaining residential properties parcels with single-family homes and townhomes between Adeline and Magnolia in the area north of 28th Street.		Yes	X		X	X			X			X		
<b>M/WG 1A-3:</b> Focus initial revitalization efforts on intensification of use and infill of existing underutilized older warehouse space, especially within the more notable larger structures.		Yes	X		X				X			X	X	
<b>M/WG 1A-4:</b> Seek redevelopment of those vacant, blighted and highly underutilized properties throughout Subarea 1A. Attract traditional light industrial and business uses, similar to the types of uses already well-established in this area, and discourage heavy industrial development between Adeline Street and Magnolia Street			X		X				X			X	X	
<b>M/WG 1A-5:</b> Capitalize on the expected relocation of the recycling operations currently at Opportunity Sites # 2, #11 and #19 (Custom Alloy Scrap Sales) to the former Oakland Army Base, by redeveloping this property with new, higher intensity business and light industrial uses. Work with the property owner(s) to establish a master plan for the property which can accommodate an incremental expansion of building space and uses,				X	In the early phases of development at this site, expect new development to consist of 2- to 3-story buildings with surface parking, used primarily by light industry, custom manufacturing and other similar types of uses. As market potential and transit service improves, mid-rise development (up to 6 stories high, surface parking converted to structured parking) is expected, with buildings that form an urban street edge along 26th, 28th and Peralta Streets.				X	X		Work with the property owner(s) to establish a master plan for the property which can accommodate an incremental expansion of building space and uses.		
<b>M/WG 1A-6:</b> As revitalization efforts generate more business interest, look to redevelop the existing building at the northeast corner of Mandela/West Grand. This is a prominent, gateway site into Subarea 1A.				No	In the early phases of development at this site, expect new development to consist of 1- to 2-story buildings with an internal surface parking court, used primarily by light industrial, custom manufacturing and other similar types of uses. As market potential builds over time and as the transit service along Mandela Parkway is enhanced, new mid-rise development is expected				X	X		The City should seek a master plan for these properties which can accommodate an incremental expansion of building space and use.		
<b>M/WG 1B-1:</b> Encourage the owner or the tenant of the unique Nabisco/National Cereals building to make exterior improvements to that building to clean up exterior of the site.				X	X				X	X	X	X	X	
<b>M/WG 1B-2:</b> Seek opportunities to relocate the recycling operation that currently exists to the north of Wade Johnson Park. If relocation can be accomplished, redevelopment of this site should accommodate new, smaller-scale light industrial and business uses and should include an open space or other appropriate buffer adjacent to the park.				X	X	X			X	X		X	X	
<b>M/WG 1B-3:</b> Work with the property owner and current artist tenants at the American Steel/Pacific Pipe properties (Opportunity Site #5) to establish a long-term vision for these properties. Seek opportunities to more intensively utilize these properties, accommodate existing arts uses, and allow for incremental intensification of land use at this site.				No	use the existing building space within the American Steel building to increase the number of multi-tenant studio and custom manufacturing spaces.	As demand for the arts industry space increases, create additional multi-tenant custom manufacturing, studio and creative office space within the adjacent Pacific Pipe building.	Consider replacing the existing Poplar Warehouse building on the American Steel site with a higher intensity use, including a mid-rise building functionally integrated with the larger American Steel structure.		X	X	X	X	X	X
<b>M/WG 1C-1:</b> Focus initial revitalization efforts throughout the northwest portion of this Subarea on intensification of use and infill of existing underutilized older warehouse space, and on the redevelopment of vacant, blighted and highly underutilized properties.		Yes	X		X				X	X		X	X	

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<b>M/WG 1C-2:</b> Capitalize on the expected relocation of existing recycling facilities currently operating at Opportunity Sites #4, #6 and #13 (Custom Alloy Scrap Sales and California Waste Solutions) to the former Oakland Army Base, and redevelop these properties with new, higher-intensity commercial business and light industrial uses.			No					X	X	X			Work with the property owner(s) to establish a master plan for the property which can accommodate an incremental expansion of building space and uses.
<b>M/WG 1C-3:</b> Market and support the establishment of a new catalyst site for large-format retail development near the Oakland/Emeryville city limit line along Mandela Parkway near the I-580 overpass.			X		X			X	X	X	X	X	
<b>M/WG 1D-1:</b> Implement the already approved and pipeline residential development projects at Wood Street and at 2001 Peralta. Development of these projects more firmly establishes a residential land use pattern south of Raimondi Park.	Yes	X		X	X				X	X	X	X	
<b>M/WG 1D-2:</b> Amend the current General Plan land use designation and re-zone the two blocks bounded by 17th Street, 18th Street, Wood Street and Campbell Street, the adjacent south block face on 17th Street between Willow Street and Campbell Street, and the two south blocks bounded by 17th Street, Wood Street, 15th Street, and Willow Street, to permit housing and business mix use.		X		X				X				X	
<b>M/WG 1D-3:</b> Focus business and industrial revitalization efforts for the area generally south of 17th Street on intensification of existing underutilized older buildings and warehouses, and on the redevelopment of vacant, blighted and highly underutilized properties.		X		X				X	X		X	X	
<b>M/WG 1D-4:</b> Redevelop and improve the large properties between Raimondi Park and West Grand Avenue (Opportunity Sites #6, #13 and #14) to signify this area as an important gateway to and from West Oakland, with attractive and inviting space and an improved overall image.			No	In the short term, allow the existing large Primary Steel and Horizon Beverage warehouse buildings to accommodate new business uses, focusing on use types that have large employment potential for blue-collar, green-collar and service-based jobs.				X	X	X	X	X	Consider replacing the existing warehouse buildings with higher intensity use. One option would be development of new, mid-rise buildings that provide for higher intensity light industrial and business uses. Another option for these Opportunity Sites would be development of a large format retail anchor.
<b>7th Street TOD Land Use-1:</b> Select a site with immediate proximity to the West Oakland BART Station (preferred location is at Opportunity Site #24) which can serve as the catalyst, first-phase development of the TOD.	Yes	X		The first-phase development site should be large enough to represent a major first step toward the full TOD development.				X	X	X	X	X	X
<b>7th Street TOD Land Use-2:</b> A new West Oakland BART Station parking garage is recommended to free up additional land for development.			X	X	X			X	X	X	X	X	X
<b>7th Street TOD Land Use-3:</b> The second phase of TOD development is expected to be a new primarily residential building with ground floor commercial space on 5th Street, between the BART garage and the first phase building.	Yes		X		X			X	X	X	X	X	X
<b>7th Street TOD Land Use-4:</b> Completion of the new BART garage will leave several new development sites (the remaining portions of Opportunity Sites #24 and #25, as well as Opportunity Sites #23 and #33) along 5th and 7th Streets.	Yes		X		X			X	X	X	X	X	X
<b>7th Street TOD Land Use-5:</b> New residential or office towers might be placed atop the BART parking garage. The roof of the BART garage not occupied by towers could be a green roof, providing open space for residents or tenants of these buildings.			X		X	X		X	X	X	X	X	X
<b>7th Street TOD Land Use-6:</b> Plazas and open space would contribute to a secure and aesthetically pleasing pedestrian experience at and around the BART Station TOD.	Yes		X	Throughout				X	X	X	X	X	X
<b>7th Street TOD Non-Residential-1:</b> The TOD land use scenario should include one or more new office buildings at the 7th Street/Mandela Parkway entrance to the TOD.	Yes		X	X	X			X	X	X	X	X	X
<b>7th Street TOD Non-Residential-2:</b> Commercial and office space is critical in establishing this area as an active, 24-hour community. Uses that are specifically desired and which should be actively sought include grocery stores, restaurants, night clubs, neighborhood-serving retail shops, food and beverage sales, and professional services, but should also include galleries and "making" places (uses typically viewed under land use regulations as custom manufacturing).			No	Throughout				X	X	X	X	X	X

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	<b>7th Street TOD Env-1:</b> New residences within the West Oakland BART Station TOD project will be subject to Title 24 of the California Code of Regulations, which requires an interior noise standard of 45 dBA DNL in any habitable room, and requires an acoustical analysis demonstrating how dwelling units have been designed to meet this interior standard. To meet the interior standard of DNL 45 dBA, a noise level reduction of up to nearly 35 dBA will likely be necessary from the exterior façades of the buildings facing towards the I-880 freeway and BART tracks and station.			X	Throughout				X	X	X	X	X	X
	<b>7th Street TOD Env-2:</b> The West Oakland BART TOD project's new buildings are expected to provide a noticeable and significant noise buffer between portions of both the freeway and the BART tracks, and existing residential neighborhoods. The noise attenuation benefits from these building should be fully considered in final designs for these structures.			X	Throughout				X	X	X	X	X	X
	<b>7th Street TOD Env-3:</b> BART should consider a number of potential noise reduction strategies that would have significant benefit to the surrounding existing community as well as for the new residential and commercial buildings anticipated by this Specific Plan.			X	X			X	X	X		X	BART	
	<b>7th Street TOD Env-4:</b> New development of all sensitive receptor uses at the West Oakland BART Station TOD sites must mitigate the anticipated health risks and air quality hazards at this location through implementation of Best Management Practices (BMPs) for air quality			X	Throughout				X	X	X	X		
	<b>7th Street TOD Env-5:</b> Consistent with any development projects in the City of Oakland, new development at the West Oakland BART Station TOD will be required to comply with local, State and federal regulations for the treatment, remediation and disposal of contaminated soil or groundwater such that hazards to the public and the environment from hazardous materials sites would be less than significant.	Yes	X		Throughout				X	X	X	X	regulatory oversight agencies	
	<b>7th Street TOD Env-6:</b> The presence of contamination from the former AMCO Chemical/DC Metals site may affect land use choices for the TOD development.			X	Interim, and potentially long-term use of portions of the TOD site nearest the known source of contamination at the former AMCO Chemical/DC Metals site should be considered for use as an open space area. Long-term remedial features may create constraints on future use				X	X	X	developers	X	US EPA
	<b>7th Street Corridor-1:</b> Activate 7th Street with enhanced streetscape and retail activity.	Yes	X		X	X			X	X		developers	X	
	<b>7th Street Corridor-2:</b> The 7th Street corridor contains a small designated S-7 historic district of three parcels on the 1600 block of 7th Street, as well as other scattered survivors of the early commercial strip, all of which are likely candidates for expansion of the S-7 Preservation Combining Zone. Special care should be used when considering reuse and development at and adjacent to these sites.	Yes		X	Throughout				X	X	X	X	X	X
	<b>7th Street Corridor-3:</b> Should the Oakland Main Post Office on 7th Street relocate or cease operation, seek reuse of this site for alternative uses that support the community, such as reestablishment of the former internal street grid south of 7th Street and new lower-scale residential development that is compatible with the South Prescott neighborhood.			X		X			X	X	X	X	X	X
	<b>7th Street Lower Pine-1:</b> The vacant parcels fronting onto the west side of Pine Street are appropriate for small-scaled, low-density residential and live/work buildings, compatible in scale and character with the adjacent residential neighborhood.			X	X	X			X	X	X	X	X	X
	<b>7th Street Lower Pine-2:</b> Sites adjacent to the I-880 freeway should be utilized for new light industrial and business uses.			X	X	X			X	X	X	X	X	X
	<b>3rd Street-1:</b> Because this area has a long history of heavier industrial uses which provide essential services to the adjacent Port (i.e., recyclers, truck-dependent uses, etc.), maintain space for these Port-serving industrial uses, while seeking to accommodate and blend these older uses with newer, more vibrant yet compatible light industrial and manufacturing uses.	Yes	X		Throughout			none				X	X	
	<b>3rd Street-2:</b> Capitalize on this area's proximity to the Port of Oakland and the regional freeway network with targeted infill of vacant and underutilized sites as locations for new businesses that reflect the existing mix of uses in the area.	Yes	X		X	X			X			X	X	
	<b>3rd Street-3:</b> Further the adaptive reuse of older industrial buildings which retain or can regain their original industrial architectural characteristics with newer and more vibrant uses.	Yes		X	Throughout				X	X		X	X	X
	<b>3rd Street-4:</b> Work with AC Transit and other transit service providers to enhance transit service to this area, potentially including a secondary connection or loop down 3rd Street.			X	X	X			X	X	X		X	AC Transit
	<b>3rd Street-5:</b> Opportunity Site #35 (nearly 11 acres of underutilized, centrally located property east of Market between 3rd and 5th Streets) will benefit from improved transit to become more viable as a destination commercial/industrial site that can realize a higher intensity of development than many of the surrounding properties.			X	Development of this site is envisioned to occur in an incremental fashion, generally dictated by market demand forces. First-phase development would likely include new low-rise buildings with surface parking, but designed to grow over time				X	X		X	X	
	<b>3rd Street-6:</b> Continue to prohibit new residential development in this Opportunity Area as an incompatible land use which could adversely affect the operations of existing and future industrial uses.	Yes	X		Throughout				X				X	
	<b>3rd Street-7:</b> Reflect the potential for heavy truck usage in the area by instituting land use provisions that allow for significant truck activity.	Yes	Yes		Throughout				X				X	
	<b>San Pablo-1:</b> Encourage the creation of a new mixed-use commercial/residential catalyst development at the south end of the San Pablo corridor (Opportunity Site #37), replacing smaller and underutilized light industrial and surface parking with a strong retail-based anchor development.			X	X	X			X	X	X	X	X	
	<b>San Pablo-2:</b> Create a second mixed-use catalyst site at the north end of the San Pablo corridor (Opportunity Site #36), replacing smaller and underutilized light industrial and surface parking with a strong retail-based anchor development.			X	X	X			X	X	X	X	X	
	<b>San Pablo-3:</b> With new retail anchors at either end of the corridor, San Pablo Avenue can re-emerge as a thriving neighborhood-serving retail corridor and the numerous smaller vacant and underutilized sites in between will be more likely to infill with similar types of development. The two anchor development Opportunity Sites can serve as gateways with streetscape and pedestrian amenities and improved roadway sections.			X		X	X		X	X	X	X	X	
	<b>San Pablo-4:</b> Adaptively reuse and revitalize the historic hotels at the south end of San Pablo with newer and more vibrant mixed-use development.			X		X	X		X	X	X	X	X	
	<b>West Grand/Market-1:</b> Redevelop the existing shopping center on the south side of West Grand Avenue to make full use of the potential of this site to serve as a retail node for the surrounding neighborhood. New buildings should form an urban street edge along West Grand Avenue.			X	X	X			X	X	X	X	X	

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<b>West Oakland Specific Plan: Implementation Strategy Matrix</b>															
<b>West Grand/Market-2:</b> Create retail synergy by promoting redevelopment of the property northwest of the shopping center between Myrtle and Filbert Streets (Opportunity Site #22) for a major new grocery store.				X	X	X			X	X	X	X	X		
<b>New Land Use Policies</b>															
The land use strategies and policies listed in Chapter 4.8 (New Land Use Policies) of the West Oakland Specific Plan are intended to apply primarily to those areas in West Oakland identified as "Opportunity Areas". Outside the Opportunity Areas, this Specific Plan only proposes those General Plan and Zoning changes that will help to establish more identifiable borders between the established residential neighborhoods, and the industrial and intensive commercial business areas; prevent new land use incompatibilities that might adversely affect existing neighborhoods; and restore neighborhoods at the residential/ industrial interface. These policy and regulatory strategies are fully described in the Specific Plan and, if the Plan is approved, would be brought forward for individual City approvals immediately following. The timing would be immediate, there would be no hard costs associated with these planning actions, and they would be initiated by Planning and Zoning staff.															
The Design Guidelines proposed pursuant to the West Oakland Specific Plan are intended to apply primarily to those areas in West Oakland identified as "Opportunity Areas". These design guidelines are fully described in the Specific Plan and, if the Plan is approved, would be approved and implementation would begin with each subsequent development proposal. The timing would be immediate, there would be no hard costs associated with these planning actions, and they would be initiated by Planning and Zoning staff.															
<b>Circulation</b>															
<b>Complete Streets</b>															
<b>Complete Streets-1:</b> Ensure adequate capacity and safety on those arterial streets that serve the planned intensification of land use within West Oakland by committing only the necessary right-of-way necessary to accommodate vehicle movement, transit, bicycle, and pedestrian uses. These arterial streets include Mandela Parkway, West Grand Avenue, 7th Street, 5th Street, Union (south of 7th Street), Adeline (south of 7th Street), Market Street, San Pablo Avenue, and 27th Street.		Yes	X		X				High	Moderate	Moderate	High		x	x
<b>Complete Streets-2:</b> Improve existing connections across or under freeways to activity centers, in particular on Mandela Parkway at I-580 and on West Grand Avenue at I-980, using lighting, public art, way-finding signage, acoustics, and other design features.				X	X	X			High	Moderate	High	Moderate	x	x	x
<b>Complete Streets-3:</b> Work with the Port to develop strategies to prioritize freight movement for arterial corridors outside of the West Oakland residential areas.		Yes	X		X				Moderate	Moderate	Low	Moderate	x	City, Port	x
<b>Complete Streets-4:</b> In coordination with transit agencies, promote traffic calming strategies in residential neighborhoods and within each Opportunity Area to improve safety, discourage truck travel off designated routes, encourage alternative travel modes and improve the attractiveness of the area.			X		X				Moderate	Low	Low	Moderate	x	x	Transit agencies, outside funding
<b>Complete Streets-5:</b> Should the California Waste Solutions recycling facility on Pine Street relocate to the former Army Base property as anticipated, explore removing the 10th Street barricade that currently blocks access to Frontage Road from Wood Street as part of the existing recycling operations.				X	X	X			Moderate	Moderate	Moderate	None		x	
<b>Streetscapes-1:</b> Fully implement the improvements identified in various Streetscape Master Plans that the City has already prepared, including the following: Martin Luther King Jr. Way and Peralta Street Streetscape Master Plan, 7th Street Conceptual Urban Design Plan.		Yes	X		X	X			Moderate	Moderate	Moderate	Moderate		x	
<b>Streetscape-3:</b> Develop and implement similar arterial streetscape master plans for other important arterials in West Oakland. Priority streets recommended for additional streetscape programs include the northern section of Mandela Parkway from 32nd Street to the Emeryville city limit line, West Grand Avenue, San Pablo Avenue, and Market Street.				X		X			Moderate	Moderate	Moderate	Moderate		x	
<b>Streetscape-4:</b> Prioritize the development of local streetscape improvement plans, including lights, trees, bulb outs, sidewalks, etc., on Mandela Parkway from 7th to 8th Street; 8th Street from Union to Mandela and from Williams to Wood Street; and Wood Street from 7th to 8th Street.				X		X			Moderate	Moderate	Moderate	Moderate		x	
<b>Streetscape-5:</b> Improve the streetscapes of other neighborhood local streets as development occurs. Throughout West Oakland, new development projects should include incremental improvements to the streetscapes of the local streets which they abut. Such capital improvements should include funding for operations and maintenance.				X		X			Moderate	Moderate	Moderate	Moderate		x	
<b>Streetscapes-6:</b> Use part of the City's 1.5% Public Art Ordinance and seek additional funding sources to incorporate public art into the pedestrian network.		Yes	X		X	X				X	X	X		X	X
<b>Pedestrian-1:</b> Promote street right-of-way design standards that make walking convenient and enjoyable.		Yes	X		X					X			X	X	
<b>Pedestrian-2:</b> Promote land use and site design that makes walking convenient and enjoyable.		Yes	X		X					X			X	X	
<b>Pedestrian-3:</b> Encourage the development of pocket parks, plazas and infill development opportunities where the street pattern has created small, angular or otherwise unbuildable parcels and large leftover paved areas. Explore opportunities for street vacations in these areas to make larger sites suitable for development opportunities.			X		X	X				X	X	X	X	X	
<b>Pedestrian-4:</b> Maintain a complete sidewalk network free of gaps by implementing the City's Pedestrian Master Plan to ensure that all streets have continuous sidewalks conforming to ADA standards.		Yes	X		X	X				X	X	X	X	X	X
<b>Pedestrian-5:</b> Improve pedestrian safety at street crossings, particularly at locations with high pedestrian activity. Design and improvements can enhance pedestrian safety.				X	X					X	X		X	X	X
<b>Pedestrian-6:</b> Improve pedestrian connections between activity centers				X	X	X				X	X	X		Safe Routes to School	BART
<b>Bicycle-1:</b> As indicated on the Bicycle Master Plan and in coordination with transit agencies, seek to implement the Class 2 bicycle lanes indicated throughout West Oakland to provide a safer and more fully connected bicycle network			X		X					X	X			X	Transit agencies, outside funding
<b>Bicycle-2:</b> Improve bicycle connections from West Oakland to the surrounding regional bike and pedestrian network.		Yes	X		X					X	X			X	
<b>Bicycle-3:</b> Make bicycle riding more safe, secure and convenient.		Yes	X		Throughout										
<b>Truck Traffic-1:</b> Maintain those truck routes necessary to serve Port of Oakland activities, but prohibit additional encroachment of truck routes into West Oakland neighborhoods.		Yes	X		Throughout					X				City and Port	
<b>Truck Traffic-2:</b> Relocate truck parking and services (including food and restrooms) from West Oakland neighborhoods to a consolidated site or sites in the Port/Oakland Army Base area.		Yes	X		X					X	X	X	X	City and Port	X
<b>Truck Traffic-3:</b> Implement a traffic calming program in residential neighborhoods (that could include vehicle lane reductions, speed humps, neighborhood traffic circles, pedestrian crossing improvements, etc.), to discourage truck traffic from entering the area (see also Complete Street strategies, above).				X	X	X				X	X			X	X
<b>Truck Traffic-4:</b> Enhance truck route enforcement and education to keep trucks off of neighborhood streets.		Yes	X		X					X			X	X	X

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	<b>Truck Traffic-5:</b> Continue, expand and improve the Port's diesel truck replacement program.				Throughout							Include community and industry input	Encourage Port operations to provide sufficient staff and funding	Collaborate with Port of Oakland efforts to conduct additional research
	<b>Parking-1:</b> Provide parking consistent with the parking recommendations identified in the Land Use Element of the General Plan, and as required by Zoning Code, Chapter 17.116, but study the option of instituting maximum parking requirements/limits to encourage alternative travel modes.	Yes	X		X				X				X	
	<b>Parking-2:</b> Encourage a "park-once-and-walk" strategy on the edges of West Oakland that encourages multiple destinations within an area to be connected by pedestrian trips.			X	X	X			X			X	X	
	<b>Parking-3:</b> Ensure that all new development provides for the mitigation of potential adverse aesthetic impacts of parking.		X		Throughout				X	X	X	X	X	
	<b>Parking-4:</b> Consider implementation of a residential parking permit program as and where needed to prevent commuters from parking in residential neighborhoods.			X	X	X			X		X	residences	X	
	<b>Parking-5:</b> Reduce the current emphasis of commuter-based parking only, at the West Oakland BART Station.			X	X				X	X		developers	X	BART
	<b>Parking-6:</b> Require that any new parking be associated with new development. Do not allow additional surface lots or stand-alone garages without a concomitant increase in residences or employment that is linked to that parking.		X		Throughout				X			developers	X	
<b>Enhancing Transit</b>														
	<b>Existing Transit Enhance-1:</b> Seek and identify funding mechanisms to increase the frequency of AC Transit bus service and make other transit improvements in and through West Oakland.		X		X			Moderate	Moderate	Moderate	Moderate		x	AC Transit
	<b>Existing Transit Enhance-2:</b> Undertake station capacity improvements at the West Oakland BART Station to ensure public safety and to meet BART's performance standards.			X	X			Moderate	Moderate	High	Moderate		x	BART
	<b>Existing Transit Enhance-3:</b> Improve West Oakland BART station access and public safety at night time with an on-demand (by phone) door-to-door bus/van service to and from BART in the evenings and at night, and with improved night time lighting in the parking lots and station vicinity.			X		X		Moderate	Low	High	Moderate	x	x	x
	<b>Existing Transit Enhance-4:</b> Coordinate with AC Transit and the City of Emeryville (which received a grant) to study and consider expanded shuttle/transit service in West Oakland, similar to the Emery-Go-Round.			X	Throughout			High	Moderate	High	Moderate	x	x	AC Transit, Emeryville
	<b>Existing Transit Enhance-5:</b> As recommended in the 2006 West Oakland Community-Based Transportation Plan, work with BART to complete a BART noise study focused on the West Oakland BART station area; and develop an agreement with BART for regularly scheduled rail grinding in the West Oakland area.			X	X	X		Moderate	Moderate	Moderate	Moderate		X	BART
	<b>Enhanced Local Transit-1:</b> An enhanced system should provide fast, frequent, safe and reliable transit service in pleasant and aesthetically pleasing vehicles and facilities.			X	X			Moderate	Moderate	Moderate	Low	x	x	x
	<b>Enhanced Local Transit-2:</b> The local transit system should be composed of a network of circular routes seamlessly interconnecting West Oakland to nearby neighborhoods, job destinations, and to other city and regional transit systems.			X	X			Moderate	Moderate	Moderate	Low	x	x	x
	<b>Enhanced Local Transit-3:</b> The system should be designed to support West Oakland land uses.			X	X			Moderate	Moderate	Moderate	Moderate	x	x	x
	<b>Enhanced Local Transit-4:</b> The enhanced transit system may use one or more of the many potentially appropriate transit modes, including but not limited to local buses, rapid buses, express buses, streetcars, light rail, and additional modes.			X		X		Moderate	Moderate	Moderate	Moderate	x	x	x
	<b>Enhanced Local Transit-5:</b> To develop a fully complete and enhanced local transit service, the City of Oakland, in conjunction with AC Transit, BART, Caltrans, Emeryville, and the Port of Oakland, should undertake a West Oakland Transit Needs Study. The Study should consider the transit needs of West Oakland at intermediate stages of development, identifying technical requirements, costs and funding sources.			X		X		Moderate	Moderate	Moderate	Moderate	x	x	x
	<b>Future Transit Link-3:</b> Whichever transit modes are ultimately selected, improve community identity by "branding" the transit service as an identifiable and known community service similar to Emery-Go-Round and Broadway "Free B". (i.e., "The O").			X		X	X		X		X			X
	<b>BART TOD Coordination-1:</b> Ensure that the design of any new BART TOD development incorporates and facilitates multi-modal linkages and access			X	X				X		X			BART
	<b>Transit Mobility-1:</b> Actively engage and partner with technology firms and transportation industry providers that are at the leading edge in development and advancement of Demand Response Transit (i.e., computerized dispatch of GPS-equipped transit stock, connected via digital device applications which can hail roving shuttles to the exact location of the customer, at the time needed, and even transacting the cost of the ride electronically).		X		X	X			X		X			
	<b>Transit Mobility-2:</b> Improve medical service access by working with the Alameda County Transportation Commission and City of Oakland pilot medical service return taxi voucher program to expand services for seniors in West Oakland.			X	X			Moderate	Moderate	Low	Moderate		x	ACTC
	<b>Transit Mobility-3:</b> Work to expand the current City of Oakland/Bay Area Community Services Senior Shuttle, which takes seniors from large residence facilities to shopping and other destinations outside West Oakland, by providing the same service to seniors in single-family homes and smaller buildings. Trips on the shuttle for medical appointments can be linked with the medical service access return taxi voucher program.	Yes		X	X			Low	Low	Low	Low		x	
	<b>Transit Mobility-4:</b> Investigate funding availability to be used for subsidizing car sharing to remove prohibitive cost barriers and extend car sharing to low-income individuals and groups in West Oakland who either cannot afford vehicle purchase/maintenance or who do not need a full-time vehicle to improve their mobility for grocery shopping and other auto-dependent tasks.			X		X		Moderate	Moderate	Moderate	Low	x	x	X
<b>Cultural Assets</b>														
<b>Neighborhood Enhancement</b>														
	<b>Residential Edge-1:</b> Create a clearly defined boundary between West Oakland's Opportunity Areas (areas in need of transformative growth and change), and West Oakland's Residential Enhancement Areas. One of the very first steps in this Specific Plan process was to establish such a boundary. The identified border between the industrial and intensive commercial business areas and the Residential Enhancement Areas provides a clear and intentional permanent boundary. The mix of land uses within the Opportunity Areas is envisioned as being new and revitalizing. The uses envisioned in the Residential Enhancement Areas are envisioned as compatible infill of similar types and densities.	Yes	X	X	X				X				City Planning and Zoning	

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	<b>Residential Edge-2:</b> Rezone selected properties to reinforce the residential edge. Within certain portions of West Oakland, the boundary between the Residential areas and the surrounding more industrial land use character is not entirely clear. This Specific Plan seeks to clarify this edge through inclusion of a limited number of carefully selected zoning and general plan changes intended to more firmly establish this boundary within existing residential neighborhoods. Limited amendments to the General Plan land use designations and zoning provisions are proposed at specific locations that are at the edges of existing residential and industrial areas, where a change from industrial to housing and business mix would be compatible with adjacent neighborhoods and adjacent public parks.		X		X	X			X				City Planning and Zoning	
	<b>Density Transition-1:</b> At the West Oakland BART Station's planned Transit Oriented Development (TOD), provide an open, green area between the existing residential areas in the South Prescott neighborhood and the new West Oakland BART Station TOD. The nearest new buildings at the West Oakland BART TOD, nearest to the South Prescott neighborhood, should be no taller than 5 stories, stepping down in scale from the taller high-rises to the 1 and 2-story single family homes in this neighborhood			X	X				X			developers	City Planning and Zoning	
	<b>Neighborhood Re-Knit-1:</b> The 7th Street corridor can and should be returned to its prominence as an important community-serving commercial corridor, knitting back together the previously physically separated Prescott and South Prescott neighborhoods, by retaining existing historic buildings while providing for appropriately-scaled residential and commercial mixed-use infill development of the 7th Street corridor as a cultural center, containing new commercial, lodging and entertainment uses			X	X	X			X			developers	City Planning and Zoning	
	<b>Neighborhood Re-Knit-2:</b> If the Oakland Main Post Office on 7th Street ceases operation, reuse this site for alternative use(s) that support the community, such as compatibly-scaled, urban-infill residential homes.			X			X		X			X	X	
	<b>Neighborhood Re-Knit-3:</b> Promote a revitalized mixed-use development concept along the San Pablo Avenue corridor that focuses on ground-floor neighborhood-serving commercial uses	Yes		X	Throughout				X			X	X	
	<b>Neighborhood Re-Knit-4:</b> Encourage new commercial development, including grocery stores, that contributes to a cohesive neighborhood form rather than to 'strip centers'.			X	X	X			X			X	X	
	<b>Redevelopment-1:</b> Continue to seek new sources of funds and creative implementation strategies to enable achievement of West Oakland Redevelopment plan's key goals and objectives	Yes	X		Throughout				X	X	X	X	X	X
	<b>Neighborhood Economics -1:</b> Ease secondary unit restrictions in West Oakland by modifying existing Zoning regulations that make it difficult for many homeowners to gain City approval. Potential Secondary Unit Code modifications include current requirements related to parking, accessory structures, and the rear yard setback.		X		X				X			city Planning and Zoning		
	<b>Neighborhood Economics -2:</b> Modify existing Zoning regulations to ease home occupation restrictions in West Oakland.													
<b>Preservation of Historic Resources</b>														
	<b>Adaptive Reuse-1:</b> Promote examples and catalyst adaptive re-use projects. Several high-profile historic structures within West Oakland are already adaptively reused and can be promoted as examples for other re-use projects	Yes	X		Throughout				X			X	X	
	<b>Adaptive Reuse-2:</b> Partial Replacement: It may be appropriate to replace less significant structures or portions of structures on a large site, while retaining the most significant or character-defining elements of important buildings.	Yes	X		Throughout				X	X		X	X	
	<b>Adaptive Reuse-3:</b> Intensification: Reuse of the existing underutilized Merco-Nordstrom Valve building at 24th and Peralta Streets (a National Register eligible property) is intended to accommodate compatible light industrial or business mix uses.			X	X	X			X	X		X	X	
	<b>Adaptive Reuse-4:</b> Infill. Three adjoining properties on the 1600 block of 7th Street are designated as an S-7 Preservation Combining Zone, recognizing these properties as remaining fragments of the historic 7th Street commercial district. The Specific Plan envisions continued use of the two remaining historic structures at each end of this block, with multi-family residential development opportunities targeting entrepreneurs who may operate commercial retail businesses along Seventh Street as an incentive for the revitalization of that District. The City could partner with a non-profit entity to pursue grant funding for this and/or for the vacant lot (the former Lincoln Theater site) to further activate the area as a Cultural District through development of a performance venue.			X	X	X			X	X		X	X	X
	<b>Adaptive Reuse-5:</b> Standards: Adaptive reuse of historic West Oakland structures will be subject to the State Historical Building Code, the City's Design Guidelines for Landmarks and Preservation Districts and/or the Secretary of the Interior's Standards for the Treatment of Historic Properties, City Design Review including referral to the Landmarks Board the Preservation Element and Planning Code, and applicants will be encouraged to consider Heritage Property designation to qualify for Mills Act and State Historical Building Code. Where appropriate, extend code flexibility similar to the Historical Building Code to non-Local Register reuse projects through the Alternative Methods and Material Request or similar process.	Yes	X		Throughout				X	X	X	X	X	X
	<b>Cultural District-1:</b> Continue implementation of the adopted Seventh Street Urban Design Plan (Walter Hood Design, Caltrans Environmental Justice grant, 2004).	Yes	X		X				X	X		X	X	X
	<b>Cultural District-2:</b> Establish a corridor-long historic district designation for the north side of 7th Street, which seeks to retain existing historic buildings and provide for the infill and redevelopment of this corridor as a cultural center containing new commercial, lodging and entertainment uses. Development is to be incentivized by the streetscape improvements already completed, the major investment in the Transit Oriented Development on the south side of 7th Street, the mitigation measure reducing noise from BART, the direct funding from grants, as well as Mills Act as it pertains to historical buildings.		X		X				X				X	
	<b>Cultural District-3:</b> Work with community groups to install educational and interpretive signs, artwork, and landscaping which highlights the historical and cultural features of this corridor. This funding will likely rely on corporate sponsors within the Entertainment/Cultural Community to further the work of the Blues Walk of Fame, established within the Seventh Street Streetscape improvements.			X	X	X			X	X		corporate sponsors, community groups, artists	X	
	<b>Cultural District-4:</b> Maintain consistent style and design for the 7th Street based upon streetscape design to include streetlight luminaires, with priority consideration to the historic Oakland luminaire style, and pursue funding for the implementation of the additional lighting.	Yes	X		X				X	X		X	X	X
	<b>Cultural District-5:</b> Potentially install the historic railroad catenary poles (currently housed at the American Steel property) along the length of 7th Street as a streetscape design element to mark this Cultural district.			X	X				X	X		X	X	
	<b>Financial Incentives-1:</b> Increase Mills Act participation by reaching out to owners of historic properties, with assistance from private individuals who already participate and are willing to advocate for the benefits of Mills Act contracts.	Yes	X		X				X			X	X	

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	<b>Financial Incentives-2:</b> To limit potential revenue losses, the City's current Mills Act program has limits on the number and/or dollar amount of contracts in any given year. To further the benefits of this program, consider increasing the limits within West Oakland.			X	X				X		X, reduced tax revenue		X	
	<b>Financial Incentives-3:</b> Determine how to restore funding for the commercial Facade Improvement and Tenant Improvement matching grant programs and expand the program to industrial properties.	Yes	X		Throughout				X	X	X	X	X	X
	<b>Financial Incentives-4:</b> Investigate establishing a residential Facade Improvement grant program, building on the experience of a program piloted in the Eastlake district several years ago.			X		X			X				X	X
	<b>Financial Incentives-5:</b> Publicize existing federal investment tax credit programs for income-producing properties on the National Register and pre-1936 commercial and industrial buildings.	Yes	Yes		Throughout				X				X	
	<b>Financial Incentives-6:</b> Publicize existing City residential rehabilitation loan programs and applicability to preservation-related work.	Yes	X		Throughout				X				X	
	<b>Financial Incentives-7:</b> Implement the building relocation assistance program set forth in HPE Action 3.7.3, whereby the City would facilitate moving of buildings displaced by development projects through such assistance as loans, permit streamlining, and/or identifying land for temporary or permanent siting of buildings.	Yes	X		Throughout				X			X	X	
	<b>Financial Incentives-8:</b> Seek additional funding to assist low-income property owners of historic properties to preserve and maintain the property's historic status.	Yes	X		Throughout				X				X	
	<b>Financial Incentives-9:</b> Work with the Building Department to make use of the State Historical Building Code less complicated and more predictable.	Yes			Throughout				X					
	<b>Financial Incentives-10:</b> Support legislative efforts to establish a State Historic Tax Credit program in California as other states have done, and promote use of the credits if adopted.	Yes			Throughout				X					
	<b>Public Education -1:</b> Encourage and educate owners and residents about appropriate rehabilitation, particularly owners of recently-purchased older properties; publicize online availability of the historic rehabilitation guidebook, Rehab Right	Yes	X		Throughout				X				X	
	<b>Public Education -2:</b> Review and publicize design review and permitting procedures for small projects so that existing preservation standards can be better enforced, particularly within the residential areas of West Oakland.	Yes	X		Throughout				X			X	X	
	<b>Public Education -3:</b> Work with West Oakland business organizations, neighborhood associations, library and senior center, etc. as forums for disseminating preservation information.		X		X	X			X			X	X	
	<b>Public Education -4:</b> Promote awareness of West Oakland's historic resources and heritage through existing and new plaque or marker programs (HPE 5.1.1), walking tour programs (HPE 5.1.6), and similar activities.	Yes	X		Throughout				X				X	
	<b>16th Street Station-1:</b> Provide City staff expertise from Economic Development, Historic Preservation, Marketing, and other relevant departments to work with RAILS and BRIDGE to develop a list of potential uses for the Station and grounds, and seek to market and achieve reuse.	X	X		X				X			X	X	
	<b>16th Street Station-2:</b> Given the scale of the 16th Street Station's needed rehabilitation and redevelopment efforts, including eventual seismic retrofitting, recognize that the property will likely be developed using a phased approach over many years. Encourage interim site development, such as the placement of examples of green modular units (rehabbed shipping containers) as an exhibition of new building forms, which can be relocated at the time of permanent development.	Yes			X				X			X		
	<b>16th Street Station-3:</b> In the interim, continue to support and seek to expedite permitting for festivals, street fairs and special events which showcase the 16th Street Station by offering an interim city permit which details conditions for festivals and interim events that are compatible with the community and activate the site prior to full redevelopment.	Yes	X		X	X			X			X	X	
	<b>16th Street Station-4:</b> Ensure that in future development surrounding the Station the 16th Street Station is included as a community focal point or destination which serves to strengthen the neighborhood character.	Yes	X			X				X	X	X	City Planning and Zoning	
	<b>16th Street Station-5:</b> Improve pedestrian and transit access to the 16th Street Station both within the immediate vicinity and in relation to the rest of Oakland, as a means of supporting revitalization efforts and fostering the Station as a community focal point.			X	X	X			X	X	X	X	X	X
	<b>Historic Designation-1:</b> Work with neighborhood residents to encourage S-20 district designation of the South Prescott and Oakland Point neighborhoods, portions thereof, and/or other identified districts throughout West Oakland, following the example of Oak Center neighborhood.		X		X				X			X	X	
	<b>Historic Designation-2:</b> Collaborate with owners of significant individual properties to seek designation as Heritage Properties or City Landmarks, following the recent example of the Shorey House at 1782 8th Street.	Yes	X		Throughout				X			X	X	
	<b>Historic Designation-3:</b> Educate the public to appreciate the incentives and benefits of designation and dispel fears of over-regulation.	Yes	X		Throughout				X				X	
	<b>Historic Designation-4:</b> Consider a yet broader zoning overlay of Conservation Districts or Neighborhoods that might promote preservation of neighborhood character with less exacting eligibility standards and regulations.			X		X			X				X	
	<b>Historically Compatible Design-1:</b> Infill development projects (both residential and commercial/business mix) should be designed so that heights, densities and building envelopes form compatible transitions to historic neighborhood context.	Yes	X		Throughout				X			X	X	
	<b>Historically Compatible Design-2:</b> For large projects like the West Oakland BART Station Transit Oriented Development (TOD) project, build upon design characteristics of surrounding areas.		X		Throughout				X			X	X	
	<b>Historically Compatible Design -3:</b> Design characteristics should be specific to each of the Specific Plan's Opportunity Areas.		X		Throughout				X			X	x	
<b>Fostering the Creative Economy &amp; Cultural Arts Community</b>														
	<b>Include Art-1:</b> Include street furniture, landscaping and art in all City-sponsored streetscape improvement projects. Incorporate public art into the pedestrian network by using street medians, intersection bulb-outs, pocket plazas, and wide sidewalk spaces as areas to display locally-made art. Install public art along Mandela Parkway and any other significant streetscape improvement projects (e.g., 7th Street, Adeline Street, etc.). Use locally-contracted art made in West Oakland to enhance and identify important community "gateways" into West Oakland neighborhoods.	Yes			Throughout				X	X		X	X	
	<b>Include Art-2:</b> Use the City's 1.5% Public Art Ordinance funds, and seek additional funding sources to support the incorporation of art in publically-sponsored development projects, specifically in West Oakland.	Yes	X		Throughout				X	X		X		
	<b>Include Art-3:</b> Work with community groups to install educational and interpretive signs, artwork and landscaping that highlight West Oakland's historic and cultural features. Seek creative funding sources to provide interim or temporary art installations, performance art, and other arts and cultural programs in highly visible locations of West Oakland.		X		Throughout				X	x	X	X	X	

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<b>West Oakland Specific Plan: Implementation Strategy Matrix</b>														
	<b>Art and Culture-1:</b> Within the 7th Street Opportunity Area, new development along 7th Street is envisioned as bringing back the historic role of this area as a vibrant neighborhood focus, beginning with the implementation of the Seventh Street Streetscape and Blues Walk of Fame, enhanced through facade and or window treatments by neighborhood-serving commercial establishments. Emphasis should be placed on prioritizing the types of commercial uses that enliven the street and can help to revitalize 7th Street as a celebration of West Oakland's cultural history of music, art and entertainment. Art galleries, exhibit space, retail sales of locally-made products, and night clubs which revitalize this corridor with daytime and nighttime activities are specifically encouraged. New commercial uses along 7th Street and within any new development around the nearby West Oakland BART Station could help re-connect the surrounding neighborhoods by physically filling in gaps and connecting residential edges of the surrounding neighborhoods to the 7th Street corridor.			X	X	X			X	X			X	
	<b>Art and Culture-2:</b> Establish a more activated streetscape along San Pablo Avenue by encouraging new commercial activities that serve the social and cultural needs of residents from the adjacent neighborhoods.		X		Throughout				X				X	X
	<b>Arts and Culture-3:</b> Acknowledge the arts as economic development catalysts. The City should support dedicated and expedited permitting of festivals, street fairs and special events. Encourage and celebrate the arts as a basis of social and economic activity. Hold special events that promote West Oakland's digital media, software, and information technology business start-ups, seeking to better attract and fill vacancies in co-working, incubator, and studio spaces.	Yes	X		Throughout							X	X	
	<b>Arts and Culture-4:</b> Coordinate with Oakland's historic advocacy groups to better integrate the exploration of West Oakland's physical historic resources with its cultural roots and its arts-related culture.		X		X				X				X	
	<b>Arts "Brand"-1:</b> Build marketing strategies to support the existing arts and cultural businesses in West Oakland, and to attract more of these businesses. Grow and enhance the current www.westoaklandworks.com website as a tool for arts and culture business retention, attraction and to encourage consumer access to local arts products. Support the growth and branding of Oaklandmakers.org.		X		Throughout				X			X	X	
	<b>Art Anchors-1:</b> The West Oakland Transit Village/ BART development should be curated to include artistic invention and innovation, and to layer uses such that market-rate users in tech or R&D-type creative spaces will augment and support the rental rates, demonstrating the types of creative economy that is present in the rest of the district.			X	X	X			X		X		X	X
	<b>Art Anchors-2:</b> The American Steel building and the adjacent Poplar Warehouse building currently house American Steel Studios, an "industrial commons" and with individual rental work space for artists and innovation workers. Such a large group of artists in one space provides the makings of an "arts anchor" for the community. In the short- and mid-term timeframe, use of this building as home to the American Steel Studio represents a valuable, productive and integral cultural arts use, providing a financially viable and unique use of this unique space. In the long-term, this site could be enhanced with development of an integrated arts institution with classrooms, community cultural events space, outreach programs and administrative support space.	Yes			Throughout				X	X		X	X	X
	<b>Art Anchors-3:</b> Support the Oakland Film Office's plans to develop a full-service, state-of-the-art film and television production facility in West Oakland.			X	X				X			X	X	X
	<b>Art Anchors-4:</b> A portion of the 3rd Street Opportunity Area should be used to retain and enhance important arts-related businesses, such that it forms a "clustered anchor" of arts-related business activity.			X	Throughout				X	X	X	X	X	X
	<b>Arts Leadership-1:</b> Expand and develop new revenue streams for Oakland's multicultural arts citywide, benefitting West Oakland in its concentration of arts organizations		X		Throughout				X		X	Consider expanding the percentage requirement for the arts under the City's capital improvement projects, include private development requirements, and investigate opportunities to leverage Port of Oakland investments. Develop greater foundation, philanthropic and donor-based financial support for the arts. Secure corporate giving, such as the local sponsorships of the East Bay Symphony, Promote public/private partnerships for cultural enhancements. Create an endowment for "Oakland Arts"		
	<b>Arts Leadership-2:</b> Support creation of an Oakland Arts Master Plan, including a specific Arts Education Master Plan. Incorporate current successful programs, such as Prescott Circus, Art Esteem, Destiny Arts (North Oakland but serving many West Oakland kids) and other such youth programs.		X		X				X			X	X	
	<b>Arts Leadership-3:</b> Support West Oakland Cultural Arts Resource Mapping as part of a citywide Arts Planning effort. Create a comprehensive directory, using the local Oakland "Wikipedia" or other publically-accessible media site, to gather and define, assess, and document the economic impact of the arts sector.		X		X				X			X	X	
	<b>Arts Regs-1:</b> The City should consider holding an "amnesty" on a one-time basis, and offer pro-active assistance to owners to bring arts-related live/work facilities into code conformance, such as was done for unreinforced masonry buildings after the Loma Prieta earthquake.		X		X				X				X	
	<b>Arts Reg-2:</b> There are particular West Oakland neighborhoods which should take advantage of the natural clustering of artists in studios and residences. Zoning regulations for home occupancy permits should be relaxed in these neighborhoods, offering expanded self-employment opportunities and relaxed regulations about on-site sales.			X	X				X				X	
<b>Open Space</b>														
	<b>Urban Open Space-1:</b> New, large-scale development projects should include publically accessible courtyards as part of their overall development plan.	Yes	X		Throughout				X	X	X	X		
	<b>Urban Open Space-2:</b> New large scale commercial development should include public gathering places and landscaped areas as part of their overall development.	Yes	X		Throughout				X	X	X	X		
	<b>Urban Open Space-3:</b> Portions of the former AMCO Chemical/DC Metals site near the West Oakland BART station should be considered for interim use and potentially permanent use as an open space buffer adjacent to the South Prescott neighborhood.	Yes		X	X	Permanent Use			X	X	X	developers, neighborhood input	X	X
	<b>Urban Open Space -4:</b> New development at the West Oakland BART Station TOD should include prominent pedestrian walkways, plazas and squares, especially near the entrances and exits to the BART station.			X	Throughout				X	X	X	developers	X	BART
	<b>Open Space-5:</b> The current relatively un-used space under the overhead BART tracks should be considered for use as public space and outdoor extensions of retail activity along 7th Street. Farmer's markets, "pop-up" arts spaces and other creative public uses could be accommodated within this portion of the right-of-way.			X	X				X			X	X	

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<b>Open Space-6:</b> The smaller triangular parcels along San Pablo Avenue formed by the diagonal intersection of the street pattern (especially St. Andrews Park) should be improved, beautified and incorporated into neighborhood gathering places when funding opportunities become available.			X	X				X	X	X		X	
<b>Urban Open Space-7:</b> Although the 3rd Street Opportunity Area is envisioned as more industrial in character, there is an excellent opportunity to utilize the Linden Street right-of-way (on either a permanent or temporary basis) as a public outdoor space. This area could include arts fairs and sales booths, outdoor seating, eating and drinking places, and public art displays.			X	X	X			X	X	X	X	X	
<b>City Parks-1:</b> Raimondi Park, Subsequent Phases: Pursue additional funding sources to further implement subsequent phases of the Raimondi Park concept plan.	Yes	X		X	X			X	X	X		X	X
<b>City Parks-2:</b> De Fremery Park, subsequent Phases. Pursue additional funding sources to implement subsequent phases remaining in the multi-pronged De Fremery Park improvements project, including improvements to the picnic areas, lead abatement and new painting of the De Fremery House, and the installation of an edible garden.	Yes	X		X	X			X	X	X		X	X
<b>City Parks-3:</b> St. Andrews Park Beautification: Seek additional sources of public funding to support the San Pablo Corridor Coalition's efforts to clean-up and beautify St. Andrews Park.	Yes	X		X				X	X	X		X	X
<b>City Parks-4:</b> Lowell Park: Seek additional sources of public funding to enhance Lowell Park in consideration of its prominence in the West Oakland neighborhood.			X		X		X	X	X				
<b>Reforestation-1:</b> New Sidewalk Trees: Support and pursue implementation of the Reforestation Plan's recommendations for additional plantings of quality trees along each of twelve major streets identified in that Plan. The Reforestation Plan includes a detailed list of locations where additional trees can be planted, estimates of the quantity of trees that can be planted at each location, and recommendations for specific tree species that should be used		X		X	X			X	X	X	X	X	X
<b>Reforestation-2:</b> Other Tree Planting Locations: Support and pursue implementation of the Reforestation Plan's recommendations for additional plantings of quality trees in public spaces such as city parks and library sites, but also other locations that are on private property (i.e., church parking lots, child care facilities, commercial properties and vacant lots.		X		X	X			X	X	X	X	X	X
<b>Reforestation-3:</b> Pending restoration of sufficient City staffing, several strategies should be pursued to help compensate for the lack of City resources.			X	Throughout				X	X		Rely on nonprofit organizations to assume, at least temporarily, more responsibility for maintenance of City trees.	Recruit neighborhood volunteers to help maintain trees	Seek tree planting and maintenance grants through State and federal government and privately-funded programs
<b>Walk-1:</b> Enlist the support and collaboration of local historians, community-based civic organizations, community garden advocates, and others to identify specific locations and places of interest that could/should be featured along such a walk.		X		X				X			X	X	
<b>Walk-2:</b> Collaborate with the City Public Works staff to identify any specific sidewalk improvements, ramps and other improvements necessary to make the looped trail convenient and accessible.		X		X				X			X	X	
<b>Walk-3:</b> Determine the best strategy for promoting and publicizing the Walk concept (e.g., printed and/or on-line maps, ground-breaking events, in the news, etc.).			X	X				X	X		X	X	X
<b>Social Equity</b>													
<b>Affordable Housing</b>													
<b>AH-1:</b> Prepare to accommodate existing residents in the West Oakland Specific Plan. Project housing growth for a population of diverse incomes by 2035. (E.g. West Oakland will be a mixed income community with the AMI \$50,000 by 2035.). Tailor marketing for future residential projects in view of this mixed income community demographic.	Yes	X		Throughout				X	X	X	CBOs, affordable housing developers	X	X
<b>AH-2:</b> Prioritize preservation of subsidized affordable housing.	Yes	X		Throughout				X	X	X	CBOs, affordable housing developers	X	X
<b>AH-3:</b> In addition to providing market-rate new units, expand, stabilize, and improve affordable housing opportunities for extremely low to moderate income renters and homebuyers.	Yes	X		Throughout				X			Catholic Charities and	HCD staff raising funds from new sources	
<b>AH-4:</b> Promote intergovernmental coordination in review and approval of residential development proposals when more than one governmental agency has jurisdiction.			X	X				X				X	
<b>AH-5:</b> Expand opportunities for affordable homeownership and rentals, while balancing the needs for both additional market rate and affordable housing.	Yes	X		X				X	X			X	X
<b>AH-6:</b> Ensure continued availability of safe and affordable housing options for lower income and moderate income households.	Yes	X		X				X	X			X	X
<b>AH-7:</b> Take steps to reduce the vulnerability to foreclosures of existing owners and renters, and to ensure that new owners of foreclosed properties become responsible stewards of the properties	Yes	X		Throughout				X			CBOs, banks	X	X
<b>AH-8:</b> Increase public access to information through technology.	Yes	X		X				X	X		CBOs	X	X
<b>AH-9:</b> Conserve and improve older housing and neighborhoods	Yes	X		X				X	X		CBOs	X	X
<b>AH-10:</b> Preserve the affordability of subsidized rental housing for lower-income households that may be at-risk of converting to market rate housing.	Yes	X		Throughout				X	X	X		X	X
<b>AH-11:</b> Promote equal housing opportunity.	Yes	X		Throughout				X	X	X	CBOs, affordable housing developers	X	
<b>AH-12:</b> Develop and Promote sustainable development and sustainable communities that in turn create more disposable income for housing.	Yes	X		Throughout				X	X	X		X	X
<b>Equitable Economic Development</b>													
<b>EED-1:</b> Continue to work with public agencies to identify additional job opportunities on major public construction and/or operations projects.	Yes	X		Throughout				X				X	
<b>EED-2:</b> Continue to work with local job readiness, training, and placement organizations to establish career pathways in construction and operations and support the provision of local job training opportunities for jobs being developed both in the Planning Area and the region, particularly those accessible via the transit network.	Yes			Throughout							Colleges, CBO's	X	

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<b>EED-3:</b> The mission of the Job Resource Center should be more broadly defined as facilitating preparation and placement of traditionally disadvantaged workers throughout the industrial employers in all of West Oakland, starting with the construction sector in the short-term, and in other, more widely dispersed industrial sectors in the long-term.			X	Throughout				X			X	X	
<b>EED-4:</b> Continue to work with public agencies to bring job training, placement and referral resources for an array of employment types to the West Oakland Job Resource Center.	Yes	X		Throughout				X			X	X	
<b>EED-5:</b> Work with West Oakland employers, Community-Based Organizations, and educational institutions to establish career pathways for residents in a range of local industries.			X	Throughout				X			CBO's, Educ. Institutions	X	
<b>EED-6:</b> Work with regional employers, Community-Based Organizations, educational institutions to establish career pathways for residents in a range of industries at the regional level.			X	Throughout				X			Regional employers, CBO's, educational institutions	X	
<b>EED-7:</b> Enact land use policies, zoning regulations, and design guidelines to protect historic, architecturally and structurally significant structures through adaptive reuse and encourage infill development between existing buildings.			X	X	X			X				Planning and Zoning	
<b>EED-8:</b> Encourage the preservation of affordable space for artists and/or small urban manufacturers.			X	X	X			X				Economic Development	
<b>EED-9:</b> Market West Oakland's arts and culture districts and unique "maker" identity.			X	X	X			X				Economic Development	
<b>EED-10:</b> Include local art, design, and fabrication as integral components of new development.			X		X	X		X			Developers, Designers	X	
<b>EED-11:</b> Continue to offer and raise awareness of small business support opportunities for West Oakland businesses through the City of Oakland's existing economic and workforce development programs.	Yes	X		Throughout				X			as part of new development	X	
<b>EED-12:</b> Establish a neighborhood economic development corporation to provide entrepreneurship training and small business support in West Oakland.			X		X			X			Local businesses	X	
<b>EED-13:</b> Support the expansion of an existing grocery store and/or the establishment of new grocery stores in West Oakland.			X	X	X			X				Economic Development	
<b>EED-14:</b> Promote the development of community-based, neighborhood-serving retail and service businesses.			X	Throughout				X				Economic Development	
<b>EED-15:</b> Identify vacant or underutilized publicly-owned land in West Oakland with the potential for community benefit.			X	X	X			X				Office of Neighborhood Investment	
<b>EED-16:</b> Work with the developers of the West Oakland Transit Village project to include space for community-based businesses as part of the development.			X	X	X			X			BART	Economic Development, Planning and Zoning	
<b>EED-17:</b> Explore long-term opportunities to leverage new development and industries for community benefit.			X		X			X			CBO's	Economic Development	
<b>EED-18:</b> Encourage a mix of land uses and development that will generate a range of job and career opportunities, including permanent, well-paying, and green jobs (including short-term, prevailing wage construction jobs and living wage-permanent jobs) that could provide work for local residents.			X	Throughout				X				Economic Development	
<b>EED-19:</b> Encourage consideration of Project Labor Agreements (PLAs) for projects that involve City subsidy.			X		X			X					

**West Oakland Specific Plan: Implementation Strategy Matrix**

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