



ATTACHMENT F

9. Implementation Actions and Programs

9.1 PRIORITIZING IMPROVEMENTS AND PROGRAMS THAT MEET THE NEEDS OF EJ COMMUNITIES

SB 1000 requires that Cities prioritize programs and public and private investment in EJ Communities to meet identified community needs. Goals and policies related to monitoring and evaluation will also serve as a tool to track outcomes in EJ communities as they are implemented over time.

The following table includes **specific actions** that address the unique needs of EJ Communities as identified in the prior sections.

Each of the actions includes a “Responsibility” field, which indicates departments or agencies that will lead and/or coordinate on implementing the action, as well as a “Timeframe” field, which indicates approximately how long it could take to complete the action. The timeframes are defined as follows:

- Short: 0-5 years
- Medium: 5-10 years
- Long: 10+ years
- Ongoing: Efforts currently underway that the City will continue to implement



GOAL EJ-10 PRIORITIZE IMPROVEMENTS AND PROGRAMS THAT MEET THE NEEDS OF ENVIRONMENTAL JUSTICE COMMUNITIES.

EJ-10.1 Prioritizing EJ Communities. Implement topic-specific actions as shown in the Goals, Policies, and Actions table, prioritizing improvements, programs, investments, and partnerships in Environmental Justice Communities, as shown in Figure EJ-7. Implementation could include technical assistance, support with grant applications seeking federal, state and philanthropic funding, access to data sources, and other resources. Spend or distribute resources to EJ communities in ways that meet the existing community’s priority needs and improve resident’s quality of life.

EJ-10.2 Implementation Monitoring and Evaluation Plan. To increase transparency and accountability, adopt an implementation monitoring and evaluation plan with achievable milestones, periodic evaluation, and a reporting mechanism, such as an online portal or newsletter to track outcomes and keep residents informed.

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
GOAL EJ-1: REDUCE POLLUTION, MITIGATE THE IMPACTS OF POLLUTION ON EXISTING SENSITIVE LAND USES, AND ELIMINATE ASSOCIATED PUBLIC HEALTH DISPARITIES.	
<p>EJ-1.1 Toxic Air Contaminants. Reduce the public’s exposure to toxic air contaminants through appropriate land use and transportation strategies, identified through the LUTE update in Phase 2 of the GPU process, particularly in Environmental Justice Communities and other areas most burdened by air pollution, as identified in Figure EJ-12</p>	<p>EJ-A.1. Amend the City’s Zoning code to include the following changes:</p> <ul style="list-style-type: none"> • Allow greater residential density in less-polluted areas, including existing single-family residential neighborhoods. • Condition the permitting of heavy industrial uses within six hundred (600) feet or whatever minimum is required by State Law of a zone that permits residential activities. • Establish special permit criteria for truck-intensive industrial activities located within five hundred (600) feet or whatever minimum is required by State Law of any zone that permits residential activities. • Establish special performance standards and standard conditions of approval for Truck-Intensive Industrial Activities located within six hundred (600) feet or whatever minimum is required by State Law of any zone that permits residential activities. • Amend the permit procedures for nonconforming Truck-Intensive Industrial Activities • Condition the permitting of commercial kitchen operations designed for online ordering and food delivery. • Modify the S-19 Health and Safety Protection Combining Zone to prohibit use of diesel generators as the primary source of power within six hundred (600) feet or whatever minimum is required by State Law from any Residential, Open Space, or Institutional Zone boundary. <p>Responsibility: Planning & Building Timeframe: Short-term</p> <p>EJ-A.2. Adopt more stringent air quality construction and operations requirements for development near or within industrially zoned land as part of standard conditions of approval.</p> <p>Responsibility: Planning & Building Timeframe: Medium</p> <p>EJ-A.3. Work with BAAQMD and other partners in the region to explore creation of a grant program for installation and maintenance of air filtration devices/systems in existing buildings. Develop a list of priority buildings near heavy industrial uses, including schools, nursing homes, and other sensitive uses within EJ Communities, AB617 designated communities, and areas most affected by air quality issues, shown in Figure EJ-12.</p> <p>Responsibility: Planning & Building, Office of Sustainability and Resilience Division, City Administrator’s Office Timeframe: Medium</p>
<p>EJ-1.2 Truck Emissions and Pollution Exposure. Minimize air pollution and exposure of sensitive uses to truck pollution, particularly in EJ Communities and other areas most burdened by air pollution, while recognizing the Port of Oakland’s role as the highest-volume shipping port in Northern California.</p>	
<p>EJ-1.3 Industrial Uses Near Sensitive Land Uses. Ensure that heavy industrial uses are adequately buffered from residential areas, schools, and other sensitive land uses. In new developments, require adequate mitigation of air contaminant exposure and vegetative barriers near large stationary and mobile sources of air pollution. Prioritize nature-based mitigation solutions such as vegetative barriers wherever feasible, and align with other greening opportunities such as canopy need, green stormwater infrastructure, and high heat areas to plan for multiple benefits.</p>	
<p>EJ-1.4 Performance Standards. Develop zoning standards applicable to new industrial and commercial developments in order to minimize or avoid the potential for adverse effects related to air quality, noise, or safety on adjacent existing residential uses and Environmental Justice Communities, including the possibility of creating an overlay that focuses on air quality issues.</p>	
<p>EJ-1.5 Regulate Polluting Uses. Develop more stringent permitting standards and limit the number of variances approved for new, high-intensity, industrial or commercial land uses near sensitive uses in Environmental Justice Communities. See also Policy SAF-5.1 and EJ-1.15.</p>	
<p>EJ-1.6 Enhanced Enforcement. Prioritize code enforcement to address illegal land uses and activities that cause pollution and are hazardous to health in EJ Communities.</p>	
<p>EJ-1.7 Truck-Related Impacts. For new warehouses and truck-related businesses, reduce impacts from truck loading and delivery including noise/vibration, odors, air pollution, and greenhouse gas emissions.</p>	
<p>EJ-1.8 Air Filtration. Consistent with the State’s Building Energy Efficiency Standards for air filtration in effect as of January 1, 2023, require newly constructed buildings of four or more habitable floors to include air filtration systems equal to or greater than Minimum Efficiency Reporting Value (MERV) 16 (ASHRAE Standard 52.2), or a particle size efficiency rating equal to or greater than 50 percent in the 0.3-1.0 µm micrometer range and equal to or greater than 85 percent in the 1.0-3.0 µm micrometer range (AHRI Standard 680).</p>	

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POLICY	ACTION
<p>EJ-1.9 Electric Vehicle Charging. Require industrial and warehouse facilities and truck-attracting businesses to provide electrical connections for electric trucks and transport refrigeration units in support of CARB regulations.</p>	<p>EJ-A.4. In partnership with representative groups from EJ Communities, develop a Carbon Sequestration Incubator in Oakland to incubate and develop green jobs in urban agriculture, urban forestry, green stormwater infrastructure maintenance and management, aquatic and riparian restoration, and/or other forms of carbon removal. Establish a program for both voluntary and compliance GHG mitigation fees to be invested locally and fund the Incubator.</p> <p>Responsibility: Public Works, Parks Recreation, and Youth Services Department, Office of Sustainability and Resilience Division, City Administrator’s Office, Economic & Workforce Development Department Timeframe: Medium</p>
<p>EJ-1.10 Reduce Emissions from Port Operation. Support Port of Oakland’s efforts reduce emissions as part of operation and compliance with CARB regulations. This could include:</p> <ul style="list-style-type: none"> • Support of zero-emission drayage truck operations through appropriate local ordinance amendments, including allowable weight limits for single-axle, zero-emission trucks on local streets, and developing an investment plan for needed upgrades. • Provision of data or staff time to study of the effects on truck flow and congestion due to increasing visits from larger container ships, the feasibility of an off-terminal container yard that utilizes zero-emission trucks to move containers to and from the marine terminals, and the potential efficiency gains from increasing the number of trucks hauling loaded containers on each leg of a roundtrip to the Port. 	<p>EJ-A.5. As part of a feasibility study implement an amortization pilot in AB617 areas, which allows the City to identify and prioritize nonconforming land uses (which could include existing polluting industries, truck-intensive uses, autobody uses, recycling uses, etc) to phase out over time prioritizing areas within 1,000 feet of primarily residential impacted areas.</p> <p>The study/pilot should include an implementation plan that includes with criteria to determine which industries to amortize. Criteria should include total cost of land and improvements; cost of moving and reestablishing the use elsewhere in the city; whether the use is significantly non-conforming; compatibility with existing land use patterns and densities; and possible threat to public health, safety, or welfare.</p> <p>Responsibility: Planning & Building (in coordination with BAAQMD) Timeframe: Medium</p>
<p>EJ-1.11 Building Electrification. Continue to enforce compliance with Oakland’s Building Electrification Ordinance, which requires new and newly renovated buildings to be natural gas-free and support the transition of existing buildings to natural gas alternatives in order to improve safety and air quality and reduce health risks. This could include:</p> <ul style="list-style-type: none"> • Ensuring that all new developments reduce on-site natural gas combustion through electrification of heating and cooking technologies. 	<p>EJ-A.6. Prioritize and implement vegetative buffer projects, including those between industrial land and sensitive land uses, and along heavy-duty truck/goods movement corridors and freeways as identified in specific plans and community plans, including EONI and WOCAP, and the City’s Priority Conservation Area/Sustainable Communities Plan (PCA).</p> <p>Responsibility: Planning & Building Timeframe: Short</p>
<p>EJ-1.12 Construction Site Impacts. Through standard conditions of project approval, code enforcement, and other regulatory mechanisms, require new development to minimize disturbances of natural water bodies and natural drainage systems caused during construction and to implement measures to protect areas from road dust, erosion, and sediment loss.</p>	<p>EJ-A.7. As part of the LUTE update in Phase 2, evaluate residential/industrial conflicts, especially in areas such as West and East Oakland, and evaluate measures, including limiting additional residential development in high pollution areas and ensuring adequate buffering between industrial and residential land uses through land use designations.</p> <p>Responsibility: Planning & Building Timeframe: Short</p>
<p>EJ-1.13 Emissions from Construction Activities. Require projects to implement construction air pollution and greenhouse gas emissions controls and applicable mitigation strategies for all construction sites to the maximum extent feasible. Refer to Best Construction Practices and Best Available Retrofit Control Technology (BARCT) recommended by BAAQMD.</p>	
<p>EJ-1.14 Reduced Exposure to Air Pollution for Project Occupants. Incorporate measures to improve indoor air quality and reduce exposure to air pollution in new development projects.</p>	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>EJ-1.15 Sensitive Uses. Coordinate with BAAQMD and community partners in evaluating human exposure to toxic air contaminants, particularly in Environmental Justice Communities, and impose conditions as appropriate on projects to protect public health and safety beyond those in the City’s 2020 standard conditions of approval.</p>	<p>EJ-A.8. As part of the LUTE update in Phase 2, explore modifications to truck routes and truck management in partnership with the Port of Oakland and WOIEP and Communities for a Better Environment. The West Oakland Truck Management Plan (WOTMP), approved by the City and Port of Oakland in 2019, should be used as the framework to explore modifications to truck routes.</p> <p>Responsibility: OakDOT, Planning & Building Timeframe: Short</p>
<p>EJ-1.16 Community Air Protection. On an ongoing basis, support BAAQMD, community members, businesses, and other stakeholders in developing and implementing Community Air Monitoring Plans, Community Emissions Reduction Plans, and other air pollution control initiatives pursuant to AB 617. Supportive City actions may include:</p> <ul style="list-style-type: none"> • Participation on steering committees and technical advisory committees. • Co-investments that leverage additional funding for actions in EJ Communities. • Utilization of community-collected air quality data in policy development and evaluation. • Co-development of a public information campaign targeting residents living 1,000 feet of freeways that focuses on education about air pollution mitigation measures. • Contracts with community partners and other air pollution monitoring organizations to obtain more granular pollution data. 	<p>EJ-A.9. Designate an adequate system of roads connecting port terminals, warehouses, freeways and regional arterials, and other important truck destinations that minimizes impacts to sensitive uses. This system should rely upon arterial streets away from residential neighborhoods.</p> <p>Responsibility: OakDOT, Planning & Building Timeframe: Short</p>
<p>EJ-1.17 Data-Informed Efforts. Collaborate with BAAQMD, community organizations, and other stakeholders, to use air quality monitoring data to inform area-specific improvement actions outside of AB 617-related efforts. Such actions may include:</p> <ul style="list-style-type: none"> • Prioritizing areas for capital investments with co-benefits for air quality, such as the planting of trees, green stormwater infrastructure for flood management, and installation of EV charging infrastructure. Ideally, to maximize resiliency co-benefits will address multiple climate and environmental hazards. • Integrating air quality improvement actions into planning efforts, such as new specific plans, master plans, or area plans that will guide development in impacted areas. • Limiting the establishment of new sources of air pollutants in areas with elevated levels of pollutant concentrations unless appropriate mitigation is implemented. • Obtaining and using hyperlocal data along with community ground-truthing to more accurately inform development of air quality improvement strategies that are most effective and responsive to the needs of EJ Communities. This data will be accessible for residents to utilize. • Seeking opportunities to enhance existing air monitoring efforts, such as by working with BAAQMD and helping to expand the current monitoring network, especially where sensitive uses are within close proximity (within 500 feet) of pollution sources. • Partnering with industrial and warehouse facility owners, community-based environmental and energy justice organizations to install rooftop solar PV systems to power EV charging stations. 	<p>EJ-A.10. Adopt requirements that new commercial and employment uses that generate truck traffic are located along existing truck routes to the extent feasible and work with project proponents to develop preferred truck routing that avoids sensitive land uses, such as schools, hospitals, elder and childcare facilities, and residences wherever feasible</p> <p>Responsibility: OakDOT, Planning & Building Timeframe: Short</p> <p>EJ-A.11. Work with OakDOT and Oakland Sustainability program to develop a zero emission Medium Heavy Duty Fleets Vehicle Charging Overlay Zone.</p> <p>Responsibility: Oakland Planning and Building Timeframe: Short (2025, as indicated in the State’s Zero Emissions Vehicle Action Plan)</p> <p>EJ-A.12. Work with Caltrans and other regional/state/federal agencies to promote the greening of Oakland’s primary goods-movement freeways including equipping the freeways with ZEV truck infrastructure, developing strategic green canopies or lids, as well as installing vegetative buffers alongside freeway corridors.</p> <p>Responsibility: Oakland Planning and Building, OakDOT Timeframe: Medium</p>

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POLICY	ACTION
<p>EJ-1.18 Impact Assessment and Mitigation. Continue to use BAAQMD modeling tools and guidance documents as appropriate to identify and mitigate air quality impacts from proposed development projects.</p>	<p>EJ-A.13. Coordinate with public agencies in the Bay Area region to catalyze the development and deployment of zero emission medium- and heavy-duty fleets and support development of shared charging hubs and resources. Support advocacy efforts for significant additional funding for retrofitting or replacing diesel trucks with zero-emission EV trucks, prioritizing a just transition approach by including economic support for independent truckers to compensate for lost wages while waiting for retrofitted or new EV trucks.</p> <p>Responsibility: Office of Sustainability and Resilience Division, OakDOT, City Administrator’s Office, Planning & Building Timeframe: Ongoing</p> <p>EJ-A.14. Work with the Port of Oakland to establish permanent locations for parking and staging of Port-related trucks and cargo equipment, i.e. tractors, chassis, and containers. Such facilities will provide long-term leases to parking operators and truck owner-operators at competitive rates. Such facilities will be at the City or Port logistics center or otherwise not adjacent to Oakland residents who are disproportionately impacted by poor air quality.</p> <p>Responsibility: City Administrator’s Office, Planning & Building, OakDOT Timeframe: Medium</p>
<p>EJ-1.19 Regional Coordination. Support air quality planning efforts led by other local, regional, and State agencies while simultaneously leveraging City authority and resources to focus on reducing air pollution burden in EJ Communities.</p>	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
GOAL EJ-2: PROTECT OAKLAND WATER SUPPLIES FROM CONTAMINATION.	
<p>EJ-2.1 Clean Water Programs. In partnership with Oakland community organizations, promote environmental stewardship and pollution prevention activities with outreach, assistance and incentives for residents and businesses, particularly in EJ Communities and areas with impaired surface and groundwater, as identified in Figure EJ-13.</p>	<p>EJ-A.15. Continue to participate in the Alameda Countywide Clean Water Program to protect creeks, wetlands, and the San Francisco Bay. Prioritize creek restoration projects in Environmental Justice Communities with the lowest Tree Canopy and Park Access scores.</p>
<p>EJ-2.2 Water Quality Hazard Prevention. Remediate and clean up sites with known or potential contamination, as mapped in Figure EJ-14 or identified on GeoTracker, that impact or potentially impact water quality. Continue to support the San Francisco Regional Water Quality Control Board and California Department of Toxic Substances Control to assess cleanup sites, leaking underground storage tanks, and gasoline stations in EJ Communities with high water contamination threat.</p>	<p>Responsibility: Public Works, Sustainability and Resilience Division, City Administrator’s Office Timeframe: Ongoing</p>
<p>EJ-2.3 Protect and Restore Creeks and Wetlands. Protect, enhance, and restore riparian corridors and wetlands, increasing biodiversity as well as increasing access for residents to existing creeks and wetlands. Collaborate with environmental justice organizations and EJ community residents to co-develop environmental stewardship and pollution prevention programs with outreach, assistance, and incentives for residents and businesses.</p>	<p>EJ-A.16. Fund and implement a green infrastructure program for the installation and maintenance of projects and existing civic resources such as the parks system and public spaces, to improve stormwater management, support biodiversity, reduce air pollution exposure, improve water quality, and increase access to natural spaces, including trees. Prioritize investment in frontline communities, and particularly in residential neighborhoods dominated by concrete and asphalt with limited green space and elevated air pollution, in Priority Conservation Areas, and in areas where green infrastructure, including trees and other types of vegetated buffers, can effectively address stormwater management issues and reduce air pollution exposure among sensitive populations.</p>
<p>EJ-2.4 Stormwater Management. Reduce stormwater runoff by implementing the Green Stormwater Infrastructure Plan to help conserve water, protect water bodies, comply with stormwater protection regulations, and mitigate localized flood risk from large storm events. Review opportunities for greening, additional open space, and safe Non-Motorized Transportation (NMT) infrastructure and prioritize improvements, workforce development, programs, investments, and partnerships in Environmental Justice Communities.</p>	<ul style="list-style-type: none"> • Consider and give priority to specific projects identified in the West Oakland Specific Plan, EONI and other community and specific plans. Continue to work with community groups throughout the implementation process and to develop & implement community-based stewardship models. • Utilize the Priority Conservation Areas “Equity Checklist” <p>Responsibility: Public Works, Sustainability and Resilience Division, City Administrator’s Office Timeframe: Medium</p>

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
GOAL EJ-3: PREVENT, REDUCE AND CLEAN UP ILLEGAL DUMPING.	
<p>EJ-3.1 Design for Graffiti Reduction. Establish guidelines based on Crime Prevention Through Environmental Design (CPTED) standards and other best practices that decrease opportunity for graffiti.</p>	<p>EJ-A.17. In partnership with school districts, community college networks, local vocational programs, labor unions, Community Based Organizations, businesses, in the recycling and waste diversion sector, and unhoused residents who depend on recycling for their survival, co-create a community reuse and repair program to increase waste diversion, reduce material consumption, and create green jobs. Target this program for residents of neighborhoods with the highest unemployment rates.</p> <p>Responsibility: Public Works Timeframe: Medium</p>
<p>EJ-3.2 Blight Control and Prevention. Control and mitigate impacts of blight-producing industrial and commercial activities with a high tendency of attracting trash and litter, such as recyclers, fast food restaurants, warehouses and industrial sites, and other businesses that may attract blight. Additionally, vacant lots should be routinely maintained by property owners and kept clean.</p>	
<p>EJ-3.3 Proactive Illegal Dumping Cleanup. Support the expansion of proactive cleanup crews that target illegal dumping “hot spot” areas first in EJ Communities, as identified in Figure EJ-15.</p>	
<p>EJ-3.4 Illegal Dumping Enforcement. Continue to enforce dumping as an illegal activity, including increased monitoring of hot spots on weekends and before/after business hours, ticketing, and expansion of Environmental Enforcement Officers (EEO). Every two years, as part of the budget process, assess enforcement efforts to ensure discriminatory patterns do not emerge.</p>	
<p>EJ-3.5 Community Education on Illegal Dumping. Expand community campaigns in EJ Communities in partnership with community members to prevent dumping, inform neighbors about affordable services and ways to report illegal dumping, and support youth leadership. Develop campaign outreach materials in a variety of languages. <i>Examples include education about Bulky Block parties and engagement of the Oaktown PROUD Student Ambassadors.</i></p>	
GOAL EJ-4: COORDINATE RESOURCES TO IMPROVE HOUSING QUALITY AND HABITABILITY.	
<p>EJ-4.1 Resource Optimization. Coordinate across City departments and with relevant partner agencies including Oakland Housing Authority, EBMUD, BAAQMD, ABAG and others, to optimize the use of grant monies, incentives, financial resources, staffing, investments, and programs in addressing displacement and tenant protections; sanitary housing and maintenance issues; environmental hazards in homes and neighborhoods; and other concerns related to stable, safe, and sanitary housing.</p>	<p>EJ-A.18. As part of the LUTE update in Phase 2, explore incentives and strategies to promote health-promoting features in housing projects that are built in EJ Communities. Health-promoting features may included, but are not limited to, enhanced filtration and ventilation systems; low-emitting and environmentally responsible materials; bicycle storage facilities; access to open spaces; and enhanced protection from external pollution sources and indoor air contaminants.</p> <p>Responsibility: Planning & Building, Oakland Housing and Community Development Timeframe: Short</p>

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>EJ-4.2 Supplemental Funding Sources for Building Rehabilitation. Place a high priority on identifying supplemental funding sources/resources for retrofit, rehabilitation, and upgrade projects that address health and safety in housing occupied by low-income renters and homeowners, including air quality improvements. Supplemental funding sources could include loans and grants available from the California Strategic Growth Council, CalEPA, CARB, and other entities.</p>	<p>EJ-A.19. Compile a database of all lead hazards identified within the City of Oakland and maintain comprehensive and up-to-date public records on lead hazards and rehabilitation and remediation efforts. Enter every dwelling or other facility where habitability issues are found into an Equitable Lead Hazard Abatement Program database. Once ready, the database will be publicly accessible on the city’s website.</p> <p>Responsibility: Oakland Department of Housing and Community Development, Residential Lending Division; Sustainability and Resilience Division, City Administrator’s Office Timeframe: Medium</p> <p>EJ-A.20. Increase Renovation, Repair, and Painting training and certification opportunities for existing small local businesses through targeted outreach to businesses registered to do business in Oakland, particularly those owned by people of color.</p> <p>Responsibility: Economic and Workforce Development Department Timeframe: Ongoing</p>
<p>EJ-4.3 Healthy Homes Inspections. As part of the Joint Lead Hazard Abatement Program in partnership with ACPHD, improve ongoing ability to screen for and eliminate lead hazards through proactive approaches, including proactive inspections of rental property dwellings and lead-safe certification requirements for childcare facilities and schools. Prioritize abatement, testing, outreach, and education activities in high-risk areas and serving the populations most likely to live in high-risk dwellings in EJ Communities, as identified in Figure EJ-18. See also <i>Action 2.1.2 in the 2023-2031 Housing Element</i>.</p>	
<p>EJ-4.4 Healthy Homes Awareness. Continue to work with Oakland HCD, Alameda Department of Public Health, and community organizations to promote safe and sanitary housing in EJ Communities in Figure EJ-17 by providing owners and occupants with culturally appropriate and linguistically accessible information and resources about home health, including lead/Lead Safe Home Program grants, indoor air pollutants, asthma triggers, hazard zones, and other information. Efforts may include the development and dissemination of healthy home checklists, conducting trainings, workshops, or audits.</p>	
<p>EJ-4.5 Improve Indoor Air Quality in Existing Buildings. For new projects and significant rehabilitations of existing buildings, improve indoor air quality and energy efficiency through weatherization and strategies to prevent buildup of mold and mildew.</p>	
<p>EJ-4.6 Environmental Quality. In private and non-profit housing projects in EJ Communities, promote and seek ways to incentivize the inclusion of features and amenities that support and enhance the health of occupants and the environment, including:</p> <ul style="list-style-type: none"> • On-site health and human services; • Energy-efficient and electric appliances; • Green infrastructure, such as green roofs or appropriate tree planting; • Car sharing; • Community gardens or sponsored rides to farmers markets; and • Transit and bus passes for lower income workers to reduce emissions. 	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
GOAL EJ-5: SUPPORT A FOOD SYSTEM THAT PROVIDES NUTRITIOUS, AFFORDABLE, CULTURALLY RELEVANT, AND AFFORDABLE FOOD TO ALL OAKLANDERS.	
<p>EJ-5.1 New Healthy Food Grocers. Leverage tax and fee deferral/reduction, California Food Financing Initiative funding, and other economic development grant monies to attract new healthy food grocers and co-ops and help them establish and/or make necessary improvements. As shown in Figure EJ-19, allow small grocery stores within residential areas. As a priority, efforts should be focused in areas underserved by healthy food retail with good access to the transportation network, where grocery stores and food co-ops are most economically viable.</p>	<p>EJ-A.21. Promote availability of permits – such as for Cottage Food Operations or Microenterprise Home Kitchen Operation (MEHKO) – that allow for preparation, cooking and serving food to consumers on the same day from a private residence, either through delivery, take-out, or dine-in the home. Focus outreach and promotional efforts in EJ Communities where home-based operations or other innovations can serve as both a source of healthy food and an opportunity for entrepreneurship. Reduce permit fee for income-qualified individuals.</p>
<p>EJ-5.2 Community Gardens Program. Partner with nonprofits, especially indigenous groups, to expand the City’s Community Gardens Program in areas with low food access, with policies to address maintenance and permit Indigenous community harvesting/ foraging of parks. The program should include garden spaces, community-maintained edible landscapes, and amenities in public spaces.</p>	<p>Responsibility: Planning & Building Timeframe: Medium</p> <p>EJ-A.22. In underserved areas shown on Figure EJ-19 for existing where convenience stores and other retail outlets, develop and implement a program to incentivize and assist business owners to stock fresh and healthy food at affordable prices. Prioritize local neighborhood resident-owned businesses, such as corner stores and liquor stores. Program elements could include:</p>
<p>EJ-5.3 Community and Home Gardening. Support community and home gardening efforts and – particularly in EJ Communities underserved by healthy food retail – by providing financial incentives such as land transfers and technical assistance in the form of online and library resources and workshops on gardening basics and cooking easy, healthy meals with fresh produce. Work with community groups to increase the prevalence of accessible, local gardens. Other incentives may include:</p> <ul style="list-style-type: none"> • Explore the expansion of outright permitting of community gardens in areas where a Conditional Use Permit is currently required, particularly in the Broadway Valdez District (D-BV) and Central Estuary (D-CE) zones. • Incentivize urban agriculture in urbanized areas by offering reduced property tax assessments or Oakland vacancy tax in exchange for converting vacant or unimproved property to an agricultural use through a contract agreement for an initial period of five years. 	<ul style="list-style-type: none"> • Funding for refrigeration equipment; • Business counseling and technical assistance; • Nutritional education; and • Store design support. <p>Responsibility: Economic and Workforce Development, Planning & Building Timeframe: Medium</p> <p>EJ-A.23. As part of the LUTE update in Phase 2, explore potential locations and other strategies, such as incentives, zoning overlays, land use changes, density or intensity bonuses, or others, for prioritization of new full-service grocery stores over a certain square footage. Prioritize grocery store development in EJ Communities with the lowest food access, so that more neighborhoods are within walking distance of a grocery store, and incentivize community-led, neighborhood resident-owned and cooperatively-owned full-service grocery stores that also provide culturally appropriate foods for BIPOC communities.</p>
<p>EJ-5.4 Urban Agriculture in New Development. Promote rooftop gardens, edible gardens, and other sustainable agricultural landscaping alternatives within multi-unit, commercial, and industrial developments.</p> <ul style="list-style-type: none"> • Target creation of rooftop gardens highly visible from neighboring properties. • Permit indoor “vertical food farms” in appropriate areas in the City. • Reduce permit fees for large-scale farming of edible products. 	<p>Responsibility: Planning & Building Timeframe: Short</p> <p>EJ-A.24. Community Gardens Initiative. Consider community gardens an integral part of the city’s park, recreation, and open space system. Acquire land for public community gardens, leveraging the City’s park impact fee, along with the Parks & Recreation Fund and grant money from sources such as Proposition 84 (which funded the City Slickers Community Garden). Collaborate with EJ Community groups, schools, food justice and urban farming organizations to collaboratively steward and develop standards for community gardens as part of the OSCAR Element update in Phase 2.</p>
<p>EJ-5.5 Entrepreneurship and Food Innovation. Actively support food innovations such as street (side-walk) vending, food cooperatives, pop-up markets and similar innovations that do not fit into the traditional brick-and-mortar storefront, farmers market, or community garden models. Promote indoor farming of fruits and vegetables in industrial zones. Support individual residents in small-scale agriculture and distribution, through education and financial assistance.</p>	<p>Responsibility: Planning & Building, Public Works Timeframe: Short</p>

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POLICY	ACTION
<p>EJ-5.6 Food Assistance Programs. Work to increase community awareness of and participation in existing federal food assistance programs, such as the Women, Infants, and Children (WIC) nutrition program and the Supplemental Nutrition Assistance Program (SNAP). Approaches can include:</p> <ul style="list-style-type: none"> • Providing information in City newsletters, on the City's website, and at community centers and other City facilities. • Explaining to merchants the incentive to registering to accept WIC and SNAP payments (immediate expansion of market of potential customers). • Supporting additional programs for local grocers to supplement CalFresh benefits with cash match incentives, healthy food incentives, or fruit and vegetable supplemental benefits. Some program examples include Market Match, Fresh Creds, and SPUR's Double Up Food Bucks program. • Partnering with community organizations that support low-income community members who are not eligible for food assistance through identification of funding or grants. 	<p>EJ-A.25. Healthy Community Markets Program—utilize grants, funding, etc. to promote the creation of local businesses that sell produce in areas where healthy food access is limited including food innovations such as street (sidewalk) vending, food cooperatives, pop-up markets and similar innovations that do not fit into the traditional brick-and-mortar storefront, or community garden models. Increase the size, frequency, and number of farmers markets.</p> <p>Responsibility: Economic and Workforce Development Timeframe: Long</p>
<p>EJ-5.7 Food Security Resources & Partnerships. Coordinate with Citywide community-serving organizations, the Oakland Unified School District, Alameda County, and other public agencies to ensure that residents and families have access to federal, state, and local food programs, as well as emergency food assistance during public health and other crises. For undocumented food insecure residents, that do not qualify for public food assistance, work with partner agencies and organizations to provide food and benefits to all residents, regardless of legal status. During emergencies, support the Alameda County Community Foodbank to expand hours and keep distribution centers operational.</p>	
<p>EJ-5.8 Education and Awareness. In partnership with local agencies and community organizations, develop curriculum and marketing materials encouraging the growth and consumption of healthy food. Provide these to the Oakland Unified School District and community organizations focused on food justice and nutritional education. Support community organizations with financial incentives such as land transfers or discounted water rates and technical assistance in the form of online and library resources and workshops on gardening basics and cooking easy, healthy meals with fresh produce.</p>	
<p>EJ-5.9 Food Recovery Program. Support existing capacity of organizations within Oakland's food system, and develop new capacity, to recover edible food that is otherwise wasted, and distribute that food for human consumption. This includes:</p> <ul style="list-style-type: none"> • Exploring potential for agroforestry, where trees, shrubs, and agricultural crops are interspersed, in community gardens or parks, to create and recover other food sources • Engaging with stakeholders including local food donation, recovery, and collection organizations to build robust collection and food storage capacity, and reliable distribution systems to the neediest populations. • Engaging with food generators such as supermarkets, wholesale distributors, large hotels, and institutions, to donate surplus edible food that food recovery partners want or will accept, and ensuring food generators comply with the Edible Food Recovery requirements of SB 1383. • Informing edible surplus food generators about strategies, existing programs, and best practices for preventing the waste of surplus food. • Expanding community education efforts and marketing of existing recovery programs, such as Oakland Recycles. 	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>GOAL EJ-6: SUPPORT A NETWORK OF WELL-MAINTAINED COMMUNITY FACILITIES THAT ARE EASILY ACCESSIBLE, CULTURALLY SUPPORTIVE, AND RESPONSIVE TO COMMUNITY NEEDS.</p>	
<p>EJ-6.1 Public Facilities Distribution. Ensure equitable distribution of beneficial public safety, civic, and cultural facilities. Prioritize new facilities, resilience hubs, and creative spaces in traditionally underserved areas. Locations for these public facilities should be identified in collaboration with local schools and neighborhood groups.</p>	<p>EJ-A.26. As part of the update of the LUTE and OSCAR Elements, and the creation of a new Infrastructure and Facilities Element, include policies that address equitable distribution and maintenance of public facilities in EJ Communities.</p> <p>Responsibility: Planning & Building, Public Works Timeframe: Short</p>
<p>EJ-6.2 Childcare Facilities. As part of long-range planning efforts, ensure appropriate land use designations, zoning, and incentives to facilitate additional affordable and high-quality childcare facilities in areas without sufficient access, as shown in Figure EJ-20.</p>	<p>EJ-A.27. As part of the LUTE update in Phase 2, explore land use changes that are supportive of cultural organization operation in partnership with community groups, small business associations, and the Cultural Affairs office.</p> <p>Responsibility: Planning & Building, Economic and Workforce Development Timeframe: Short</p>
<p>EJ-6.3 Healthcare Facilities. As part of long-range planning efforts, ensure appropriate land use designations and zoning to facilitate additional healthcare facilities in areas without sufficient access, as shown in Figure EJ-21.</p>	<p>Responsibility: Planning & Building, Economic and Workforce Development Timeframe: Short</p>
<p>EJ-6.4 Facilities Maintenance. Maintain and improve existing civic and public facilities to ensure safer, more attractive facilities that are responsive to community needs. Prioritize equitable capital improvements and maintenance projects, and investments in public and community-driven social infrastructure in EJ Communities.</p>	
<p>EJ-6.5 Public Service Coordination. Maintain interagency coordination agreements with neighboring jurisdictions and partner agencies that provide urban public facilities and services within the City/County to ensure effective and efficient service delivery. Ensure strong coordination between agencies during climate emergencies, with in-language and culturally appropriate outreach targeted to the most vulnerable communities.</p>	
<p>EJ-6.6 Public Restroom Facilities. Distribute restrooms equitably across the city to support all residents, including Oakland’s unhoused population. Access to safe, clean sanitation is globally recognized as essential for public health. Public toilets should be accessible to all Oaklanders, without social or physical barriers preventing usage. A public toilet facility’s design and upkeep should offer privacy and safety, ensure cleanliness, provide required sanitation-related resources, and be gender equitable</p>	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>GOAL EJ-7: CREATE ENVIRONMENTS THAT SUPPORT PHYSICAL ACTIVITY, RECREATION, AND HEALTHY LIFESTYLES THROUGH SAFE AND COMFORTABLE WALKABLE, BIKEABLE NEIGHBORHOODS, WITH ACCESS TO GREEN SPACE, TREES, PATHS, AND PARKS.</p>	
<p>EJ-7.1 Complete Neighborhoods. Promote “complete neighborhoods”— where residents have safe and convenient access to goods and services on a daily or regular basis—that address unique neighborhood needs, and support physical activity, including walking, bicycling, active transportation, recreation, and active play.</p>	<p>EJ-A.28. As part of the LUTE update in Phase 2, include policies that promote a fine-grained neighborhood land use pattern that encourages walking, biking, and getting around without a car.</p> <p>Responsibility: Planning & Building Timeframe: Short</p>
<p>EJ-7.2 Accessible Neighborhoods. Encourage active modes of transportation and transit accessibility by supporting neighborhoods that provide access to a range of daily goods, services, and recreational resources within comfortable walking or biking distance. Encourage transit providers to prioritize, establish and maintain routes to jobs, shopping, schools, parks and healthcare facilities that are convenient to EJ Communities.</p>	<p>EJ-A.29. As part of the LUTE update and creation of the new Capital Facilities and Infrastructure Element in Phase 2, include policies that prioritize bicyclist, pedestrian, and roadway improvements that prioritize safety and comfort of non-auto users. Target and prioritize these improvements in EJ Communities and areas identified in Figure EJ-22.</p> <p>Responsibility: Planning & Building, OakDOT Timeframe: Short</p>
<p>EJ-7.3 Street Design for Safe Speeds. Work to maximize the safety of the transportation network by designing/redesigning streets for lower driving speeds and enforcing speed limits as well as promoting safe driving behavior, while protecting against discriminatory policing, racial profiling, or racial bias in enforcement. Strategies could include implementing leading pedestrian intervals for crosswalks in residential neighborhoods and providing pedestrian scale lighting. Prioritize speed reduction efforts in EJ Communities with the highest concentrations of pedestrian and bicyclist crashes. Study enforcement patterns annually to avoid racial profiling.</p>	<p>EJ-A.30. As part of the updates to the LUTE and OSCAR in Phase 2, develop a citywide greenway network that will connect communities via an active transportation network that includes trails, bikeways, walking paths, etc., and expand access to open recreation and green spaces. This network should prioritize establishing connections between Oakland’s neighborhoods, parks on the Bay shoreline, and regional parks (such as the MLK Jr. Shoreline Park and Middle Harbor Shoreline Park) as well as identify zones in need of green infrastructure investments.</p> <p>Responsibility: Planning & Building, Oakland Public Works, Sustainability and Resilience Division Timeframe: Short</p>
<p>EJ-7.4 Safe Oakland Streets. Utilize a community-engagement-rooted, data-driven, and systematic approach to eliminate all traffic fatalities and severe injuries, while increasing safety, health, and equitable mobility for all.</p>	
<p>EJ-7.5 Bicycle- and Pedestrian-Friendly Design. Prioritize designs that protect people that are biking and walking, such as improvements that increase visibility of bicyclists and pedestrians, traffic calming, and safer intersection crossings and turns. Improvements should also prioritize universal design so that improvements are usable by all people, to the greatest extent possible, without the need for adaptation or specialization.</p>	<p>EJ-A.31. As part of LUTE update and creation of the new Capital Facilities and Infrastructure Element in Phase 2, study shuttles and other local transit programs that are supportive of AC Transit’s core service to foster local mobility and connections between neighborhoods and rail transit. Prioritize investments in EJ Communities that lack active transportation infrastructure.</p> <p>Responsibility: Planning & Building, OakDOT Timeframe: Short</p>

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>EJ-7.6 Collaborative Safety Solutions. Collaborate with educational institutions, senior living facilities, community organizations, and other stakeholders, particularly those who reside in EJ Communities, when developing and implementing programs and improvements that increase safety and encourage the use of active transportation modes. Identify and plan for improvements in collaboration with existing neighborhood residents and businesses to address concerns about gentrification and displacement.</p>	<p>EJ-A.32. Prioritize urban greening projects identified in community plans, such as EONI, WOCAP, and others. Implement projects in partnership with community groups in EJ Communities.</p> <p>Responsibility: OakDOT, CAO Sustainability & Resilience Division, Planning & Building Timeframe: Medium</p>
<p>EJ-7.7 Equitable Paving. Continue to plan and distribute paving program resources based on equity, road condition and safety metrics. Continue to plan and distribute paving program resources based on equity, road condition and safety metrics. Align paving programs with other city infrastructure priorities including the West Oakland Specific Plan, the 2019 Oakland Bike Plan, and the 2017 Oakland Walks Pedestrian Plan. In addition, align the paving program with the GSI Plan to ensure flood resilience and pollution prevention is incorporated.</p>	
<p>EJ-7.8 Park Distribution. As part of park planning efforts, prioritize development of new parks in EJ Communities that are underserved, as identified in Figure EJ-26.</p>	
<p>EJ-7.9 Enhancing Access to Parks. Pursue strategies that increase community access to parks and recreational facilities, including expanding joint use agreements with schools and educational institutions; removing of physical barriers to access (ex: fences); and providing a choice of legible routes to and from park areas through the installation of new or improved multi-use shared paths, wayfinding, and signage.</p>	
<p>EJ-7.10 Parks Programming. Create high-quality inclusive programming that encourages the use of the park facilities by a variety of users including older adults, youth, and people with disabilities throughout the day and evenings. Opportunities should be taken to incorporate local heritage and culture.</p>	
<p>EJ-7.11 Partnerships. Coordinate partnerships with Caltrans and the Port to activate and increase access to parks and greenways with community programming and events, as well as to explore the potential for new greenway resources, including ways to reconnect areas divided by I-980.</p>	
<p>EJ-7.12 Park Safety. Use Crime Prevention Through Environmental Design (CPTED) and other best practices for landscaping, lighting, and other components when designing open space and recreational spaces. Take into consideration locational indicators related to crime and perception of safety when prioritizing park safety improvements or programs.</p>	
<p>EJ-7.13 Park Maintenance. When evaluating park projects and funds for maintenance, include equity and presence in EJ Communities as a priority weighted factor.</p>	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>EJ-7.14 Community Input. Provide ongoing opportunities for public engagement and input into the parks and recreation planning process, including priorities for amenities, facilities, programming, and improvements. Focus engagement in EJ Communities. EJ-7.15</p>	
<p>EJ-7.15 Urban Forest. Implement the Urban Forest Master Plan, a comprehensive, area-wide urban canopy and vegetation plan that identifies locations where trees can be added and maintained, such as parks, streets, and rights-of-way. Develop a plan to maintain and protect existing trees that provide shade, reduce urban heat island impacts, reduce flooding, reduce pollution, and reduce exposure to air pollution emissions in communities most affected by air pollution. Align tree canopy with climate resilience planning, including green stormwater infrastructure. Trees should be low on the allergenic scale, to serve EJ communities most impacted by air pollution and asthma. This includes partnering with local nonprofit groups, encouraging trees on private property, and working with the community on tree maintenance and (as needed) removal. Prioritize tree canopy in EJ Communities with the least amount of canopy, as shown in Figure EJ-27.</p>	
<p>EJ-7.16 Urban Greening. Develop equitable partner agreements with community-based organizations and collaboratively work to identify, fund, develop, and maintain specific green infrastructure projects in EJ Communities. Align urban greening efforts with flood and pollution prevention, prioritizing green stormwater infrastructure, especially in areas at risk of flooding.</p>	
<p>GOAL EJ-8: FOSTER MEANINGFUL CIVIC ENGAGEMENT AND SUPPORT COMMUNITY POWER- AND CAPACITY-BUILDING.</p>	
<p>EJ-8.1 Meaningful, Relevant Engagement. Design and implement public engagement processes and events that emphasize participation from low-income communities and communities of color; that are driven by resident priorities, that are easily accessible and understandable and that provide meaningful opportunities for participants to influence outcomes.</p>	<p>EJ-A.33. Study the feasibility of establishing a fund that City departments draw on for community outreach, including funding for community group partnerships. The fund would provide a source of funds to supplement departmental budgets and grant funding in order to ensure that City objectives for community outreach can be achieved, and that community groups are fairly compensated for their engagement.</p> <p>Responsibility: City Administrator’s Office, Department of Finance Timeframe: Long</p>
<p>EJ-8.2 Sustained Engagement. Maintain communication channels that allow for ongoing dialogue with neighborhood groups and individual residents; consult with AB 617 Steering Committees; track issues and priorities at the neighborhood level; and foster transparency and accountability. Use this information to inform development of City programs, projects, and services, sharing information across departments to optimize the effectiveness of efforts, and share outcomes with groups.</p>	<p>EJ-A.34. Develop a participatory budgeting process for EJ Community investments and explore expansion into other departments. <i>Related to Housing Element Action 5.2.9.</i></p> <p>Responsibility: City Administrator’s Office, Department of Finance Timeframe: Long</p>
<p>EJ-8.3 Innovative Methods and Creative Strategies. Explore innovative strategies for increasing community involvement in civic processes and ownership of outcomes, tailoring strategies to best reach target audiences. Strategies to explore may include participatory budgeting, participatory action research, or other approaches that emphasize the active participation of community members most affected by the questions at issue.</p>	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>EJ-8.4 Community Partners. Partner with community-based organizations that have relationships, trust, and cultural competency with target communities as to support engagement for local initiatives and issues. Seek opportunities to support community partners in these efforts such as by providing technical assistance, data, meeting spaces, funding and other support services as feasible.</p>	<p>EJ-A.35. Host an annual City-wide conference of Neighborhood Empowerment Councils, where community-based organizations, neighborhood councils, neighborhood organizing support networks, youth networks, and residents plan proactively for healthy communities and provide feedback on General Plan implementation.</p> <p>Responsibility: City Administrator’s Office Timeframe: Long</p>
<p>EJ-8.5 Community Capacity Building. Empower historically marginalized community members to participate in local decision-making and engage meaningfully in planning efforts, including through increased representation in employment and civic life; providing educational/training workshops and programs about civic involvement and processes, such as through fellowships and internships; providing organizational support to community-based organizations; and other capacity building activities.</p>	<p>EJ-A.36. Integrate community-led and community-driven initiatives into City planning processes, such as other General Plan elements, future action and area plans, the Capital Improvement Program (CIP) process, the adopted City budget, bond measures, and other City investments and resource allocations.</p> <p>Responsibility: City Administrator’s Office Timeframe: Ongoing</p>
<p>EJ-8.6 Engagement Infrastructure. Build City technology, staffing, funding and systems resources to conduct more inclusive, meaningful and community-empowered engagement, including seeking grant funding. Develop flexible but sustained infrastructure for two-way information sharing between City and partner agencies and community members.</p>	<p>EJ-A.37. Support opportunities for providing mental health education and resource-sharing, especially for youth, as part of an inclusive and meaningful community involvement strategy.</p> <p>Responsibility: Department of Violence Prevention Timeframe: Ongoing</p>
<p>EJ-8.7 Interagency and Interdepartmental Collaboration. Collaborate with and among public agencies and City departments to leverage resources, avoid duplication of effort and enhance the effectiveness of public participation.</p>	
<p>EJ-8.8 Youth-Centered Events. Seek out opportunities for meaningfully and authentically involving young people – particularly from EJ Communities - in the planning and implementation of youth-centered events that develop confidence and leadership skills.</p>	
<p>EJ-8.9 Events for Older Adults. Provide greater opportunity for older adults (ages 65 and over), particularly those from EJ Communities, to be integrated into community events and intergenerational exchanges. Involve older adults in the planning and implementation of events that are accessible to older adults.</p>	
<p>EJ-8.10 Linguistically Isolated Communities. Continue to provide interpretation and translation services, assistance in accessing community services and programs, and direct engagement with specific demographic groups. Prioritize EJ Communities as identified in Figure EJ-30.</p>	
<p>EJ-8.11 Digital Access. Ensure that all meetings, materials, and other engagement that use technology are easily accessible by mobile devices. Invest in high-speed internet in underserved low-income communities to expand digital access and engagement opportunity. Prioritize expanded internet in public facilities and EJ Communities as identified in Figure EJ-31.</p>	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>EJ-8.12 Mental Health and Community Well-Being. Support programs and services that support the health and well being of residents through community-based collaboration with a range of partners.</p>	
<p>GOAL EJ-9: EXPAND ECONOMIC DEVELOPMENT, INCOME EQUALITY, AND OPPORTUNITY FOR ALL OAKLANDERS.</p>	
<p>EJ-9.1 Investments for Inclusive, Equitable Growth. Make intentional investments to increase and diversify economic growth and living wage jobs in an inclusive and equitable manner that focuses on neighborhoods and their unique needs, particularly in EJ Communities.</p>	<p>EJ-A.38. As part of land use planning efforts, explore the following strategies in partnership with community organizations based in EJ Communities:</p> <ul style="list-style-type: none"> • Corridor revitalization • Zoning opportunities to facilitate smaller, “microretail” spaces that are more affordable to new or smaller businesses. • Cultural Districts that showcase, support, and preserve existing cultural identity of retail and commercial services. For example, programs that support restoration of historical Black business districts in West Oakland. • Neighborhood retail and local business conservation strategies to prevent conversion of existing neighborhood-retail uses in neighborhoods that would otherwise lose easy access to nearby shops and neighborhood services, including through anti-displacement strategies. • Anti-displacement strategies for artists and creative businesses <p>Responsibility: Planning & Building Timeframe: Short</p>
<p>EJ-9.2 Small Business/Startup Support. Support the development and retention of small business startups and new firms — particularly POC/women/veteran owned businesses - by providing assistance with business planning, expansion, and access to capital.</p>	
<p>EJ-9.3 Business Incubators. Encourage occupancy of existing buildings with incubators for specific industry/trade groups and for artisans and craftspeople, where small startup businesses can share existing facilities and equipment.</p>	
<p>EJ-9.4 Public Procurement. Continue to use the public procurement process to stimulate small business development, prioritize certified underrepresented business enterprises, including businesses owned by people of color, women, LGBTQIA+ community members, veterans, and individuals with disabilities, and locally-owned businesses in particular, and coordinate with anchor institutions such as universities, hospitals, public agencies, and school districts to help launch new products and services.</p>	
<p>EJ-9.5 Local Business Needs Assessment. Continually assess business workforce needs and other requirements, using the findings to assist in developing a qualified workforce that meets the demands of established and emerging business and smaller, value-added businesses such as artisan foods, digital media, recording and sound technologies, smart engineered, cooling technologies, green industries (such as urban agriculture, urban forestry, riparian restoration, infrastructure resilience, and others) and green building product development.</p>	
<p>EJ-9.6 Labor Force Skills Development. Partner with educational institutions, employers, and community-based organizations to develop a local labor force with skills to meet the needs of the area’s businesses and industries. Continue and expand local-hire initiatives, just transition and clean energy training, apprenticeships, and partnerships with employers.</p>	

Table EJ-11: Implementation — Goals, Policies, and Actions

POLICY	ACTION
<p>EJ-9.7 Barriers to Workforce Participation. Collaborate with regional and local partners to identify and address barriers to workforce participation and access to training. Solutions to explore may include:</p> <ul style="list-style-type: none"> • Two-generation programs that link education, job training, and career-building for low-income parents with supports for their children; • Bridge programs that prepare people with low academic skills for further education and training; and • Transitional jobs programs that provide short-term subsidized employment or training for formerly incarcerated individuals 	
<p>EJ-9.8 Entrepreneurship and Social Enterprise Training. Support education and training in entrepreneurship and social enterprise as an alternative pathway to traditional jobs.</p>	
<p>GOAL EJ-10: PRIORITIZE IMPROVEMENTS AND PROGRAMS THAT MEET THE NEEDS OF ENVIRONMENTAL JUSTICE COMMUNITIES.</p>	
<p>EJ-10.1 Prioritizing EJ Communities. Implement topic-specific actions as shown in the Goals, Policies, and Actions table, prioritizing improvements, programs, investments, and partnerships in Environmental Justice Communities, as shown in Figure EJ-7. Implementation could include technical assistance, support with grant applications seeking federal, state and philanthropic funding, access to data sources, and other resources. Spend or distribute resources to EJ communities in ways that meet the existing community’s priority needs and improve resident’s quality of life.</p>	<p>EJ-A.39. In partnership with community groups, develop an implementation monitoring and evaluation plan framework and reporting mechanism. The EJ Element reporting system will be updated regularly and accessible online to the public. The EJ Element reporting system will be updated regularly and accessible online to the public.</p> <p>Responsibility: Planning & Building Timeframe: Short</p>
<p>EJ-10.2 Implementation Monitoring and Evaluation Plan. To increase transparency and accountability, adopt an implementation monitoring and evaluation plan with achievable milestones, periodic evaluation, and a reporting mechanism, such as an online portal or newsletter to track outcomes and keep residents informed.</p>	<p>EJ-A.40. Staff will provide a biennial report on the progress on climate actions identified in the 2030 ECAP and actions identified in the Environmental Justice Element.</p> <p>Responsibility: Planning and Building Department, CAO Sustainability and Resilience Division Timeframe: Ongoing</p>

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OAKLAND 2045

GENERAL PLAN