

City of
Oakland



WEST Specific
Plan

OAKLAND

OPPORTUNITY AREAS

WEST OAKLAND SPECIFIC PLAN PROJECT DESCRIPTION

INTRODUCTION

The City of Oakland received a Transportation Investment Generating Economic Recovery (TIGER) grant from the US Department of Transportation to develop a comprehensive plan for two adjacent areas:

- At the Oakland Army Base, the grant funds are to develop an Infrastructure Master Plan and associated Environmental Impact Report (EIR) to direct needed utility and roadway improvements as a means of facilitating development of the former military property.
- Within the adjacent West Oakland community, the grant funds are to prepare a Specific Plan and EIR to guide future development in West Oakland, including a framework for developing underutilized and blighted land. The Specific Plan will include a range of development strategies to facilitate development in West Oakland, including strategies for transit-oriented development at the West Oakland BART Station--the busiest station on the Bay Area Rapid Transit line in terms of number of trains per day--to better link transportation choices with new housing and employment options.

The Project that is the subject of the City of Oakland's intended EIR is the West Oakland Specific Plan. A Specific Plan is one of the many policy and regulatory tools used by local governments in California to implement their General Plan. The authority for preparation and adoption of Specific Plans is set forth in the California Government Code, Sections 65450 through 65457. Specific Plans are intended to implement the City General Plan through the development of more detailed policies, programs and/or regulations for a localized area.

The purpose of the proposed West Oakland Specific Plan is to provide comprehensive, consistent and multi-faceted strategies for development and redevelopment, of vacant and/or underutilized commercial and industrial properties in West Oakland. Toward that end, the Specific Plan establishes a land use and development framework, identifies needed transportation and infrastructure improvements, and recommends implementation strategies needed to develop those parcels. The Plan is also intended to serve as an important communication tool for attracting developers to key sites and for encouraging new, targeted economic development. Implementation of the Specific Plan is intended to:

- Augment West Oakland's development capabilities by enhancing the linkages between West Oakland and future Army Base reuse and development, focusing on the economic and physical synergies between these two areas;
- Encourage the growth of jobs and services, with opportunities and training available to existing and future residents within West Oakland.

- Determine desired land uses for specific areas within West Oakland, recognizing that different areas have differing needs, opportunities, constraints and assets
- Attract quality, compatible residential, commercial and industrial development while preserving existing established residential neighborhoods;
- Support existing investment in the area and enhance existing assets;
- Support commercial, mixed-use and transit-oriented land use in West Oakland, particularly in collaboration with the Bay Area Rapid Transit (BART) District for transit-oriented development at and near the West Oakland BART station;
- Lessen existing land-use conflicts and ensure avoidance of future conflicts between residential neighborhoods and non-residential uses;
- Enhance transportation resources throughout West Oakland, and between West Oakland and adjoining areas;
- Further the physical and economic revitalization of West Oakland;
- Correspond with regional development issues in accordance with the district's Priority Development Area designation through SB 375 and AB 680; and
- Minimize the potential for displacement of existing residents as new residents are accommodated.

With very limited exceptions, this Specific Plan retains the existing Oakland General Plan land use designations and applicable zoning in West Oakland, and adheres to the City's Overall Industrial Land Use Policy to retain current industrial zoning districts. It promotes high density development near the West Oakland BART station and identifies a development vision for other major locations throughout the Specific Plan area. The Specific Plan encourages residential and neighborhood-serving commercial establishments on major corridors such as San Pablo Avenue, redirects light industrial and more intensive commercial activities to locations closer to the Port of Oakland and away from residential areas, and protects and enhances West Oakland's residential neighborhoods. The Specific Plan also encourages an enhanced transportation system to better links residents and businesses. It seeks to accomplish this through a variety of actions, including creation of distinct land use overlays to guide future development of key parcels throughout the Specific Plan area.

PROJECT SETTING

The West Oakland Planning Area (Planning Area) is located in the heart of the East San Francisco Bay Area, near the hub of the Bay Area's freeway system and regional transit system. The West Oakland BART station is located in the southern portion of the Planning Area, and the MacArthur BART station is located approximately one-quarter mile northeast of the Planning Area.

The Planning Area is generally bounded by Interstate 580 (I-580) to the north, I-980 to the east and I-880 to the west. **Figure 2** illustrates the Project location and the Planning Area boundaries. The Planning Area comprises approximately 2.18 square miles or approximately 1,900 acres, subdivided into 6,340 parcels. It has a current population of approximately 25,000 people, and contains employment opportunities for more than 15,000 current employees.

Residential uses occupy approximately 60 percent of the land in West Oakland, generally concentrated in the northern, eastern and southwestern portions of the area. Industrial, commercial and truck-related uses occupy about 23 percent of the land area, and government/institutional and utilities uses occupy the remaining 17 percent. Industrial uses are concentrated primarily around Mandela Parkway and West Grand Avenue and in the vicinity of 3rd Street. Commercial activities primarily occur at the northern end of the Planning Area near Emeryville, along San Pablo Avenue, at the eastern end of West Grand Avenue, on Market Street and on 7th Street. Lands devoted to government, institutional and utilities uses include properties owned by Caltrans, Union Pacific Railroad, U.S. Postal Service, Bay Area Rapid Transit District (BART), East Bay Municipal Utility District (EBMUD), Oakland Unified School District, Oakland Housing Authority, and City of Oakland. Existing land use in the Planning Area is illustrated on **Figure 4**.

Surrounding the Planning Area is a mix of land uses:

- North of I-580 is the East BayBridge Shopping Center and other residential, light industrial, office and public uses in Emeryville.
- To the northwest is the East Bay Municipal Utility District (EBMUD) Main Wastewater Treatment Plant, the I-80/I-580/I-880 interchange, and eastern terminus of the San Francisco-Oakland Bay Bridge and the bridge toll plaza.
- East of I-980 are the Pill Hill and Uptown neighborhoods, Downtown Oakland, City Center, Old Oakland and the 19th Street and 12th Street BART Stations.
- To the southeast are the waterfront Jack London District and Jack London Square.
- Interstate 880, the Union Pacific Railroad and the Burlington Northern and Santa Fe (BNSF) Railroad are located along the southern and western boundaries of the Planning Area. The Port of Oakland and the former Oakland Army Base, currently leased for interim transportation, industrial and commercial uses until it is redeveloped as a Port Logistics Center, are to the south and west of the Planning Area.

PLANNING SUBAREAS

Opportunity Areas

The Specific Plan identifies four “Opportunity Areas” which are areas in need of transformational change to realize their economic development potential, but which also are faced with significant

development challenges. Development facilitated by the Specific Plan would occur in these Opportunity Areas, which contain vacant and underutilized properties, and older facilities that no longer meet current standards and market conditions, and thus have the most potential for change. The following Opportunity Areas are shown on **Figure 2**.

- Opportunity Area 1: Mandela/West Grand (239 acres)
- Opportunity Area 2: 7th Street (68 acres)
- Opportunity Area 3: 3rd Street (69 acres)
- Opportunity Area 4: San Pablo Avenue (47 acres)

Because of their size and the differing land use development and planning strategies, the Mandela/West Grand Avenue, 7th Street and San Pablo Avenue Opportunity Areas are further divided into subareas, as also shown on Figure 2.

Opportunity Sites

Within the four Opportunity Areas, growth facilitated by the Specific Plan is most likely to occur on 37 specifically identified Opportunity Sites. These Opportunity Sites are also illustrated on Figure 2. The Opportunity Sites are individual parcels or groups of commercial and/or industrial parcels that are strategically located, and are vacant, underutilized, blighted or contain uses that conflict with nearby residential neighborhoods. The Opportunity Sites are expected to serve as catalysts in that their development will encourage development of other properties in the surrounding Opportunity Area and can make direct positive contributions to the community.

Enhancement Areas

The predominantly residential neighborhoods of West Oakland that lie outside the Opportunity Areas are referred to as “Enhancement Areas” in the Specific Plan. These areas are not in need of transformational change; but rather preservation and enhancement of their existing strengths. Because they do not have the significant development challenges of the Opportunity Areas, they are not the focus of the Specific Plan. The Specific Plan proposes that the residential neighborhoods outside the Opportunity Areas continue to be preserved and enhanced through preservation and rehabilitation of historic buildings, infill development on vacant parcels with new housing at compatible scales, and improved streetscapes. The Specific Plan does not include specific proposals or policies for the Enhancement Areas. Existing City of Oakland housing and historic preservation policies and programs already address these neighborhoods.

The other Enhancement Areas included in this Specific Plan are the many areas of existing commercial and industrial parcels that are already developed (but perhaps not to the intensity of land use allowed by or encouraged under current planning policy and zoning) with compatible, economically viable and job-generating uses. A key tenet of this Specific Plan is to retain, enhance, and improve these

business-oriented Enhancement Areas to increase their job-generating potential, but not dramatically change or transform these areas. The Specific Plan focuses on additional business infill and repurposing of existing structures within these business-oriented Enhancement Areas.

EXISTING GENERAL PLAN AND ZONING, AND PROPOSED LAND USE OVERLAYS

Commercial / Industrial Areas

Much of non-residential land within each of the West Oakland Opportunity Areas has a current General Plan designation of “Business Mix” and is correspondingly zoned ‘Commercial Industrial’ or ‘General Industrial’. These land use and zoning categories are specifically intended to “create, preserve, and enhance the industrial areas of West Oakland that are appropriate for a wide variety of commercial and industrial establishments”, and to “accommodate existing industries and provide flexibility to anticipate new technologies”. These land uses are also supported by the City of Oakland’s Overall Industrial Land Use Policy, which is specifically intended to protect the remaining industrial lands in West Oakland, recognizing that industrial land is a scarce resource and that preservation of industrial land is vital to the future economic growth of the city. However, these current General Plan land use and zoning designations allow such a broad range of allowable uses, building intensities and development characteristics that there is no discernible or specific “vision” of the highest and best land uses for specific areas. This broad range of allowed uses may also raise property owner expectations beyond what the current market can support, thereby discouraging investment and slowing development as owners hold out for higher value projects.

While allowing flexibility, the Specific Plan provides more specific and definitive land use direction for these business areas of West Oakland and provides greater clarity and predictability for property owners and developers, neighboring activities, and the community at large. The Specific Plan provides this more specific land use policy direction for the Opportunity Areas by identifying a set of new policy-based land use overlays. These land use overlays identify strategically distinct employment uses and building types, reflecting differences in business functions performed, business ages and sizes, and expected amenity levels. These land use overlays supplement, rather than replace the current General Plan land uses and similarly supplement (rather than replace) the regulations of the zoning ordinance.

Residential Mix Areas

Much of residential land within the West Oakland Opportunity Areas have a current General Plan designation of “Mixed Housing Type Residential” and are correspondingly zoned either ‘Mixed Housing Type Residential’ (RM) or ‘Housing Business Mix’ (HBX). These land use and zoning categories are primarily used in the older established neighborhoods of Oakland with a mix of single-family, townhomes and small, multi-unit buildings along with small-scale, neighborhood-serving businesses. Existing policies and regulations are specifically intended to create, maintain and enhance these residential areas. The area surrounding the West Oakland BART station is zoned “S-15: Transit Oriented Development”. Existing policies and regulations applicable to this area are intended to create,

preserve and enhance areas served by multiple nodes of transportation and to feature high-density residential, commercial, and mixed-use developments to encourage concentrated development. It encourages a pedestrian environment near the transit station with by a mixture of residential, civic, commercial and light industrial activities, and amenities.

The Specific Plan retains the existing General Plan and zoning designations for these mixed residential areas, but supplements them with a more specific mixed-use development program for specific sites. It also proposes to allow limited and carefully selected industrial sites to be converted to new residential development. Criteria by which such residential infill may be allowed include sites within already established residential patterns, sites with established buffers between less compatible industrial neighbors, and sites with immediate proximity to parks and other residential amenities.

Land Use Overlays

To fully realize the development potential of the Specific Plan Area and provide greater clarity and predictability for development, the Specific Plan recommends a set of land use overlays that indicate the type of development that should occur at specific locations in West Oakland. Nine land use types are recommended: four relating to commercial business and industrial activities, two for retail commercial activities, and three for residential activities.

Business / Industrial Land Use Overlays

Heavy Industrial

This land use type is indicative of many of the more industrial sites within West Oakland that are occupied by such uses as recycling operations, heavy truck-dependent uses, truck parking and other types of loud or pollution-emitting uses. Policy direction inherent in the Specific Plan is to seek opportunities to relocate much of these heavy industrial land uses to other locations outside of the immediate West Oakland community to alleviate the adverse effects that these types of uses have on surrounding neighborhoods. In certain locations, this land use overly also applies to areas with surface parking used for trucks or vehicles. Policy direction of the Plan seeks to replace much of this surface parking with new development, adding structured parking associated with more intense, higher density use.

Business Mix Enhancement

A large number of non-residential facilities throughout the Opportunity Areas are used by industry and other business, but not to their full potential. The purpose of this land use overlay is to retain existing buildings, intensify existing business activities, lower vacancies, and increase utilization. This land use overlay acknowledges the architectural character and historical significance of many existing buildings. This overlay encourages innovative reuse of existing buildings with a focus on incubator space for specific industry groups, adaptable space for artisans and craftspeople, and flexible small spaces where start-up businesses can

share facilities and equipment. Removal of existing structures to create surface parking for cars, trucks or shipping containers is not allowed, even on an interim basis.

Low Intensity Business Mix/Light Industrial

This land use overlay is intended to designate sites appropriate to accommodate a broad range of new custom and light manufacturing, light industrial, warehouse, research and development, "green industry", and service commercial uses that provide well-paying blue collar and green collar jobs. This land use overlay provides for infill development with new, lower density buildings with few interior building improvements and amenities, providing space that can be supported by businesses seeking lower rents.- This land use overlay would accommodate lower-intensity development of business mix and light industrial uses in new, 1- to 2-story buildings with surface parking. Adaptive re-use of all existing, larger and/or significant existing buildings is required unless infeasible.

Higher Intensity Campus

This land use overlay is intended where particularly strong locational advantages make possible the attraction of higher intensity land uses and development types. This land use overlay would provide for new development of more intensive campus-type uses, more likely to be developed in the mid-term or later. Higher intensity building types would have more interior improvements and amenities and more costly structured parking, and must be supported by businesses with greater rent-paying abilities. New development would be 4 to 5 stories high, in a campus configuration, with structured parking and ground-floor flex space. The Plan assumes multiple buildings phased-in over time, using undeveloped areas for surface parking in earlier phases but planned for structured parking in later phases. Expected uses include R&D, life sciences, and information and technology uses. Expected amenities and land improvements would include frontage improvements, landscaped buffers from adjacent uses, and a coordinated landscape and open space plan. New development should engage and enhance the public realm by massing new buildings with the face of buildings at the edge of the sidewalk, main entrances facing the sidewalk and not onto inner courts or parking areas, and active uses such as retail stores, eateries, or offices serving the public being located on the ground floor and directly accessible from sidewalks. Significant lengths of parking and landscaped setbacks are not allowed along street frontages. Blank walls of over 20 feet are not allowed facing streets. Building massing and fenestration should create compatible transitions to adjacent less intensive development.

Retail / Commercial Land Use Overlays

Large Format Retail

This land use type is intended to encourage large format destination retail stores in locations with good freeway access serving the larger regional market, while also providing needed

goods and services to West Oakland residents, as an extension of existing large format retail in the East BayBridge Shopping Center, IKEA and Bay Street Emeryville.

Neighborhood-Serving Retail

This land use type is intended to encourage more neighborhood-serving retail uses. Existing retail uses in West Oakland do not meet the retail needs of residents, making residents drive outside the area to meet their basic needs and causing “leakage” of jobs, income and revenue to surrounding communities.

Residential Land Use Overlays

High Density Residential Transit-Oriented Development (TOD)

This land use type is intended for development at the West Oakland BART Station transit-oriented development (TOD). Allowed land uses are multi-family residential above required ground-floor neighborhood-serving retail or multi-family residential over structured BART parking. Residential densities are based on existing building height limits (generally 7 stories north of 7th Street, 8 stories south of 7th Street, and 11 stories south of 5th Street) and parking requirements. Mid-rise residential development up to 8 stories over 3- to 4-story structured BART parking is proposed next to I-880.

Medium-Density Podium Residential

This land use type is intended to be compatible with recent residential development on 7th Street and enable a gradual transition in density from the West Oakland BART Station TOD to the surrounding lower-density residential neighborhoods. This land use type provides for 3 to 4 stories of residential use in light-frame construction over a concrete parking podium. Commercial flex space is required at the street level.

Lower Density Residential

This land use types is intended for a limited number of smaller infill sites with established lower-density residential patterns, established buffers from less compatible industrial neighbors, or immediate proximity to parks or other residential amenities. Development would include 2 or 3 stories of residential uses in light-frame construction over optional street level commercial flex space.

These new land use types are intended as overlays to the existing General Plan designations, providing more specific and targeted land use policy.

OPPORTUNITY AREA DEVELOPMENT CAPACITIES

Opportunity Area 1: Mandela/West Grand

Proposed Vision

The Mandela/West Grand Opportunity Area will continue to be the major business and employment center for West Oakland. The Specific Plan encourages a mix of business activities and development types, with a range of jobs at varying skill/education levels.

Description

Recognizing that revitalization is a long-term process, the Plan proposes to retain and expand existing compatible urban manufacturing, construction and other light industrial businesses that have well-paying blue collar and green collar jobs, while attracting new targeted industries that are growing, including life sciences, information technology and clean-tech. Development would likely initially occur as lower-intensity development and with reuse of existing buildings.

The future development vision for area takes advantage of the anticipated relocation of the recycling activities currently located on key parcels within this Opportunity Area to the former Oakland Army Base, thereby leaving these parcels available for new development. The Plan also assumes and encourages relocation or phasing out of other heavier industrial uses located in this Opportunity Area, such as additional recycling operations, heavy truck-dependent uses and other older heavy industries. Greater land availability and other improvements to the area should encourage and attract more low-intensity light industrial and business mix development. This new development activity would be beneficial to laying the groundwork for future higher intensity, campus-style development of R&D, life sciences, technology and similar types of uses. Growth is eventually expected to include new mid-rise campus development at key locations, such as at the intersection of Mandela Parkway and West Grand Avenue, and larger format destination retail stores as an extension of the East BayBridge Shopping Center, IKEA and Bay Street Emeryville.

Additionally, the Specific Plan recommends that residential development be allowed at selected sites, based on these sites' adjacency to existing residential areas, proximity to existing open space such as Raimondi Park and Wade Johnson Park, and established buffers between these sites and less compatible industrial and business uses.

Conceptual, schematic plans are provided on **Figures 7, 8, 9 and 10** for each of the four separate subareas within this Opportunity Area, illustrating preferred densities, building massing and other physical characteristics of prospective developments. **Table 1** provides a summary of changes in land use, employment and population expected within the Mandela/West Grand Opportunity Area.

TABLE 1
DEVELOPMENT POTENTIAL – OPPORTUNITY AREA #1, MANDELA/WEST GRAND

| Land Use (acres) | | | |
|--|------------------|----------------------|-----------------------------|
| | Existing | 2035 Buildout | Change from Existing |
| Heavy Industrial | 43 | 0 | -43 |
| Business Mix/Light Industrial | 170 | 86 | -85 |
| Low Intensity Bus. Mix/Lt. Ind. | | 28 | 28 |
| High Intensity Campus | | 59 | 59 |
| Retail | 16 | 31 | 15 |
| sub-total | 230 | 203 | -26 |
| Residential | 9 | 36 | 26 |
| sub-total | 9 | 36 | 26 |
| TOTAL | 239 | 239 | 0 |
| Non-Residential Building Space and Employment | | | |
| Heavy Industrial | | | |
| Building Area (sq.ft.) | 500,000 | 0 | -500,000 |
| Employment | 280 | 0 | -280 |
| Business Mix/Light Industrial | | | |
| Building Area (sq.ft.) | 3,500,00 | 2,300,000 | -1,200,000 |
| Employment | 4,660 | 4,370 | -290 |
| Low Intensity Bus. Mix/Lt. Ind | | | |
| Building Area (sq.ft.) | 0 | 640,000 | 640,000 |
| Employment | 0 | 1,410 | 1,410 |
| High Intensity Campus | | | |
| Building Area (sq.ft.) | 0 | 4,080,000 | 4,080,000 |
| Employment | 0 | 9,600 | 9,600 |
| Retail | | | |
| Building Area (sq.ft.) | 300,000 | 605,000 | 305,000 |
| Employment | 500 | 1,170 | 670 |
| Total | | | |
| Building Area (sq.ft.) | 4,300,000 | 7,625,000 | 3,325,000 |
| Employment | 5,440 | 16,550 | 11,110 |
| Residential Units, Households and Population | | | |
| Single Family and Townhome | | | |
| Units | 110 | 241 | 131 |
| Households | 89 | 232 | 143 |
| Population | 259 | 482 | 223 |
| Multi-Family Residential | | | |
| Units | 0 | 1,140 | 1,140 |
| Households | 0 | 1,099 | 1,099 |
| Population | 0 | 2,285 | 2,285 |
| Total | | | |
| Units | 110 | 1,381 | 1,271 |
| Households | 89 | 1,331 | 1,242 |
| Population | 259 | 2,767 | 2,508 |

Opportunity Area 2: 7th Street

Proposed Development Vision

The land use and development strategy for the 7th Street Opportunity Area includes transit-oriented development (TOD) of higher-density housing with ground floor neighborhood-serving retail on vacant sites and current surface parking lots around the West Oakland BART Station.

Description

A new BART parking garage is planned next to the freeway to replace existing surface parking lost due to new development, which would also serve to buffer new residential uses from the adjacent freeway. Plazas and open spaces would contribute to a secure and pleasant pedestrian experience at the BART Station TOD. Medium density, podium-style housing with ground floor commercial uses is planned further west on 7th Street as a transition from the West Oakland BART Station TOD to the surrounding lower-density neighborhoods.

Throughout this Opportunity Area, 7th Street is envisioned as the neighborhood focus, with neighborhood-serving commercial establishments. Emphasis is 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. Additionally, the future development vision for this area takes advantage of the anticipated relocation of recycling activities, which are currently located on key parcels along Wood Street but are expected to be relocated to the former Oakland Army Base, as well as reuse of the former Phoenix Ironworks site, for additional commercial and residential activities. These new commercial and residential uses could benefit the surrounding neighborhood by reconnecting the residential edge of Wood Street.

Building design, construction, and ongoing operation and maintenance requirements address the issues of air contaminants and noise from the freeway, and noise from BART trains. Strategies are included in the Plan for reducing BART train noise through improved maintenance and potential noise barriers. Environmental improvements are also envisioned with remediation of known contaminated sites in this area, potentially including innovative biological remediation strategies.

Conceptual, schematic plans are provided on **Figures 11, 12 and 13** for each of the three separate subareas within the 7th Street Opportunity Area, illustrating preferred densities, building massing and other physical characteristics of prospective developments. **Table 2** provides a summary of changes in land use, employment and population expected within the 7th Street Opportunity Area.

TABLE 2
DEVELOPMENT POTENTIAL – OPPORTUNITY AREA #2,7TH STREET

| Land Use (acres) | | | |
|--|------------------|----------------------|-----------------------------|
| | Existing | 2035 Buildout | Change from Existing |
| Heavy Industrial | 7 | 0 | -7 |
| Business Mix/Light Industrial | 58 | 38 | -19 |
| Low Intensity Bus. Mix/Lt. Ind. | | 7 | 7 |
| High Intensity Campus | | 0 | 0 |
| Retail | 0 | 1 | 1 |
| sub-total | 65 | 46 | -19 |
| Residential | 3 | 22 | 19 |
| sub-total | 3 | 22 | 19 |
| TOTAL | 68 | 68 | 0 |
| Non-Residential Building Space and Employment | | | |
| Heavy Industrial | | | |
| Building Area (sq.ft.) | 100,000 | 0 | -100,000 |
| Employment | 50 | 0 | -50 |
| Business Mix/Light Industrial | | | |
| Building Area (sq.ft.) | 1,690,000 | 1,490,000 | -200,000 |
| Employment | 1,820 | 2,090 | 270 |
| Low Intensity Bus. Mix/Lt. Ind | | | |
| Building Area (sq.ft.) | | 170,000 | 170,000 |
| Employment | | 380 | 380 |
| High Intensity Campus | | | |
| Building Area (sq.ft.) | | 0 | 0 |
| Employment | | 0 | 0 |
| Retail | | | |
| Building Area (sq.ft.) | 5,000 | 90,000 | 85,000 |
| Employment | 10 | 220 | 210 |
| Total | | | |
| Building Area (sq.ft.) | 1,795,000 | 1,750,000 | -45,000 |
| Employment | 1,880 | 2,690 | 810 |
| Residential Units, Households and Population | | | |
| Single Family and Townhome | | | |
| Units | 35 | 89 | 54 |
| Households | 29 | 86 | 57 |
| Population | 85 | 206 | 121 |
| Multi-Family Residential | | | |
| Units | 50 | 2,750 | 2,700 |
| Households | 41 | 2,652 | 2,611 |
| Population | 119 | 6,336 | 6,217 |
| Total | | | |
| Units | 85 | 2,839 | 2,745 |
| Households | 70 | 2,738 | 2,668 |
| Population | 204 | 6,542 | 6,338 |

Opportunity Area 3: 3rd Street

Proposed Development Vision

The 3rd Street Opportunity Area is currently characterized by industrial and mixed uses and areas of historic building stock. The Specific Plan envisions that this Opportunity Area will continue to support business activities and jobs, capitalizing on its proximity to Downtown Oakland, the Port of Oakland, the rest of West Oakland and the regional freeway network.

Description

This area is expected to emerge as a more vibrant and vital business and employment center, focusing on manufacturing and light-industrial uses that benefit from adjacencies to the Port, as well as commercial uses that enliven the area during the day and night. Mixed-use commercial, dining and entertainment uses are encouraged in attractive, older warehouse buildings. New business opportunities would reflect the existing mix of light industrial, service commercial, food and beverage production and distribution, and construction-related businesses, as well as small professional offices, import/export, communications, computer services, publishing and printing, photo/audio services, and small R&D activities. Residential development in this area would continue to be prohibited.

A conceptual, schematic plan for this subarea is provided on **Figure 14**, illustrating preferred densities, building massing and other physical characteristics of prospective developments. **Table 3** provides a summary of changes in land use, employment and population expected within the 3rd Street Opportunity Area.

TABLE 3
DEVELOPMENT POTENTIAL – OPPORTUNITY AREA #3, 3RD STREET

| Land Use (acres) | | Existing | 2035 Buildout | Change from Existing |
|--|-------------------------------|------------------|----------------------|-----------------------------|
| Heavy Industrial | | 8 | 0 | -8 |
| Business Mix/Light Industrial | | 57 | 41 | -17 |
| Low Intensity Bus. Mix/Lt. Ind. | | | 13 | 13 |
| High Intensity Campus | | | 11 | 11 |
| Retail | | 3 | 3 | 0 |
| | sub-total | 68 | 68 | 0 |
| Residential | | 0 | 0 | 0 |
| | sub-total | 0 | 0 | 0 |
| TOTAL | | 68 | 68 | 0 |
| Non-Residential Building Space and Employment | | | | |
| Heavy Industrial | | | | |
| Building Area (sq.ft.) | | 40,000 | 0 | -40,000 |
| Employment | | 20 | | -20 |
| Business Mix/Light Industrial | | | | |
| Building Area (sq.ft.) | | 1,000,000 | 800,000 | -200,000 |
| Employment | | 1,670 | 1,520 | -150 |
| Low Intensity Bus. Mix/Lt. Ind | | | | |
| Building Area (sq.ft.) | | | 300,000 | 300,000 |
| Employment | | | 670 | 670 |
| High Intensity Campus | | | | |
| Building Area (sq.ft.) | | | 600,000 | 600,000 |
| Employment | | | 1,410 | 1,410 |
| Retail | | | | |
| Building Area (sq.ft.) | | 50,000 | 65,000 | 15,000 |
| Employment | | 80 | 120 | 40 |
| Total | | | | |
| | Building Area (sq.ft.) | 1,090,000 | 1,765,000 | 675,000 |
| | Employment | 1,770 | 3,720 | 1,950 |
| Residential Units, Households and Population | | | | |
| Single Family and Townhome | | | | |
| Units | | 5 | 5 | 0 |
| Households | | 4 | 5 | 1 |
| Population | | 12 | 15 | 3 |
| Multi-Family Residential | | | | |
| Units | | 0 | 0 | 0 |
| Households | | 0 | 0 | 0 |
| Population | | 0 | 0 | 0 |
| Total | | | | |
| | Units | 5 | 5 | 0 |
| | Households | 4 | 5 | 1 |
| | Population | 12 | 15 | 3 |

Opportunity Area 4: San Pablo Avenue

Proposed Development Vision

San Pablo Avenue is a major transit corridor, a “main street” of the East Bay, but it includes numerous vacant and underutilized lots and open space. This Opportunity Area is one of the most significant corridors within West Oakland. Under the Specific Plan, the San Pablo corridor is envisioned as a transformed major commercial corridor connecting West Oakland to Downtown and to Emeryville, Berkeley and beyond, lined with increased retail uses and mixed-use residential development.

Description

Consistent with existing City of Oakland policies regarding development of major commercial corridors, the land use and development strategy for the San Pablo Avenue Opportunity Area is for infill mixed-use development with lower density residential over ground floor retail uses on San Pablo Avenue. Neighborhood-serving retail uses would be anchored by a grocery store on West Grand Avenue at Myrtle Street. Enhanced streetscapes and increased retail uses would activate the street, increase pedestrian activity and enliven the neighborhood.

The block of West Grand Avenue between Myrtle Street and Market Street, which is also within this Opportunity Area, would be developed with a mix of uses, including medium density, podium-style residential, street front retail and mixed use developments. The Plan encourages revitalization of the existing commercial center south of West Grand Avenue, and proposes new retail uses (grocery store) on the north side of West Grand Avenue that is designed to make full and best use of the site and fit in with the surrounding neighborhood.

Conceptual, schematic plans are provided on **Figures 15 and 16** for each of the three separate subareas within the 7th Street Opportunity Area, illustrating preferred densities, building massing and other physical characteristics of prospective developments. **Table 4** provides a summary of changes in land use, employment and population expected within the San Pablo Avenue Opportunity Area.

TABLE 4
DEVELOPMENT POTENTIAL – OPPORTUNITY AREA #4, SAN PABLO AVENUE

| Land Use (acres) | | Existing | 2035 Buildout | Change from Existing |
|--|-------------------------------|-----------------|----------------------|-----------------------------|
| Heavy Industrial | | 4 | 0 | -4 |
| Business Mix/Light Industrial | | 33 | 23 | -10 |
| Low Intensity Bus. Mix/Lt. Ind. | | | 2 | 2 |
| High Intensity Campus | | | 0 | |
| Retail | | 7 | 10 | 3 |
| | sub-total | 44 | 36 | -8 |
| Residential | | 3 | 11 | 8 |
| | sub-total | 3 | 11 | 8 |
| TOTAL | | 47 | 47 | 0 |
| Non-Residential Building Space and Employment | | | | |
| Heavy Industrial | | | | |
| Building Area (sq.ft.) | | 100,000 | 0 | -100,000 |
| Employment | | 40 | | -40 |
| Business Mix/Light Industrial | | | | |
| Building Area (sq.ft.) | | 600,000 | 600,000 | 0 |
| Employment | | 550 | 1,140 | 0 |
| Low Intensity Bus. Mix/Lt. Ind | | | | |
| Building Area (sq.ft.) | | | 65,000 | 65,000 |
| Employment | | | 140 | 140 |
| High Intensity Campus | | | | |
| Building Area (sq.ft.) | | | 0 | 0 |
| Employment | | | | |
| Retail | | | | |
| Building Area (sq.ft.) | | 90,000 | 200,000 | 110,000 |
| Employment | | 90 | 380 | 290 |
| Total | | | | |
| | Building Area (sq.ft.) | 790,000 | 865,000 | 75,000 |
| | Employment | 680 | 1,660 | 980 |
| Residential Units, Households and Population | | | | |
| Single Family and Townhome | | | | |
| Units | | 40 | 105 | 65 |
| Households | | 33 | 101 | 68 |
| Population | | 96 | 226 | 130 |
| Multi-Family Residential | | | | |
| Units | | 30 | 1,030 | 1,000 |
| Households | | 24 | 994 | 970 |
| Population | | 69 | 2,226 | 2,157 |
| Total | | | | |
| | Units | 70 | 1,135 | 1,065 |
| | Households | 57 | 1,095 | 1,038 |
| | Population | 165 | 2,452 | 2,287 |

AREA-WIDE TRANSPORTATION IMPROVEMENTS

The Specific Plan also calls for necessary public and private investments in the transportation infrastructure systems necessary to support and sustain new development. The Plan specifically calls for the provision of a network of “complete streets” throughout West Oakland, serving not only the automobile capacities but also providing an interconnected system of bicycle paths and lanes, pedestrian improvements and streetscape amenities, as well as transit improvements intended to better facilitate use of transit choices in west Oakland. Improved transit opportunities throughout West Oakland include a phased improvement in transit service providing greater connections between the West Oakland BART station and existing and new employment centers. The phased transit improvements are envisioned to begin with shuttle service or enhanced AC Transit bus service, eventually evolving into a fixed streetcar service that is both accessible and attractive, with direct links to planned pedestrian-and bicycle networks, the Mandela Parkway/West Grand Avenue employment and business center, the shopping and other existing amenities at the Oakland/Emeryville city limit line, downtown Oakland BART stations, and Jack London Square.

SPECIFIC PLAN AREA BUILDOUT DEVELOPMENT POTENTIAL AND TIME FRAME

Table 5 identifies the Specific Plan’s ultimate development potential, which is assumed as buildout of the Specific Plan for purposes of the EIR. The Specific Plan would provide for up to approximately 5,090 new dwelling units accommodating an increased population of approximately 10,970 people, and approximately 4.03 million square feet of new commercial, industrial and campus-style office/R&D building space providing up to 14,850 new jobs within West Oakland. Whereas this buildout is anticipated to occur over an extended period of time with incremental increases in new housing and job opportunities, the buildout assumptions included in the Specific Plan are assumed, for purposes of CEQA review, by year 2035.

The overall Land Use Diagram illustrating the various Specific Plan land use overlays is shown on **Figure 5** for the entire Planning Area. **Table 5** provides a summary of land uses, employment and population changes expected within the Planning Area at buildout (year 2035).

TABLE 5
DEVELOPMENT POTENTIAL – TOTAL PLANNING AREA

| Land Use (acres) | | Existing | 2035 Buildout | Change from Existing |
|--|-------------------------------|------------------|----------------------|-----------------------------|
| Heavy Industrial | | 62 | 0 | -62 |
| Business Mix/Light Industrial | | 319 | 188 | -131 |
| Low Intensity Bus. Mix/Lt. Ind. | | | 50 | 50 |
| High Intensity Campus | | | 70 | 70 |
| Retail | | 27 | 45 | 18 |
| | sub-total | 407 | 353 | -54 |
| Residential | | 16 | 70 | 54 |
| | sub-total | 16 | 70 | 54 |
| TOTAL | | 423 | 423 | 0 |
| Non-Residential Building Space and Employment | | | | |
| Heavy Industrial | | | | |
| Building Area (sq.ft.) | | 740,000 | 0 | -740,000 |
| Employment | | 390 | 0 | -390 |
| Business Mix/Light Industrial | | | | |
| Building Area (sq.ft.) | | 6,790,000 | 5,190,000 | -1,600,000 |
| Employment | | 8,700 | 9,120 | 420 |
| Low Intensity Bus. Mix/Lt. Ind | | | | |
| Building Area (sq.ft.) | | | 1,175,000 | 1,175,000 |
| Employment | | | 2,600 | 2,600 |
| High Intensity Campus | | | | |
| Building Area (sq.ft.) | | | 4,680,000 | 4,680,000 |
| Employment | | | 11,010 | 11,010 |
| Retail | | | | |
| Building Area (sq.ft.) | | 445,000 | 960,000 | 515,000 |
| Employment | | 680 | 1,890 | 1,210 |
| Total | | | | |
| | Building Area (sq.ft.) | 7,975,000 | 12,005,000 | 4,030,000 |
| | Employment | 9,770 | 24,620 | 14,850 |
| Residential Units, Households and Population | | | | |
| Single Family and Townhome | | | | |
| Units | | 190 | 440 | 250 |
| Households | | 155 | 424 | 269 |
| Population | | 452 | 929 | 477 |
| Multi-Family Residential | | | | |
| Units | | 80 | 4,920 | 4,840 |
| Households | | 65 | 4,745 | 4,680 |
| Population | | 188 | 10,847 | 10,659 |
| Total | | | | |
| | Units | 270 | 5,360 | 5,090 |
| | Households | 220 | 5,169 | 4,949 |
| | Population | 640 | 11,776 | 11,136 |

ALTERNATIVES

CEQA Guidelines require an analysis of a reasonable range of alternatives for any project subject to an EIR. The purpose of the alternatives section is to provide decision-makers and the public with a discussion of alternatives to the project that are capable of avoiding or substantially lessening any significant effects of the project.

The CEQA-based alternatives anticipated to be analyzed in the EIR are listed below. These alternatives are intended to meet the CEQA requirement that an EIR describe the No Project alternative as well as a range of reasonable alternatives to the Project that would feasibly attain most of the basic objectives of the Project, but would avoid or substantially lessen significant effects. In addition to the identified CEQA alternatives, an additional planning alternative is also anticipated to be analyzed in this EIR. This planning alternative has been developed in response to public comments made during the public participation process conducted throughout the Specific Plan process. It is not specifically intended to reduce or substantially lessen any particular environmental effects of the proposed Project, but instead presents alternative land use concepts for portions of the West Oakland Planning Area.

The anticipated EIR alternatives include:

- No Project Alternative – CEQA Guidelines Section 15126.6(e)(3)(A) states that “If a the project is the revision of an existing land use or regulatory plan or policy, the “no project” alternative will be the continuation of the existing plan or policy into the future. Thus, the projected impacts of the proposed plan will be compared to the impacts that would otherwise occur under existing plans.”
- Reduced Project Alternative – Throughout the Specific Plan process, an alternative to the proposed Specific Plan has been developed and presented, titled the “Mid-Range Plan”. This mid-range development alternative represents a less intensive development scenario, with less new residential development and less new non-residential building space. It specifically includes less, if any, of the higher intensity campus style development as proposed in the Plan.
- Commercial Focused Alternative – As a non-CEQA alternative, the EIR will also include an analysis of a more retail/commercial focused alternative to the proposed Plan, representing more commercial/office and retail development near the West Oakland BART Station and a greater amount of regional-serving retail in the northerly portion of the Planning Area near Emeryville.

SPECIFIC PLAN GOALS, OBJECTIVES, STRATEGIES AND ACTIONS

The West Oakland Specific Plan focuses on land use, economic development, job generation, traffic, infrastructure, urban design and a number of other topics that shape a “vision” for the future physical development of West Oakland. The Specific Plan identifies goals that support this vision, and each goal is systematically addressed through objectives, strategies and implementation actions. The following definitions apply to the goals, objectives, strategies and implementation actions included in the West Oakland Specific Plan:

Goal: A Goal is an observable end result having one or more objectives to be achieved within a more or less fixed timeframe.

Objective: An Objective is a definitive and measureable effort for achieving the Plan’s goals. The objectives are intended to be functional and realistic.

Strategy: A Strategy identifies the overall approach that individual implementation actions collectively will promote. A strategy for one particular topic, when combined with other strategies included in the Plan, help to carry out each of the Plan’s objectives.

Implementation Actions: Implementation Actions are specific, individual measures taken to achieve the desired results. Implementation actions include regulations, programs, public works projects, and financing measures to carry out each identified strategy.

Previous West Oakland plans have been used as a starting point for identifying community goals. West Oakland has been the subject of much study and planning efforts over many decades and previous efforts have resulted in long-lasting and positive outcomes for the community, such as the replacement of the Cypress freeway with the landscaped Mandela Parkway, and the current redevelopment of the historic Southern Pacific depot and surrounding new housing units. Others previously prepared plans have not come to fruition with tangible community improvements as yet, but have been important steps toward creating a consensus of what West Oakland could and should become. At least thirty six planning documents have been prepared for West Oakland over the years. Several prior documents, in particular, had strongly articulated, consistent and currently relevant goals for the future development of West Oakland: These previous documents include:

- West Oakland Visions & Strategies (1994),
- Seventh Street/McClymonds Corridor Neighborhood Improvement Initiative (1999),
- West Oakland Transit Village Action Report (2001),
- Neighborhood Knowledge for Change, West Oakland Environmental Indicators Project (2002),
- the Redevelopment Plan for the West Oakland Redevelopment Project Area (2003), and

- West Oakland 2000, and
- Acorn/Prescott Transportation Plan.

The primary goals from these previous documents have been consolidated into general categories pertinent to current West Oakland issues and carried forward under this current planning effort.

Additionally, development of the West Oakland Specific Plan's goals, objectives, strategies and implementation actions has benefitted immensely from the guidance of a 14-member Steering Committee comprised of volunteers representing West Oakland community organizations, residential neighborhoods and businesses. The Steering Committee has provided guidance regarding key community issues and concerns, and has made recommendations on strategies and actions that should be considered. The strategies and actions contained in this Plan have also been vetted through a 21-member Technical Advisory Committee (TAC) made up of public agency representatives and advocacy groups. Additionally, the planning process has included a very robust public outreach effort highlighted by five Community Workshops where ideas were shared with the general public, additional public input and suggestions were solicited, and community consensus achieved through a facilitated public process. Approximately one hundred West Oakland residents and other stakeholders attended each workshop.

Based on the comments received at these public venues, those goals and objectives identified as most important to community members have become the "drivers" of the West Oakland Specific Plan's recommendations. All of the strategies and implementation actions recommended below relate back to these overall community-based goals and objectives.

AREA-WIDE LAND USE AND ECONOMIC DEVELOPMENT (LU)

Specific land use and economic development objectives, strategies, and implementation actions are intended to facilitate achievement of the Area-Wide Land Use and Economic Development Goal:

**Area-Wide Land Use and Economic Development Goal:
Strengthen the economic base and expand the local economy of West Oakland through equitable land use development and inclusive economic revitalization.**

Objective LU 1: Retain compatible businesses that provide jobs, stimulate economic development, and use existing buildings.

Strategies:

- LU 1-1: Retain and support existing viable and compatible businesses, excluding truck-intensive uses.

Implementation Actions:

- a. Designate sites for Business Mix Enhancement to facilitate more intensive use of existing facilities. Intensified business activities in existing buildings can lower vacancies and increase utilization.
- b. Develop and implement an economic development program focused on encouraging innovative reuse of existing buildings with a focus on incubator space for specific industry groups, adaptable space for artisans and craftspeople, and flexible small spaces where start-up businesses can share facilities and equipment.
- c. Prohibit removal of existing structures for surface parking for cars, trucks or shipping containers, even on an interim basis. Do not allow establishment of new sites for parking of trucks and shipping containers under any circumstances.
- d. Preserve existing lower-intensity, light-industrial uses.

LU 1-2: Retain existing buildings, recognizing the capital investment that has already been made and acknowledging the architectural character and historical significance that many of these buildings possess.

Implementation Actions:

- a. Focus the economic development efforts of the City on intensification of use, permanent enhancement, and adaptive reuse of existing buildings, particularly in the near term.

LU1-3: Retain the arts community and arts-related businesses in West Oakland. Support the growing artist and crafts community which has flourished in West Oakland, attracted by the availability of affordable large-scale work spaces.

Implementation Actions:

- a. Continue the transformation of the area's obsolete industrial buildings into workspaces for arts studios such as Trapeze Arts, and institutions like the Crucible (fire arts).
- b. Require replacement of artist space within West Oakland as part of any development that involves relocation of this activity.

Objective LU2: Remove constraints to development by increasing the attractiveness of the West Oakland business area, rehabilitating under-utilized, vacant and neglected properties, and by removing conditions that constrain business development and revitalization.

Strategies:

LU 2-1: Identify new location options, further removed from West Oakland neighborhoods and outside of important development Opportunity Sites, for relocation of heavier industrial (i.e., recyclers) and truck-intensive uses.

Implementation Actions:

c. Target potential relocation sites for heavier industrial and truck-intensive uses, potentially within portions of the former Army Base, at the Port of Oakland, and within General Industrial areas accessible to the Heavy Weight Truck corridor.

LU 2-2: Minimize the intrusion of sensitive land use types such as residential, schools, medical services, health care, etc. within the established industrial areas of West Oakland.

Implementation Actions:

d. With limited exceptions as specifically provided under this Plan, prohibit the expansion of residential and live/work uses into the Business Mix and Light Industrial zones so as to encourage business development and job growth.

LU 2-3: Make West Oakland more regionally competitive for a much wider range of uses than is currently the case, and leverage West Oakland's extraordinary central Bay Area location.

Implementation Actions:

a. Undertake a proactive and coordinated marketing approach, tailored to the different market sectors.

LU 2-4: Encourage remediation of environmentally contaminated sites.

Implementation Actions:

a. See detailed discussion in later sections.

Objective LU 3: Create additional living wage job opportunities that provide employment opportunities to West Oakland residents.

Strategies:

LU 3-1: Build on existing business activities.

Implementation Actions

- a. Focus initial economic development activities on intensification of business activities in existing buildings, and allow/encourage a range of development intensities.
- b. Encourage the development of incubators for specific industry groups, and for artisans and craftspeople, where small start-up businesses can share facilities and equipment.

LU 3-2: Encourage different business market sectors, uses, and types of development in different subareas, recognizing the different densities, rents and land values among targeted market sectors.

Implementation Actions:

- a. Specifically designate certain sites for Low Intensity Business Mix/Light Industrial land uses types in those locations where it can encourage lower-rise, light industrial uses and development that provides for urban manufacturing, construction, and other light industrial business uses that provide good-paying, middle-wage jobs.
- b. Designate certain sites (as shown on the Land Use Diagram) for Low Intensity Business Mix/Light Industrial land uses. These sites are intended to provide economically viable space for expansion of the arts community.

LU 3-3: Build market strategies for attracting businesses in the different market sectors.

Implementation Actions:

- a. Grow and enhance the current www.westoaklandworks.com site as a tool for business retention, attraction and to encourage consumer access to local goods and services.
- b. Attract/support urban manufacturing and promote "Made in West Oakland" brand.
- c. Promote and brand a cluster of construction and related businesses.
- d. Promote West Oakland for clean/green businesses.
- e. Hold events and promote West Oakland for digital media, software, and info technology start-ups; attract co-working, incubator, and studio spaces.

Objective LU 4: Attract new businesses to the area that will contribute to economic and environmental health.

Strategies:

LU 4-1: Capture a greater share of the shifting regional market, which is seeing a change from traditional industrial use to more modern flexible space that can accommodate a wide variety of business applications.

Implementation Actions:

a. Develop marketing and outreach programs to target the attraction of campus/headquarters buildings for advanced manufacturing companies and other “new economy” commercial ventures, which may include a mix of functions on site.

LU 4-2: Plan for higher density campus-style development in the long term, and interim uses before.

Implementation Actions:

a. Allow new campus-style development to be developed in multiple buildings, phased-in over time. Allow undeveloped sub-parcels in early phases to be used for surface parking, while planning for structured parking to be built in later phases.

b. Designate key sites as shown on the Land Use Diagram where new development of campus-type, more intensive uses can be targeted for either the mid- or longer-term.

c. Retain certain Opportunity Sites which have strong locational advantages but where existing buildings currently accommodate on-going businesses, for development of high intensity campus-style use in the longer term.

d. Promote West Oakland’s strong locational advantages to attract large business and institutional uses.

Objective LU 5: Increase the number of retail establishments in West Oakland to offer retail business tenants a higher probability of successful operations.

Strategies:

LU 5-1: Provide for an extension of the large-format, destination retail uses that currently exist in the East Bay Bridge Shopping Center, IKEA and Bay Street Emeryville by specifically designating selected sites for Large Format Retail use.

Implementation Actions

a. Designate certain Opportunity Sites with good freeway access, as shown on the Land Use Diagram, as Large Format Retail.

- b. Attract a mix of comparison goods retail, and popularly priced retail to large format stores.

LU 5-2: Capture a greater share of local neighborhood retail “leakage” by providing for more neighborhood-serving shopping opportunities.

implementation Actions:

- a. Develop and support a full sized grocery store, which could re-capture the food store leakage as well as sales now going to liquor and corner stores.
- b. Add other important, missing retail uses, including a drug store or other convenience use, most effectively co-located with a grocery store.
- c. Encourage the establishment of restaurants that serve employees, residents and attract both local and out of area customers.

Objective LU 6: Expand, stabilize and improve the range of housing opportunities.

Strategies:

LU 6-1: Expand opportunities for affordable home ownership without concentrating low income housing.

Implementation Actions:

- a. Retain existing housing within the Opportunity Areas.
- b. Allow limited and carefully selected industrial sites to be re-zoned to accommodate new residential I development. Criteria by which residential infill may be allowed include sites within already established residential patterns, sites with established buffers between less compatible industrial neighbors, and sites with immediate proximity to parks and other residential amenities.

LU 6-2: Locate new housing near transit opportunities.

Implementation Actions:

- a. Implement the Oakland Planning Code’s land use policies for the area surrounding the West Oakland BART station (S-15: Transit Oriented Development zone).
- b. Create high-density residential, commercial, and mixed-use developments
- c. Encourage a safe and pleasant pedestrian environment near the transit station
- d. Allow a mixture of residential, civic, commercial, and light industrial activities
- e. Provide amenities such as benches, kiosks, lighting, and outdoor cafes

- f. Limit conflicts between vehicles and pedestrians.

LU 6-3: Reduce conflicts between residential and industrial uses.

Implementation Actions:

- a. Maintain the outer ring of land within the CIX-1 zoning district as an S-19 Overlay zone to control the storage and use of hazardous materials and wastes within 300 feet of a residential, institutional, or open space zoning district.
- b. Establish land use buffers between industrial land uses and adjacent residential land uses.

Objective LU7: Enhance linkages between the West Oakland Planning Area and the former Oakland Army Base.

Strategies:

- LU7-1: Relocate high-impact activities such as trucking operations and recycling facilities, from West Oakland areas in proximity to residential neighborhoods and the proposed anchor campuses (again explain what these are), to the Oakland Army Base and Port of Oakland.
- LU 7-2: Improve public transit access to key economic development and employment generation projects in West Oakland and the former Oakland Army base by providing shuttle service (possibly thorough an extension of the proposed streetcar), more extensive AC Transit services, and other approaches.
- LU7-3 Increase the public's access to information regarding employment opportunities by relocating (should resources become available and employment activity at the former Army Base become more intensive), the Army Base Jobs Center from its current location at the West Oakland library to its own facility in the Mandela/West Grand Opportunity Area.
- LU7-4: Incorporate Army Base-related artifacts that were stored away when the Base closed in September 1999 into an artistic installation within the Planning Area, as a means of recognizing the history between the Army Base and West Oakland district.

AREA-SPECIFIC LAND USE AND ECONOMIC DEVELOPMENT

Opportunity Area 1: Mandela/West Grand (M/WG)

Objective M/WG-1: Attract new, more intensive campus-style development over time.

Strategies:

M/WG 1-1: Provide locations for new technology-oriented uses that seek an urban, business park or light industrial location.

Implementation Actions:

- a. Target selected sites as shown on the Land Use Diagram for Higher Intensity Campus development that are likely to be implemented in the near- to mid-term. Specifically target the Custom Alloy Scrap Sales sites (Opportunity Sites #2, 11, 19) and the California Waste Solutions site (Opportunity Site #1).
- b. Identify certain key sites as shown on the Land Use Diagram for future locations of life science, information sector and “clean-tech” business campuses that offer a large share of jobs in the professional, technical, and scientific occupations. These sites specifically include the Iron Mountain Storage site (Opportunity Site #10), the Bay Bridge Industrial Center (Opportunity Site #20), the East Bay Municipal Utility District properties on West Grand Avenue (Opportunity Site #17), the Pacific Pipe site (Opportunity Site #5), and the the American Steel site (Opportunity Site #5).

M/WG 1-2: Establish a niche distinct from Downtown Oakland rather than competing for office and commercial uses that could locate downtown.

Implementation Actions:

- a. Build a marketing strategy to capitalize on West Oakland’s close proximity to Emeryville and U.C. Berkeley and Lawrence Berkeley Nuclear Lab (LBNL) to capture a greater share of campus-style development demand.

Objective M/WG 2: Attract new residential development to selected sites.

Strategies

M/G 2-1: Accommodate new residential development within the Mandela / West Grand Opportunity Area at selected sites based on adjacencies with existing residential areas and proximity to existing open space resources Raimondi Park and Wade Johnson Park.

Implementation Action:

- a. Rezone the Roadway site (16th, 18th, Campbell, Wood, south of Raimondi Park) to permit Medium Density Podium or Lower Density Residential uses with neighborhood-serving retail ground floor uses.

Opportunity Area 2: 7th Street/Pine Street/West Oakland BART (7th)

Objective 7th1: Implement the City's long-term vision of a transit-oriented development (TOD) at the West Oakland BART station.

Strategies:

- 7th I-1: Develop high density TOD residential uses with ground level neighborhood-serving retail at the West Oakland BART station.

Implementation Actions:

- a. Designate Opportunity sites 23, 24, 33 for High Density Residential TOD land use type.
- 7th I-2: Encourage Medium Density Residential use with neighborhood-serving retail including a grocery store further west on 7th Street, as a lower-density transition from the West Oakland BART station TOD to the surrounding neighborhood.

Implementation Actions:

- a. Designate Opportunity Sites 29, 30, 31, 32 for Medium Density Podium land use type.
- 7th I-3: Encourage BART to build a parking garage for BART activity near the freeway as a buffer for nearby residential uses.

Implementation Actions:

- a. If air quality mitigations can be adequately addressed, develop High Density Residential housing on top of the parking garage as part of a Transit-Oriented Development project.
- b. The BART parking structure shall be designed to provide a land use buffer between much of the residential area and the freeway.
- c. Provide plazas and open space contributing to a secure and aesthetically pleasing pedestrian experience at and around the BART Station TOD.
- d. Establish an open space buffer east of 3rd and Center Streets, providing a separation from contaminated DC Metal/AMCO site until remediation can be addressed through new development.

7th I-4: Build to address issues of air contamination and noise from the freeway and BART trains.

Implementation Actions:

- a. Require appropriate building techniques (air filtration systems, non-operable windows where needed, heavy noise insulation standards, etc.).

Objective 7th 2: Revitalize 7th Street as a neighborhood focus and cultural activity center.

Strategies:

7th 2-1: Activate 7th Street with enhanced streetscape and retail activity.

Implementation Actions:

- a. Encourage neighborhood-serving commercial establishments including a grocery store, along 7th Street in the vicinity of the West Oakland BART station by specifically targeting Opportunity Sites in this area.
- b. Prioritize commercial uses that enliven the street and help recreate 7th Street as a community focal point.

7th 2-2: Encourage historic district designation through partnerships with Landmarked properties and owners of buildings under Mills Act designations.

Implementation Actions:

- a. Reach out to owners with assistance from those who already have landmarked properties and Mills Act contracts

7th 2-3: Should the Oakland Main Post Office on 7th Street cease operation, reuse site for alternative use(s) that supports the community.

Implementation Actions:

- a. Reestablish internal streets south of 7th Street similar to pre-Post Office configuration.

Objective 7th-3: Maintain and enhance the residential edge along Pine Street, with light industrial uses serving as a buffer between the residential uses and the I-880 freeway.

Strategies:

7th 3-1: Some vacant land on the west side of Pine Street may be appropriate for small residential buildings complementary to the neighborhood, although it is now zoned HBX.

Implementation Actions:

- a. Require building design to address air quality and noise impacts at this location through appropriate building types and design.
- b. Phase in residential development in this area over the longer term to enable air quality conditions to improve as a result of expected limits on vehicle emissions and cleaner burning fuels.
- c. Rezone the Phoenix Iron Works site to HBX-2 to allow for mixed-use residential uses.
- d. Provide a landscape buffer along Frontage Road at the Phoenix Iron Works site.

Opportunity Area 3: 3rd Street (3rd)

Objective 3rd-1: Enhance this area as a business and employment center,, focusing on manufacturing and light-industrial uses that benefit from adjacency to the Port, as well as commercial uses that enliven the area during the day and night.

Strategies:

- 3rd I-1: Reuse buildings within this area that retain their original industrial architectural characteristics or are otherwise usable.

Implementation Actions:

- a. Notable brick buildings and other spaces now used for offices and small manufacturing (e.g., the Linden Street Brewery) should be used as examples of how such adaptive reuse can be achieved.

- 3rd I-2: Capitalize on proximity to Downtown Oakland, the Port of Oakland, the rest of West Oakland, and the regional freeway network.

Implementation Actions:

- a. Target new business opportunities in this area that reflect the existing mix of light industrial, service commercial, food and beverage production, and manufacturing, distribution, and construction-related businesses
- b. Designate the 3rd Street core Opportunity Area as High Intensity Campus type development. This area includes the parcels north of 3rd Street between Market Street and Linden Street.
- c. Attract small office/business uses such as architects and designers, import/export, communications, computer services, publishing and printing, photo/audio services, and small R&D activities.

- d. Provide street-level retail uses along 3rd Street that serve the surrounding neighborhood.
- 3rd 1-3: Use structured parking as a buffer for new developments against the I-880 freeway to the north.
- 3rd 1-4: Prohibit new residential development in this area as an incompatible land use which could adversely affect the operations of existing and future industrial uses.

Opportunity Area 4: San Pablo Corridor (SPC)

Objective SPC-1: The San Pablo Avenue corridor should be a revitalized mixed-use corridor focusing on ground-floor neighborhood-serving commercial uses.

Strategies:

SPC I-1: Encourage mixed-use projects with residential activities above ground-floor and neighborhood-serving commercial uses along the entire corridor.

Implementation Actions:

- a. Designate sites at the corners of San Pablo Avenue and West Grand Avenue for higher intensity (Medium Density Residential) residential use.

SPC I-2: Improve the overall appearance of the streetscape along San Pablo Avenue.

Implementation Actions:

- a. Enhance the streetscape and increase retail uses to activate the street, increase pedestrian activity and enliven the neighborhood.
- b. Renovate St. Andrews Park to remove blight and to serve as a neighborhood amenity.

Objective SPC 2: Establish West Grand/Market as a community commercial center.

Strategies:

SPC 2-1: Encourage new commercial development including a grocery store, that contributes to a cohesive neighborhood form, rather than to 'strip centers'.

Implementation Actions:

- a. Limit developments to a single block, avoiding street closures and surface parking. (Example: the grocery store proposed at the corner of West Grand Avenue and Myrtle Street should be designed to complement the neighborhood with rooftop and structure parking and residential edges. Street closures should not be allowed to create larger development area.)

- b. Development of the block between Myrtle and Market Streets should include a mix of uses including Medium Density Residential, street front retail and mixed use development.
- c. Encourage revitalization of the existing commercial center south of West Grand Avenue, building on the economic revitalization of the properties to the north.

TRANSPORTATION & INFRASTRUCTURE (T&I)

Transportation & Infrastructure Goal:

Make necessary investments in public infrastructure systems that are needed to support and sustain new development.

Objective T&I 1: Provide a network of "Complete Streets" to support the desired mix and intensity of land uses, and to enhance mobility for all travel modes.

Strategies:

T&I I-1: Maintain the capacity and safety of arterial streets to serve the proposed change and intensification of land uses. 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.

Implementation Actions:

- a. Provide adequate turning radii and pavement design to accommodate buses and trucks.
- b. Remove unused rail sidings and spurs to eliminate hazards for drivers, bicyclists, pedestrians and bus riders.
- c. Provide bike lanes (or other appropriate bicycle facilities) and high quality pedestrian streetscapes on arterials
- d. Develop operational strategies to prioritize freight and transit movements (including signal timing enhancements)

T&I I-2: Promote traffic calming strategies in residential neighborhoods and Opportunity Areas to improve safety, discourage truck travel off designated routes, encourage alternative travel modes and improve the attractiveness of the area.

Implementation Actions:

- a. Evaluate opportunities for lane reductions at the following locations:
 - Adeline Street (3rd Street to 36th Street).

- West Grand Avenue, (Mandela Parkway to Market Street).
 - 12th Street (Mandela Parkway to Market Street).
 - 14th Street (Mandela Parkway to Market Street).
 - 18th Street (Mandela Parkway to Market Street).
- b. Evaluate opportunities for roundabouts at the following locations to calm traffic and enhance the streetscape as a gateway or landmark feature:
- Adeline Street at 12th, 14th, and 18th Streets
 - Peralta Street at 18th and 28th Streets (streetscape project).

Objective T&I 2: Improve the attractiveness of streetscapes to promote walking and biking, traffic safety, public safety, and attract desired development.

Strategies:

T&I 2-1: Complete planned and designed streetscape improvements.

Implementation Actions:

- a. Implement the Martin Luther King Jr. Way Streetscape Master Plan.
- b. Implement the Peralta Street Streetscape Master Plan.
- c. Implement the 7th Street Concept and Urban Design Plan.

T&I 2-2: Develop and implement streetscape plans for other important arterials in West Oakland.

Implementation Actions:

- a. Develop and implement a streetscape improvement plan for West Grand Avenue.
- b. Develop and implement a streetscape plan for Market Street.

T&I 2-3: Improve the streetscapes of neighborhood local streets as development occurs.

Implementation Actions:

- a. Develop street improvements (including lights, trees, bulb outs, sidewalks, etc.), on Mandela (from 7th to 8th Street), on 8th Street (from Union to Mandela), on 8th Street (from Williams-to Wood), and on Wood (from 7th to 8th Street).
- b. Integrate a low impact development stormwater management approach into the design of streetscape improvements for all new development projects.

- c. Encourage the inclusion of street furniture, landscaping, and art in street improvement projects.
- d. Locate street trees and planter strips between sidewalks and the street to provide a safety buffer for pedestrians. Allow tree wells and planters to be used instead of planter strips where parking or bicycle lanes are next to sidewalks.
- e. Provide adequate and neighborhood scaled lighting for pedestrian safety and comfort.
- f. Use medians, bulb-outs, pocket plazas, and wide sidewalk spaces as potential areas to display public art.
- g. Use part of the City's 1.5% Public Art Ordinance and seek additional funding sources to incorporate public art into the pedestrian network.
- h. Work with community groups to install educational and interpretive signs, artwork, and landscaping to highlight historical and cultural features.

T&I 2-4: Promote land use and site design that makes walking convenient and enjoyable.

Implementation Actions:

- a. Encourage the development of pocket parks and plazas where the street pattern has created small, angular unbuildable parcels and large leftover paved areas.
- b. Discourage parking facilities that create blank walls, unscreened edges along sidewalks, and gaps between sidewalks and building entrances. Locate parking lots, driveways and loading areas behind buildings, with access on side or rear streets.
- c. Continue blight elimination and nuisance abatement programs. Install trash cans!

T&I 2-5: Maintain a complete sidewalk network free of gaps.

Implementation Actions:

- a. Implement the City's Pedestrian Master Plan.
- b. Ensure that all streets have continuous sidewalks conforming to ADA standards.
- c. Require property owners to add sidewalks and other streetscape improvements along the entire property frontage at the time of new development, substantial additions, or rehabilitations.
- d. Consider the creation of assessment districts to aid in the finance of coordinated and complete sidewalk improvements to avoid gaps as development occurs and to enhance the image of the area to attract desired development.

- e. Budget funds to fill in gaps in the sidewalk network in areas identified as high priority for safety reasons.

T&I 2-6: Improve pedestrian crossing safety in areas of high pedestrian activity .

Implementation Actions:

- a. Narrow crossings at locations with high pedestrian activity.
- b. Provide medians, buffers and landscaping.
- c. Install neighborhood scale street lighting, and implement pedestrian scale lighting at regular intervals in areas of high pedestrian activity to promote pedestrian safety and discourage criminal activity
- d. Enhance uncontrolled crosswalks.
- e. Construct compact intersections with curb extensions.
- f. Provide high-visibility crosswalks at unsignalized locations.
- g. Make walkways accessible to people with physical disabilities.

T&I 2-7: Provide direct pedestrian connections between activity centers.

Implementation Actions:

- a. Improve existing connections across or under freeways to activity centers, in particular on West Grand Avenue at I-980, using lighting, public art, acoustics, and other design features.
- b. Work with Safe Routes to School project to improve pedestrian safety around schools.
- c. Implement pedestrian improvements along transit corridors, a new community shuttle and/or streetcar route, and at the BART station to strengthen connections to transit.

Objective T&I 3: Improve the network of bicycle routes through West Oakland

Strategies:

T&I 3-1: Develop and improve West Oakland's bikeway network.

Implementation Actions:

- a. Implement the proposed Bikeway Network in the City's Bicycle Master Plan.
- b. Provide bike lanes where feasible when implementing lane reductions.

- c. Prioritize funding for bike lanes on West Grand Avenue and 7th Street.
- d. Prioritize implementation of bicycle connections to 40th Street identified in the City's Bicycle Master Plan.
- e. Implement the bike and pedestrian improvements identified in the 2006 Community-Based Transportation Plan, including re-striping to add bike lanes on Peralta Street..
- f. Construct new bike lanes on Mandela between 7th to 8th Street, and on Wood Street between 7th to 8th Street.
 - Construct a Class II bike lane on Market Street from MacArthur to 3rd.
 - Construct Class II bike lanes on West Grand Avenue (from Market to Mandela) and on 14th Street from Wood to Lake Merritt).
 - Construct a safe bikeway on 7th Street to Middle Harbor Shoreline Park as part of the large-scale 7th Street grade separation project.
- g. Study additional bike and pedestrian connections to and from prominent locations.
 - Analyze the use of the Oakland Terminal Railway trestle structure for bikes.
 - Analyze the use of unused rail sidings and spurs as bike and pedestrian routes.
 - Provide connections to the San Francisco Bay Trail and the waterfront
 - Enhance bicyclist safety at the numerous railroad crossings in the area by removing unused rail spurs or improving pavement quality, reducing the flange-way gap, removing abandoned tracks, and installing warning signs to indicate rough surfaces or skewed tracks where needed.

T&I 3-2: Make bicycle riding more safe, secure and convenient.

Implementation Actions:

- a. Encourage enforcement of truck prohibitions and traffic laws that protect bicyclists.
- b. Expand Cycles of Change into West Oakland. Cycles of Change is a non-profit, youth bicycle program that is currently serving low-income students at 12 public schools in Central and East Oakland. The program includes safety lessons, bike repair and restoration, advanced bike field trips and environmental education.
- c. Promote secure and conveniently located bicycle parking at destinations.

- d. Encourage secure bicycle storage at the West Oakland BART station, major employers, higher density multi-family residential and commercial developments, and community facilities.
- e. Identify security and monitoring mechanisms for bicycle parking including lighting, video cameras, call boxes, and security patrols.
- f. Reduce automobile parking requirements in exchange for bicycle facilities as part of transportation demand management strategies in new development.

Objective T&I 4: Reduce truck traffic impacts on residential neighborhoods.

Strategies:

T&I 4-1: Maintain truck routes and prohibitions.

Implementation Actions:

- a. Mandela/West Grand Opportunity Area: Maintain existing designated truck routes on West Grand Avenue and Peralta Street. Maintain existing truck prohibitions on 14th, 16th, 18th, 24th, 26th, 28th, 30th, 32nd, Campbell, Hannah, Helen, Poplar, Union, and Adeline Streets.
- b. 7th Street Opportunity Area: Maintain existing truck prohibitions on 3rd, 5th, 8th, Pine, Goss, Wood, Willow, Campbell, Peralta, Henry, Chester, and Center Streets.
- c. 3rd Street Opportunity Area: Maintain designated truck routes on 3rd (Adeline Street to Market Street), 5th, 7th, Union, Adeline, and Market Streets (south of 5th Street).
- d. San Pablo Avenue Opportunity Area: Maintain designated truck routes on West Grand Avenue. Maintain existing truck prohibitions on 30th Street.

T&I 4-2: Relocate truck parking and services (including food and restrooms) from West Oakland neighborhoods to a consolidated site at the Oakland Army Base.

T&I 4-3: Implement a traffic calming program in residential neighborhoods to include vehicle lane reductions, speed humps, neighborhood traffic circles or 'roundabouts', medians, pedestrian crossing improvement, etc. to discourage truck traffic from entering the area.

T&I 4-4: Enhance truck route enforcement and education to keep trucks off of neighborhood streets.

Implementation Actions:

- a. Fund extended hours of enforcement;

- b. Fund a resident “monitor and enforce” program that will complement the work of regular police officers; and
- c. Establish a truck route violation hotline.
- d. Enforce truck parking laws by increasing the number of parking monitors in the neighborhood.
- e. Increase the number of Oakland Police Department officers patrolling the neighborhood for truck violations and port security.
- f. Create a central truck-sighting hot line, so residents can report truck route violations.
- g. Explore the use of a radio frequency identification device program for trucks, with a published time line, to include tracking personnel to monitor deviations from approved truck route.
- h. Explore the use of a geo-fence around the residential sections of West Oakland, which will alert Port monitoring personnel if a truck enters.
- i. Increase the number of posted signs that direct and prohibit truck parking and truck traffic on residential streets off of designated truck routes.
- j. Update City Municipal Code Section 10.52.120, which stipulates local roads included in the truck route, to match port-published literature and the most current designated truck routes.
- k. Expand City Municipal Code Section 10.52.050, which stipulates that truck traffic over four and a half tons is prohibited between the hours of 11 pm and 6 am, to include all residential areas of West Oakland.
- l. Expand City Municipal Code Section 10.52.060, which stipulates that truck traffic over four and a half tons is prohibited on certain roads, to include all residential areas of West Oakland.

T&I 4-5: Continue, expand and improve the Port’s diesel truck replacement program.

Implementation Actions:

- a. Provide sufficient staff funding and funding to replace a greater number of trucks.
- b. Include community and industry input on the program design and ongoing implementation.
- c. Conduct a more comprehensive survey of the independent trucker market that will help to more effectively target and attract driver/owners.

Objective T&I 5: Significantly enhance transit connections with streetcar, light rail, buses or shuttles between West Oakland BART station and Emeryville along Mandela Parkway and 3rd Street.

Strategies:

T&I 5-1: Improve AC Transit bus service – day, night, and weekends, to specific destinations.

Implementation Actions:

- a. Work with AC Transit to improve bus service, especially at night and on weekends (evening/weekend services, longer service hours, greater frequencies, bus stop amenities, etc.).
- b. Work with AC Transit to improve AC Transit bus service to key destinations such as Emeryville, Jack London Square and downtown Oakland.
- c. Work with AC Transit to insure an increase bus service as development occurs and demand increases.
- d. Provide optimal bus stop locations. Maintain 1,000-foot transit stop spacing. Provide far-side transit stops. Design transit stops to allow vehicles to pass.
- e. Enhance bus stops with appropriate amenities (shelters, benches, lighting, real-time passenger information, security apparatus) to improve comfort and safety for transit riders.
- f. Improve nighttime BART access and public safety through an on-demand (by phone) door-to-door bus/van service to and from BART in the evenings and at night.

T&I 5-2: Improve mobility and community identity with a “branded” community transit service (i.e., “The O”), initially beginning with a shuttle service or enhanced AC Transit bus service and eventually with a fixed streetcar service. The transit service should link key employment centers and neighborhood destinations in West Oakland and connecting with Downtown Oakland, Jack London Square, Emeryville and the West Oakland, 12th Street, 19th Street and MacArthur BART Stations, as recommended in the ACORN-Prescott Transportation Plan (1998) and the West Oakland Community-Based Transportation Plan (2006).

Implementation Actions:

- a. Implement a “branded” enhanced AC Transit bus service and/or a “branded” shuttle service, similar to Emery-Go-Round. Explore potential for Emery-Go-Round expansion into West Oakland, for Emery-Go-Round to manage a similar service in West Oakland, for AC Transit shuttle service or for possible AC Transit joint operation with Emery-Go-Round.

- b. Coordinate with City of Emeryville which received a grant from the State Department of Transportation to study enhanced shuttle service, to expand service into West Oakland.
- c. Implement a “branded” community street car transit service (i.e., “The O”) linking key employment centers and neighborhood destinations in West Oakland and connecting with Downtown Oakland, Jack London Square, Emeryville and the West Oakland, 12th Street, 19th Street and MacArthur BART Stations, as recommended in the ACORN-Prescott Transportation Plan (1998) and the West Oakland Community-Based Transportation Plan (2006).
 - Coordinate with AC Transit, BART and other appropriate agencies on the community streetcar transit service
 - Begin a feasibility study on the design, construction, operations and maintenance costs associated with implementation of the community streetcar transit service
 - Begin investigating funding sources for the feasibility, planning, design, construction and operation of the community streetcar transit service

T&I 5-3: Improve transportation for seniors, persons with disabilities, youth, children, and low-income individuals and groups.

Implementation Actions:

- a. Improve medical service access by expanding the Alameda County Transportation Commission and City of Oakland pilot medical service return taxi voucher program for seniors in West Oakland.
- b. Expand the current City of Oakland/BACS 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 should be linked with the medical service access return taxi voucher program.
- c. Provide a special bus program or a low-cost shuttle to transport school-aged and preschool children from schools and childcare facilities to the library for reading and cultural enrichment programs.
- d. Subsidize 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-related tasks.

Objective T&I 6: Ensure an adequate supply of parking to attract and support desired development and uses, while encouraging alternative travel modes and efficient use of parking supply.

Strategies:

T&I 6-1: Provide parking consistent with the parking recommendations identified in the Land Use Element and as required by Title 17, Chapter 17.116 of the Oakland Municipal Code.

Implementation Actions:

- a. Encourage the sharing of parking facilities among buildings with different peak demand times. Allow reduced parking requirements for buildings with adequate parking spaces in shared surface parking lots.
- b. Study the option of reductions to Oakland Planning Code minimum parking requirements to encourage alternative travel modes.
- c. Include consideration of on-street parking as a supplement to on-site parking requirements when evaluating development proposals.
- d. Require dedicated Car Sharing spaces in larger residential and employment developments.
- e. Provide preferred parking for alternative energy vehicles and charging stations for electric powered vehicles.
- f. Provide parking garages for higher density developments.
- g. Retain on-street parking.

T&I 6-2: Encourage a “park-once-and-walk” strategy that encourages multiple destinations within an area to be connected by pedestrian trips.

T&I 6-3: Supplement the Planning Code requirements to provide for mitigation of potential adverse aesthetic impacts of parking.

Implementation Actions:

- a. Ensure that any necessary surface parking, driveways and loading areas in new development is located at the rear of the building, or is screened by landscaping.
- b. Encourage podium parking in higher intensity residential and non-residential development to be “wrapped” with active uses along the primary façades.
- c. Design façades of parking structures to reduce adverse effects on the pedestrian environment where ground-floor uses are not possible, with “green screens”,

landscaping, public art, lighting, semi-opaque windows, etc. Mitigate any required blank walls with plantings, murals, architectural articulation, faux façades, etc.

- d. Reduce the bulk of parking structures by breaking up façades with articulated fronts, varying rooflines, architectural details and upper-story stepbacks.
- e. Provide ample lighting in and around parking lots and structures to ensure safety.
- f. Encourage the installation of solar panels on roof-decks of parking structures, both as shading devices for vehicles and as a sustainable energy source.

T&I 6-4: Implement a residential parking program as and where needed.

T&I 6-5: Monitoring the use of parking as the transit village develops over time to address the concern of residents that the parking structure planned as part of the West Oakland BART Transit Village will lead to even more in-commuting and traffic congestion.

Objective T&I 7: Ensure a safe, reliable and efficient wastewater collection system.

Strategies:

T&I 7-1: Implement the City's Right-of-Way Management Division's proposed wastewater system improvements to reduce the amount of inflow and infiltration into the system.

Implementation Actions:

- a. Reduce inflow and infiltration in the area through the replacement of conduits and structures.
- b. Property redevelopment and/or reuse should abandon existing sewer laterals and install new laterals, and verify that there are no cross-connections from the downspouts to the sewer lateral when redeveloping property.

T&I 7-2: Individual sewer service is generally required for each parcel.

Implementation Actions:

- a. New development within the area bound by West Grand, 18th Street, Wood Street and Peralta Street should be required to provide additional sewer laterals, as service in this area is only adequate to serve a limited number of connections.

T&I 7-3: Underground utility improvements should be installed prior to final streetscape improvements to prevent damage and the need for patching such improvements during trenching operations.

Objective T&I 8: Improve the City's storm drainage conduits and storm drain structures consistent with the City of Oakland Storm Drainage Master Plan (CH2MHill, 2006). It is estimated that 30% of the existing storm drainage conduits and 100% of the storm drainage structures are in need of rehabilitation.

Strategies:

T&I 8-1: Rehabilitate those existing City storm drainage conduits and storm drainage structures that are in need.

T&I 8-2: Conduct storm drainage system capacity upgrades as needed.

Implementation Actions:

- a. Underground storm drain lines should be added to those street sections that are too long and flat for run-off to reasonably be conveyed to either end of the street, and where ponding of runoff occurs.
- b. Additional storm drainage structures, including conduit, should be added to ensure that all streets are served by a dedicated line.

T&I 8-3: New development subject to Provision C.3 of the Alameda Countywide Clean Water Program's National Pollutant Discharge Elimination System (NPDES) permit with the Regional Water Quality Control Board will need to implement on-site storm water treatment measures to clean and reduce pollutants in stormwater runoff, consistent with City of Oakland Standard Conditions of Approval.

Implementation Actions:

- a. Consistent with the requirements of Provision C.3 of the National Pollutant Discharge Elimination System (NPDES) permit and City of Oakland Standard Conditions of Approval (COA's), individual project applicants shall be required to submit a stormwater management plan to manage stormwater run-off and to limit the discharge of pollutants in stormwater after construction of their project to the maximum extent practicable.
- b. The post-construction stormwater management plan shall include site design measures to reduce the amount of impervious surface area and directly connected impervious surfaces; source control measures to limit the potential for stormwater pollution and stormwater treatment measures to remove pollutants from stormwater runoff.

Objective T&I 9: Ensure adequate water systems for new development.

Strategies:

- T&I 9-1: Require that new development that creates a parcel that fronts a street without a water main shall be required to install a new public water main at the developer's expense. New developments within parcels that are not fronted by a water line that is at least 8-inches in diameter will likely trigger upsizing of water mains, at developers' expense, to meet current codes.
- T&I 9-2: Replace many of the water lines in the area where cast iron water lines were installed in the 1930's. These pipes have likely experienced significant corrosion and should be replaced.
- T&I 9-3: Provide adequate Fire Department access and water supply that meets and/or exceeds adopted Fire Codes and standards.

Objective T&I 10: Lighting should be maintained and fixtures replaced to increase public safety.

Strategies:

- T&I 10-1: Ultimately, street lights should be replaced with intersection and streetscape improvements.

Implementation Actions:

- a. Conduct detailed studies for all major corridors serving Opportunity Areas to determine whether street lighting should be provided on only one side of the street, or on both sides of the street, and whether lighting in the street median is necessary or desired for pedestrian safety.
- b. Establish a consistent standard style and design of street light luminaires, with priority consideration to the historic Oakland luminaries.
- c. Utilize appropriate industrial lighting standards for the industrial-oriented Opportunity Area, and residential standards near the West Oakland BART TOD.

Objective T&I 11: Provide for the expansion of capacity and delivery of reliable electrical power throughout West Oakland.

Strategies:

- T&I 11-1: Work with PG&E to evaluate how and where they will need to expand capacity for delivery of electrical power, and how to distribute that power within West Oakland.
- T&I 11-2: Maximize the City's available balance of undergrounding credits as issued by PG&E to have the public utilities pay for undergrounding of overhead utility lines.

Implementation Actions:

- a. The City should develop a map which defines the precise limits in the public right of way and parcels where overhead conductors will be placed underground. The map is used to form an undergrounding district, which is approved by the City Council.
- b. The City should decide whether it or PG&E will lead the undergrounding effort. The lead is known as the trenching agent. If the local jurisdiction leads, the process can typically be completed more quickly and is better coordinated with related improvements.
- c. The City should request intents to participate in the undergrounding effort from all public utilities located in the project area.
- d. The City shall compile the information in a joint trench composite drawing and completes a "Form B", which allocates design, materials, and installation costs between the participants.
- e. A survey shall be completed at each property to determine the work necessary to complete the service conversion. When the plans and Form B are approved by all participants, the installation of underground conduits, substructures, and boxes can commence.
- f. When all underground infrastructure is approved, the utility companies shall install conductors and related equipment.
- g. Upon final testing, the public utility companies shall remove the overhead poles and conductors.

T&I 11-3: Consistent with City of Oakland Standard Conditions of Approval, developers of major projects within the Specific Plan Area shall provide for the undergrounding of electric and telephone facilities, fire alarm conduits, street light wiring and other wiring, conduits, and similar facilities. The new facilities shall be placed underground along the project applicant's street frontage and from the project applicant's structures to the point of service.

T&I 11-4: Develop needed integrated distribution facilities and increase the bandwidth of high-speed broadband internet service in the area.

Implementation Actions:

- a. Coordinate with network operators. Because of the backbone infrastructure in the area, there is potential for extensive broadband connectivity. If and when work occurs to improve streets, coordination with network operators should occur to encourage them to install network facilities.

- b. In the event that providers are unwilling to install distribution facilities due to a lack of committed subscribers, an option is for the City to fund the construction of telecommunications infrastructure to facilitate the network operators' ability to provide service.

ENVIRONMENTAL ENHANCEMENT & PROTECTION

Environmental Enhancement & Protection Goal:

Create a safe, physically attractive and environmentally sustainable community.

Objective ENV 1: Incorporate strategies to promote the environmental health of the community when new development is proposed.

Strategies:

- ENV I-1: Promote and require energy efficiency throughout all aspects of new development and redevelopment.
- ENV I-2: Ensure that new development employs sustainable "green" building practices, facilitates access to pedestrian and transit networks, and enhances streetscapes and open spaces.

Objective ENV 2: Fully remediate all environmentally contaminated sites which pose a hazard to community health and which serve as a deterrent to redevelopment opportunities, and protect residents and employees from potentially unhealthy effects of industrial wastes and byproducts.

Strategies:

- ENV 2-1: As redevelopment activities occur, leverage the increased potential for greater private capital investment to cleanup and reuse previously contaminated sites, as redevelopment activities occur.
- ENV 2-2: Use new development projects as a means to achieve remediation of remaining "open" environmental cases (known contamination of soils and/or groundwater) and currently unknown contamination.

Implementation Actions:

- a. Consistent with the City of Oakland Standard Conditions of Approval and prior to issuance of any demolition, grading, or building permits, project applicants shall submit to the Fire Prevention Bureau Hazardous Materials Unit a Phase I Environmental Site Assessment (ESA) report, and a Phase II report if warranted. The ESA reports shall make recommendations for remedial action if appropriate.

- b. If the environmental site assessment reports recommend remedial action, the project applicant shall consult with the appropriate local, State, and federal environmental regulatory agencies to ensure sufficient minimization of risk to human health and environmental resources, both during and after construction, posed by soil contamination, groundwater contamination, or other surface hazards including, but not limited to, underground storage tanks, fuel distribution lines, waste pits and sumps.
- c. Obtain and submit written evidence of approval for any remedial action if required by a local, State, or federal environmental regulatory agency.
- d. Submit a copy of all applicable documentation required by local, State, and federal environmental regulatory agencies, including but not limited to: permit applications, Phase I and II environmental site assessments, human health and ecological risk assessments, remedial action plans, risk management plans, soil management plans, and groundwater management plans.
- e. Project applicants shall submit documentation to determine whether radon or vapor intrusion from the groundwater and soil is located on-site as part of the Phase I documents.
- f. The reports shall make recommendations for remedial action, if appropriate, and the project applicant shall implement the approved recommendations.

ENV 2-3: Continue to pursue state and federal Brownfield grants, loans and other funding sources to off-set the costs of site characterization and clean-up efforts.

Implementation Actions:

- a. The City shall continue to seek both US EPA and state Brownfields Program funding and grants to support environmental assessment, cleanup, and related job training activities.

Objective ENV 3: Reduce the effects of truck-related diesel emission pollution and other sources of air pollution in West Oakland neighborhoods.

Strategies:

ENV 3-1: Continue to pursue on-going efforts to reduce diesel emissions and associated health risks to West Oakland residents.

Implementation Actions:

- a. Increase enforcement and penalties on prohibited truck routes.
- b. Create designated truck routes that do not travel through neighborhoods.

- c. Prohibit overnight truck parking in residential areas.
- d. Install traffic barriers on streets with prohibited truck routes.
- e. Decrease truck traffic by increasing the percentage of containers moved by rail.
- f. Provide truck services (fueling, truck repair, food and beverage) at Port of Oakland, thereby eliminating truck trips for these services through West Oakland.
- g. Provide additional financial incentives to replace older, more polluting trucks.
- h. Regulate truck idling within Port terminals, and provide electrified parking spaces to reduce unnecessary idling.

ENV 3-2: Relocate those existing freight-related and heavy industrial uses that are in relative close proximity to residential neighborhoods, to alternative locations outside of and distant from residential neighborhoods.

ENV 3-3: Continue to test cleaner fuels and technologies.

Implementation Actions:

- a. Develop a biodiesel consortium in partnership with the City of Berkeley, the City of Oakland, the Port, truckers, and others.
- b. Develop a biodiesel manufacturing plant that could reduce the cost of biodiesel, provide jobs to West Oakland residents, and reduce air pollution.

ENV 3-4: Create a Healthy Homes Project to install test technology and design measures such as HEPA filters, ventilation systems and green barriers that can reduce the amount of indoor air pollution that residents breathe.

ENV 3-5: Seek to develop new sensitive uses (such as new housing projects) at sites that are the least exposed to emissions of toxic air contaminants (TACs) and /or diesel emissions (PM_{2.5}).

Implementation Actions:

- a. Prioritize suitable land uses (such as commercial and light industrial) within those portions of West Oakland that are in close proximity to freight transport routes, where hazards due to toxic air contamination are greatest.
- b. Site sensitive land uses at a distance from known stationary source emitters such that the source poses no increased risk or health impact to the future sensitive receptor. This measure could reduce all of the potential increased health risks from a single source.

- c. When new residential development does occur in areas exposed to high levels of TAC and PM2.5, continue to require and enforce the City of Oakland's Standard Conditions of Approval that have been adopted by the City to address the exposure of new sensitive receptors to nearby sources of toxic air contaminants and particulate matter

ENV 3-6: Because of the severity of the potential health impacts at several of the Opportunity Sites identified as "areas of concern" the following additional Best Practices should be implemented:

Implementation Actions:

- a. New sensitive receptors (such as new housing) should be located above the elevation of the freeway. PM2.5 concentrations generally decrease with elevation, so new residential space should be located on upper floors of buildings.
- b. New sensitive receptor uses located in "areas of concern" should install air filtration systems rated MERV 16 or higher to protect those new sensitive receptors from toxic air containments and PM2.5 concentrations. This measure is effective for reducing exposure from TACs and PM2.5 emissions from diesel engines, highways and roadways.
- c. Retain a qualified heating, ventilation and air conditioning (HVAC) consultant during the design phase of a project to locate the HVAC system based on exposure modeling from the pollutant sources.
- d. Air intake for air ventilation systems should be located farthest away from TAC emission sources as possible, thereby providing the cleanest ventilation possible to building occupants.
- e. Locate operable windows and balconies as far away as possible from high volume roadways or other stationary sources of TAC pollution. For example, if TAC sources are located on the west of the building, windows and balconies shall be installed on the east side of the building where TAC exposure levels are likely to be lower.
- f. Project applicants/owners should maintain, repair and/or replace the air filtration system on an ongoing and as needed basis or should prepare an operation and maintenance manual for the filter.
- g. Incorporate tiered plantings of low biogenic volatile organic compound (BVOC) emitting trees such as pine, cypress, hybrid popular or redwoods between a project's frontage and adjacent heavily trafficked highways and roadways, and/or between sensitive receptors and high pollutant TAC and/or PM stationary source emitters.

ENV 3-7: Consider phasing new residential development so that the area nearest to the source of air pollution is not developed for sensitive receptors until the health risk associated with the source has been reduced due to changes at the facility.

Implementation Actions:

- a. Reduce the health risks associated with certain stationary sources within West Oakland (such as the heavier industrial uses, recyclers and truck-intensive uses) by replacing these uses over time with a land use that does not create TACs or PM2.5 emissions. Once the emissions sources have been relocated, new sensitive receptors can be permitted

Objective ENV 4: Limit the exposure of sensitive land uses by restricting or limiting new residential development at those sites known to have been previously environmentally contaminated.

Strategies:

ENV 4-1: Retain commercial and/or industrial land use designations on those sites which have been remediated, but only to commercial/industrial standards.

Implementation Actions:

- a. 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.
- b. Phase in over the longer-term the development of those sites that have lengthy site characterization and remediation programs, especially the National Priority List site in the 7th Street Opportunity Area.

ENV 4-2: Continue to implement those regulatory mechanisms which seek to minimize the potential for spills and contamination of soils and groundwater.

Implementation Actions:

- a. Consistent with City of Oakland Standard Conditions of Approval, any new use which handles or generates hazardous materials must submit a Hazardous Materials Business Plan for review and approval by the Fire Prevention Bureau, 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 Services Division should emergency response be required, and includes an emergency response plan including employee training information.

ENV 4-3: Relocate recycling operations, trucking operations and other types of existing land uses which contribute to unhealthy conditions within the community, elsewhere.

Implementation Actions:

- a. Encourage the relocation of those types of land use which are known to generate toxic hazard concerns (i.e., waste recycling operations) to alternative locations outside of and distant from residential neighborhoods.

ENV 4-4: Ensure that new industrial and commercial development which may use or generate hazardous materials provides appropriate safety measures and buffers between adjacent sensitive uses.

Implementation Actions:

- a. Retain and rigorously enforce the current S-19 Health and Safety Protection Combining Zone regulations which, among other requirements, prohibit certain activities (such as manufacturing, storing or use of explosives, electroplating; hazardous waste management, industrial/transfer storage, and residuals repositories); and which preclude the storage or use of hazardous materials and waste within 300 feet of a residential, institutional or open space zoning district without written approval or consent of the Fire Department.

ENV 4-5: Effectively partner public and private initiatives which seek to clean up sites that have been previously contaminated and where remediation efforts may be stalled or not yet initiated.

Implementation Actions:

- a. Actively support on-going legislative efforts to transfer prior Redevelopment Agency powers under the Polanco Act to successor agencies (i.e., the City). This would give the City greater authority to compel landowners and responsible parties to implement remediation efforts.
- b. Consider use of Polanco Act powers more rigorously than has been used in the past.
- c. Work with other federal and state agencies to remove from active data bases those sites which have been fully remediated and "closed".

Objective ENV 5: Minimize the health risks associated with excessive noise impacts at new and existing sensitive receptor locations throughout West Oakland.

Strategies:

ENV 5-1: Reduce noise from BART trains.

Implementation Actions:

- a. Hire a noise consultant to study BART train noise and its effects on existing neighborhoods, and new Transit Village residential uses and 7th Street

commercial/entertainment uses, identify mitigations and report findings to the City Council, and BART.

- b. Develop an agreement with BART for regularly scheduled rail grinding in the West Oakland area. The agreement should include a monitoring and reporting mechanism similar to actions taken by BART in other parts of its service area.
- c. Implement initially the noise baffle structure and eventually the completely enclosed noise mitigation tube on the BART overhead structure along 7th Street as shown in the adopted Seventh Street Concept and Urban Design Plan (2004).

ENV 5-2: Consistent with City of Oakland Standard Conditions of Approval, new development shall comply with the interior noise requirements of the City of Oakland's General Plan Noise Element and achieve an acceptable interior noise level.

Implementation Actions:

- a. Incorporate noise reduction strategies such as sound-rated assemblies (i.e., windows, exterior doors, and walls), and/or other appropriate features/measures into project building design, based upon recommendations of a qualified acoustical engineer.
- b. During project design phases for projects in noise sensitive areas, specific sound-rated assemblies and/or other appropriate features/measures shall be identified as necessary, depending on the specific building designs and layout of buildings on the site.
- c. Written confirmation by an acoustical consultant, HVAC or HERS specialist, shall be submitted for City review and approval, prior to Certificate of Occupancy (or equivalent) to demonstrate compliance with interior noise standards based upon performance testing of a sample unit.
- d. Include a Statement of Disclosure Notice in the CC&R's on the lease or title to all new tenants or owners of the units acknowledging the noise generating activity or noise source.

COMMUNITY ENHANCEMENT (CE)

Community Enhancement Goal:

Develop and foster and enrich the multi-cultural diversity of West Oakland.

Objective CE 1: Protect and preserve important natural and cultural resources, including the large number of historic structures with West Oakland.

Strategies:

CE 1-1: Preserve historic structures and incorporate them as adaptively reused buildings as part of the redevelopment of opportunity sites.

Implementation Actions:

- a. Adaptively reuse existing buildings.
- b. Do not remove or materially alter significant historic structures.

CE 1-2: Enhance existing historically important buildings, districts and areas.

Implementation Actions:

- a. Install historic railroad catenary poles into plan area as a design element along Mandela Parkway and/or 16th Street.
- b. Improve access to 16th Street Central Station to support revitalization efforts for this resource.
- c. Consider historic district designation for 7th Street and other locations.

Objective CE 2: Develop, foster and enrich the multi-cultural diversity of West Oakland. Restore and preserve cultural assets and historic buildings, and maintain the community fabric that makes West Oakland unique.

Strategies:

CE 2-1: Acknowledge art as an economic development catalyst.

Implementation Actions:

- a. Provide interim or temporary art installations in highly visible locations.
- b. Support dedicated and expedited festivals/street fair/special event permitting.

CE 2-2: Encourage and celebrate the arts as a basis of social and economic activity.

Implementation Actions:

- a. Develop Cultural Overlay zones particularly within residential areas along 7th Street in the 7th Street Opportunity Area intended to create incentives (such as density bonus measures or other implementing strategies) to maintain and grow the arts and artisan community in West Oakland.
- b. Enhance residential zoning for artists and creative professionals.

CE 2-3: Improve access for seniors, youth and families to social services, education, cultural arts and recreation.

Implementation Actions:

- a. Create safe and attractive public places where people will want to gather and participate in their community

CE 2-4: Retain vacant and closed public elementary schools as temporary sites for community-oriented activities.

CE 2-5: Continue to build partnerships with West Oakland community-based organizations and other agencies to enhance the effectiveness of the West Oakland Specific Plan and to monitor its implementation.

Implementation Actions:

- a. Continue to convene the West Oakland Specific Plan Steering Committee, potentially adding other stakeholders as needed, to ensure that the Specific Plan's implementation stays in line with community priorities and vision
- b. Improve inter- and intra-agency coordination on future West Oakland development issues by continuing to convene the West Oakland Specific Plan Technical Advisory Committee, to ensure creative, efficient, and successful revitalization of the district.

EQUITABLE DEVELOPMENT (EQD)

The Specific Plan will include strategies that address some of the displacement concerns of the residential and business community while at the same time boost development. These will take the form of a well- developed framework for short-term and long-term mechanisms that will advance an overall equitable development in the area.

Community members expressed concerns at WOSP Community Workshops about the loss of housing affordability and the involuntary displacement that has occurred in the past and that might occur as a result of prospective development in West Oakland. West Oakland has a household median income that is only 60 percent of the City-wide average and has 78 percent of households living as renters

who are therefore vulnerable to displacement when rents increase. Industrial and small businesses also are concerned about business gentrification and displacement. Changes in land use and emphasis on 'higher-value' operations and land use activities could result in valuable local enterprises being displaced by jobs that are well-paying but that require skill sets more advanced than what are currently available in West Oakland. Many of the existing skills are the baseline of Oakland's traditional and still valued construction and manufacturing sector.

The proposed Equity Development framework will be focused on availability of affordable housing, access to jobs, and local business development. It will contain a comprehensive set of objectives and strategies (short term and long term) in three broad program areas: 'affordable housing', 'workforce development' and 'encourage investment and jobs in West Oakland'. There is tremendous interest among community residents in benefitting directly from the West Oakland Specific Plan. Income creation along with stabilizing housing affordability will be critical in ensuring resident wellbeing with an improvement in the neighborhood economy. The Equitable Development Chapter of the Specific Plan will include an analysis of existing conditions combined with a detailed framework of short and long term strategies that hold specific organizations/agencies accountable for implementation. Sample strategies include, but are not limited to the following actions:

EQD1-1: Seek fiscal partners to collaborate on a geographic focused lending program such as the one being implemented for Upper Broadway.

EQD1-2: Work with private banks and Community Development Finance Institutions to promote lending in the City's targeted sectors as identified in the Economic Development strategy.

EQD1-3: Encourage city attraction and retention incentives for West Oakland again focused on targeted sectors.

EQD1-4: Organize/Encourage business service providers' workshops to be held in West Oakland for start-up and existing businesses in conjunction with the Alameda County Small Business Administration Development Center.

Implementation Actions:

a. Target West Oakland businesses and entrepreneurs.

EQD1-5: Find creative ways to improve the physical environment around the business corridors; improve infrastructure in the West Oakland industrial areas in order to attract job generating industries.

EQD1-6: House and maintain a one stop business administrative resource collection in the library to direct local entrepreneurs to existing resources and programs such as the Business Assistance Center.

EQD1-7: Encourage entrepreneurial commerce activities around the increased access to fresh and healthy food.

EQD1-8: Work proactively with nonprofit agencies, such as EBALDC, and other local West Oakland commerce groups to develop San Pablo as a unique business district with opportunities for local access to flexible startup opportunities.

EQD1-9: Explore potential for development of social enterprises coming out of such programs as Roberts Enterprise Development Fund (REDF) and/or Grameen America that will give preference to employing local residents.

West Oakland Specific Plan

List of Figures

Maps

| | |
|-----------------|---|
| FIGURE 1 | West Oakland Specific Plan Regional Map |
| FIGURE 2 | Project Area |
| FIGURE 3 | Opportunity Site Chart |
| FIGURE 4 | Existing Land Use |
| FIGURE 5 | Land Use Overlay |
| FIGURE 6 | Development Scenario with Enhanced Transit |

Development Scenarios

| | |
|------------------|--|
| FIGURE 7 | Development Scenario- Sub-Area 1A |
| FIGURE 8 | Development Scenario- Sub-Area 1B |
| FIGURE 9 | Development Scenario- Sub-Area 1C |
| FIGURE 10 | Development Scenario- Sub-Area 1D |
| FIGURE 11 | Development Scenario- Sub-Area 2A |
| FIGURE 12 | Development Scenario- Sub-Area 2B |
| FIGURE 13 | Development Scenario- Sub-Area 2C |
| FIGURE 14 | Development Scenario- Sub-Area 3 |
| FIGURE 15 | Development Scenario- Sub-Area 4A |
| FIGURE 16 | Development Scenario- Sub-Area 4B |

Alternatives Studied

| | |
|------------------|---|
| FIGURE 17 | Mid-Range Alternative Studied- Sub-Area 1A |
| FIGURE 18 | Mid-Range Alternative Studied- Sub-Area 1B |
| FIGURE 19 | Mid-Range Alternative Studied- Sub-Area 1C |
| FIGURE 20 | Mid-Range Alternative Studied- Sub-Area 1D |
| FIGURE 21 | Mid-Range Alternative Studied- Sub-Area 2A |
| FIGURE 22 | Mid-Range Alternative Studied- Sub-Area 3 |
| FIGURE 23 | Employment- Focus Alternative Studied- Sub-Area 1D |
| FIGURE 24 | Employment- Focus Alternative Studied- Sub-Area 2A |
| FIGURE 25 | Retail Alternative Studied- Sub-Area 1C |
| FIGURE 26 | Retail Alternative Studied- Sub-Area 1A |

West Oakland Specific Plan Regional Map

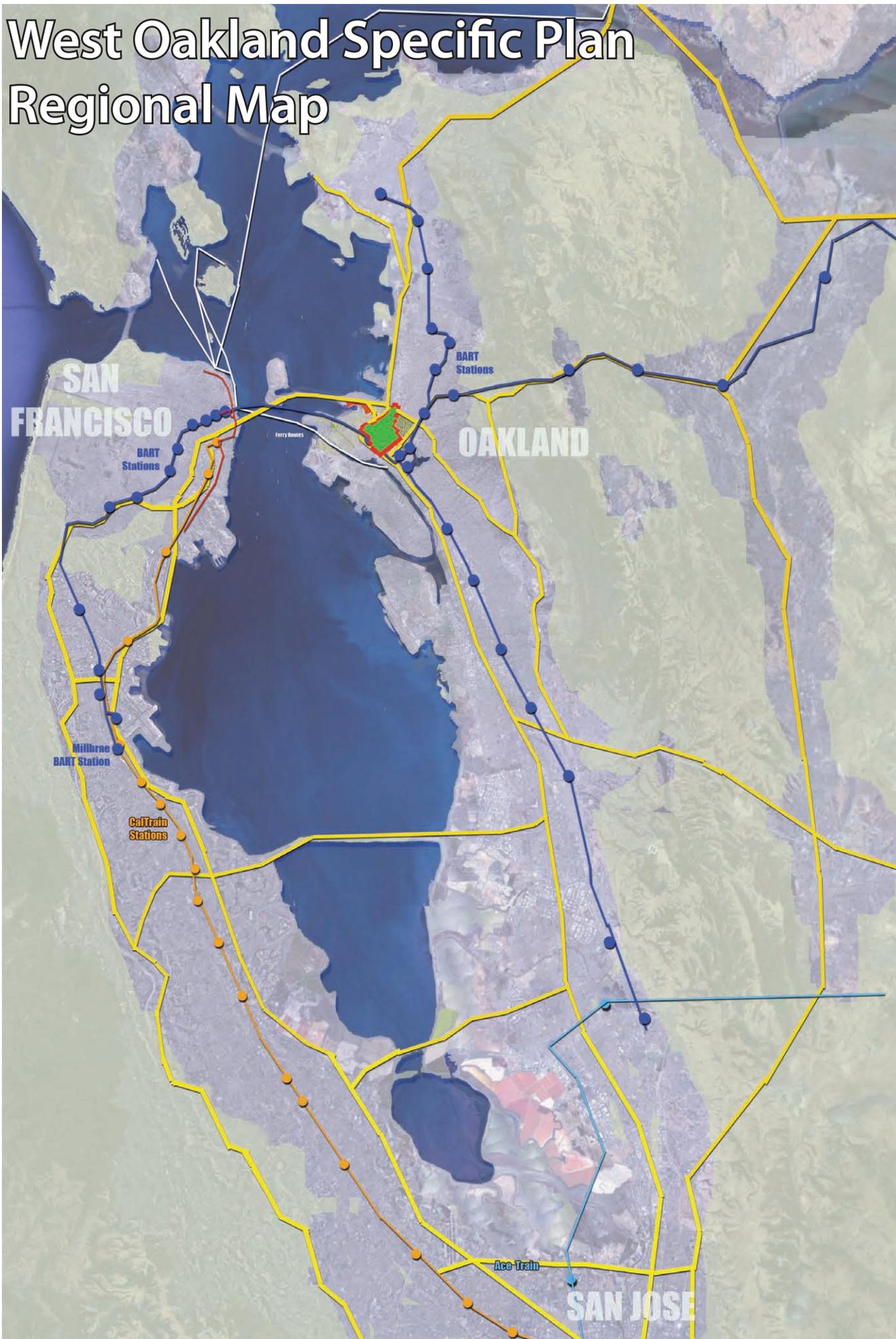
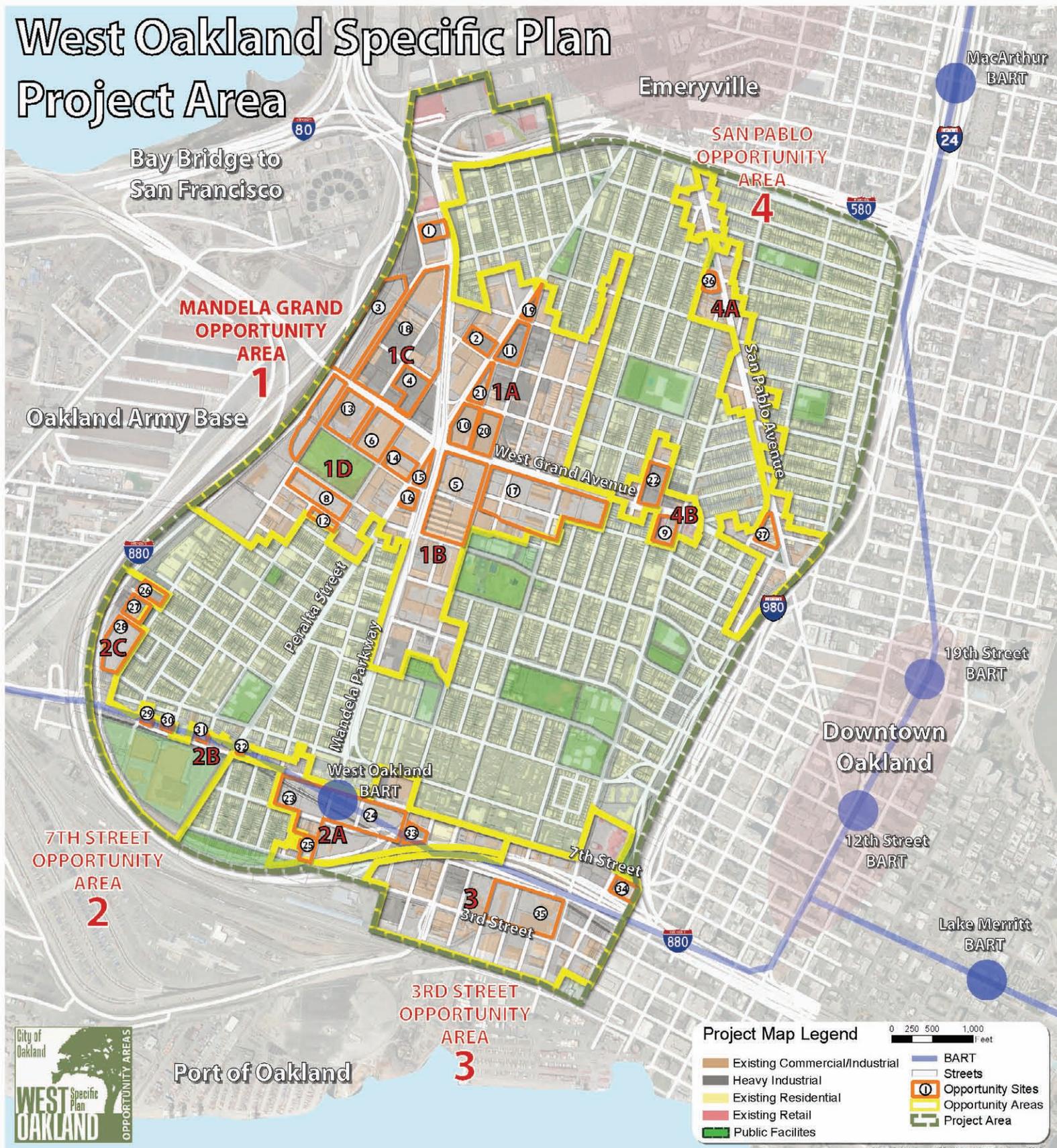


FIGURE 1

West Oakland Specific Plan Project Area



Project Map Legend

0 250 500 1,000 Feet

- Existing Commercial/Industrial
- Heavy Industrial
- Existing Residential
- Existing Retail
- Public Facilities
- BART
- Streets
- Opportunity Sites
- Opportunity Areas
- Project Area

Opportunity Site Key

- | | | |
|--|---|--|
| 1. 1650 32nd St. | 14. 2001 Peralta (portion of block – Campbell, 20th, Peralta) | 26. 10th to 11th, Pine to Frontage |
| 2. 2601 Peralta | 15. Triangle – Mandela, Peralta, 20th | 27. 9th to 10th, Pine to Frontage |
| 3. Upper Wood St. | 16. North portion of block – Peralta, Mandela, 20th | 28. Phoenix Iron Works |
| 4. 2240 Wood St. (Grand/Campbell) | 17. Poplar to Linden, W. Grand to 20th | 29. 7th & Wood |
| 5. Pacific Pipe/American Steel | 18. Grand/32nd, Campbell to Wood | 30. 7th & Willow |
| 6. 1699 West Grand | 19. Triangle - Peralta, Poplar, 28th | 31. 7th & Campbell |
| 7. Roadway Express | 20. Kirkham to Poplar, W. Grand to 24th | 32. 7th & Peralta |
| 8. Grand & Market | 21. Triangle - Peralta/Kirkham/24th Street | 33. South half-block between Union & Magnolia |
| 9. 2300 Peralta (Mandela/Peralta/W.Grand) | 22. W. Grand/Myrtle/Filbert/24th Street | 34. Brush and Castro |
| 10. 2701 Poplar (CASS) | 23. West Oakland Transit Village | 35. 425 Market Street |
| 11. Half-block at Willow, Campbell & 17th Street | 24. West Oakland Alliance Development | 36. North portion of block, Filbert, 32nd, San Pablo |
| 12. 1700 20th St., (Wood, Willow, W. Grand, 20th Street) | 25. EPA Site | 37. San Pablo, W. Grand, 23rd, Brush |

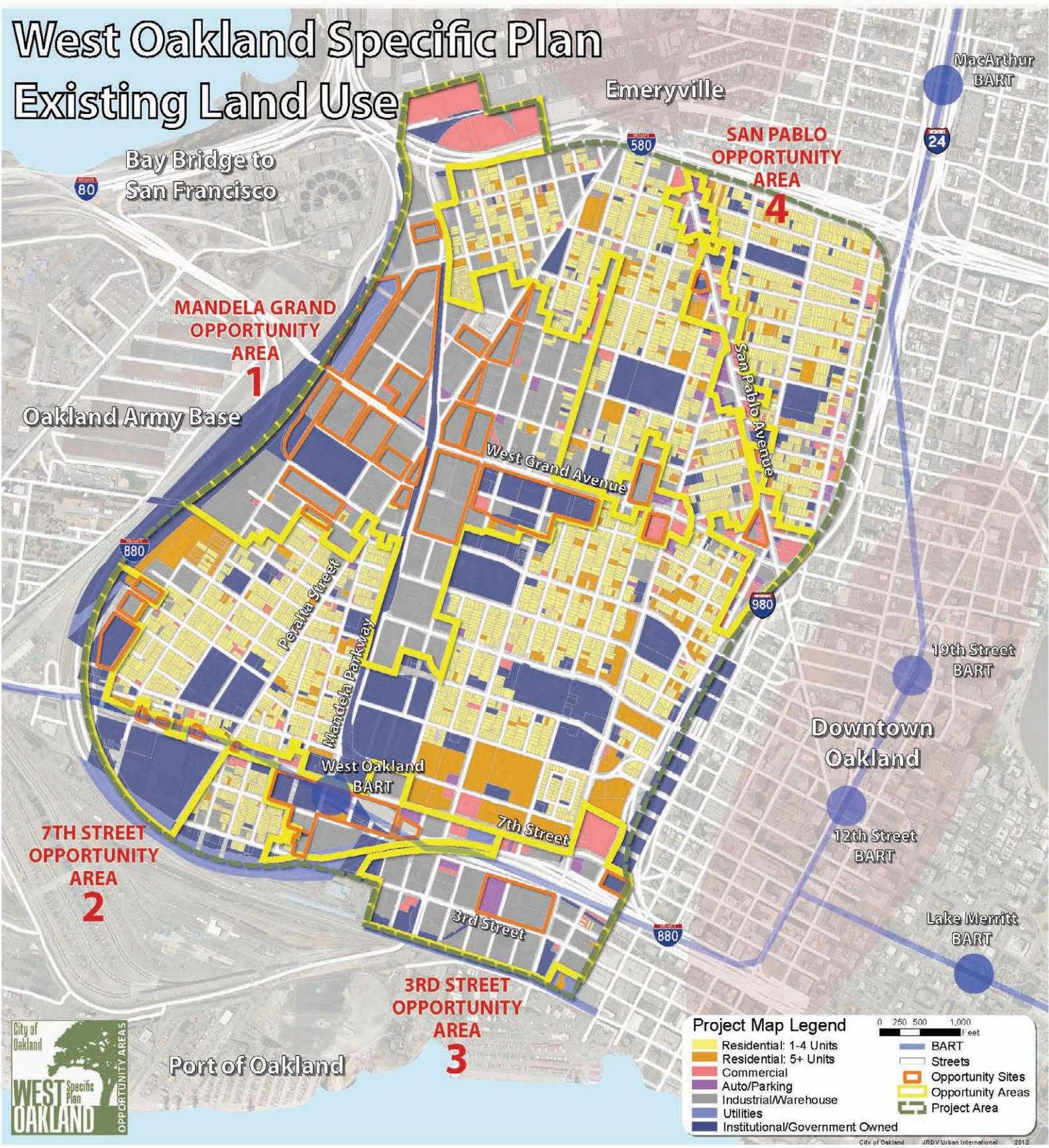
FIGURE 2

West Oakland Specific Plan Opportunity Site Chart

| | Location | City ID | AC | SF | Total Assessed Value | APN | Owner | |
|--|---|---------|-------|-----------|----------------------|--|--|---|
| Area 1: Mandela/West Grand/Market Street Opportunity Site Details | | | | | | | | |
| 1 | 1650 32nd St. | UM1 | 1.22 | 53,143 | \$959,720 | | | |
| 2 | 2601 Peralta | UM2 | 1.70 | 74,189 | | 7-586-2 | MBT SULPRIZIO LLC | |
| 3 | Upper Wood St. | UM3 | 5.37 | 233,917 | \$3,256,882 | | | |
| 4 | 2240 Wood St. (Grand/Campbell) 2225 Campbell St. | UM4 | 3.54 | 154,247 | \$12,381,060 | 7-576-1-11 15 | 7-576-1-11 15 | OAKLAND 24TH ST LLC KS PROPERTIES |
| 5 | Pacific Pipe/American Steel | UM5 | 12.63 | 550,194 | \$9,124,636 | 5-400-1-1, 5-401-1-4, 5-402-2, 5-402-5-2, 5-402-6, 5-419-1-4, 5-420-1-3, 5-420-1-5 | 5-400-1-1, 5-401-1-4, 5-402-2, 5-402-5-2, 5-402-6, 5-419-1-4, 5-420-1-3, 5-420-1-5 | KS PROPERTIES ONE LLC |
| 6 | 1699 West Grand | UM6 | 4.75 | 206,971 | \$910,190 | 7-571-3-1 | | PETER SULLIVAN ASSOC. |
| 7 | Wood Street Station | UM7 | 4.76 | 207,346 | \$2,248,666 | 18-310-3-8, 18-310-3-9, 18-310-3-10, 18-310-3-11, 18-310-7-7 | | CENTRAL STATION LAND LLC, CITY OF |
| 8 | Roadway Express | UM8 | 4.32 | 188,295 | \$2,799,993 | 7-562-1 | 7-563-1 | ROADWAY EXPRESS INC. |
| 9 | Grand & Market | UM10 | 1.89 | 82,233 | \$8,568,380 | 5-411-1-4 | 5-411-1-5 | KIM MYUNG S KIM CHONG H & MYUNG S |
| 10 | 2300 Peralta (Mandela/Peralta/W.Grand) | UM11 | 3.18 | 138,303 | \$39,289,807 | 5-422-2-3 | | IRON MOUNTAIN RECORDS |
| 11 | 2701 Poplar (CASS) | UM12 | 2.84 | 123,621 | \$404,916 | 5-443-1-1 | | NKP SULPRIZIO LLC |
| 12 | Half-block at Willow, Campbell & 17th Street | | 0.98 | 42,564 | \$8,625,904 | 7-559-1-2, 7-559-4 | | BAILEY PROPERTY INVESTMENTS |
| 13 | 1700 20th St., (Wood, Willow, W. Grand, 20th Street) | | 4.77 | 207,958 | \$1,153,315 | 7-572-1-1, 7-572-1-2, 7-572-2-1, 7-572-2-2, 7-572-2-4, 7-572-2-5 | | HORIZON BEVERAGE, CITY OF |
| 14 | 2001 Peralta (portion of block Campbell, 20th, Peralta) | | 0.85 | 37,161 | \$464,199 | 7-570-2 | | TWENTIETH STREET PROJECT |
| 15 | Triangle | | 0.81 | 35,196 | \$355,187 | 5-421-2-2, 5-421-3 | | MEAGHER JAMES F TR, COLLINS BRIAN |
| 16 | North portion of block Mandela, 20th | | 0.88 | 38,320 | \$11,003,521 | 5-399-1-3 | | KS PROPERTIES ONE LLC |
| 17 | Poplar to Linden, W. Grand to 20th | | 13.02 | 567,189 | \$8,198,206 | 7-572-2-4 | | EBMUD |
| 18 | Grand/32nd, Campbell to Wood | | 17.79 | 775,129 | \$453,513 | 7-572-2-5, 7-576-1-12, 7-576-1-14, 7-575-1, 7-575-2-3, 7-575-2-5, 7-575-4, 7-575-3-3, 7-579-4, 7-579-1-7, 7-579-1-8, 7-579-1-10, 7-579-2-2 | | |
| 19 | Triangle - Peralta, Poplar, 28th | | 0.76 | 33,062 | \$9,117,339 | 5-460-1, 5-460-2, 5-460-6-2 | | KAMMULA MANI M & RAO K, NKP |
| 20 | Kirkham to Poplar, W. Grand to 24th | | 3.48 | 151,700 | \$17,769,058 | 5-423-1-1 | | BBIC INVESTOR LLC |
| 21 | Triangle - Peralta/Kirkham/24th Street | | 1.40 | 61,065 | \$1,915,969 | 5-441-1, 5-441-2 | | A T & S F RY & S P CO NKP SULPRIZIO LLC |
| 22 | W. Grand/Myrtle/Filbert/24th Street | | 2.92 | 127,080 | | 5-430-13-4, 5-430-17-2 | | ORTON J R 3RD & LIBITZKY HOLDINGS LP |
| Area 2: Pine Street/7th Street/BART Opportunity Site Details | | | | | | | | |
| 23 | West Oakland Transit Village | JL2 | 9.44 | 411,282 | \$4,720,097 | 4-49-1, 4-49-2-1, 4-49-2-2, 4-49-3, 4-49-4, 4-69-1, 4-69-2-1, 4-69-2-2, 4-69-3, 4-69-4, 4-71-18-390-10-7 | | STATE OF CALIFORNIA, BART, |
| 24 | West Oakland Alliance Development | JL3 | 3.95 | 172,255 | \$2,311,821 | 18-390-10-7 | | WEST OAKLAND DEVELOPMENT |
| 25 | EPA Site | JL4 | 0.92 | 40,053 | \$588,260 | 4-73-10-2 | | CYPRESS STREET INVESTMENTS |
| 26 | 10th to 11th, Pine to Frontage | CWS | 4.87 | 212,309 | \$4,145,550 | 6-29-3-2, 6-29-4-3 | | CALIFORNIA WASTE SOLUTIONS |
| 27 | 9th to 10th, Pine to Frontage | CWS | 1.62 | 70,690 | \$1,353,418 | 6-49-25-1, 6-49-26 | | BATAVIA CLYDE D & GAIL S TRS & |
| 28 | Phoenix Iron Works | PIW | 5.49 | 239,304 | \$0 | 6-47-1 | | STATE OF CALIFORNIA |
| 29 | 7th & Wood | | 0.42 | 18,413 | \$720,383 | 6-19-8, 6-19-28-2 | | COLLIER DANNY D & ROBERT W TRS |
| 30 | 7th & Willow | | 0.25 | 10,730 | \$166,147 | 6-19-22 | | ABDALLAH NASSIR N ETAL |
| 31 | 7th & Campbell | 7C | 0.73 | 31,852 | \$992,725 | 6-17-17, 6-17-18, 6-17-19, 6-17-20, 6-17-21, 6-17-22 | | OAKLAND COMMUNITY HOUSING INC |
| 32 | 7th & Peralta | | 0.17 | 7,425 | \$141,268 | 4-97-13, 4-97-14, 4-97-15 | | COMMUNITY DEVELOPMENT CORP |
| 33 | South half-block between Union & Magnolia | | 0.69 | 30,000 | | | | |
| Area 3: 3rd Street Opportunity Site Details | | | | | | | | |
| 34 | Brush and Castro | BC | 1.36 | 59,446 | \$0 | 1-221-14-1 | | STATE OF CALIFORNIA |
| 35 | 425 Market Street | JL1 | 2.67 | 116,497 | \$4,175,138 | 4-3-2 | | SNOW PROP-MA LLC |
| Area 4: San Pablo Avenue Opportunity Site Details | | | | | | | | |
| 36 | North portion of block, Filbert, 32nd, San Pablo | | 0.91 | 39,792 | \$574,077 | 5-467-1, 5-467-2-1, 5-467-2-3 | | KAUV HUY M & SAM, FOHLER PAMELA P & |
| 37 | San Pablo, W. Grand, 23rd, Brush | | 0.38 | 16,686.00 | \$679,902 | 3-21-10, 3-25-3, 3-25-5-1 | | YI NOEL & MEILING, HZ/GRAND |

FIGURE 3

West Oakland Specific Plan Existing Land Use



Project Map Legend

| | |
|--------------------------------|-------------------|
| Residential: 1-4 Units | |
| Residential: 5+ Units | BART |
| Commercial | Streets |
| Auto/Parking | Opportunity Sites |
| Industrial/Warehouse | Opportunity Areas |
| Utilities | Project Area |
| Institutional/Government Owned | |

City of Oakland JRDV Urban International 2012

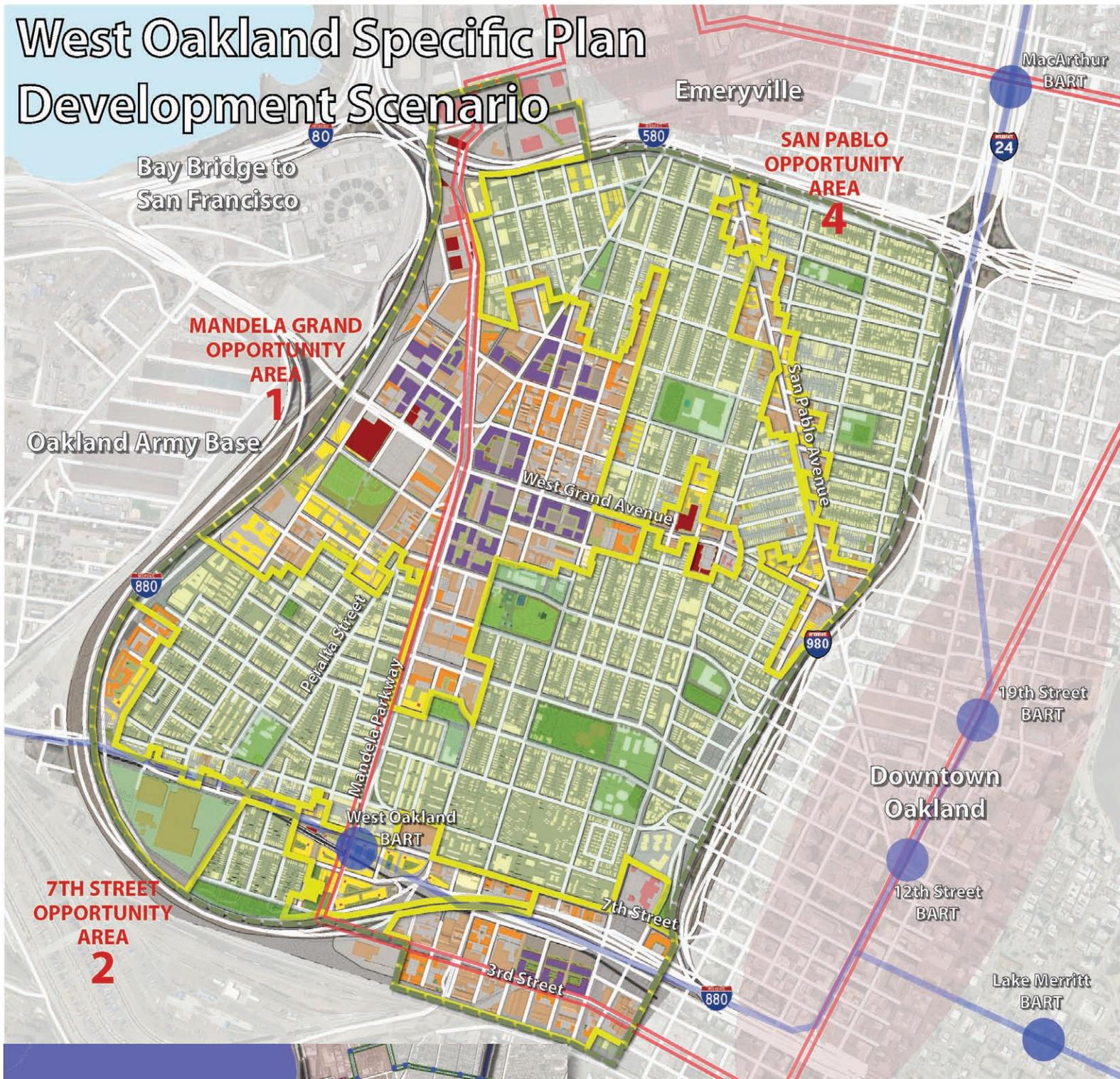
FIGURE 4

West Oakland Specific Plan Land Use Overlay



FIGURE 5

West Oakland Specific Plan Development Scenario



Project Map Legend

- | | |
|--|-------------------|
| Existing Commercial/Industrial | Enhanced Transit |
| Low Intensity Business Mix/ Light Industrial | BART |
| High Intensity Campus | Streets |
| New Residential/Existing Residential | Opportunity Areas |
| New Retail/Existing Retail | Project Area |
| Public Facilities | |

City of Oakland JRDV Urban International 2012

PHASE 1 OF ENHANCED TRANSIT/
STREETCAR ROUTE, THE "O"

FIGURE 6

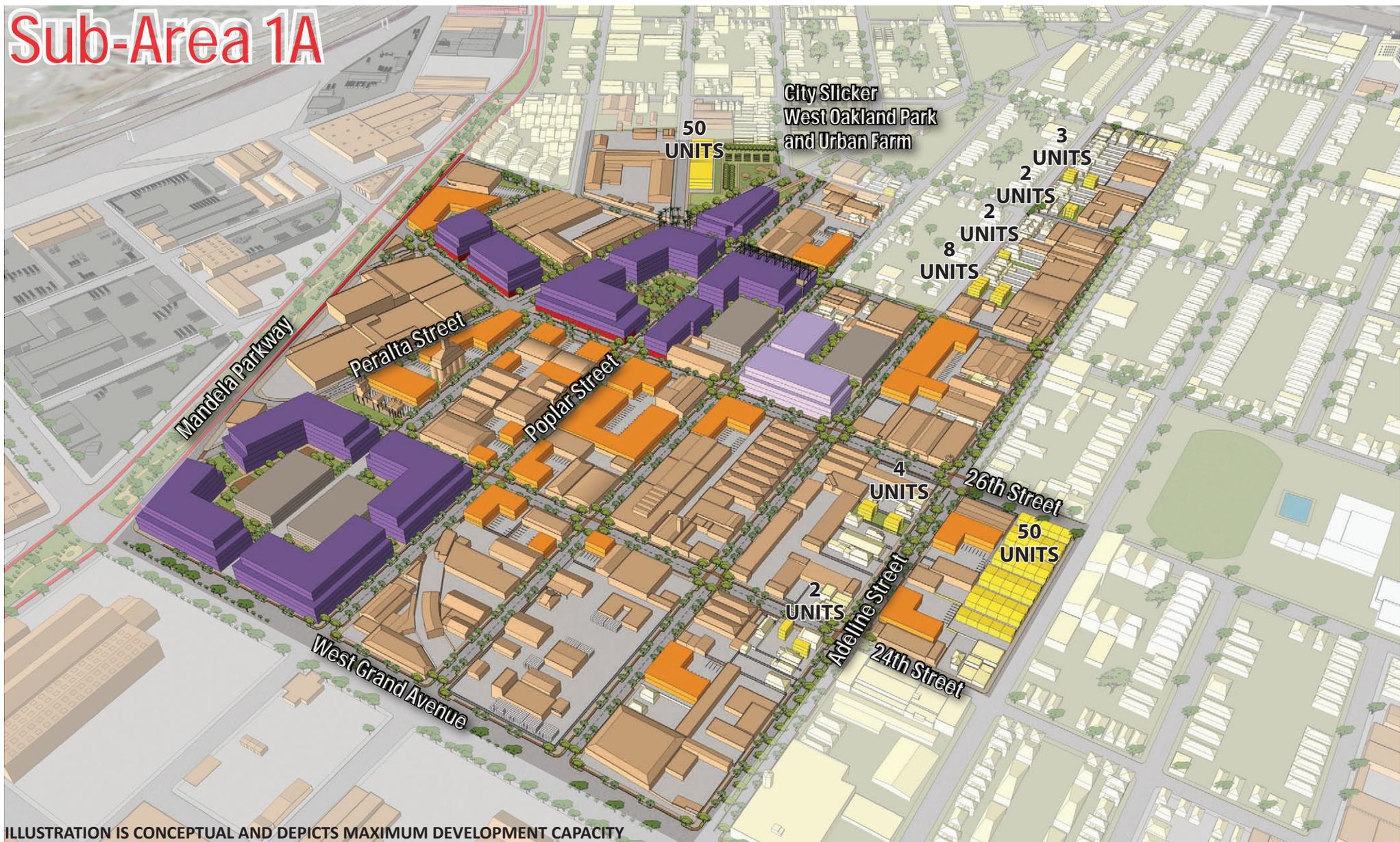
Preferred Development Scenarios

City of
Oakland

WEST Specific
Plan
OAKLAND

OPPORTUNITY AREAS

Sub-Area 1A



- Four stories of anchor campus/ R&D facilities are developed on catalyst sites.
- One-two stories of light industrial flex space reutilizes existing and new infill with surface parking.
- Enhanced streetscape activates street.
- Enhanced transit on Mandela Parkway serves employment center.

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 7

Sub-Area 1B

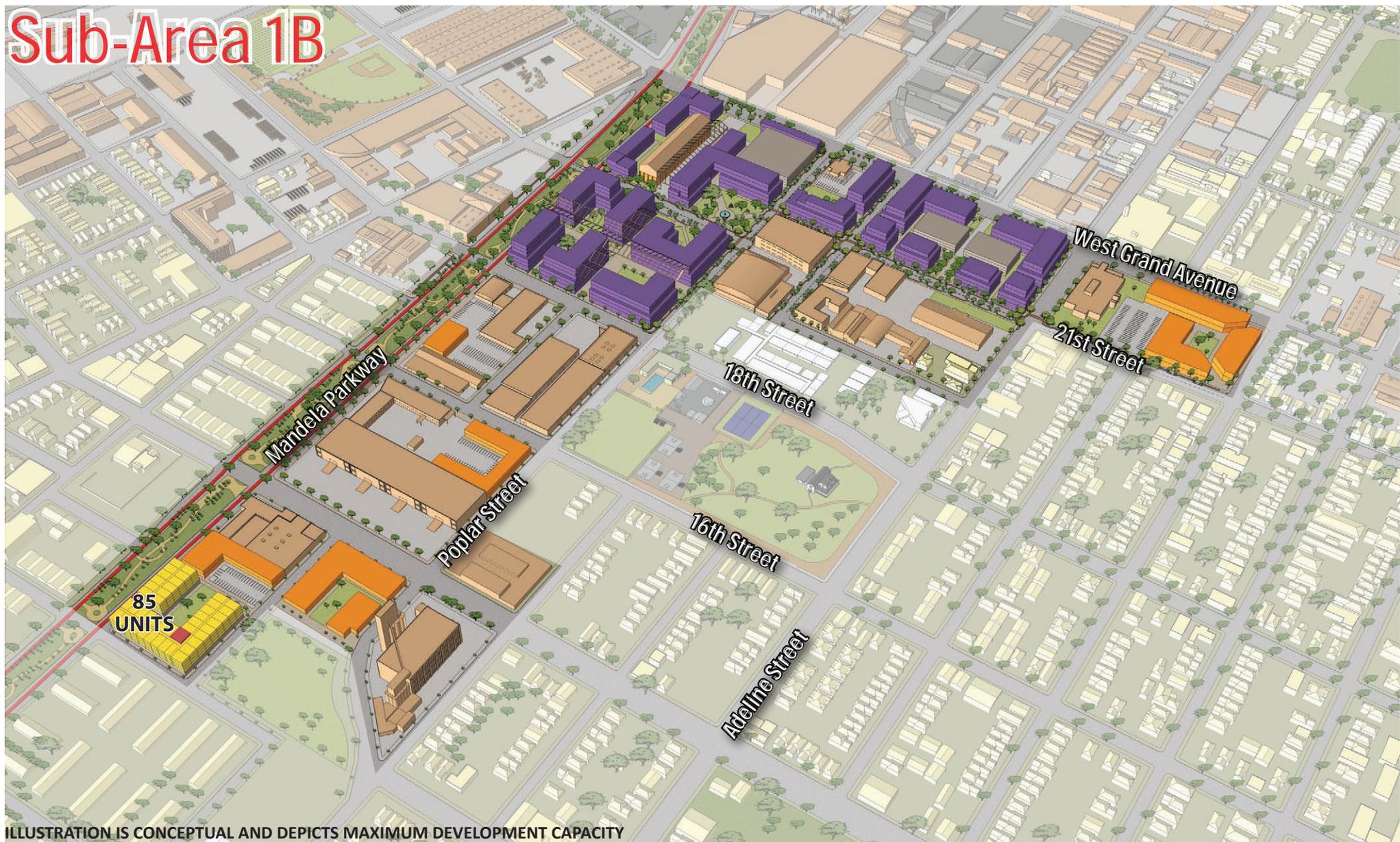


ILLUSTRATION IS CONCEPTUAL AND DEPICTS MAXIMUM DEVELOPMENT CAPACITY

- Four stories of anchor campus/ R&D facilities are developed on catalyst sites.
- One-two stories of light industrial flex space reutilizes existing and new infill with surface parking.
- Enhanced streetscape activates street.
- Enhanced transit on Mandela Parkway serves employment center.

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 8

Sub-Area 1C

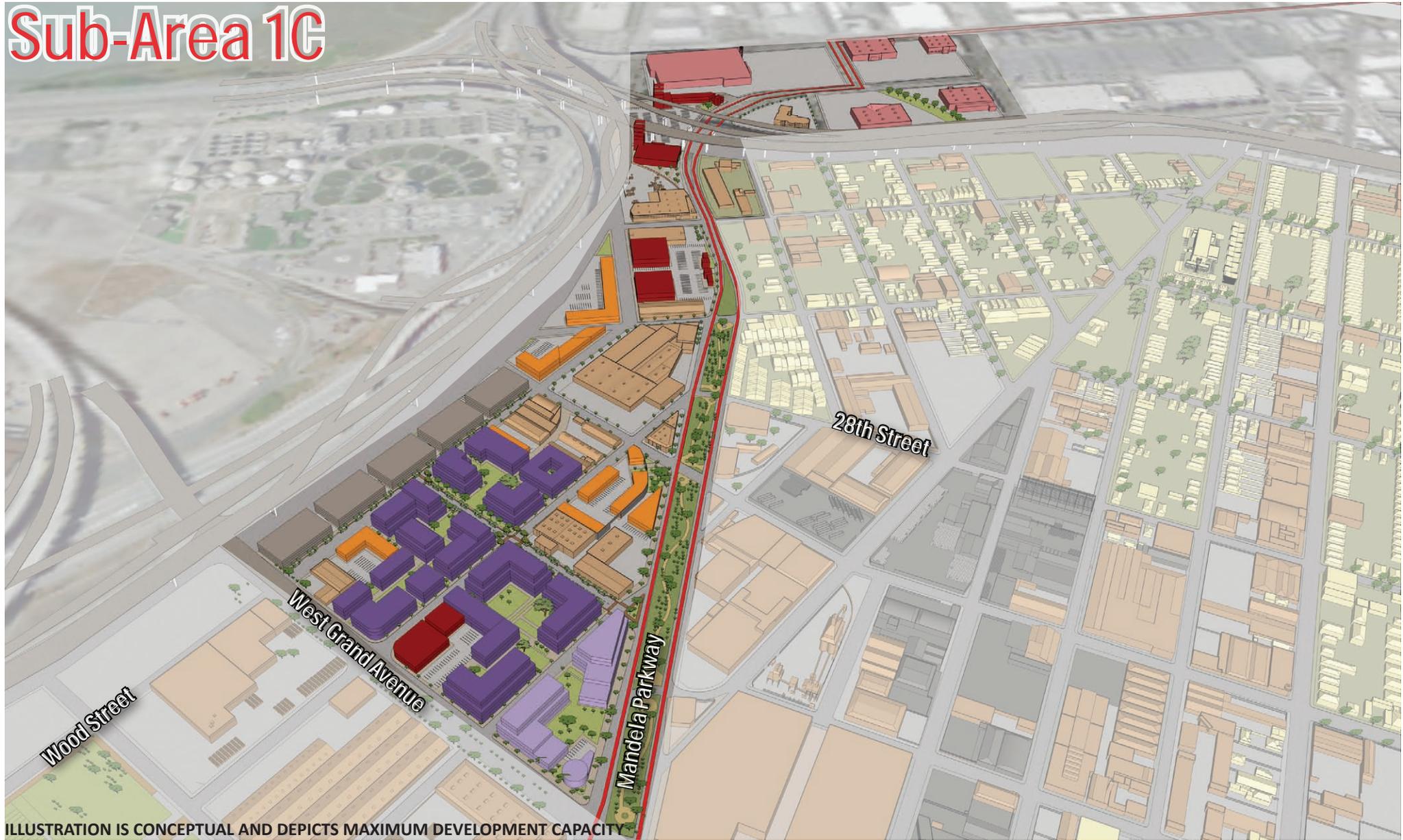


ILLUSTRATION IS CONCEPTUAL AND DEPICTS MAXIMUM DEVELOPMENT CAPACITY

- Four stories of anchor campus/ R&D facilities developed on catalyst sites.
- One-two stories of light industrial flex space reutilizes existing and infill buildings with surface parking.
- Destination retail on developed on appropriate sites creates linkage to existing retail district.
- Enhanced streetscape activates street.
- Enhanced transit on Mandela Parkway serves employment center.

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 9

Sub-Area 1D

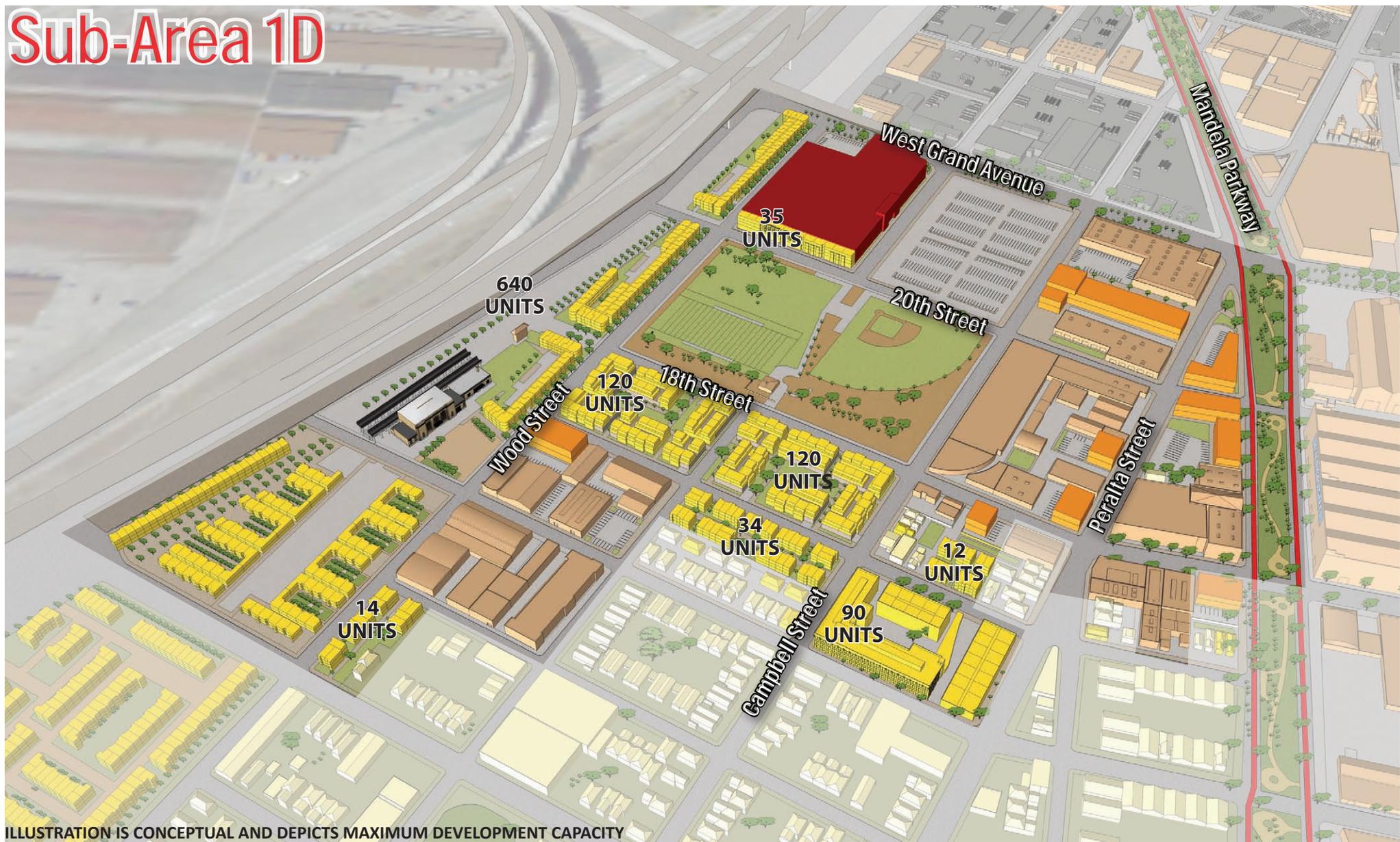


ILLUSTRATION IS CONCEPTUAL AND DEPICTS MAXIMUM DEVELOPMENT CAPACITY

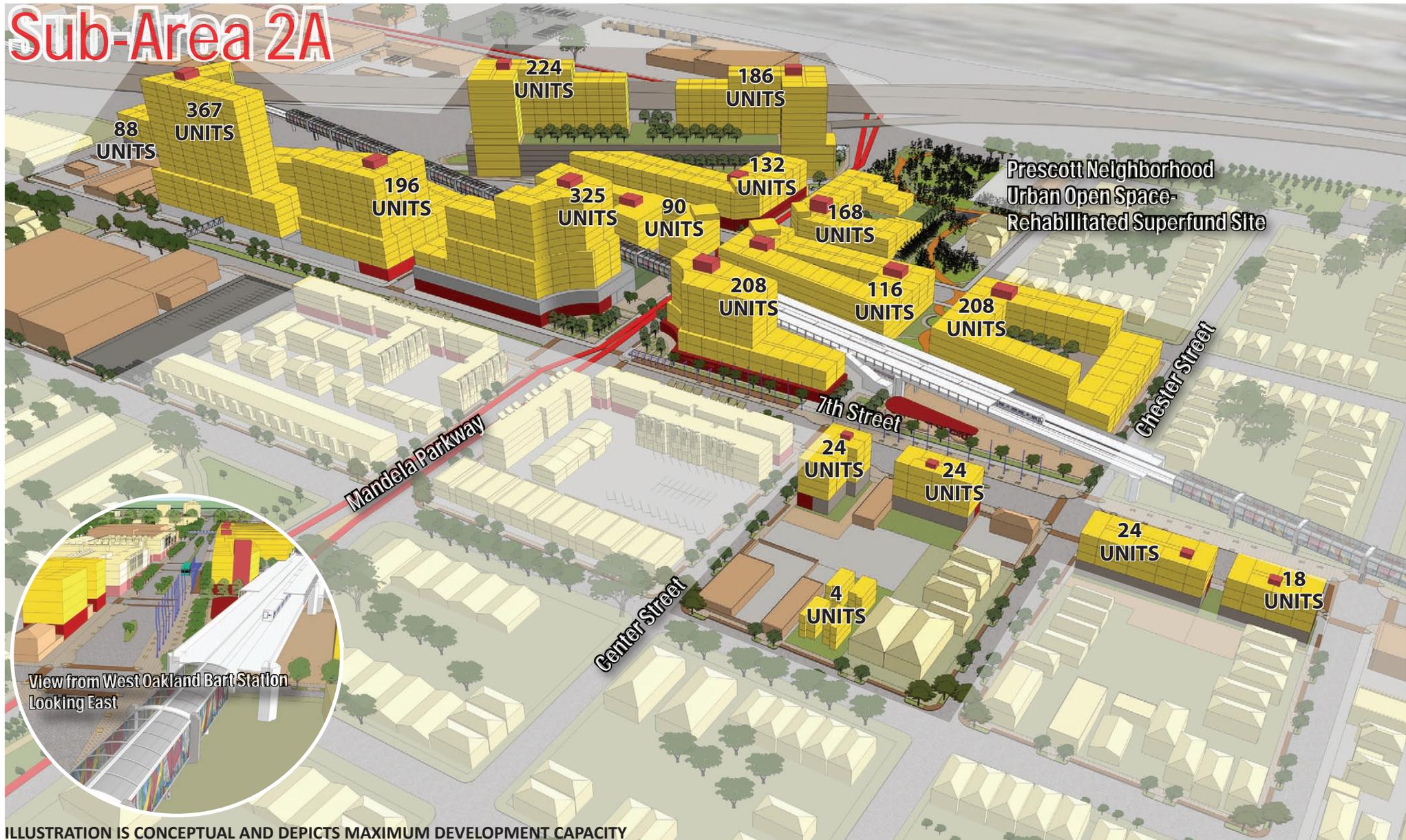
- Four stories of anchor campus/ R&D facilities on catalyst sites.
- One-two stories light industrial flex space reutilizing existing buildings and infill, surface parking.
- Optional destination retail developed along West Grand Avenue
- Residential developed adjacent to existing neighborhood and Raimondi park
- Enhanced streetscape activates street.
- Enhanced transit on Mandela Parkway serves employment center

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 10

Sub-Area 2A



- Three-four stories of residential development over podium parking and commercial flex space on street level, with select mid-rise towers on appropriate sites.
- New BART parking on Alliance opportunity site provides buffer against freeway.
- Enhanced streetscape and retail activates street.
- Superfund site reutilized as greenspace.
- Sound barrier structure installed on elevated BART tracks to mitigate noise to residential units

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 11

Sub-Area 2B



- New mixed-use buildings are infilled along corridor consistent with scale of existing 7th street buildings, three-four floors over podium parking and flex commercial space.
- Sound barrier structure installed on elevated BART tracks to mitigate noise to residential units

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 12

Sub-Area 2C

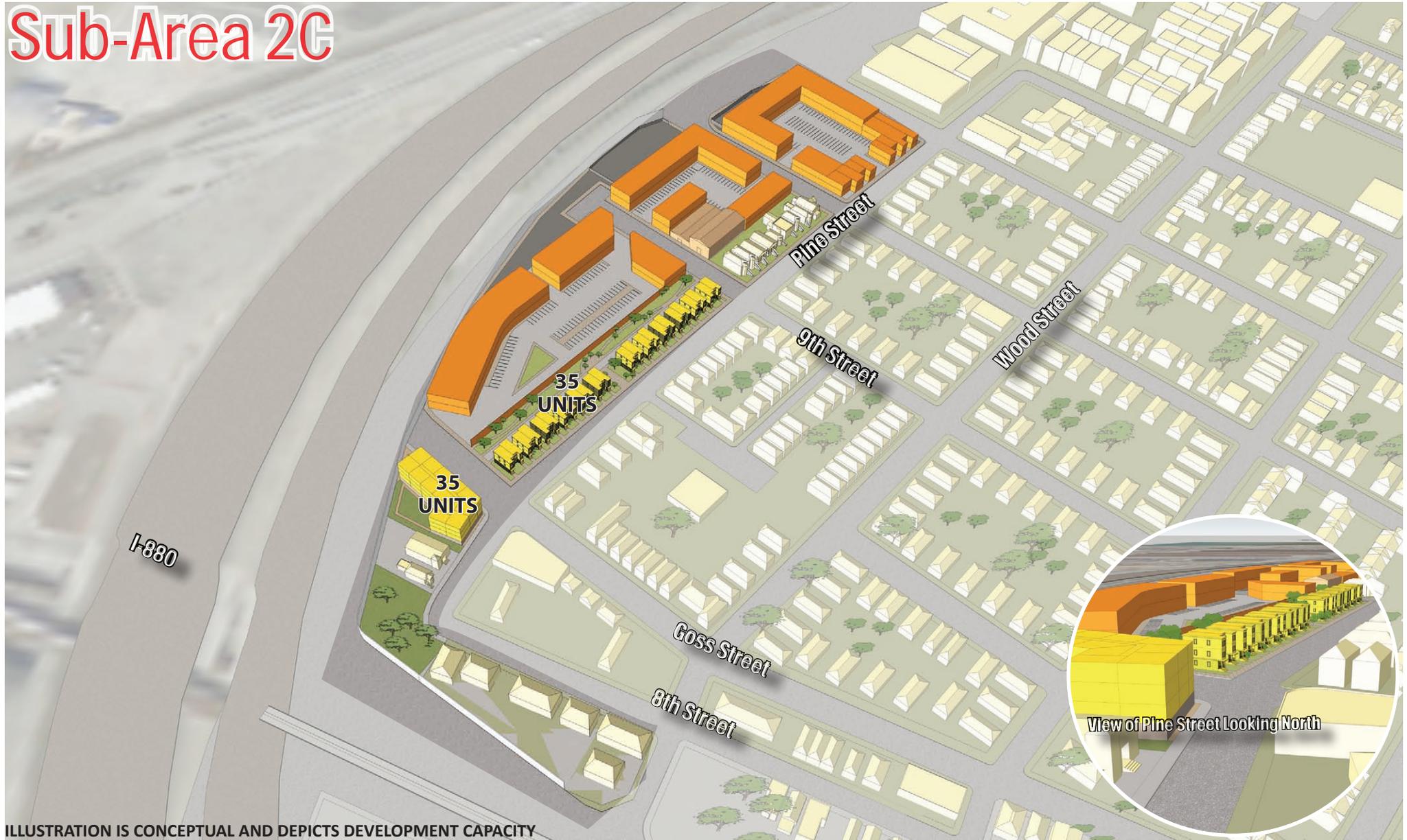


ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- New low intensity one-two story light industrial flex space developed with surface parking on opportunity sites.
- Residential units built on opportunity sites as frontage on Pine street to compliment existing residential context.

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 13

Sub-Area 3

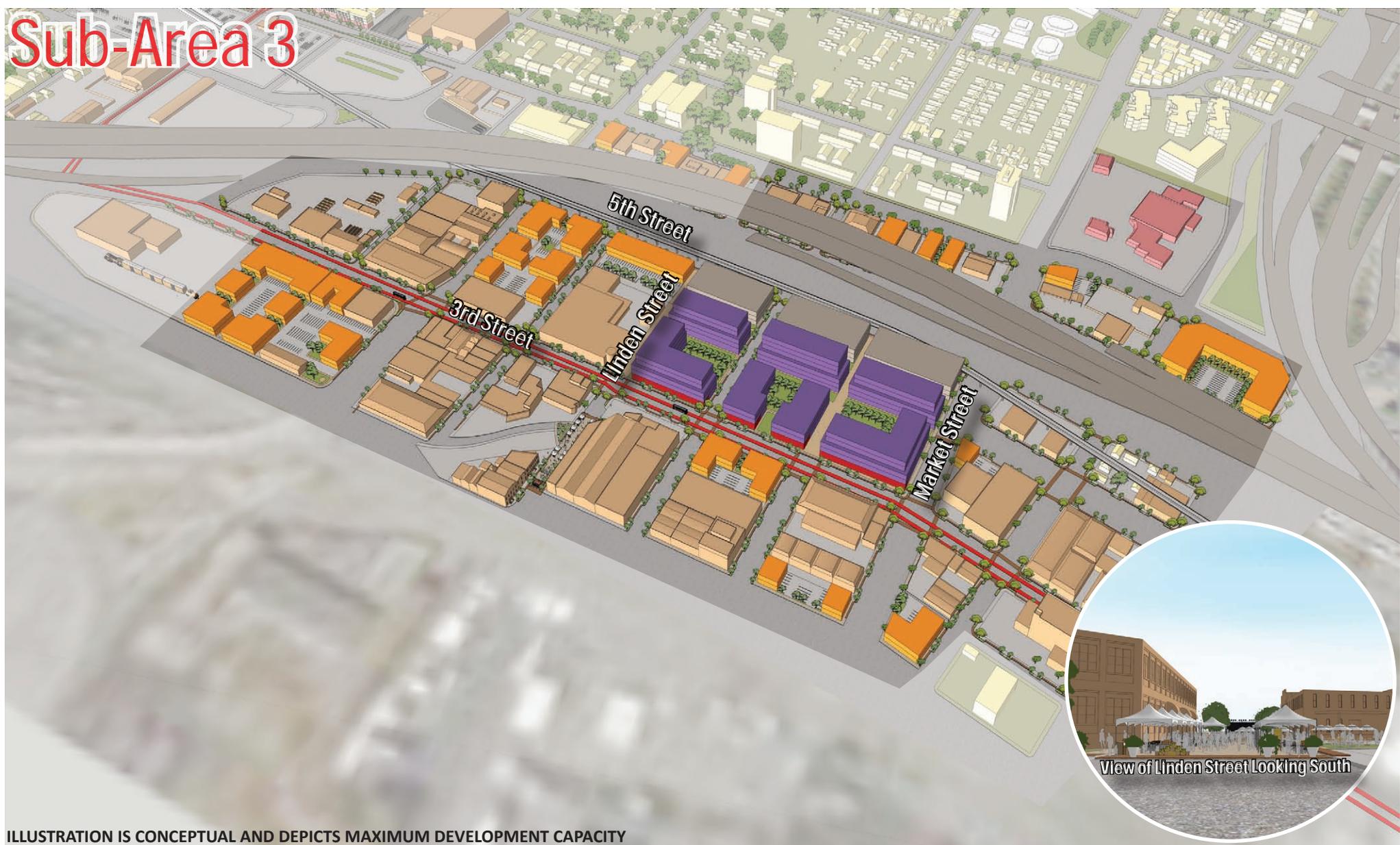


ILLUSTRATION IS CONCEPTUAL AND DEPICTS MAXIMUM DEVELOPMENT CAPACITY

- Higher intensity anchor campus developed on opportunity sites with structured parking as buffer against freeway.
- New low intensity one-two story light industrial flex space with surface parking built on infill sites.
- Enhanced transit through 3rd Street connects West Oakland Bart to Downtown Oakland.
- Enhanced streetscape and retail activates street.

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 14

Sub-Area 4A

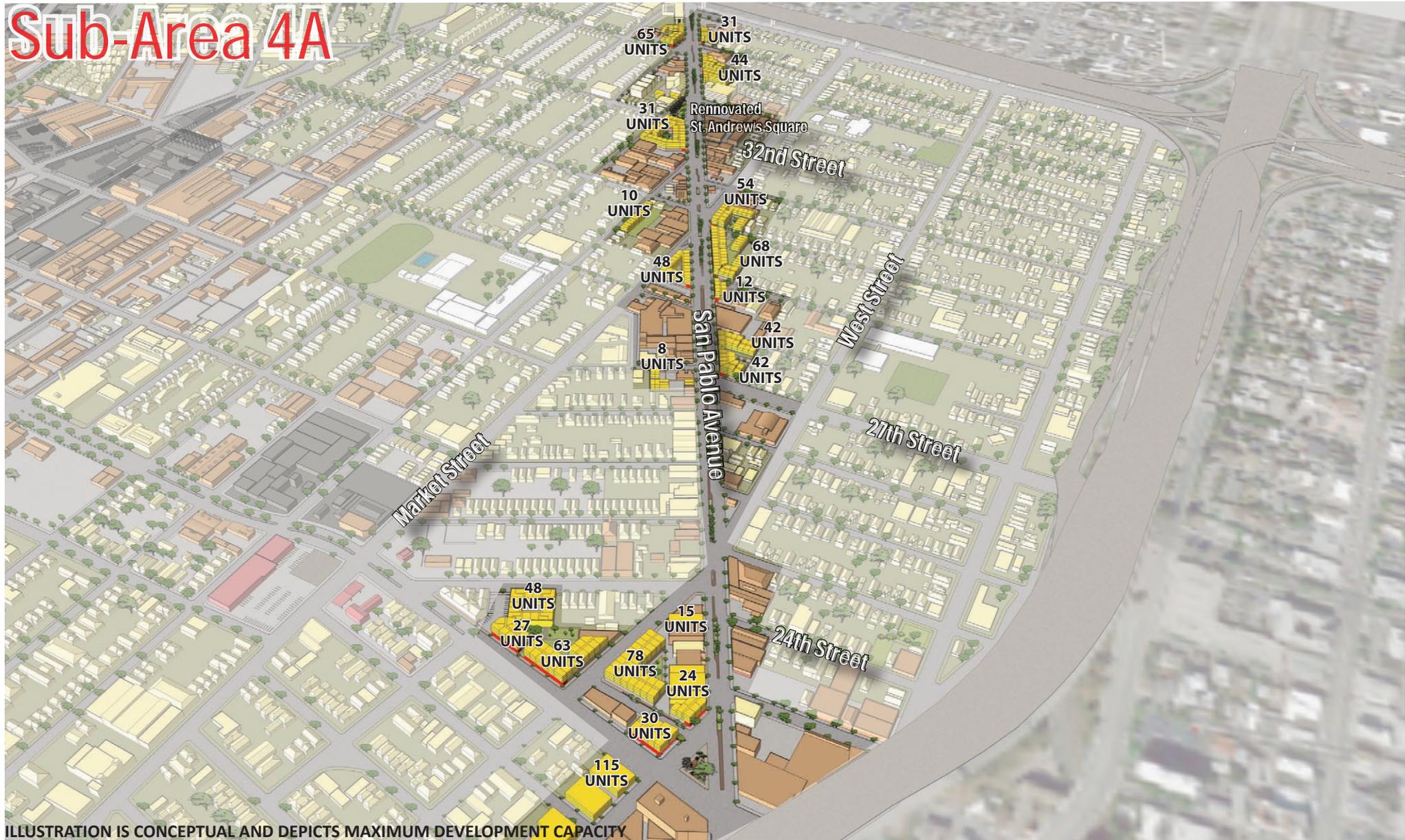


ILLUSTRATION IS CONCEPTUAL AND DEPICTS MAXIMUM DEVELOPMENT CAPACITY

- Mixed-use buildings developed with residential units over neighborhood-serving retail at ground floor
- Enhanced streetscape and retail activates street.

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 15

Sub-Area 4B

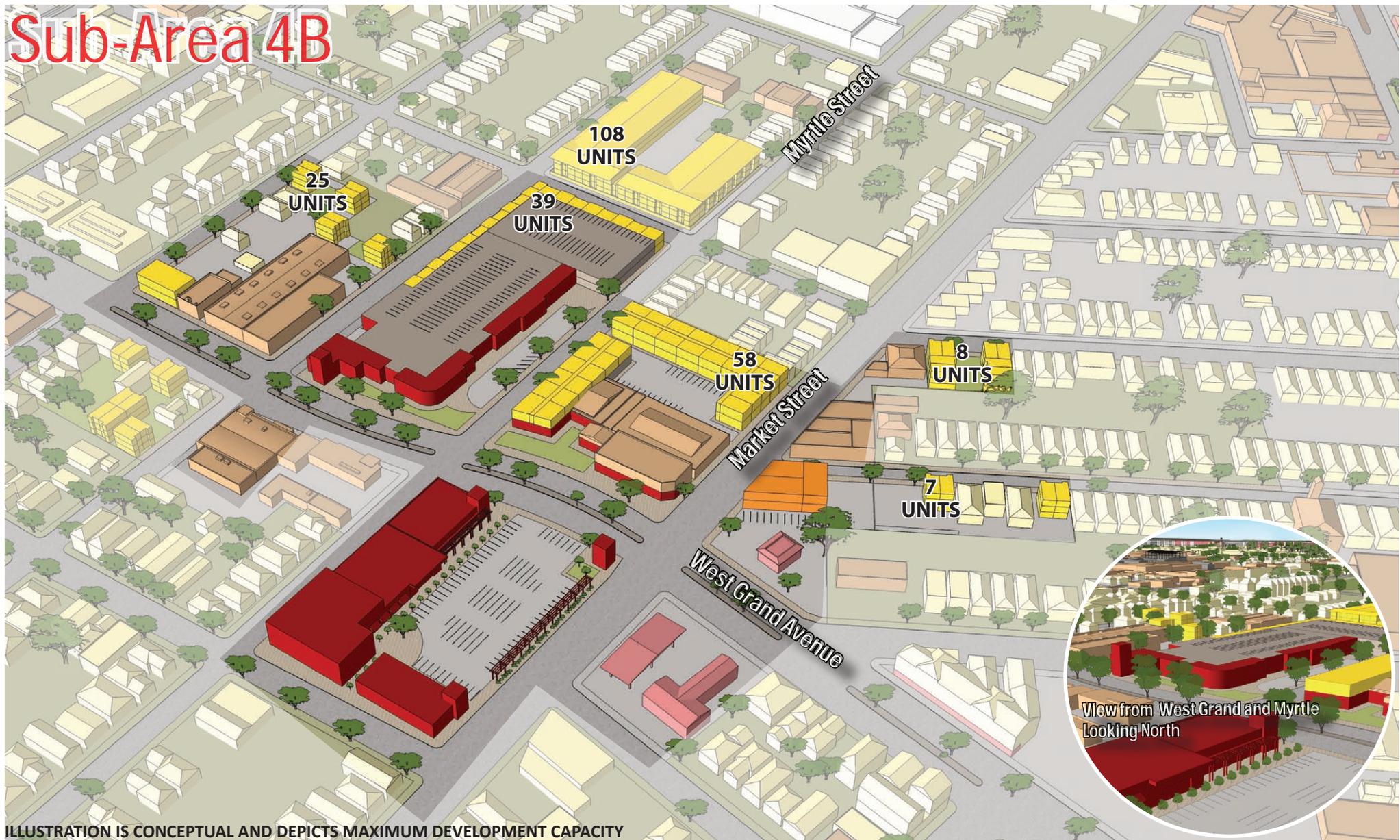


ILLUSTRATION IS CONCEPTUAL AND DEPICTS MAXIMUM DEVELOPMENT CAPACITY

- Smaller grocery store is integrated into neighborhood context with roof parking and housing.
- Enhanced streetscape and retail activates street.

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 16

Alternatives Studied

City of
Oakland

WEST Specific
Plan
OAKLAND

OPPORTUNITY AREAS

Sub-Area 1A

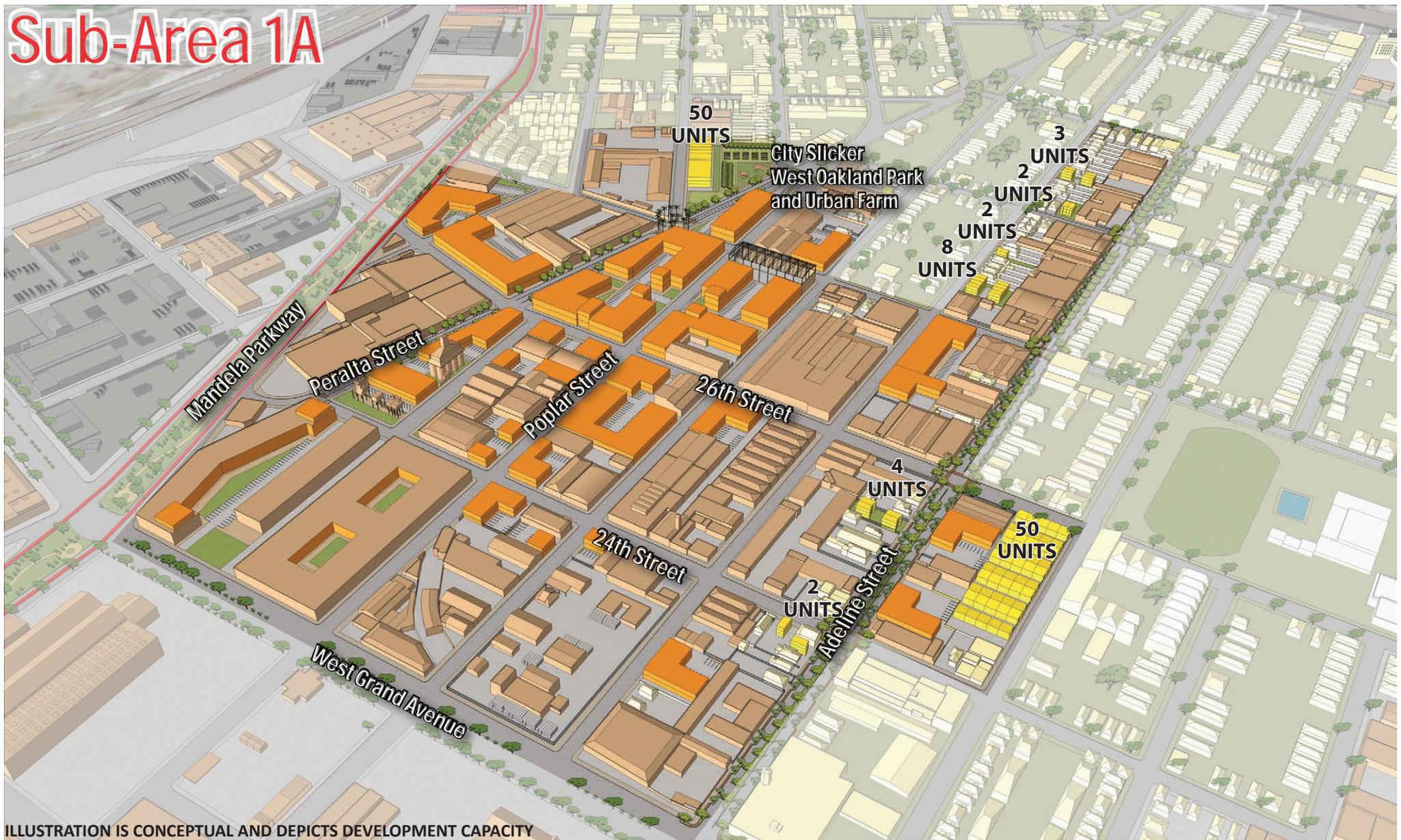


ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- Mid-range alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 17

Sub-Area 1B



ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- Mid-range alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 18

Sub-Area 1C

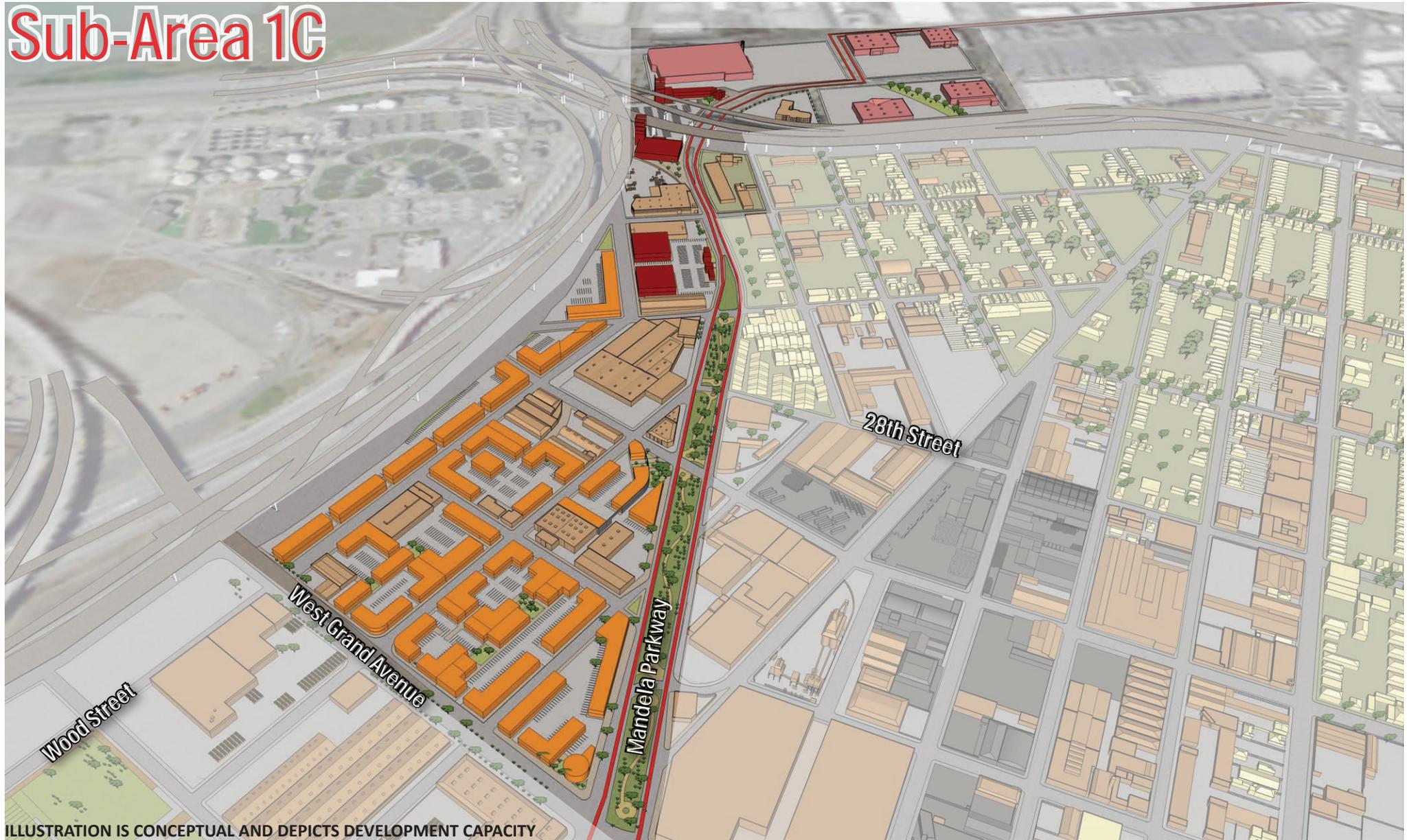


ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- Mid-range alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 19

Sub-Area 1D

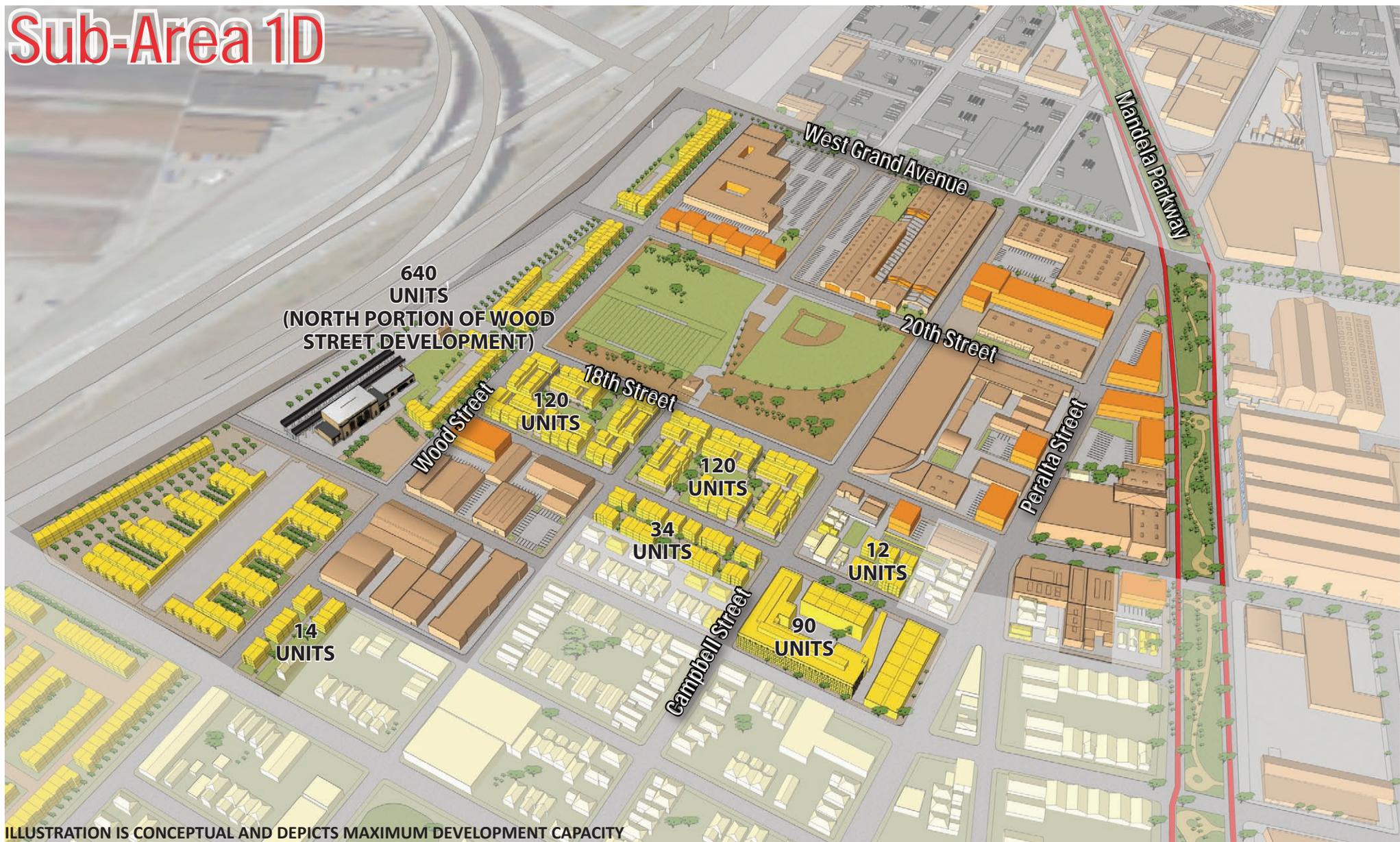


ILLUSTRATION IS CONCEPTUAL AND DEPICTS MAXIMUM DEVELOPMENT CAPACITY

- Mid-range alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 20

Sub-Area 2A



- Mid-range alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 21

Sub-Area 3

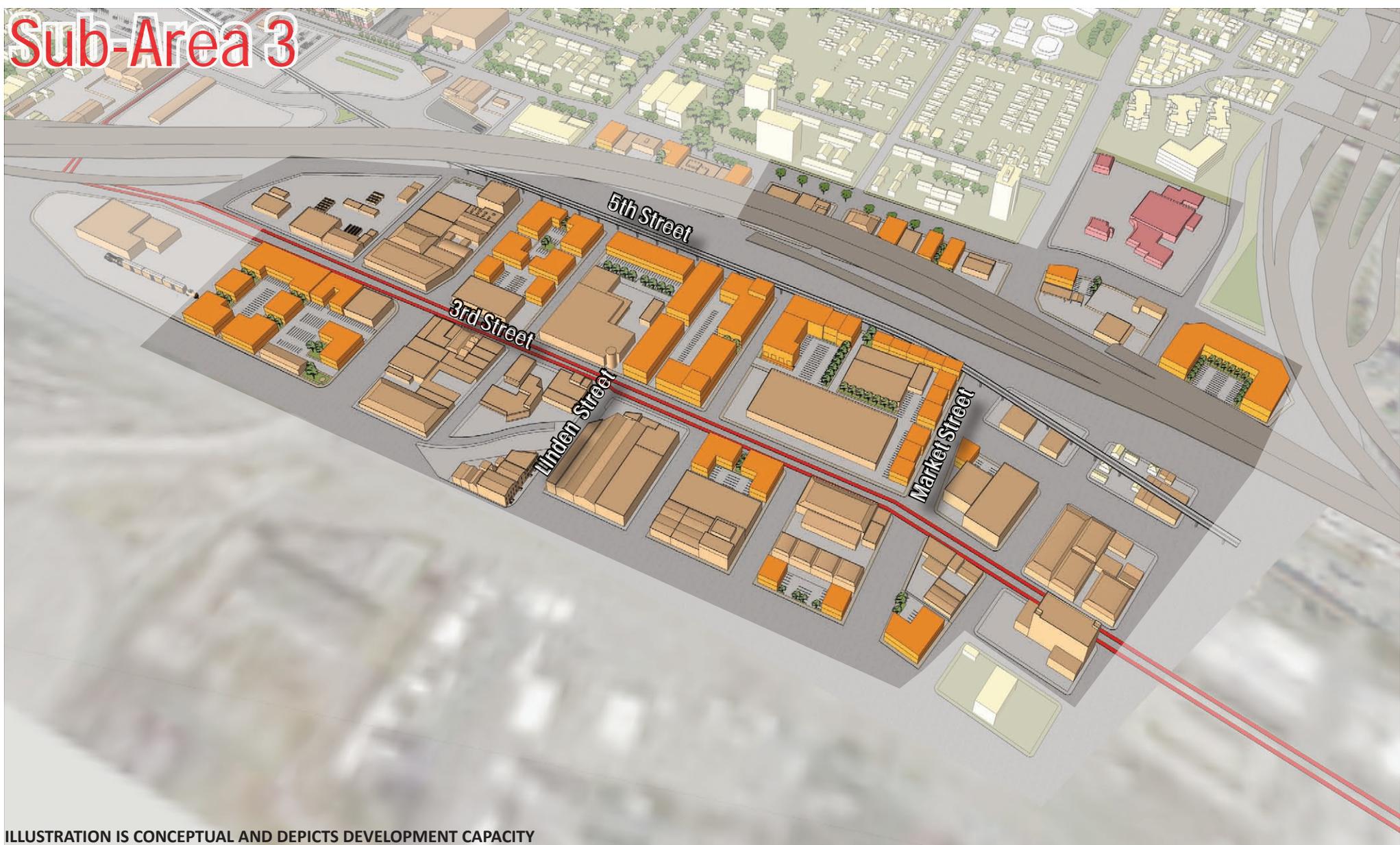


ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- Mid-range alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 22

Sub-Area 1D

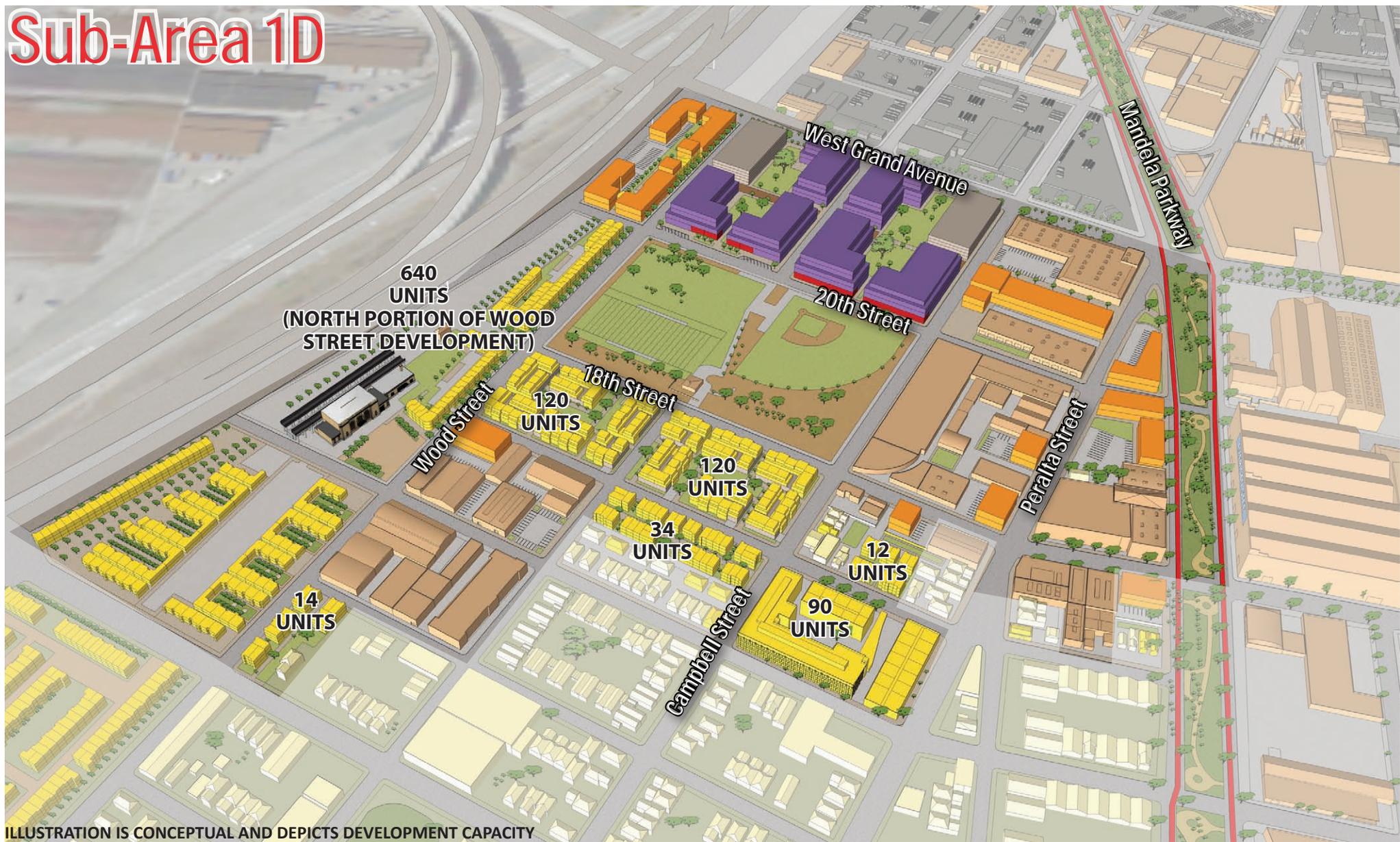


ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- Employment-focus alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 23

Sub-Area 2A

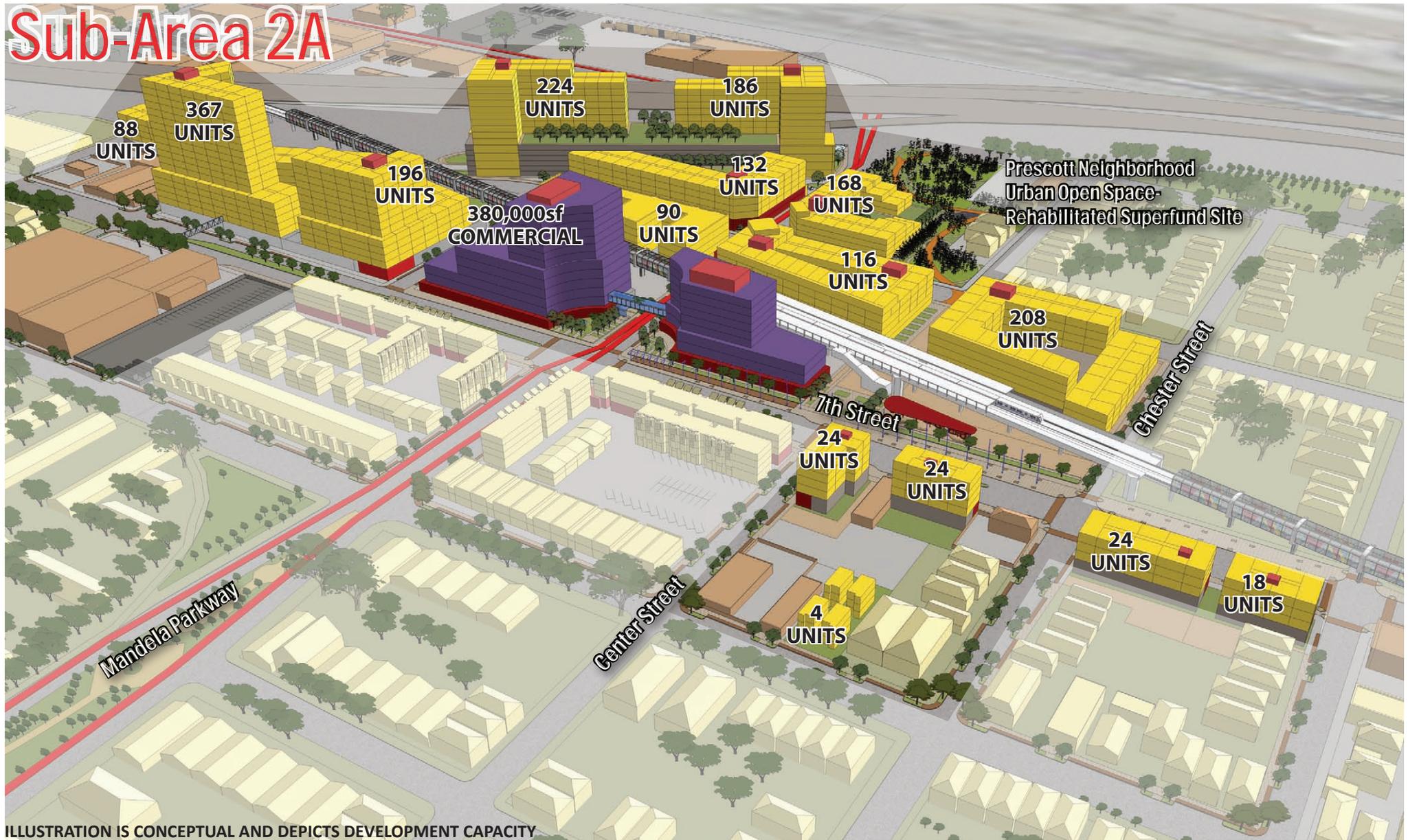


ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- Employment-focus alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 24

Sub-Area 1C

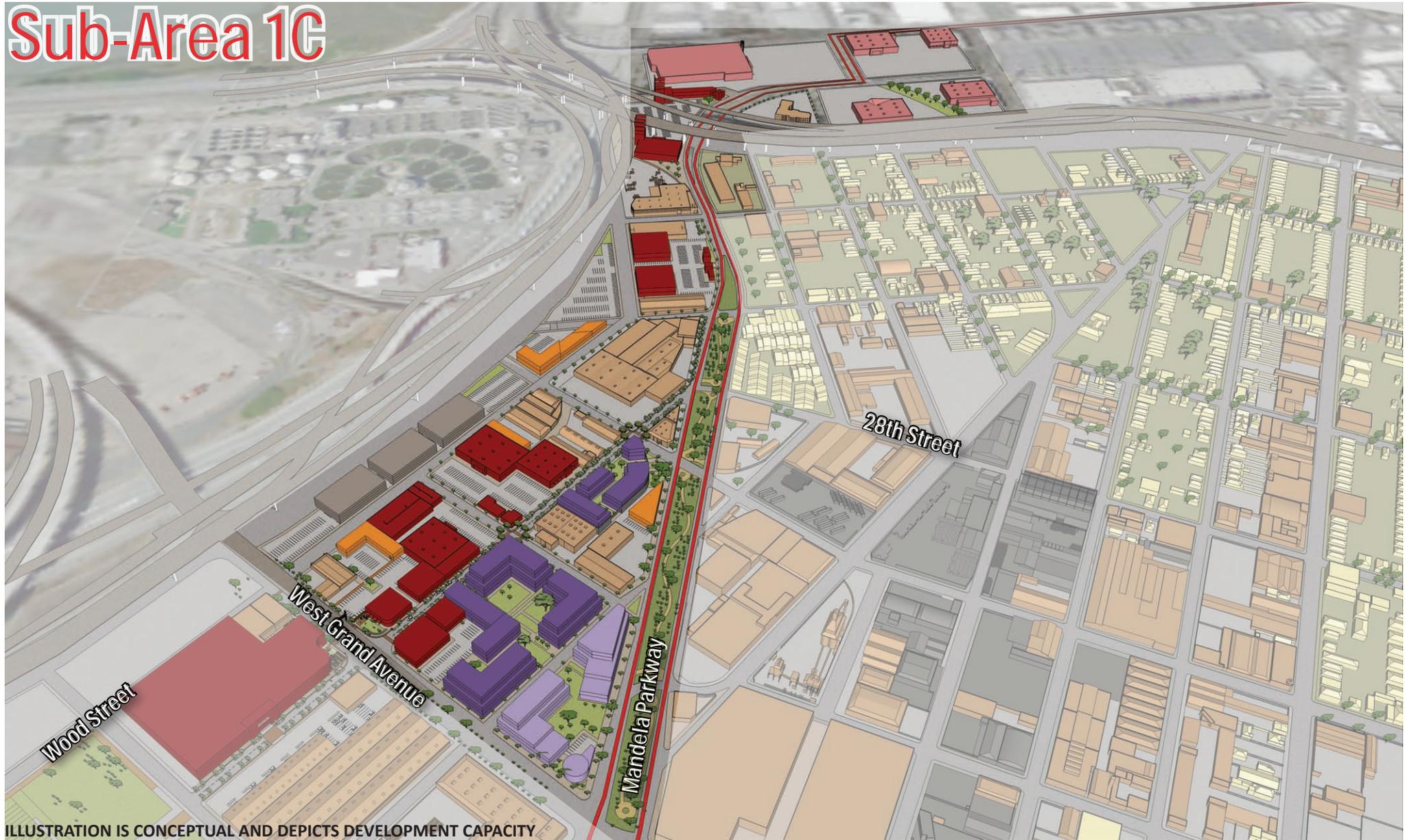


ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- Retail-focus alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 25

Sub-Area 4B

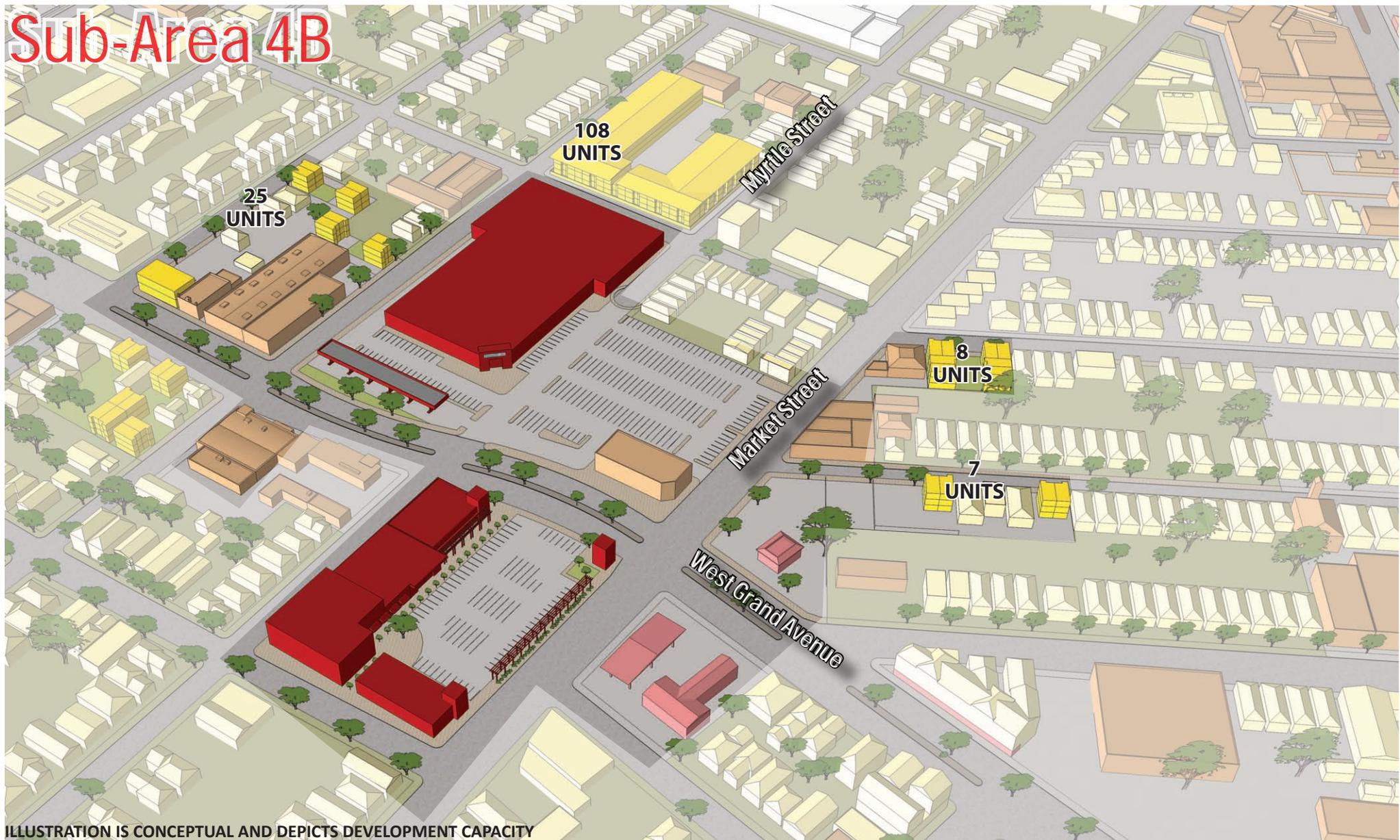


ILLUSTRATION IS CONCEPTUAL AND DEPICTS DEVELOPMENT CAPACITY

- Foodsco alternative

Legend

- Existing facilities to be Reutilized
- Existing Residential / New Residential
- Low Intensity Business Mix/Light Industrial Uses
- Transit Enhancement
- Higher Intensity Anchor Campus
- Higher Intensity Infill Anchor Campus
- Existing Retail / New Retail

FIGURE 26