

West Oakland Redevelopment Project

Five-Year Implementation Plan

2008-2013

**Adopted by
The Redevelopment Agency of the City of Oakland**

November 18, 2008

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I. BACKGROUND AND INTRODUCTION

The Implementation Plan specifies the goals and objectives for the West Oakland Redevelopment Project, identifies the specific projects and programs that are proposed by the Agency, and describes how those projects and programs will improve or alleviate blighting conditions from within the Project Area. The Implementation Plan also includes a program of action outlining the projects and associated expenditures for a five year period.

Assembly Bill 1290 (Isenberg) requires a redevelopment project's implementation plan be updated every five years. The West Oakland Redevelopment Project was adopted by the Oakland City Council on November 18, 2003. At that time, the 2003- 2008 Implementation Plan was also adopted. This Implementation Plan for 2008-2013 will provide the policy guidance for the West Oakland Redevelopment Project Area for the next five years.

The 2008-2013 Implementation Plan was developed with considerable community input from the West Oakland Project Area Committee (WOPAC) members. The WOPAC is a publicly elected organization of volunteer community representatives who live, work, own property or represent a community organization active in the West Oakland Redevelopment Project Area. The WOPAC serves as an advisory body to the Oakland Redevelopment Agency on policy matters which affect the residents of and businesses in the Project Area. These include the goals and objectives of redevelopment, the priority of specific projects, the addressing of any displacement that might be caused by West Oakland Redevelopment Project activities, the planning and provision of developments and public improvements in the Project Area and any other matters regarding the Project Area which may be submitted to the WOPAC. The City Council adopted Resolution No. 76841 C.M.S., which called for the formation of the West Oakland Project Area Committee and established procedures for its formation on November 27, 2001. The City Council certified the membership for the WOPAC on March 26, 2002 by Resolution No. 77043 C.M.S. The WOPAC has met monthly since that date.

Since the West Oakland Redevelopment Plan was adopted on November 18, 2008, the Redevelopment Agency has funded or otherwise supported several actions called for in the 2003-2008 Implementation Plan. Some examples include:

- Establishment of a Commercial Façade Improvement Program throughout the Project Area
- Establishment of a Tenant Improvement Program throughout the Project Area
- Establishment of a Neighborhood Projects Initiative Program
- Completion of the environmental clean-up of Willow Park
- Completion of tenant improvements for the People Community Partnership Federal Credit Union's new office
- Commencement of the tenant improvements for the Mandela Foods Cooperative's new grocery store
- Funding for the 7th Street Streetscape Improvement Project
- Funding for the renovation of Raimondi Park

- Funding for the Oakland Police Department's West Oakland Pilot security camera program
- Funding for the Alliance For West Oakland Development's Construction Job Training Program
- Funding for the West Oakland Transit Village by acquisition of the Red Star Yeast site
- Funding for undergrounding all utilities in the Project Area
- Funding for the design and construction of the West Oakland Teen Center
- Funding for Dogtown Park
- Funding for a trees project

I. GOALS AND OBJECTIVES FOR THE PROJECT AREA

The *West Oakland Redevelopment Plan* identifies the goals and objectives of the Agency for the West Oakland Redevelopment Project. These goals and objectives are broadly drafted and address the blighting influences that hamper community revitalization. The implementation of the goals and objectives of the Redevelopment Plan shall: (Note: The following list does not imply order of importance).

Housing

1. Improve the quality of housing by assisting new construction, rehabilitation, and conservation of living units in the Project Area.
2. Maintain and improve the condition of the existing affordable housing in the Project Area.
3. Increase opportunities for homeownership in the Project Area.
4. Develop renter stabilization strategies that encourage and assist renters to remain in the Project Area.
5. Establish an ongoing communication with the Oakland Housing Authority concerning its role and responsibility to see that scattered site housing developments undergo design upgrades, reconstruction, and improved general maintenance.
6. Support mixed-income developments and do not concentrate affordable housing or develop stand-alone, high-density affordable housing projects.

Land Use

7. Mitigate and reduce conflicts between residential and industrial uses in the Project Area.
8. Preserve and enhance existing residential neighborhoods and core industrial and commercial areas.

9. Not encourage or support block-busting development, developments that demolish historically significant structures that can be rehabilitated, or developments which destroy the positive functioning character of existing areas.
10. Encourage and assist the rehabilitation of historically significant properties to avoid demolition.

Infrastructure

11. Provide streetscape improvements, utility undergrounding, open space, and community facilities to enhance neighborhood quality and foster economic and neighborhood vitality.
12. Improve infrastructure, transportation, and public facilities throughout the Project Area.
13. Improve street configurations on main arterials and how streets relate to the surrounding neighborhoods, utilizing quality urban design.

Social Services

14. Support recreation, education, and healthcare programs for all members of the Project Area community, including youth, seniors and disabled persons.

Public Safety

15. Improve public safety for people living and working in the Project Area.

Economic Development

16. Assist neighborhood commercial revitalization and attract more uses that serve the local community, including neighborhood-serving retail.
17. Retain existing businesses not contributing to blight and attract new businesses to Project Area locations designated for business activity; promote economic development of environmentally sound, light industrial and commercial uses.
18. Increase employment opportunities for Project Area residents.
19. Facilitate economic development by improving and rehabilitating substandard buildings and targeting infill on vacant lots on commercial corridors in the Project Area.

Environmental

20. Minimize and/or eliminate environmental hazards within the Project Area.
21. Promote sustainable development and “green building” practices.

Community Outreach/Equitable Development

22. Incorporate ongoing community participation in the redevelopment process so residents of all income and wealth levels, geographic areas, language groups, and ages have opportunities to learn about and participate in the redevelopment decision-making process.
23. Promote equitable development that benefits the residents of the Project Area and minimizes the displacement of current residents and businesses.
24. Support and recognize the benefit of new residents and incomes that can be encouraged through market-rate development done without displacing existing residents or businesses or destroying the existing cultural assets of the area.
25. Relocate displaced residents or businesses, whenever possible and feasible and with their consent, within the Project Area.
26. Facilitate, through technical assistance to residents, businesses, and developers, the implementation of the goals of the *Redevelopment Plan*.
27. Assure that redevelopment not relieve any governmental agency or department of its responsibilities.
28. Support maintenance of the mixed-use character of the Project Area in a manner equally beneficial to both businesses and residents.

Along with the Project Area-specific goals and objectives, the implementation of the *Redevelopment Plan* will also conform to the City's *General Plan* and adopted land use policies and standards, and with community-wide goals and adopted policies for encouraging sustainable development and implementing contracting and employment programs. Taken together, achieving all of these goals and objectives will ensure successful redevelopment and foster a livable community.

III. WOPAC STATEMENT OF SUB AREA CHARACTER AND VISION

The West Oakland Redevelopment Project Area includes three subareas: Clawson/McClymonds/Bunche; Hoover/West MacArthur; and Prescott/South Prescott. Representatives on the West Oakland Project Area Committee (WOPAC) from each subarea have articulated vision statements concerning the types of development objectives that they have for their particular subarea. These statements are found in [Appendix A](#) of this document.

IV. REDEVELOPMENT PROJECTS AND PROGRAMS

Overall Redevelopment Program

The realization of Project Area goals and objectives for redevelopment, as well as the overarching purpose of successful revitalization, will be accomplished through the implementation of a variety of projects and programs. The Agency and WOPAC have identified projects and programs to advance the goals and objectives of the *Redevelopment Plan* and to alleviate blighting influences.

The three components to the overall redevelopment program for West Oakland are:

- A. Public and Civic Infrastructure and Improvement;
- B. Commercial and Industrial Areas and Business Activity; and
- C. Housing and Affordable Housing.

Note: The Housing and Affordable Housing component is described in Section VI. The Public and Civic Infrastructure and Improvement for Commercial and Industrial Areas and Business Activity components are described in this Section (IV A and IV B).

Five-Year Project Priorities

The Agency and WOPAC have identified priorities for the types of projects and programs to be implemented for the next five years of the Redevelopment Project, which follow. It is anticipated and expected, with ongoing community participation and discussion, that the details of the projects and programs will be refined and further articulated by Agency staff and WOPAC. All projects and programs will be implemented on a case-by case-basis and in consideration of the specific needs of each subarea.

A. Public/Civic Infrastructure and Improvements

1. *Utility and communication improvements*
This item includes eventual utility undergrounding (electric, phone, cable), and underground telecommunications. The WOPAC would like to fund lobbying/planning efforts to assure undergrounding will happen.
2. *Street/roadway improvements*
This item includes the installation of high-quality, aesthetically pleasing traffic-calming devices (*e.g.*, barriers, street bumps, bulb-outs) as needed in neighborhood areas and along pedestrian routes. Bicycle lanes and facilities should be added to these projects when feasible. The WOPAC supports more bicycle lanes in the Project Area.
3. *Public transit facility and service improvements*
Potentially to include neighborhood improvements in the West Oakland BART station area including lighting improvements, bus stop improvements, new alternative fuel shuttle bus vehicles and services for the area, and/or noise

reduction improvements. Improvements in this group are targeted for bond funds. This group includes higher cost items which may need to be funded over a longer period of time.

4. *Streetscape improvements*
To include up-to-date street lighting, special signage, landscaping and tree planting, and gateway features.
5. *Community facilities/resources*
To include improvements to existing facilities as well as new facilities, such as day-care facilities, after-school centers, emergency shelters, art/sound and cultural centers, education and technology centers, job-training centers, and/or small accessible healthcare facilities. Ongoing funds should be set aside for improvements to existing facilities, while new facilities should be targeted for future bond allocations.
6. *Parks and open space*
Bond sales are to include funds for improving and cleaning-up existing parks and for development of new parks and open spaces such as a skate park, Dog Park, golf-putting park, community gardens, playgrounds, etc.. The WOPAC supports the use of “green” technology that uses the latest environmentally friendly technology to the fullest extent possible for these projects.

B. Commercial/Industrial Areas and Business Activity

1. *Building rehabilitation/retrofit/preservation and façade improvements*
For existing and new commercial/industrial facilities and businesses, funds are to be allocated to: help correct health and safety violations; assist in building rehabilitation/retrofitting; and enable necessary accessibility improvements for disabled persons, security improvements, façade improvements, and other improvements deemed necessary. There are many businesses that need support, especially small and locally-owned neighborhood-serving businesses in facilities that need improvements and that could be vulnerable to displacement as redevelopment progresses.
2. *Redevelopment/renovation of vacant, obsolete, deteriorated property*
Funds are to be targeted to identify, assess, and clean-up/mitigate “Brownfield” sites; to acquire, renovate, or redevelop obsolete/vacant sites along commercial corridors, and to acquire, renovate or redevelop obsolete industrial facilities on major corridors. The high costs of these types of projects may require funding over a longer period of time and/or may require collaboration with other entities.
3. *Relocation/rehabilitation of problem/polluting uses*
To include funds for addressing or assisting the correction of problem uses such as liquor stores, problem motels, illegal storage, polluting/hazardous operations particularly near residential and public uses, and other sites that

have a continuing issue with problem/illegal activities which owners fail to take reasonable steps to prevent.

4. *Revitalization of commercial/business corridors and nodes*

Five principal commercial corridors identified by the WOPAC that should receive the most attention include: 7th Street, Peralta Street, Mandela Parkway, West Grand Avenue, Market Street, San Pablo Avenue, 27th to 32nd Streets along San Pablo Avenue West MacArthur Blvd., and MLK Jr. Way. The WOPAC desires that these revitalization efforts coordinate with other implementations such as streetscape improvements, utility undergrounding, traffic calming, higher-density in-fill housing, etc.

The WOPAC supports loans instead of grants whenever possible and appropriate.

5. *Support for Mandela Transit Village development*

Funds are to be set-aside to support the community-led development of the mixed-use Mandela Transit Village, at and around the West Oakland BART station. Funds could be utilized at this stage for site environmental remediation, streetscape improvements, retail/commercial developments (i.e. incubator support for local residents), office development (i.e. BART's headquarters), or other aspects that would help the project succeed and attract additional private funding. Bond funding and collaboration with other agencies will also be required to assist project implementation.

C. Housing and Affordable Housing

The Housing and Affordable Housing component for the Implementation Plan is described in [Section VI](#). WOPAC's vision for affordable housing is in the Appendix B.

D. Administrative/WOPAC Support

Funds are also to be set aside to provide ongoing support for the West Oakland Project Area Committee (WOPAC) to provide it with the ability to function, do outreach and education, and to retain a strong advisory role in redevelopment implementation. The WOPAC has identified certain tasks such as project planning and design, developing a neighborhood design review process and revising development and historic preservation standards, lobbying for increased safety and health enforcement and monitoring actions by the City and other agencies, and potentially forming a Community Development Corporation. Funds are needed for a WOPAC neighborhood office which could be combined with a technical resource center.

V. PROGRAM OF EXPENDITURES PROPOSED FOR 2008 – 2013

Table 1 below outlines the projected tax increment revenue from the West Oakland Redevelopment Project Area over the five-year period of this Implementation Plan. The figures assume a 1.1% – 1.2% growth in the total assessed value of all taxable properties within the Project Area over the 2007-08 assessed valuation. The revenues stated are projections only and are contingent upon specific Council authorizations at a later date.

Table 1: Tax Increment Projections FY 2008-2013

West Oakland Tax Increment	2008-09	2009-10	2010-11	2011-12	2012-13	2008-13
Gross Tax Increment Revenue	8,724,459	10,469,351	12,217,732	13,928,215	15,599,601	60,939,358
25% Housing Set Aside Req't	(2,181,115)	(2,617,338)	(3,054,433)	(3,482,054)	(3,899,900)	(15,234,839)
AB 1290 Pass-through	(1,744,892)	(2,093,870)	(2,443,546)	(2,785,643)	(3,119,920)	(12,187,872)
Debt Service *	(878,206)	(2,152,968)	(2,150,418)	(2,294,735)	(2,138,300)	(9,614,627)
Net Tax Increment Revenues	3,920,247	3,605,175	4,569,335	5,365,783	6,441,480	23,902,019
Personnel Costs	(1,105,086)	(1,160,340)	(1,218,357)	(1,279,275)	(1,343,239)	(6,106,298)
Projects and Programs	(2,815,161)	(2,444,834)	(3,350,977)	(4,086,508)	(5,098,241)	(17,795,722)

* The debt service is for an approximately \$30,000,000 bond, of both taxable and tax exempt funds. After cost of issuance and debt service reserve funds are set aside, approximately \$27,000,000 would be available for projects and programs.

Table 2 below describes proposed expenditures for the next five years based on projected net tax increment and bond proceeds revenues that will be available in the Project Fund as described above. The percentage allocations of funds by identified projects and programs are based on recommendations by the WOPAC, as described in Table 3. Note that Table 3 does not describe the allocation of low/moderate housing set-aside funds, as this is addressed in [Section VI](#).

Table 2: Proposed Expenditures for Projects and Programs

Tax Increment Projects & Programs	2008-09	2009-10	2010-11	2011-12	2012-13	2008-13
1. Personnel Increases (10%)	827,989	719,069	740,641	950,000	1,241,873	4,479,572
2. Planning, WOPAC, Security & Contingency (4%)	331,195	287,628	296,256	380,000	496,749	1,791,829
3. Retail/Commercial Recruitment (10%)	827,989	719,069	740,641	950,000	1,241,873	4,479,572
4. Housing (seismic, preservation, etc.) (10%)	827,989	719,069	740,641	950,000	1,241,873	4,479,572
5. Public Facilities (13%)	0		832,797	856,508	875,873	2,565,178
Total Tax Increment Projects & Programs	2,815,161	2,444,835	3,350,977	4,086,508	5,098,241	17,795,722
Taxable Bond Projects & Programs						
1. Site Acquisition - Development Projects (24%)	5,375,487	5,375,487				10,750,973
Total Taxable Bond Projects & Programs	5,375,487	5,375,487	0	0	0	10,750,973
Tax Exempt Bond Projects & Programs						
1. Infrastructure - Streetscapes (22%)	500,000	1,000,000	2,000,000	3,000,000	3,355,059	9,855,059
2. Public Facilities (7%)	1,500,000	1,500,000	1,000,000	1,000,000	1,271,401	6,271,401
Total Tax Exempt Bond Projects & Programs	2,000,000	2,500,000	3,000,000	4,000,000	4,626,460	16,126,460

Table 3: Proposed Percentage Allocation of Funds for Projects and Programs		
Policy Level	Examples of Projects and Programs	%
Retail and Commercial Recruitment and Retention Program	<ul style="list-style-type: none"> • Grant Programs <ul style="list-style-type: none"> ○ Commercial Facade ○ Commercial Tenant ○ Industrial Retention & Recruitment ○ Brownfield Remediation • Loan Programs <ul style="list-style-type: none"> ○ Commercial ○ Industrial Retention & Recruitment 	10
Housing Preservation Program	<ul style="list-style-type: none"> • Housing Inventory • Retrofitting Homes <ul style="list-style-type: none"> ○ Automatic Gas Shut-Off Valve Program • Home renovations and rehabilitation of homes • Historic Preservation Program 	10
Infrastructure Improvements	<ul style="list-style-type: none"> • Streetscapes <ul style="list-style-type: none"> ○ MLK Jr. Way ○ Peralta • Undergrounding Utilities • Undergrounding BART • Removal of Railroad Tracks • Installation of bike lanes on 40th St. 	22
Public Facilities	<ul style="list-style-type: none"> • Parks, Open Space, Trees <ul style="list-style-type: none"> ○ Poplar Field Leveling ○ Grove Shafter Dog Park ○ Raimondi Park- Phase 2 • Libraries • Recreation Centers 	20
Public Safety and Crime Prevention	<ul style="list-style-type: none"> • Security Measures <ul style="list-style-type: none"> ○ Cameras • Police Officers 	1
Land Assembly and Relocation	<ul style="list-style-type: none"> • Opportunity Sites throughout Project Area • Shopping Center • Industrial Retention • Assistance for moving recyclers • Mandela Transit Village 	24
WOPAC Activities	<ul style="list-style-type: none"> • Community Outreach <ul style="list-style-type: none"> ○ Newsletter, Picnic • PAC member trainings and education • Special events (forums) 	1
Project Planning	<ul style="list-style-type: none"> • Consulting Services 	1
Personnel Increases	<ul style="list-style-type: none"> • More staffing 	10
Contingency Fund	<ul style="list-style-type: none"> • Other 	1
TOTAL		100%

VI. HOW GOALS, OBJECTIVES, PROJECTS AND EXPENDITURES WILL FULFILL THE LOW/ MODERATE-INCOME HOUSING REQUIREMENTS

A. Implementation Plan Requirements

This Housing Component of the Implementation Plan is required by Article 16.5 of the California Redevelopment Law ("CRL") as contained in Sections 33000 *et seq.* of the California Health and Safety Code. (All citations in this portion of the Implementation Plan are to the Health and Safety Code unless otherwise specified.)

The Housing Component presents those components of the Agency's intended program for the Project Area that deal with the expenditure of funds and activities relating to the production of housing at affordable housing cost to persons and families of low and moderate ("low-mod") income. Low-mod income is defined in the CRL by reference to Section 50093 of the Health and Safety Code, which specifies the following income levels:

- Moderate income, which is defined as household income of 80 percent to 120 percent of median income for the applicable household size (Section 50093) - as of August 2008 this includes a family of four with an income of not more than \$103,320
- Low income, which is defined as income of 50 percent to 80 percent of median income for the applicable household size (Section 50079.5) – as of August 2008 this includes a family of four with an income of not more than \$66,250; and
- Very-low income, which is defined as income less than 50 percent of median income for the applicable household size (Section 50105) – as of August 2008 this includes a family of four with an income of not more than \$43,050.

Affordable housing cost is defined in Section 50052.5 as shown in the following table. Housing cost for rental housing includes rent plus an allowance for tenant-paid utilities. Housing cost for owner-occupied housing includes principal, interest, insurance, taxes, utilities, homeowner association dues, and maintenance.

Definition of Affordable Housing Cost

Income Level	Rental Housing	Owner-Occupied Housing
Very Low Income	30% of 50% of AMI	30% of 50% of AMI
Low Income	30% of 60% of AMI	30% of 70% of AMI
Moderate Income	30% of 110% of AMI	35% of 110% of AMI, but no less than 28% of actual income

AMI = "Area Median Income," which is the Median Family Income, adjusted for family size, for the metropolitan area (Alameda and Contra Costa Counties combined), as determined by the U.S. Department of Housing and Urban Development

The CRL provides that, in addition to the removal of blight, a fundamental purpose of redevelopment is to expand the supply of low-mod housing (Section 33071). To

accomplish this purpose, the CRL contains numerous provisions to guide redevelopment agency activities with regard to low-mod housing. These provisions divide a redevelopment agency's housing responsibilities into three major categories:

- The production and/or replacement of low-mod housing depending upon activities undertaken by an agency within its project areas;
- The set-aside and expenditure of specified amounts of tax increment revenue for the express and exclusive purpose of increasing and improving a community's supply of low-mod housing; and
- Preparing reports on how the Agency has met, or preparing plans on how the Agency will meet its responsibilities with regard to the first two items.

This Housing Component is part of the Agency's responsibilities under the third major category. Its contents address how the Agency's plans for the Project Area will achieve many of the housing responsibilities contained in the first and second major categories of Agency housing activities. Article 16.5 requires that the housing portion of an Implementation Plan address the applicable items presented in the list below.

1. Production of Housing Based on Activities in the Project Area:

- At least 30 percent (30%) of all new and substantially rehabilitated dwelling units developed by a redevelopment agency shall be available at affordable housing cost to persons and families of low and moderate income and shall be occupied by these persons and families (Section 33413(b)(1));
- At least 15 percent (15%) of all new residential dwelling units developed within a project area under the jurisdiction of an agency by public or private entities or persons other than the Agency shall be available at affordable housing cost to persons and families of low or moderate income and shall be occupied by these persons or families (Section 33413(b)(2));
- At least 15 percent (15%) of all substantially rehabilitated units that have received agency assistance shall be available at affordable housing cost to persons and families of low or moderate income and shall be occupied by these persons or families (Section 33413(b)(2)(iii));
- Suitable locations must be identified for replacement housing units rehabilitated, developed or constructed pursuant to Section 33413(a), if the destruction or removal of low-mod units will result from a project contained in the Implementation Plan (Section 33490(a)(3)).

2. Set-Aside and Expenditure of Tax Increment for Housing Purposes:

- The set-aside of 20 percent of tax increment in projects adopted on or after January 1, 1977 (Section 33334.2)

- The proportional expenditure of housing funds on moderate, low, and very-low income housing (Section 33334.4)
- The set-aside of 20 percent of tax increment in projects adopted prior to January 1, 1977 (Section 33334.6)
- The transfer of housing funds to other public entities producing housing in the community (a possible outcome of the provisions of Sections 33334.12 et seq.).

3. Additional Requirements to demonstrate compliance:

- Estimates of the balances and deposits into the Housing Fund created to hold the Set-Aside of tax increment;
- A housing program identifying expenditures from the Housing Fund;
- An indication of housing activity that has occurred in the Project Area; and
- Estimates of housing units that will be produced in the Project Area for each of the various income categories.

B. Applicable Low and Moderate Income Housing Requirements

1. Applicable Housing Production Requirements

The date of adoption, the existence of low-mod housing units, and the potential for residential development are the primary determinants of the practical applicability of the various housing provisions of the CRL. Only the low-mod housing provisions applicable to the project area are discussed below:

a. Replacement Housing Obligation

The Agency is required to meet replacement-housing obligations pursuant to CRL Section 33413(a). This Section requires the Agency to replace, on a one-for-one basis, all units removed from the low and moderate income housing stock caused by Agency activities in the Project Area. Article 16.5 requires that if an implementation plan contains projects that could result in the removal of low-mod housing units, the plan must identify locations suitable for the replacement of such housing.

The Agency does not anticipate undertaking or assisting any actions that would result in the demolition or removal from the market of low and moderate income housing. Therefore there is no replacement housing obligation at present.

b. Housing Production Obligation

The Agency is required to comply with the housing unit production requirement of the CRL Section 33413(b). Subparagraph (1) of the Section requires that 30 percent (30%) of all housing units developed by the Agency be affordable to low-mod persons.

The Agency does not plan to develop housing in the next five years; rather the Agency will assist in private sector affordable housing development. Thus, the Agency is not anticipated to incur any obligations under this provision of the CRL.

The Agency will assist the private sector in developing affordable housing and it is possible that there will be some residential infill within the Project Area that is not Agency assisted. As a result, the Agency will need to create low-mod housing in order to comply with the provisions of subparagraph (2) of Section 33413(b). Subparagraph (2) requires that 15 percent (15%) of all housing developed in the Project Area (inclusive of restricted units) be low-mod housing. Of these low-mod units, at least 40 percent (40%) must be affordable to persons and families of very-low income.

To determine the number of units that must be developed in order to comply with this requirement, and to identify how much of this requirement will be satisfied by the activities included in this Implementation Plan, a brief review of past and anticipated housing development activity in the Project Area is presented below.

c. Housing Construction Activity in the Project Area Prior to July 2008

As shown in the following table, from the inception of the Redevelopment Plan for this Area through June 2008, a total of 532 units had been newly constructed, substantially rehabilitated, or were under development:

Table 4: Housing Production in West Oakland, November 2003 - June 2008

Project Name	Units	Type	Year Completed	Affordability Level			
				Very Low	Low	Mod	Above Mod
1555 32nd Street	7	Family	2006				7
1565 32nd Street	7	Family	2006				7
1746 16th Street	8	Ownership	2007				8
2001 Linden Street	8	Ownership	2007				8
2856 Helen Street	5	Family	2005				5
3405 Helen Street	12	Ownership	2004				12
Drachma, Inc. (14 unit scattered site)	14	Family	2005	12		2	
Linden Court Rental (1089 26th St) ^a	41	Family	2003		40		1
Louise Row (3250-3268 Louise Street)	12	Ownership	2006				12
Mandela Gateway Rental (1420 & 1346 7th Street) ^a	122	Family	2005	60	60		2
Mandela Gateway Townhomes (1431 8th Street)	14	Ownership	2008		8	6	
Wang Scattered Site - Campbell Street	1	Ownership	2005		1		
Wang Scattered Site - Peralta Street	1	Ownership	2006				1
Saint Andrew's ^b	60	Senior	2010	59			1
Saint Patrick's ^b	66	Senior	2010	65			1
Steel Works Lofts (3110 Adeline Street)	30	Ownership	2006				30
West End Commons	91	Ownership	2006				91
West Grand Lofts (850 West Grand Avenue)	19	Ownership	2003				19
Scattered Site Development	14	Various	Various				14
Total	532			196	109	8	219
Percentage	100%			37%	20%	1%	42%

a. Units that were counted toward public housing replacement obligations are not included here.

b. St. Andrew's and St. Patrick's are both considered "substantial rehabilitation" developments as per State Redevelopment law.

Source: Win2Data, City of Oakland building permit data, Planning Department Major Projects List, City staff, April/May 2008.

d. Estimate of Future Housing Construction Activity in the Project Area

The Agency estimates that between 2008 and 2012, an additional 1,404 units of housing may be newly constructed or substantially rehabilitated, as shown below.

Table 5: Projected Housing Development in West Oakland, July 2008 - June 2013

Project Name	Units	Type	Year Completed	Affordability Level			
				Very Low	Low	Mod	Above Mod
1000 Apgar Street	19	Ownership	TBD				19
1025 West MacArthur Blvd	19	TBD	TBD				19
1032 39th Street	25	TBD	TBD				25
1520 7th Street	8	TBD	TBD				8
1535-45 Willow Street	40	TBD	TBD				40
1574-1590 7th Street (7th and Peralta Street)	5	Ownership	TBD			2	3
1614 Campbell Street	132	TBD	TBD				132
1695 15th Street	18	Ownership	TBD				18
1919 Market Street	58	TBD	TBD				58
2116 Brush Street	146	TBD	TBD				146
2301-2311 San Pablo Avenue	17	TBD	TBD				17
2336 Magnolia Street	9	TBD	TBD				9
2415 San Pablo Avenue	5	TBD	TBD				5
2501 Chestnut Street ^c	50	Ownership	TBD				50
2847 Peralta Street	100	Ownership	TBD				100
3003-3019 Filbert Street	8	Ownership	TBD				8
3250 Hollis Street	120	TBD	TBD				120
3268 San Pablo Avenue	25	Family	TBD				25
661 & 681 27th Street	13	Ownership	TBD				13
800 Center Street	8	Ownership	TBD				8
Alliance for West Oakland (1357 5th Street)	132	TBD	TBD				132
Coast Lofts (2715 Adeline Street)	62	Ownership	TBD				62
Emerald Parc (2400 Filbert Street)	55	Ownership	TBD				55
Faith Housing	30	TBD	TBD		8		22
Hollis 34 (3241 Hollis)	124	TBD	TBD				124
Oakland Noodle Factory (1255 26th Street)	11	Ownership	TBD				11
Project Pride (2577-79 San Pablo Ave)	42	Transitional	TBD	42			
Pukatch Infill (1728 14th Street)	4	Family	TBD				4
Red Star (1396 5th Street)	119	Ownership	TBD				119
Total	1,404			42	8	2	1,352

Source: Win2Data, City of Oakland building permit data, Planning Department Major Projects List, City staff, April/May 2008.

e. Estimated Number of Units Required for Housing Production Obligation

If all 1,404 of the projected units are built, this would bring total production for the ten-year period to 1,936 units. This would generate a housing production obligation of at least 291 units affordable to very-low, low or moderate income households. Of these, at least 117 units would be required to be affordable to and restricted for occupancy by very-low income households.

f. How the Housing Production Obligation Will be Met

Taking into account both completed and planned affordable units, it is projected that 365 units affordable to very-low, low or moderate income households will be developed, of which 238 will be affordable to very-low income households. This will more than satisfy the Agency's affordable housing production obligation.

All of these units will be located within the Project Area and therefore can be counted on a one-for-one basis toward the production obligation.¹

2. Applicable Provisions Regarding Low and Moderate Income Housing Set-Aside

a. Set-Aside of Tax Increment

The Agency must comply with the Section 33334.2 requirement to allocate 20 percent of the gross tax increment (Set-Aside) to affordable housing activities. The Set-Aside is required to be deposited into a Housing Fund created to hold the monies until expended. Section 33334.2 enables the Agency to eliminate or reduce the annual housing deposit if the Agency makes findings regarding the lack of need for low-mod housing in the City of Oakland, or the sufficiency of less than 20 percent of the Project Area's tax increment to meet the need that does exist.

However, the Redevelopment Agency has adopted a resolution that 25 percent of all tax increment be allocated to the construction of affordable housing. Furthermore, based on the City's commitment to affordable housing production it is unlikely the Oakland would exercise the option to reduce the Set-Aside deposits in any year subject to this Implementation Plan. The projections of deposits into the Housing Fund that are included in the following section assume that the 25 percent Set-Aside will be deposited into the Housing Fund in each of the years covered by the Plan.

b. Proportional Expenditures of Housing Fund Monies

¹ If the production requirement is met with units located outside of the Project Area, two units must be produced to fulfill one unit of housing production obligation.

The Project Area is subject to the Section 33334.4 requirement that the Agency expend Housing Fund monies in accordance with an income proportionality test and an age restriction proportionality test. These proportionality tests must be met every ten years through the termination of the Project Area life. These tests do not have to be met on an annual basis.

c. Very-Low and Low Income Housing Expenditures

The income proportionality test requires the Agency to expend Set-Aside funds in proportion to the housing needs that have been determined for the community pursuant to Section 65584 of the Government Code. The proportionality test used in this Implementation Plan is based on the Final 2008 Regional Housing Needs Assessment (RHNA) prepared by the Association of Bay Area Governments. Based on the 2008 RHNA, the City’s minimum required allocation for very-low and low-income expenditures, and maximum moderate income housing expenditures are:

Category	RHNA	Threshold
Very-Low Income	1,900	At least 27%
Low Income	2,098	At least 29%
Moderate Income	3,142	No more than 44%
Total	7,140	

Section 33334.4 requires that at least 27 percent of the Housing Fund monies dedicated to projects and programs be spent on housing for very-low income households. In addition, at least 29 percent of these funds must be spent on housing for low-income households, and no more than 44 percent of the funds can be spent on moderate-income households. However, the Agency is entitled to expend a disproportionate amount of the funds for very-low income households, and to subtract a commensurate amount from the low and/or moderate-income thresholds. Similarly, the Agency can provide a disproportionate amount of funding for low income housing by reducing the amount of funds allocated to moderate-income households. In no event can the expenditures targeted to moderate-income households exceed the established threshold amount.

The Agency will allocate its funds in such a way that these percentages are met over the ten-year period from July 2003 through June 2012 (because different percentages applied to the 2003-2006 period, the City will actually use a weighted average of the percentages for each period). In addition, the City and other entities may provide assistance for the construction of units affordable to very low and low income households that may also be counted toward meeting the requirements of Section 33334.4.

d. Age Restricted Housing Expenditures

Section 33334.4 also requires that the Agency assist housing that is available to all persons, regardless of age, in at least the same proportion as the population under age 65 bears to the City’s total population as reported in the

most recent census of the United States Census Bureau. The 2000 Census indicates that 89.5 percent of the City's population is under 65 years of age. As such, at least 89.5 percent of the Agency expenditures on affordable housing projects must be spent to assist projects that do not impose age restrictions on the residents. The following summarizes the allocation of housing fund monies.

Age Category	Percentage of Funds
Senior	10.5% maximum
Unrestricted	89.5% minimum

The Agency will ensure that over the ten-year period from July 2003 through June 2012 not more than 10.5 percent of its expenditures on affordable housing projects are for projects serving seniors.

e. Transfer of Housing Funds to Other Providers

The Project Area is subject to the CRL provisions requiring the transfer of housing funds to other housing producers in the Oakland area in certain circumstances. Such transfers could possibly occur if the Housing Fund contained "excess surplus." Excess surplus means any unexpended and unencumbered amount in a Project Area's Housing Fund that exceeds the greater of one million dollars (\$1,000,000) or the aggregate amount deposited into the Housing Fund during the project's preceding four fiscal years.

The Agency does not anticipate having an excess surplus during the current Implementation Plan cycle or throughout the subsequent remaining Project Area life.

3. Housing Goals and Objectives of the Implementation Plan

The primary goal of the Agency is to comply with the affordable housing requirements imposed by the CRL in a responsible manner. The affordable housing activities identified in this proposed Implementation Plan will explicitly assist in accomplishing the intent of the CRL in regards to the provision of low-mod housing.

The CRL establishes that certain housing expenditures, and preservation and production requirements, be attained during five and ten year increments. The housing production requirement, if applicable, must be met every 10 years, while the proportionality tests must be achieved over the next 10 years, and then again through the end of the Project Area life. It is the Agency's goal and objective for this Implementation Plan to accomplish sufficient activity and expenditures over the Implementation Plan term, and through the term of the Project Area, to comply with the applicable requirements.

4. Estimated Housing Fund Revenues and Expenditures

The following table presents the projected future deposits into the Housing Fund. As shown below, approximately **\$15,234,000** in revenues are projected to be available over the five-year term of this Implementation Plan.

Estimate Housing Set-Aside Revenue FY 2008-09 through FY 2012-13

Plan Year	Fiscal Year	Housing Set Aside
1	2008-09	\$2,181,115
2	2009-10	\$2,617,338
3	2010-11	\$3,054,433
4	2011-12	\$3,482,054
5	2012-13	\$3,899,900
Total		\$15,234,839

These funds are projected to be allocated approximately as follows:

Planning, administration and project management	\$3,047,000
Program activities	\$12,188,000

A portion of these funds may be used to pay for debt service if the Redevelopment Agency issues bonds to undertake eligible low and moderate income housing activities in the project area.

5. Anticipated Housing Program Activities

It should be noted that the WOPAC desires to avoid housing developments that concentrate large numbers of low and moderate income units. The WOPAC recognizes that West Oakland has an over-concentration of affordable housing in the Project Area and a disproportionate number of such units in comparison with other areas of Oakland. The WOPAC supports diverse mixed income housing that encourages a sense of community.

The Agency may assist in a variety of programs to provide, improve, and preserve affordable housing such as the following:

a. Production

The Agency can make loans and grants from the Low and Moderate Income Housing Fund to non-profit and for-profit developers for the new construction or rehabilitation of affordable housing. Loans can be made on a deferred payment and/or below market interest rate basis.

The Agency can also participate in land acquisition, land cost write-down, developer recruitment, credit enhancement, and other participation to cause affordable housing to be developed. This is normally accomplished after identification of a housing site, development of a housing concept, and issuance of a Request for Proposals for development of housing. Such affordable housing could be rental or ownership housing. The Agency may also acquire land and directly build housing.

b. Rehabilitation

The Agency may offer low-interest or no-interest loans or grants to assist low- and moderate income homeowners in making repairs to existing residences. Such repairs could consist of correcting health and safety violations, re-landscaping, and re-painting. This preserves the affordability of the housing and extends its lifespan, as well as improving the neighborhood. Additionally, such programs can be extended to owners of rentals properties to make repairs to affordable rental housing. In either case, covenants must be recorded to keep these properties affordable for the time period required by CRL.

c. Affordability Assistance

The Agency may provide direct subsidies to lower the cost of ownership housing or may establish first-time homebuyer programs to assist very-low to moderate income families with mortgage assistance for the purchase of a home. The former would involve the use of long-term restrictions on sales prices to ensure continuing affordability to low and moderate income households. The latter can take the form of a deferred loan with a low interest rate and equity sharing provisions. When the home is sold, the loan and equity share would be used to help another first-time homebuyer.

d. Preservation of Existing Affordable Housing

The Agency may offer loans, grants or other forms of investment to assist in the preservation of existing assisted housing that is otherwise threatened with conversion to market rate. Such assistance would be coupled with affordability restrictions of 55 years for rental housing and 45 years for owner-occupied housing.

e. Allocation to Specific Programs

Based on the recommendations of the Project Area Committee for the West Oakland project area, the Agency intends to allocate approximately **\$12,188,000** to various housing programs in the following percentages:

West Oakland Residential Rehabilitation Program (WO-RRP)	20%
West Oakland Mortgage Assistance Program (WO-MAP)	30%
West Oakland Large Affordable Rehabilitation and Preservation Program (WO-LARP)	18%
West Oakland Vacant Housing Acquisition and Rehabilitation (WO-VHARP)	10%
West Oakland Foreclosure Acquisition and Rehabilitation Program (WO-FARP)	12%
Un programmed for special projects	10%
Total	100%

6. Allocation of Housing Funds over Previous Implementation Period

Between 2004-05 and 2007-08, approximately \$4.47 million was deposited into the Low and Moderate Income Housing Fund for the West Oakland project area. These funds were allocated as follows:

Planning, administration and project management	\$646,000
First Time Homebuyer Loans	6,000
<u>Set Aside for Programs/Projects to Be Determined</u>	<u>\$3,814,000</u>
TOTAL	\$4,466,000

(figures are rounded to nearest \$1,000)

The Project Area Committee previously recommended that the \$3,814,000 still available from FY 2004-5 through FY 2007-08 Low/Mod Housing Set-Aside be allocated to the following programs in the percentages below:

West Oakland Residential Rehabilitation Program (WO-RRP)	31%
West Oakland Mortgage Assistance Program (WO-MAP)	39%
West Oakland Large Affordable Rehabilitation and Preservation Program (WO-LARP)	20%
West Oakland Vacant Housing Acquisition and Rehabilitation (WO-VHARP)	10%
Total	100%

(Percentages adjusted in order to total 100%)

VII. ALLEVIATION OF BLIGHT IN THE PROJECT AREA

The leading indicators of blight in the West Oakland Project Area include underutilized and vacant land, deteriorated and dilapidated buildings, high rates of vandalism and crime, high commercial vacancies, inadequate public improvements and lack of private investment.

The Agency will focus on the following strategies to eliminate blight in the West Oakland Project Area:

1. Renovate sub-standard housing, make landlords more accountable and address code enforcement infractions in buildings
2. Address truck issues, illegal dumping and land use incompatibilities
3. Develop higher design standards
4. Supply low cost loans and grants to improve blighted structures and decrease commercial vacancies through programs such as the Façade Improvement Program and Tenant Improvement Program.
5. Assist with the development of vacant and underutilized properties through land assembly, environmental assessments and clean-ups and marketing to developers.
6. Make public improvements to Project Area infrastructure including: lighting, streetscape and public facility upgrades.

The intention overall is to provide a high level of outreach, education and involvement by the Project Area Committee and the residents of the Project Area to create a neighborhood in which people are more accountable, responsible, and responsive to the needs for upkeep and participation.

VIII. WOPAC'S PROJECT AND PROGRAM SELECTION PROCESS

A. General Project and Program Selection Policies

1. Projects and programs must be in conformance with City *General Plan* and *Redevelopment Plan* policies.
2. Projects will include all applicable City public art policies and program requirements.
3. The WOPAC shall be notified and involved prior to any solicitation of developers by the City or Agency, including the opportunity to review any Requests for Proposals (RFPs) prior to distribution. RFPs should contain

adopted Redevelopment goals and objectives, equitable development and other criteria the WOPAC will use to evaluate proposals.

4. The WOPAC shall be notified of any solicited or unsolicited development proposals received by the City or Agency and will be given an opportunity to interview the prospective developers prior to any developer selection or DDA (see #5 below). The WOPAC will also have the opportunity to solicit developers on its own behalf, and not as an agent of the Agency or City, and will have the opportunity to introduce development proposals to the Agency. The WOPAC shall give a recommendation to the Agency prior to any developer selection.
5. There shall be ample time made available for outreach on potential projects, for WOPAC members to contact and receive input from their constituents. Sufficient funding for this purpose shall be included in the annual budget.
6. All proposed projects and programs shall be evaluated by the WOPAC prior to final Agency approval of entitlements, development and disposition agreements (DDA), and/or any obligation of Agency funds for same. The WOPAC, shall give a recommendation to the Agency on proposed projects and programs involving commitment of Agency funds within (not to exceed) a 45-day timeframe, based on criteria including but not limited to the following:
 7. The WOPAC will use the most current Project Review checklists to evaluate projects (Please see Appendix C).
 8. For projects utilizing or requesting over \$250,000 of redevelopment funds, a community benefit plan is required to be submitted to the WOPAC which identifies the specific actions to be taken and agreed upon to achieve the equitable development goals and redevelopment goals. This plan will be incorporated into any development agreement that will be transmitted to the Agency with WOPAC recommendation.

B. Project Design Review Policy

Evaluation and recommendation on the design of proposed projects shall occur in a timely fashion prior to any entitlements or any obligation/use of Agency funds.

Project design shall be consistent with the goals and project description intents of the Redevelopment and Implementation Plan. Project designs shall also meet sub area texture, design-oriented goals, and any design guidelines or standards established by the WOPAC, and shall go through a WOPAC design review process for timely recommendation, prior to entitlements to assess such conformity, and any time after entitlement when changes are made to the design or project.

APPENDICES

APPENDIX A. WOPAC STATEMENTS OF SUBAREA CHARACTER AND VISION

A. Hoover/West MacArthur Vision Statement

1. Summary

One of the earliest areas to be settled in Oakland, Hoover/West MacArthur was largely working-class until the end of World War II, when it was abandoned by those with financial means, cordoned off by freeways, and turned into a containment zone for the impoverished and unemployed. Businesses and jobs evaporated, while crime and blight took their place. Government and private investment focused on improving the quality of life in other neighborhoods, while this neighborhood absorbed others' social problems.

The community is broken. To fix it, we propose a comprehensive program to create a better balance between subsidized housing and homeownership for the working class in our area to create a place where all people will want to live, not where people are forced to live. We propose to attract residents with disposable income, who don't soak up social services, who will in turn attract retail businesses and who can fix up our housing stock—a valuable city resource that has been left to decay. The more people who have a stake in the community, the safer and more attractive they will make it. Martin Luther King, Jr. Way may be developed to take advantage of the MacArthur BART Transit Village and Station. To date, the city has exhibited no capacity to effect positive change. Private investment, then, is the key to improving our community and our quality of life.

We would like to use the internet, innovative technology, and crime abatement measures to create safer places to live in Hoover/Wes MacArthur. Instead of liquor stores that permit loitering, we propose to create a better business environment through reasonable standards for civic behavior in public places as well as loans or grants for small businesses. We are proposing programs for alleviating illegal dumping and blighted empty lots in our neighborhoods. For our youth and the unemployed in our area, we propose job training and instruction in public charter schools that will lead to employment in expanding industries; we envision a public library as a key institution that we need to provide in this effort.

Our greatest asset is our grit, spunk and our sense of community that keeps our neighborhoods vibrant in spite of our challenges. It is this unflagging spirit and dedication to neighborhoods that continue to provide a high quality of life to its residents both in spite of and because of the intense social commitment required to work for improvements and live in Hoover/West MacArthur.

2. History of the Area

Hoover/West MacArthur – roughly, the triangular area bordered by San Pablo Avenue, 40th Street and the 980 freeway – is a largely residential section of the West Oakland Project Area. The area was settled early in Oakland's history, due to convenient service by trains, horse carts and ferries. The Oakland Railroad ran along

nearby Telegraph Avenue starting in 1864. In 1881, the Oakland Mole was completed², providing train and ferry service to and from San Francisco; trains ran from Piedmont along 40th Street starting on June 1, 1904.³ In 1886 a cable car railroad extended down San Pablo from 14th Street to 42nd, servicing the horse track in Emeryville⁴. Shortly after, the Oakland Traction Co. ran a streetcar line out Grove Street, now Martin Luther King Jr. Way. By 1932, 648 trains per day used the Mole to transport 42,500 passengers.

The area is split in half by the 580 freeway. The area below the freeway, colloquially known as “Ghost Town”⁵, was annexed into Oakland in 1872 and was largely settled by 1878. A wave of immigrants, mostly Italian and Portuguese⁶, settled into JAMMI⁷, the area above the 580 freeway, after the 1906 earthquake. Although some early inhabitants may have been wealthy⁸, both areas became largely working class in the 20th century, with employment provided by Oakland’s many small manufacturing concerns, as well as larger employers (To mention a few: Judson Iron Works in Emeryville, which employed 350 in 1882, made tacks and files. The Lusk Cannery in Temescal was the largest cannery in the West⁹ if not the world¹⁰ by 1888. Pacific Iron & Nail Co. employed 250 on the estuary at the foot of Market Street. The Key Route maintained “vast Emeryville shops” from 1906 to 1957¹¹).

The completion of the first transcontinental railroad, ending in Oakland, in 1869¹² eventually brought a small but significant African-American population of railway workers to West Oakland. By 1915, of the 4,008 African-Americans in Oakland, roughly six percent lived in the Ghost Town area¹³. But during World War II African-Americans started to settle in Oakland in sizeable numbers, increasing from 8,462 in

² The Oakland History Timeline, compiled by the Oakland History Room of the Oakland Public Library, shows the Mole opening for business in 1882. <http://www.oaklandphotojourney.com/pages/timeline.html>

³ Demoro, Harre W., *The Key Route*, Glendale, CA: Interurban Press, 1985, p. 25.

⁴ “The Oakland Cable Railway. . . opened: 19-Nov-1886. Broadway from Seventh Street to San Pablo. San Pablo Avenue to Park Avenue in Emeryville.” Thompson, Joe, “Cable Car Lines in Other California Cities”, 2004, <http://www.cable-car-guy.com/html/cccaoth.html>.

⁵ “generally speaking...MLK at MacArthur down to Grand...and that entire north-south cut over to San Pablo” – from “A short history of Ghost Town”, Antonioli, Dan, 2005, <http://www.611ecovillage.com/neighborhd.html>.

⁶ “The Portuguese. . . also came to work for the railroad, primarily as laborers rather than tradesmen. . . By 1892 Oakland was considered the unofficial Portuguese capital of California.” -- “A Brief History of West Oakland”, Douglass, Robert, *Putting the "There" There: Historical Archaeologies of West Oakland*, Anthropological Studies Center, 2005, Chapter 2.

⁷ JAMMI: “Just Above the MacArthur Maze Interchange”, the area framed by Emeryville, highway 580, highway 24, and the Temescal Creek. Essentially, this is Census Tract 4010. Only the portion from 40th Street south is within the West Oakland Project Area.

⁸ “The buildings show that some pretty big spenders were scattered throughout the area in the early days.” – e-mail from Betty Marvin, 7/18/07.

⁹ Walker, Richard A., *Industry Builds Out the City: The Suburbanization of Manufacturing In The San Francisco Bay Area, 1850 – 1940*, Philadelphia: Temple University Press, 2004, p. 14.

¹⁰ Pastron, Alan, et al, *Archeological Sensitivity Study and Testing Program for the Uptown Oakland Project*, Oakland: City of Oakland, 2005, p. 31.

¹¹ Demoro, Harre W., *The Key Route*, Glendale, CA: InterUrban Press, 1985 p. 28.

¹² “On November 8, 1869, the Oakland Long Wharf became the western terminus of the transcontinental railroad.” Wikipedia, http://en.wikipedia.org/wiki/Oakland_Long_Wharf.

¹³ Based on an analysis of street addresses in the Tilghman, Charles, *Colored American Directory*, Oakland, 1915, approximately 250 adults from 150 African-American families lived in Hoover/West MacArthur, chiefly clustered around 35th Street.

1940 (3% of the city's population) to 47,562 (12%) in 1950¹⁴. The intensity of the war effort lowered barriers of discrimination¹⁵ and made jobs available that African-Americans would not previously have been hired for.

The rise of the motor car, with construction of freeways and bridges, contributed to white flight to the suburbs in the 1950s, and the end of the segregation era in the 1960s gave middle-class blacks the choice to live further a-field as well. "Growing racial integration was accompanied by increasing economic segregation between the affluent communities of the hills and the formerly prosperous urban core."¹⁶ The city's population dropped nearly 12% between 1950 and 1980¹⁷. The result was that the Hoover/West MacArthur area transformed into a predominantly African-American neighborhood, and an impoverished one¹⁸. Government policies intentionally isolated the area by constructing the broad 980 freeway between Hoover/West MacArthur and downtown¹⁹, while poverty was institutionalized by concentrating subsidized housing in the area, including construction of some 17 Oakland Housing Authority properties. Meanwhile, globalization brought the demise of Oakland's traditional job base, manufacturing. "In the decade of the 1980's alone, Oakland lost 37,000 manufacturing jobs."²⁰ Over-fishing, urban sprawl and improved transportation had caused the decline of the local canning industry. Low-paying service jobs were mostly what remained for workers who lacked costly education. The crack cocaine epidemic of the 1980's dealt the area another blow²¹, as did the closure of the Oakland Army Base in September 1998. The area became a containment zone for Oakland's social problems, providing housing of last resort. By 1990, the area was 81% black²² and overwhelmingly poor.

Devaluation of property in the area contrasted with prosperity in other Bay Area communities. The dot-com boom brought highly educated and skilled young, single workers to the Bay Area and housing pressures increased. High crime and poor

¹⁴ City of Oakland History Timeline at <http://www.oaklandnet.com/celebrate/Historytimeline.htm>.

¹⁵ "President F. D. Roosevelt issuing Executive Order No. 8802 in 1941, eliminating discrimination in defense industries and the government itself." – Earl Warren Oral History Project, <http://content.cdlib.org/xtf/view?docId=hb9338nb6fv&doc.view=frames&chunk.id=div00008&toc.depth=1&toc.id=&brand=calisphere>

"with Roosevelt's Executive Order the color bar in employment began to fade. The order directed that the vocational training program be conducted without reference to race, and it stipulated that all future defense contracts should include non-discrimination clauses." Wheeler, B. Gordon, *Black California*, New York, 1993, p. 215.

¹⁶ "Weed and Seed Strategic Plan", City of Oakland, 1994, p. 7.

¹⁷ Population table found at http://en.wikipedia.org/wiki/Oakland%2C_California

¹⁸ In 1999, 45.7% of persons over age 16 in Hoover/West MacArthur were below the Federal poverty level (3,428 of 7,509 measured) – U.S. Census FactFinder for census tract 4014 and block groups 4, 5 and 6 of census tract 4010.

¹⁹ It is difficult to believe that the decision to demolish the 35th Street and 36th Street corridor and place the 580 freeway there was not influenced in part by the concentration of African-Americans on those streets, as documented in the "Colored American Directory" of 1915.

²⁰ "Weed and Seed Strategic Plan", City of Oakland, 1994.

²¹ The San Jose Mercury News reported on August 18, 1996 that the U.S. government had been involved in a ring that sold cocaine in the U.S. and guns to a rebel movement in Nicaragua. One of the alleged drug lords was based in the Bay Area and his family owned property in Oakland. "The cocaine that flooded in helped spark a crack explosion in urban America".

<http://www.narconews.com/darkalliance/drugs/day1main.htm>

²² U.S. Census, 1990, for census tract 4014 and block groups 4, 5 and 6 in census tract 4010.

schools, impacted by dysfunctional social structures, continued to contribute to an exodus of families from the inner city. By 2000, African-Americans constituted just 72% of the population of Hoover/West MacArthur²³, while the population as a whole increased 11%. The white constituency, meanwhile, increased by 50%. These changes did not result in significant economic impact; nearly half the inhabitants still earned less than the Federal poverty line.

3. Current Challenges

Decades of disinvestment, isolation, and concentration of poverty have left Beat 06X (or “Beat 6”, as the police denote the Hoover/West MacArthur area) with the highest level of stressors in the city of Oakland²⁴.

- a. **Housing:** The housing stock is seriously deteriorated²⁵. Beat 6 is over-concentrated with public housing,²⁶ containing over six percent of the City’s OHA properties²⁷ and over seven percent of available Section 8 rentals²⁸, even though Hoover/West MacArthur holds only 1.8% of the city’s population. Beat 6 is also predominantly rental: 79%, according to the 2000 census.

73% of Section 8 renters are African-American²⁹, but only 35.7% of residents of the City of Oakland are African-American³⁰. The population of Beat 6 is 72% African-American. Concentrating Section 8 renters in Beat 6 results in racial segregation.

The housing stock in Hoover/West MacArthur is aging. The community is built-out (leaving little room for new projects) and most dwellings were built before World War II. Deferred maintenance has resulted from poverty, the high percentage of rental housing (and absentee landlords), and the very basic standards required by Section 8³¹. The result is prevalent dilapidation.

²³ U.S. Census, 2000, for census tract 4014 and block groups 4, 5 and 6 in census tract 4010, including the “more than one race” designation.

²⁴ Measure Y – Violence Prevention and Public Safety Act of 2004 – Monthly Update, May 2006.

²⁵ The San Francisco Chronicle reported on February 15, 2007, that the City of Oakland was suing the Oakland Housing Authority, “citing persistent squalid conditions at numerous public-housing complexes the agency manages.”

<http://sfgate.com/cgi-bin/article.cgi?f=/c/a/2007/02/15/BAG97O5CKM8.DTL>

²⁶ “West Oakland is considered saturated in the number of publicly assisted housing units in the neighborhood (over 20% of all public housing in Oakland is located in West Oakland)” – “Neighborhood Knowledge for Change: The West Oakland Environmental Indicators Project”, Pacific Institute, 2002.

²⁷ “The West Oakland Weed and Seed Initiative Evaluation Report” of July 2006 (p. 10) notes that the area is over-represented with public housing.

²⁸ Based upon an analysis of the addresses of available rental properties posted on the OHA website on October 26, 2006. The OHA website listed 332 Section 8 rental opportunities. Of these, 24 were located within Beat 6. Within Beat 6 are 17 of the city’s 268 Oakland Housing Authority sites.

²⁹ Statistic provided by Just Cause Oakland, in an e-mail dated 10/11/06.

³⁰ U.S. Census Bureau, <http://quickfacts.census.gov/qfd/states/06/0653000.html>.

³¹ For example, one electrical outlet per room is sufficient to meet Section 8 standards if there is a ceiling light. In contrast, the National Electrical Code (1981) requires sufficient receptacles so that no point along the floor line is more than six feet from a receptacle. (see Oakland Housing Authority inspection checklist at http://www.oakha.org/owner/inspect_checklist.html)

- b. **Crime:** Open-air drug markets persist at various locations in the area. In Beat 6 there were 95 narcotics reports in the three-month period April – June 2006. For the city as a whole, there were 915 such reports. In that time period, Beat 6 recorded 23 of 181 reports of prostitution. Beat 6, therefore, reported over 10% of the city’s narcotics violations, and over 12% of the city’s prostitution reports, while comprising less than 1% of the city’s area, and less than 2% of the city’s population.³²

Urban miners are a routine sight, their stolen shopping carts piled high with cans and bottles filched from recycling bins that residents pay Waste Management to empty. Empty homes are at risk for break-ins by thieves who will strip out copper pipe and wire to sell to local recycling businesses. The police rarely investigate property losses, which are treated as insurance claims.

- c. **Injurious Businesses:** Few legitimate businesses serve the neighborhood, and many of those that do are undercapitalized.

The Alcoholic Beverage Control Board has designated Beat 6 a high crime area. West Oakland exceeds ABC’s liquor license concentration limit by 28 licenses. Some 12 of the city’s 359 liquor stores are in Beat 6, or 3.3%³³, to serve 1.8% of the city’s population.

Alcohol, narcotics and prostitution comprise much of the economic activity in the area. The remainder is a mix of low-investment enterprises requiring little formal education (e.g. braiding parlors and nail salons) and auto uses that have negative environmental impacts (detail shops, oil changers, gas stations and tire stores). Adding to the area’s social woes, halfway houses flourish on government grants.³⁴ Nonprofits take advantage of lower property costs to pepper the area with transitional housing, confident they will not be challenged by a politically marginalized, desperately impoverished community, and aided by the eagerness of government agencies to fund such programs in areas where resistance is not expected.

Suitable sites for neighborhood-serving retail have dwindled as housing has spread to prime street-corner locations, while churches (paying few

³² From CrimeWatch II. Beat 6 also had 91 of 2,389 assault reports (both aggravated and simple) in the same time period, or 3.8%.

³³ From “Liquor Store Report Card: The Good, the Bad and the Ugly”, Neighborhood Law Corps, 4/27/04.

³⁴ Of 479 registered sex offenders whose addresses were identified in Oakland as of September 22, 2007, 27 (or nearly 6%) have a last known address in or near Hoover/West Mac, including three at the California Hotel, an Oakland Community Housing Inc. property heavily subsidized by the City of Oakland. <http://www.city-data.com/so/so-Oakland-California.html> On May 22, 2007, the Community Economic Development Agency (CEDA) recommended loaning OCHI \$1,000,000 to “protect the households living in these units” and others threatened by OCHI’s fiscal problems.

taxes to support the community) proliferate through the neighborhood, taking advantage of lower property values to occupy former store fronts.³⁵

- d. **Blight:** Litter, pollution, weeds, graffiti and decay characterize the area. A poorly educated, impoverished, transient populace without a stake in the community is not one that will take much interest in cleaning and landscaping its surroundings. Absentee landlords add to the impression of decay when they view their properties as “cash cows” requiring only essential maintenance. Recent price appreciation has encouraged long-term owner occupants to cash out to speculators, who turn the properties into marginally maintained Section 8 rentals, in hopes of flipping them in a few years for significant profit. Since major thoroughfares cut through the area, litter and soot collect from vehicles passing through. The sense of indifference and decline encourages illegal dumping in freeway underpasses and vacant lots. Boarded-up and weed-strewn buildings attract drug dealers who anticipate reduced community concern or observation of their activities.

- e. **Poor Schools:** Schools close and re-open every few years. The ones that remain are known for poor test scores, and serve a high percentage of disadvantaged students³⁶. Those parents who are able to do so send their children to private or parochial schools, or manage to get their children admitted to better public schools outside the neighborhood.

Schools are a barometer of the health of the community. Broken families, neglected and undernourished children, expectations of failure and absence of role models result in under-performing and challenged schools. Children who are not ready to learn disrupt classrooms and degrade the quality of education for themselves and others. High truancy rates³⁷ lower available funding. “Our students are clearly affected by the highly stressful conditions that confront them in their neighborhoods”, resulting in “a long pattern of academic underperformance³⁸”. Two of Hoover/West MacArthur’s three elementary schools were closed in 2004. One of those, Longfellow Elementary, reopened as the Independent Studies Academy for two years, then closed for a year, and now houses the Oakland Military Institute.

³⁵ Olivet Institutional Missionary Baptist Church at 807 27th Street replaces a former Safeway supermarket. Tree of Life Baptist Church, Emmanuel Baptist Church, and Perfect Peace Church at 3651, 3700 and 3208 Martin Luther King respectively, all occupy former commercial property. On Market Street, the Perry Temple Church of God in Christ (35th & Market), New Hope Baptist Church (36th and Market), Seventh Day Adventist Church (34th and Market) and the Olivet Outreach Mission occupy corner sites at intersections.

³⁶ In 2007, the OUSD website stated that 84% of the student enrollment at Hoover Elementary School is “socioeconomically disadvantaged,” as is 69% at the Oakland Military Institute (www.omiacademy.org).

³⁷ Hoover Elementary School has a 58.09% truancy rate, compared to a statewide average of 24.79%. (California Dept. of Education Safe and Healthy Kids Program Office, 5/28/07)

³⁸ Executive Summary School Accountability Report Card for Hoover Elementary School, 2005-6, from the Oakland Unified School District homepage.

- f. ***Dearth of Jobs:*** The city’s unemployment rate is 8.44%³⁹, but the rate in Hoover/West MacArthur is much higher⁴⁰. The historic job base, blue-collar manufacturing concerns and heavy industry, vanished in the mid-20th century as corporations found the same work could be done more cheaply off-shore and products transported using containerized shipping. Mass-production techniques priced smaller concerns out of business. Less attractive, lower-wage retail and service jobs followed the flight of the middle class to the suburbs. Rising incarceration levels⁴¹, and computerized background checks, now preclude some residents from being considered for jobs that would have been available to them in the past. 1,625 jobs exist within Hoover/West MacArthur for 7,165 residents⁴²; it is not known how many of those jobs are held by residents of the area.
- g. ***Lack of Government Services:*** While Hoover/West MacArthur consumes more than its share of police resources and housing subsidies, other types of government services under-serve the area. There is no library, nor other public amenities. What has happened to the available park space? The area has no sizeable park. The 25th Street Mini-Park has been “temporarily closed” and fenced-off for years due to toxic contamination and criminal activity⁴³. There is no hospital, doctor’s office or medical clinic. Rain gutters clog with trash; street medians are poorly maintained and lack necessary irrigation to support flowers or grass.
- h. ***Poorly Planned Streetscapes:*** Most streets in the area have a canopy of electrical wires, with more street poles than trees. The streets are broad, which accommodated the streetcars of yesteryear, but which now divide and isolate the residents. Frequently, off-street parking is insufficient so the view is cluttered with cars. The north-south streets are used as thoroughfares rather than as locally serving access routes. There is little in the way of street furniture or planter boxes. The street median on West MacArthur is bare dirt, and on 40th Street is unkempt bushes and trees, standing in stark contrast to lavishly landscaped medians further east on 40th Street⁴⁴, and on San Pablo Avenue in Emeryville.

³⁹ September 2004, <http://www.city-data.com/us-cities/The-West/Oakland.html>.

⁴⁰ 34.8% of households in Hoover/West MacArthur had no wage or salary income in 1999, while 16.7% of households received public assistance (of 2,517 households in census tract 4014 and block groups 4, 5 and 6 of census tract 4010, 877 households had no wage income and 420 received assistance (U.S Census FactFinder)).

⁴¹ In 2007, California had 170,588 persons behind bars (475 per 100,000), up from 168,985 in 2005 (466 per 100,000). (http://en.wikipedia.org/wiki/United_States_prison_population), (<http://www.nicic.org/Features/StateStats/?State=CA>)

⁴² “Draft Environmental Impact Report for the West Oakland Redevelopment Plan”, City of Oakland, 2003, p 3-9.

⁴³ “Nancy Nadel’s Policy and Practice Newsletter”, volume 22, July 2007.

⁴⁴ Redevelopment money from the Broadway/MacArthur/San Pablo redevelopment area was used to fund improvements to the 40th Street median strip east of Hoover/West MacArthur in 2006, as part of the Neighborhood Project Initiative Program, per e-mail from Kathy Kleinbaum dtd 5/14/07.

4. Current Strengths

The area is home to a small number of vocal and committed community activists, who work for neighborhood improvement through the Beat 6 Neighborhood Crime Prevention Council, the West Street Watch and the publicly elected West Oakland Project Area Committee for redevelopment (“WOPAC”). A Main Street Board of Directors was formed in 2006 to plan a transformation of San Pablo Avenue into a vibrant business corridor.

Throughout its history, the area has enjoyed ready access to public transportation. Located near multiple bus lines, the MacArthur BART station, five freeway entrances and the Bay Bridge, Hoover West MacArthur offers numerous transit options and a short commute to downtown Oakland, Emeryville or San Francisco. Planning for improvements of MLK Jr. Way and San Pablo Avenue may take advantage of the development of the MacArthur Transit Village. The long-awaited MacArthur Transit Village is expected to bring over 600 new residents and increased business activity to the northeast corner of the area.

A significant number of distinctive Victorian houses have been preserved in the area. Many structures date from the late 1800’s and early 1900’s. A considerable number were constructed entirely with redwood and with interior details that cannot be found in contemporary homes. Seemingly invisible to many, the Hoover/West MacArthur area contains many pleasant micro-environments—gardens, backyards, worksheds, and unique commercial establishments and restaurants.

5. Vision for the Future

Redevelopment efforts, along with other public and private initiatives, should endeavor to transform the area back to what it was when first settled: a place where people want to live, rather than where conditions force them to live. Public housing should be gradually dispersed until the area shoulders no more than its fair share. Homeownership should be actively promoted, until the ratio of homeowners to renters is in sync with the citywide average. Housing should again be oriented toward the working class, rather than the idle class. Schools should partner with Bay Area industries to provide realistic, forward-looking job training for area residents that will result in long-term employment at living wages. Neighborhood-serving retail should be pursued. City services and amenities should mirror those enjoyed by other Oakland neighborhoods.

- a. **Improve Housing:** The main problems with the existing housing are that too high a percentage of it is subsidized, that too much of it is transient, and that much of it is deteriorating and in need of substantial repair.

The Oakland Housing Authority (“OHA”) should be encouraged to build any new units in those other areas of the city that it currently under-serves. Newly developed housing in Hoover/West MacArthur should strive to

contain as high a percentage as possible of market rate units, and new “affordable” (i.e. subsidized) units should be oriented to first-time homeowners, not rental. OHA should closely monitor its existing units, ensure they remain in good repair, and address responsibility for the behavior of residents and visitors. As OHA units age and need to be rebuilt, efforts should be made to ensure that OHA serves the entire city, not just certain flatland neighborhoods. Where OHA properties do not architecturally contribute to the community, they should be replaced with buildings designed to enhance their surroundings, if not eliminated and placed somewhere else.

Absentee and Section 8 landlords can be identified via sustained perusal of public records. Buildings belonging to those landlords should be identified and monitored to ensure they meet applicable code standards. If and when they do not, the landlords should be contacted and appropriate steps taken to bring them into compliance, or to disqualify the property from participation in the Section 8 program. The city’s Neighborhood Housing Rehabilitation Program should be leveraged to assist those landlords in making needed repairs. The city’s blight ordinance should be fully utilized as a tool to encourage recalcitrant landlords to maintain their properties in a manner that boosts the neighborhood.

According to the U.S. Geological Service, there is a 62% probability that another strong earthquake (6.7 or greater on the Richter scale) will cause property damage in our area⁴⁵. Most buildings in Hoover/West MacArthur are in need of seismic retrofitting. An incentive program should be developed to reward property owners who actively address this issue⁴⁶. This program should a) provide no-cost professional assessment of the need and cost to retrofit individual properties, devoid of the threat of penalty for discovery of existing code violations, and b) assist with the cost of such retrofitting, depending upon the financial need of the property owner.

Redevelopment funds should be used to encourage home-ownership. Examples of such efforts would include a) assisting first-time homebuyers to navigate the credit and purchase processes, b) providing down payment assistance, c) purchasing of available, suitable properties for rehabilitation and resale in a program that would require the buyer to occupy the property for a set length of time. Existing Hoover/West MacArthur renters should be targeted as likely recipients of such aid programs. Timelines for improvements should exist.

- b. ***Abate Crime:*** Widespread computerization, augmented by the prevalence of cell phones, is quickly transforming our society into one where

⁴⁵ “Home Seismic Strengthening Initiative”, City of Oakland, 2007, p. 1.
<http://www.oaklandnet.com/HomeownerSeismicstrength.pdf>

⁴⁶ The City of Oakland’s New Homeowner Voluntary Seismic Strengthening Reimbursement Incentive Program offers up to \$5,000 in subsidies for retrofitting. However, existing or long-term homeowners do not qualify for this program, only new homeowners.

behavior in public is routinely recorded and no one is anonymous. Cameras now record activities at an increasing number of locations in Hoover/West MacArthur, and those images are both viewable on the internet and accessible to law enforcement. Some cameras respond to gunshots by focusing toward their source. Personal data is collected on all of us by grocery stores, credit bureaus and direct mailers. Some companies profit from mining such data and selling information about persons of interest online. Anyone with a cell phone can discretely photograph and transmit images of our actions in public places.

While we may personally decry the loss of personal privacy in this new era, we can also take advantage of this trend to assist the police in restoring to us the ability to exist safely and without fear in our homes and streets. Placement of the right observation equipment at well-chosen locations, and actively monitored and recorded, could result in collection of evidence that will remove dangerous elements from our proximity.

New concepts in law enforcement, such as community policing, problem-solving officers and Neighborhood Crime Prevention Councils offer the promise of more effective and efficient law enforcement. However, implementation of these new tools has been inept, due to chronic understaffing in our police department, seesawing police policies and priorities, and the inability to quickly and effectively get solid returns from Measure Y funding⁴⁷. We need to be unrelenting in demanding our elected officials remain focused on fulfilling our need for effective use of crime-prevention funds.

- c. ***Support Beneficial Businesses:*** No further liquor licenses should be issued within the Hoover/West MacArthur area, for any reason⁴⁸. Residents are frustrated with corner stores that seem to attract loiterers and criminal activity, while merchants are equally frustrated at the expectation they can somehow abate such activity near their businesses without consistent police assistance. A reasonable set of standards and procedures should be developed, with the input of residents, the police and store owners, so that responsibilities are clearly delineated and accountability for appropriate action can be measured.

Business development loans and grants should be made available to local entrepreneurs, along with training and assistance about how to start, maintain and grow a small business. The Main Street program, and the city's current retail study, should be leveraged to develop San Pablo Avenue as the commercial corridor it deserves to be. Construction of any

⁴⁷ Although "councilmembers insisted the City would get at least 802 police officers total. . . staffing actually **declined** after Measure Y was written." -- Oakland Residents For Peaceful Neighborhoods, <http://www.orpn.org/lawsuit.htm>.

⁴⁸ Although the City Attorney's office, in a report on April 27, 2004, described Oakland as "already over-concentrated with liquor stores" and stated that the normal practice is to deny a liquor license application in an area with an undue concentration of liquor outlets, yet the new Trader Joe's on College Ave. was awarded one without question.

further ground-floor housing on San Pablo, or at other prime intersections (e.g. Market and West MacArthur) should be discouraged, in order to encourage business of sufficient density to create a walkable retail shopping area. Existing businesses that pollute (fumes, liquids, noise etc.) or that cater to auto rather than pedestrian traffic, should be offered relocation assistance to move elsewhere.

- d. ***Alleviate Blight:*** The city's blight ordinance should be consistently and routinely enforced. At the Great American Cleanup on May 12, 2007, it was announced that the police had swept the area in the days preceding and had issued some 95 blight citations. Code Compliance was said to have identified 300 blighted properties. Enforcement of this sort should be habitual, not sporadic.

Our political representatives should be urged to enhance Oakland Municipal Code 8.38.040⁴⁹ to ensure that illegal dumpers not only bear the cost of cleanup, but also contribute to the cost of detection. In 2006 there were 14 stakeouts, citywide, of dumping "hotspots" at a cost of \$2,000 per stakeout⁵⁰. Redevelopment funds should be used to increase the number and quality of stakeouts in our neighborhood. Surveillance cameras⁵¹ should be modernized to capture essential detail, and community volunteers should be recruited to scan the many hours of recorded tape to assist in identifying dumping incidents.

As stated in the West Oakland Redevelopment Plan, programs should be developed to assist property owners in maintaining and upgrading their properties.⁵²

- e. ***Improve Education:*** Oakland public schools have a long history of under-serving Oakland's youth, largely due to being overwhelmed by underlying social needs. Huey Newton reportedly graduated from Oakland Technical High School unable to read, but through self-motivation overcame that obstacle and eventually earned a PhD from UC Santa Cruz in 1980⁵³. Many adults in Hoover/West MacArthur lack basic educational skills that are essential to obtaining meaningful employment, understanding the problems of their community, and navigating the processes of government. Local job training programs should be funded that provide relevant instruction that will predictably lead to employment in expanding industries⁵⁴.

⁴⁹ This is the section of the Oakland Municipal Code that makes an illegal dumper liable for cleanup. See "City of Oakland Agenda Report on the Litter Enforcement Unit" from the Public Works Agency, 4/24/07.

⁵⁰ *ibid.*

⁵¹ At its meeting of August 8, 2007, the WOPAC voted to recommend spending \$200,000 of redevelopment money for the purchase and maintenance of ten public security cameras.

⁵² See goal 9 of the West Oakland redevelopment plan, as well as the Housing and Affordable Housing Program described on page 13 of the first Five Year Implementation Plan.

⁵³ http://en.wikipedia.org/wiki/Huey_P._Newton

⁵⁴ At its April 11, 2007 meeting, the WOPAC approved recommending that \$100,000 be spent to support the Job Training Project of the Alliance for West Oakland Development.

The Oakland Unified School District and area charter schools should both be contacted to attempt to locate charter schools that will offer improved education to Hoover/West MacArthur children within vacant or underutilized school facilities in our area.

- f. ***Provide Meaningful Jobs:*** A recurring rhetorical theme in West Oakland is that local construction projects should include jobs for West Oakland residents. When a freeway ramp in the MacArthur Maze melted from a truck explosion on April 29, 2007⁵⁵, how many West Oakland residents were tapped to work on its reconstruction? Programs that offer job training in the construction industry have been around for some time, yet there seems to be a disconnect when developments actually need workers. The city should maintain and publicize a database of West Oaklanders with specific job skills, should work with developers to identify the appropriate time to contact and interview prospective employees, should facilitate those contacts, and should maintain statistics on the success rate of placing West Oaklanders in construction jobs. Developers should be held accountable for the level of employment they bring to the community.

The whole subject of jobs must be reexamined. Workers might need an incentive to relocate to areas where jobs exist that suit their skills.

Largely residential Hoover/West MacArthur does not have appreciable space to devote to manufacturing or light industry. However, local merchants and nearby businesses could be encouraged to actively seek workers from West Oakland via incentives based upon their hiring practices. Such incentives, in a redevelopment context, might include facilities improvement grants or subsidies of outreach programs.

- g. ***Improve Government Services:*** Councilmember Nancy Nadel has suggested opening a “pocket library”⁵⁶ at 3141 West Street, where the Quality Food Market has recently been vacated by fire. The 25th Street Mini-Park needs to be decontaminated, refurbished, and reopened while addressing concerns of neighbors about the criminal activity it had attracted. Most importantly, though, Hoover/West MacArthur needs a community center where residents can meet, use computers, receive education and participate in sports or group activities.

A task force of city workers should be assembled and focused on providing a comprehensive package of services tailored to the community’s special, pressing needs.⁵⁷

⁵⁵ A similar explosion on a nearby ramp killed one person and injured 10 on February 6, 1995. <http://sfgate.com/cgi-bin/article.cgi?f=/e/a/1995/02/06/NEWS1435.dtl>

⁵⁶ “Nancy Nadel’s Policy and Practice Newsletter”, volume 22, July 2007.

⁵⁷ At a Town Hall meeting on September 17, 2007, Mayor Ron Dellums announced that Beat 6X would be targeted for a community improvement initiative that would involve multiple city departments. The San Francisco Chronicle reported on September 21, 2007 that “There are also discussions at the state level

- h. Enhance Streetscapes:** Medians should be irrigated and attractively landscaped. Advantage should be taken of wide streets to include bike paths. Curb outs can assist in traffic calming. Diagonal parking can be judiciously used to organize vehicle clutter. Under-grounding of wires will simplify the visual aspects of the streetscape and will provide additional opportunities for tree planting.

In summary, Hoover/West MacArthur needs to transition from a containment zone for Oakland's social problems into a healthy neighborhood where residents can walk the streets without fear but with honestly-earned money in their pockets, enjoy a variety of retail shops, reside in safe, well-maintained structures, meet, talk and live together as a community.

II. CLAWSON/MCCLYMONDS/BUNCHE VISION STATEMENT

1. Vision for the Future

The Clawson, McClymonds and Ralph Bunche Regions envision well-designed residential, commercial and civic projects that support pedestrian friendly retail and commercial districts along with the preservation and rejuvenation of existing neighborhood residential and business structures.

The general goals are:

- 1) Non polluting shuttle service that serves the neighborhood and reduces the need for residents to drive to connect to other public transportation sources or to connect to other public transportation sources or to businesses serving the neighborhood;
- 2) Develop parks and neighborhood centers to support residents' activities;
- 3) Specialized retail and commercial businesses that support financial banking, retail (food, dry cleaning, coffee shop, etc.) and health service needs (i.e., Grocery stores with bank branches and pharmacies);
- 4) Well designed Civic projects that improve the neighborhood character through traffic calming, reduction of truck traffic, pedestrian friendly streets, extensive street side landscaping projects, etc., while maintaining the Victorian Residential, live-work loft and independent business character through the district;
- 5) Work with residents and businesses to relocate those businesses that are less compatible in residential environments, including primarily truck-related operations and recycling and scrap metal operation and then use the opportunity presented by those vacated lands to
- 6) Promote and secure those types of industrial and commercial businesses that are more compatible in residential environments such as bio-tech,

about focusing on a designated section in one of Oakland's underserved neighborhoods and devoting a full range of state, county and city services to turning the community around - one neighborhood at a time.”

green-tech, media, retail and others that create good employment opportunities for local residents.

- 7) Improve quality of life through the development of “Safe Neighborhood” initiatives including a reduction of liquor stores and polluting businesses along with new public, fire and health sub stations, increased park and open space initiatives, etc.

Our immediate development activities focus on:

- 1) Park and recreation facilities;
- 2) Mitigate use conflicts between majority residential and polluting or environmentally detrimental industrial/business (i.e./ billboards, payphones, auto repair stores, liquor stores, home churches(uses in the McClymonds/Clawson/Bunche Sub area
- 3) Create commercial, pedestrian friendly corridor on San Pablo, Market and West Grand Avenue;
- 4) Gateway welcome (similar to Airport Gateway Signs);
- 5) Pedestrian friendly walking areas and landscaped/lighted streets along Adeline, Market, Peralta and San Pablo Avenues that encourage the development of a thriving neighborhood serving retail district
- 6) Permanent “artistic” trash containers that highlight the history of the area in a unique perspective;
- 7) Dog Park;
- 8) Community theater and dance studio;
- 11) Community recreation center;
- 12) Industrial buffer zone for media and biotechnology development;
- 13) Low income artist loft development and
- 14) Museum of Modern Art showcasing artists of the West Oakland region and other east bay artists.

C. PRESCOTT/SOUTH PRESCOTT VISION STATEMENT

1. Existing Condition/Character

This vision statement outlines in a specific way, the goals and vision for the Prescott/South Prescott redevelopment areas, as defined by the elected members of the official Redevelopment Project Area Committee for this sub-area.

The following two parts are interrelated and only differ in that the first part describes what we will call ‘texture’ or vision for our neighborhood in light of its history and current circumstance. The second part includes items that we believe will improve our neighborhood in such a substantial fashion that we recommend funding them with redevelopment dollars.

2. Background

Throughout its history, West Oakland has been a haven for artists of all trades. Beginning with the architects who designed our stunning historic Victorians to the vibrant jazz and blues culture many years later, our artists have shaped our history. We believe that it is important to preserve the spirit that welcomed artists to our neighborhood and will continue to encourage and support the arts in the project area. In particular, the existing art studios are viewed as a use that is compatible with surrounding residences. The historic character of our neighborhood need special protection, and height limits will greatly further this cause. No building in residential areas shall exceed 30 feet, and in the transit area where greater density is appropriate, the height limit shall be 45 feet. West

Oakland has a wonderful and diverse history, and it is very important that we encourage mixed income housing developments.

3. Vision For the Future

For our neighborhood, we envision a pedestrian and bicycle friendly environment. For our neighborhood, we envision a pedestrian and bicycle friendly environment. We advocate for the construction of bicycle lanes on, but not limited to, Mandela Parkway, 7th Street, 14th Street, Peralta Street, and Wood Street. We will encourage the development of a 24 hour non-polluting shuttle service that serves the neighborhood and reduces the need for residents to drive to connect to other public transportation sources or to businesses serving the neighborhood. The goal is to provide residents better access to other neighborhood sites, and to provide better access for West Oakland to downtown, Jack London Square, Emeryville, and beyond. To further the goal of a pedestrian and bicycle friendly environment, we need to eliminate truck traffic by rerouting through-traffic to the new freeway, and by posting “local trucks only” signs throughout the neighborhood. We advocate the phasing out of through truck traffic on Mandela Parkway, 7th Street, and 14th Street, directing trucks to stay on Grand Avenue, the frontage road, and the freeway. We do not want to open any east/west streets between West Grand and 7th Street to the frontage road. Another key component is the lowering of the speed limit to 20 miles per hour. We will also encourage the development of business that combine the provision of services to the neighborhood along with creating employment opportunities for its residents. On the other hand, we will discourage the building of more parking lots that serve people from outside of the neighborhood and only increase pollution to our neighbors. Specifically, residentially zoned parcels shall never be developed for parking purposes. We support the immediate elimination of all truck and trailer parking in our neighborhood

We recognize that the pollution of West Oakland has caused significant health and environmental problems, which will only be lessened through a comprehensive plan that includes the encouragement of polluting business' to clean-up immediately or relocate. The cleaning up of Brownfields is related to this point. To combat pollution, various measures will be endorsed, including the adherence to green building standards and making energy efficiency improvements for residential as well as commercial structures.

D. SOUTH PRESCOTT VISION STATEMENT

Adopted by the South Prescott Neighborhood Association, July 22, 2004

Approved by the West Oakland Project Area Committee on February 14, 2007

1. Background for South Prescott

The South Prescott district of West Oakland has its own history, reflecting the larger history of the city of Oakland. It was settled in the late 1800's as a mixture of small houses and scattered industry. In the 1920's, along with the rest of West Oakland, South Prescott was zoned for heavy industry; however, heavy industrial uses did not emerge. The end of the Second World War brought disinvestment, crime and blight

to West Oakland, lasting through the late 40's, 50's & 60's. Due to prior zoning, South Prescott's residential properties were considered a "non-conforming use", and therefore were difficult to improve; there were no curbs or gutters, no street lights of any kind, and the area was "Red Lined", a now-illegal policy whereby lenders refuse loans to all residents in an entire area.

In the 1960's a few artists moved into abandoned industrial buildings and joined with their neighbors to improve the neighborhood. The South Prescott Neighborhood Association (SPNA) was founded in 1966; its first accomplishment was bringing streetlights to all of West Oakland. The SPNA was part of the coalition that brought "Red Lining" to an end. It led the successful drive to get curbs, gutters and sidewalks in all of West Oakland, and also led the rezoning efforts that legalized all existing houses and allowed new residences to be built.

In 1972, the SPNA took on the Southern Pacific Railroad and succeeded, after a hard-fought campaign, in effecting, for the first time ever, the transfer of land from a railroad back to the people. Thirty-nine parcels composed of houses and vacant lots were sold back to the residents of South Prescott, making it the neighborhood with the highest percentage of homeowners in all the Oakland Flatlands. For an account of this extraordinary event, see the Oakland Tribune of April 10th, 1975

Nearly twenty years later, when Caltrans tried to renege on their agreement to build the park that had been promised as mitigation for the freeway relocation after the Loma Prieta earthquake, the SPNA took CalTrans to court and prevailed, forcing them to build the park that they had promised, which stands today just south of 3rd Street. SPNA celebrated its 40th anniversary last year.

Along with these successes, South Prescott has suffered more than its share of depredations and incursions by institutions, government agencies and utilities. The new regional post office built in the 1960's on 7th street demolished six square blocks of some of the finest homes in West Oakland, and the construction of the West Oakland BART station took out two square blocks of viable businesses and homes. The relocation of the demolished Cypress Freeway impinges on the south side of the neighborhood, bringing undesirable noise and potentially harmful particulate matter.

Nevertheless, the neighborhood has blossomed. In 1988, one of the resident pioneer artists undertook the first new construction of a building designed for artist's living and working ever built in the United States. This project won Oakland's top architectural award and became the model for artists' Live/Work all over the country. Since then others have built new homes and artists' live/work facilities, and South Prescott has become one of the most important concentrations of artists in Oakland. There are currently plans in the works for a group of the larger artists' studios to become a West Oakland satellite of the Oakland Museum, where there will be exhibition spaces for young artists and studios for children's art classes. The recent location of The Crucible, at 7th and Union, an exciting hands-on sculpture and crafts venue, has added to the vibrant, art-oriented nature of the neighborhood.

South Prescott remains a vital, close-knit, low-density, eclectic, arts oriented neighborhood of great ethnic diversity. Its residents are renovating and improving

their houses, and property sells for a premium due to the unique qualities of the neighborhood. Many of the newer residents came to South Prescott especially because of BART; it is the only part of West Oakland where a large portion of local residents uses BART on a daily basis.

South Prescott is determined to preserve the special character of its neighborhood and will fight tenaciously to do so. We have lost more than a half of our homes and businesses to what outsiders call the "The greater good," and we feel we have sacrificed more than our share toward that end. Nevertheless we are not opposed to appropriate change that does not directly threaten our unique area. For example, the SPNA is cooperating with the Alliance for West Oakland Development as it moves forward with its proposal for new, high density housing on our periphery at Fifth and Mandela and their proposed transit village at the West Oakland BART station. SPNA supports and welcomes transit oriented development, and the neighborhood serving retail that we hope will come along with it.

As a neighborhood of primarily single family homes that has been whittled down to a core area two blocks by five blocks, a critical number of houses required to constitute a real neighborhood is there, but barely so. Despite all of the incursions and adversity, South Prescott has survived and prospered. As one resident put it: "We have all our eggs in one basket, and we are watching them like a hawk!"

That having been said, any further shrinkage of this close-knit neighborhood through the introduction of institutions or uses not entirely compatible with its residential nature could constitute the last straw. South Prescott, while thriving on many levels, is still home to a great diversity of income levels, including many people living on the edge of survival. Any influence introduced into the neighborhood that encourages those "on the edge" to stray the wrong way could have disastrous consequences.

Additionally, South Prescott's proximity to BART means that its few remaining vacant lots must be developed as housing for those who will commute by BART, shop at the new stores of the transit village, and live in a truly urban environment that is--and should remain--the antithesis of urban sprawl, which is an increasingly unsustainable scourge on our region.

In the second half of the 20th century, our cities emptied out; as we begin the 21st century, our cities are coming back, led by the efforts of citizens in places like South Prescott. Our cities are becoming great places in which to live again, but formerly marginal neighborhoods are still fragile in many cases.

From those who have lived in South Prescott for the last 20-50 years, who have held on, persevered and often prevailed through tough times and repeated institutional incursions and now finally see great things happening around them, the message is clear: "We are still watching our neighborhood like hawks, we are watching our elected officials, and we attend meetings in force and we vote!"

2. Vision for the Future

- 1) Maintain the low-density residential housing stock of duplexes and single-

family homes, adjacent to higher density new mixed use construction near BART and along 7th Street.

- 2) Encourage transit-oriented development along the lower end of Mandela and in the eastern part of the south side of 5th street between Mandela and Center.
- 3) Encourage more home ownership through development of the existing vacant lots. Support newly built homes on the remaining vacant lots in the neighborhood that encourage the use of BART
- 4) Support the existing artists' studios, and encourage artists' home occupation uses.
- 5) Encourage art oriented activities in the areas of the newly proposed HBX zone
- 6) Encourage ownership Live /Work, commercial establishments such as architects' offices, bookstores, or other neighborhood oriented retail in existing storefronts or newly constructed commercial space in mixed use buildings, i.e. transit-oriented retail in the

APPENDIX B: WOPAC VISION FOR AFFORDABLE HOUSING

The following section, Appendix B, provides a statement from the WOPAC that is intended to refine and further articulate their goals for the use of Housing Funds. While this statement articulates specific details to help guide the use of Housing Funds, in the case of any apparent inconsistency or contradictions, these statements will not supersede any sections of the Redevelopment Plan or the Implementation Plan. The City's Housing Division will continue to work with the WOPAC to fulfill their vision within the parameters of the Housing Programs and the California Redevelopment Law.

1. *Housing rehabilitation, retrofit, preservation, and improvement*

The WOPAC recognizes that West Oakland has an over-concentration of affordable housing in the Project Area and a disproportionate number of such units in comparison with other areas of Oakland. The WOPAC encourages affordable housing in other areas of Oakland and will support it in the West Oakland Project Area when the citywide distribution of affordable housing is equitable.

The WOPAC supports funding low-interest loans and grants to correct health and safety violations, do structural rehabilitation work (porches, steps, roofs, windows, siding, foundations), façade restorations and preservation, and/or energy efficiency improvements. Permit fees for these activities should be subsidized or waived by the City.

Substantial funds are to be made available for property owners, making not more than 120% of AMI, in the Project Area to perform emergency and structural repairs to residences that address health and safety issues or other improvements that are deemed necessary. This implementation could address irresponsible absentee landlords and improve substandard rental properties through incentive-based funding available for targeted rehabilitation or improvements of units.

2. *Restoration of vacant/badly deteriorated properties*

The WOPAC supports purchasing and rehabilitating vacant and/or deteriorated properties.

3. *Targeted new housing to meet affordable, market-rate, and special needs*

The WOPAC supports diverse mixed income housing that encourages a sense of community. Commercial space will be encouraged as part of these projects. Funds for affordable units could support inclusionary housing for new market-rate rental projects and alternative ownership strategies such as "sweat-equity" programs or cooperatives. Construction of affordable ownership units, when possible and feasible, should be done in conjunction with market-rate units to minimize the subsidy (*e.g.*, one very-low-income unit, one moderate-income unit, and one market-rate unit).

4. *Technical assistance and owner/tenant education programs*

Funds may be allocated to set up a “one-stop” neighborhood resource center for education (*e.g.*, on code enforcement issues, rental issues), helping people navigate the permit process and providing other technical assistance to all segments of the community. Funds are to be included for outreach and education activities as well.

5. *Home buyer and renter assistance programs*

This program’s goal is to increase home-ownership and assist renters and others to have an increased stake in their communities throughout the Project Area. Funds are identified to assist renters and others in having an increased stake in the community and to promote renter stability. Programs can include mortgage and down-payment assistance programs for renters to become owners.

APPENDIX C: WEST OAKLAND PROJECT REVIEW CHECKLISTS

A. Development Proposal Questionnaire

DEVELOPMENT PROPOSAL QUESTIONNAIRE			
Project Name			
Contact Person			
Address			
Subarea			
SPECIFIC PROJECT DETAILS			
Location/environs			
Zoning			
Commercial or residential		Square Footage	
Height		Rental or For Sale	
Number of Stories		Does the project demolish existing buildings?	
Number of Units		Does the project improve existing buildings?	
Pricing (rent or sales price range)			
Number of bedrooms and bathrooms			
Number of Parking Spaces			
Briefly describe the following (or note if not applicable):			
Materials/Design			
Landscaping			
Open Space			
Public Art			
Green Building & Sustainable Development			
Briefly describe how the project benefits the neighborhood (or note if not applicable):			
Local Hiring			
Job Training			
Environmental Impact			
Community Participation			

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B. WOPAC Implementation Plan Goals Checklist

WEST OAKLAND PROJECT AREA COMMITTEE				
PROJECT REVIEW CHECKLIST <i>Approved by WOPAC: 06/14/08</i>				
MEETING DATE:				
PROJECT NAME:				
ADDRESS:				
SUBAREA:				
CONTACT PERSON:				
SPECIFIC PROJECT DETAILS				
HEIGHT				
NUMBER OF UNITS				
NUMBER OF BEDROOMS				
NUMBER OF PARKING SPOTS				
LANDSCAPING				
WEST OAKLAND IMPLEMENTATION PLAN GOALS				
	YES	NO	N/A	Comments
<u>Housing</u>				
1. Improve the quality of housing by assisting new construction, rehabilitation, and conservation of living units in the Project Area.				
2. Maintain and improve the condition of the existing affordable housing in the Project Area.				
3. Increase opportunities for homeownership in the Project Area.				
4. Develop renter stabilization strategies that encourage and assist renters to remain in the Project Area.				
5. Establish an ongoing communication with the Oakland Housing Authority concerning its role and responsibility to see that scattered site housing developments undergo design upgrades, reconstruction, and improved general maintenance.				
6. Support mixed-income developments and do not concentrate affordable housing or develop stand-alone, high-density affordable housing projects.				
<u>Land Use</u>				
7. Mitigate and reduce conflicts between residential and industrial uses in the Project Area.				
8. Preserve and enhance existing residential neighborhoods and core industrial and commercial areas.				
9. Not encourage or support block-busting development, developments that demolish historically significant structures that can be rehabilitated, or developments which destroy the positive functioning character of existing areas.				
10. Encourage and assist the rehabilitation of historically significant properties to avoid demolition.				

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Infrastructure				
11. Provide streetscape improvements, utility undergrounding, open space, and community facilities to enhance neighborhood quality and foster economic and neighborhood vitality.				
12. Improve infrastructure, transportation, and public facilities throughout the Project Area.				
13. Improve street configurations on main arterials and how streets relate to the surrounding neighborhoods, utilizing quality urban design.				
Social Services				
14. Support recreation, education, and healthcare programs for all members of the Project Area community, including youth, seniors and disabled persons.				
Public Safety				
15. Improve public safety for people living and working in the Project Area.				
Economic Development				
16. Assist neighborhood commercial revitalization and attract more uses that serve the local community, including neighborhood-serving retail.				
17. Retain existing businesses not contributing to blight and attract new businesses to Project Area locations designated for business activity; promote economic development of environmentally sound, light industrial and commercial uses.				
18. Increase employment opportunities for Project Area residents.				
19. Facilitate economic development by improving and rehabilitating substandard buildings and targeting infill on vacant lots on commercial corridors in the Project Area.				
Environmental				
20. Minimize and/or eliminate environmental hazards within the Project Area.				
21. Promote sustainable development and "green building" practices.				

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Community Outreach/Equitable Development				
22. Incorporate ongoing community participation in the redevelopment process so residents of all income and wealth levels, geographic areas, language groups, and ages have opportunities to learn about and participate in the redevelopment decision-making process.				
23. Promote equitable development that benefits the residents of the Project Area and minimizes the displacement of current residents and businesses.				
24. Support and recognize the benefit of new residents and incomes that can be encouraged through market-rate development done without displacing existing residents or businesses or destroying the existing cultural assets of the area.				
25. Relocate displaced residents or businesses, whenever possible and feasible and with their consent, within the Project Area.				
26. Facilitate, through technical assistance to residents, businesses, and developers, the implementation of the goals of the <i>Redevelopment Plan</i> .				
27. Assure that redevelopment not relieve any governmental agency or department of its responsibilities.				
28. Support maintenance of the mixed-use character of the Project Area in a manner equally beneficial to both businesses and residents.				

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C. Healthy Development Checklist

West Oakland Healthy Development		<i>Approved by WOPAC 6/11/08</i>				
This Checklist is to be used 1) to communicate to Developers what WOPAC would like to see in projects in WO; 2) for Developers to report to WOPAC on how their projects help WO residents from a health perspective; and 3) as guidelines for WOPAC members to evaluate proposed projects.						
		Yes	No	need more info	N/A	Comments
Environmental Stewardship						
Decrease consumption of energy and natural resources						
1	a	Does project replace at least 25% of energy consumed with onsite-generated renewable energy?				
	b	LEED certified, water conserving techniques, recycle/salvage construction debris, facilities for recycling & composting				
Restore, preserve and protect healthy natural habitats						
2	a	Does project provide continuous row of trees on all adjacent streets?				
	b	protect natural habitats & resources, replace existing open space, use porous pavement materials, rooftop gardens				
Promote food access and sustainable urban and rural agriculture						
3	a	Does the project increase availability of fresh produce through support (financial or other) for full-service grocery stores, produce markets, community supported agricultural drop-off sites, and/or community gardens? (Support could be from the developer or the				
	b	limit liquor stores and fast food				
Preserve clean air quality (minimize PM, NO, SO, VOCs, etc.)						
4	a	Does project avoid locating sensitive users within 500 feet of busy roadways (>100K vehicles per day), within 500 feet of truck routes, and near stationary sources of air pollution OR provide an HVAC system with filtration?				
	b	clean construction used, minimize use of private vehicles, ensure there is public transit for construction workers				
Maintain safe levels of community noise						
5	a	Is the project consistent with the General Plan's noise-land use compatibility guidance (chapter 5 of the Noise Element)?				
	b	minimize noise during construction, e.g., limiting hours				

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Sustainable Transportation						
Decrease private motor vehicle trips and miles traveled						
6 a	Does the project incorporate strategies to reduce motor vehicle collisions, pedestrian injuries and bicycle injuries through traffic engineering, traffic calming, and transportation demand management (e.g., subsidized transit passes, bike parking)?					
Provide affordable and accessible transportation options						
7 a	Does project incorporate strategies to make public transportation more attractive than private motor vehicle use (e.g., close to regional and/or local transit, shuttle buses to transit, near jobs, transportation demand management, subsidized public transit)?					
Create safe, quality environments for walking and biking						
8 a	Does project incorporate strategies to increase trips made by walking and biking (improve pedestrian and bicycle environment, near jobs)					
Public Infrastructure						
Assure affordable and high quality childcare for all neighborhoods						
9 a	Does the project benefit local parents by supporting childcare services?					
Assure accessible and high quality educational facilities						
10 a	Does the project include and fund implementation plans for adequate school facilities?					
Increase park, open space and recreational facilities						
11 a	Does the project contribute funding towards existing open space, new parks/open space, or recreational facilities (including a youth					
Assure spaces for libraries, performing arts, theatre, museums, concerts, and festivals						
12 p	Does the project provide funding for library facilities and/or new art/cultural facilities and/or support local artists (including youth)?					
Assure access to goods and services						
13 a	Does the project contribute to creating a 'complete neighborhood' by encouraging more than 50% of the following: grocery store, bank, health clinic, pharmacy, post office, library, police station, fire station, healthy restaurants, coffee shop?					

Adequate and Healthy Housing						
Preserve and construct housing that will serve community needs and promote a mixed income neighborhood						
14	a	Does the project implement measures with regard to size, accessibility and affordability, to appeal to a diversity of incomes and household sizes as to not lower the diversity index?				
	b	Does it meet redevelopment requirements, match unit size to needs of current residents, rental and ownership options to meet needs of current residents, and/or provide accessible housing?				
Protect residents from involuntary displacement						
15	a	If the project displaces current residents, does it provide replacement housing?				
	b	Does project address potential displacement of people near the project due to increasing rents/prices?				
Healthy quality housing						
17	a	Does the project take measures and use materials to reduce allergens and moisture, prevent injury, and create sanitary conditions to address healthy indoor housing quality? Is there a maintenance plan for the life of the housing?				
Healthy Economy						
Increase high-quality employment and career opportunities for local residents						
18	a	Does the project create new jobs that pay entry level wages at least equal to the living wage?				
	b	Does it support local housing for employees, replace commercial space to ensure future local jobs, provide permanent jobs or training for permanent jobs?				
Increase jobs that provide healthy, safe and meaningful work						
19	a	Do all the jobs provided by the project provide full health insurance, sick day benefits, and retirement benefits and, for industries with high occupational injury rates, does project include injury prevention plans?				
Community Benefits and projection of natural and human resources						
20	a	hiring?				
	b	construction?				
Social Cohesion						
Promote safe neighborhoods free of crime and violence						
21	a	as: improving walkability and bikability, subsidizing public transit passes, traffic calming, providing lighting, funding park maintenance, limiting alcohol outlets, promoting beneficial retail and services, supporting NCPC?				
	b	Does the project support education and youth-related opportunities?				
	c	Does the project construct environments that facilitate social interactions to reduce segregation and increase social cohesion?				
Assure equitable and democratic participation throughout the planning process						
22	a	adequate opportunities for community involvement and commenting on? Adequate opportunities could include issues pertaining to language and meeting times, response to public comments, and community benefit agreements.				
Improve accessibility, beauty, and cleanliness of public spaces						
23	a	Does the project maximize sunshine on sidewalks and plazas, add to outdoor/natural space for public, residents or workers, provide appropriate outdoor lighting, and reduce blight?				
	b	Does it include trees and public toilets or minimize wind tunnel effects?				

APPENDIX D: MAP OF WEST OAKLAND PROJECT AREA

