

Oakland Moving Forward  
Community Task Force Report on  
**ECONOMIC DEVELOPMENT**



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Oakland Moving Forward  
Community Task Force Reports

CITY GOVERNMENT

ECONOMIC DEVELOPMENT

EDUCATION & COMMUNITY LEARNING

HEALTH

HOUSING

PUBLIC SAFETY

DIVERSITY/HUMAN RELATIONS

NEIGHBORHOOD ORGANIZING & CIVIC PARTICIPATION

TRANSPORTATION



# Oakland Moving Forward Community Task Force Report

## Introduction

October of 2005, various sectors of the Oakland community decided to revamp the process of selecting a candidate for Mayor. Historically, candidates were chosen based on the individual candidates announcing their intention to run for office and *then* proceeding to ask voters for their support. A coalition of residents of the City of Oakland decided to identify an individual rather than wait to be asked for their support. A petition drive was started to draft the Honorable Ronald V. Dellums to run for Mayor. After several months of gathering signatures for the petition to “draft” Mr. Dellums for Mayor, approximately 9,000 names were submitted to him for his consideration. It was this amazing act of civic participation, which began the “Ron Dellums for Mayor” campaign. Six months from the date of the primary election, the former Congressman who had served Oakland for more than twenty-seven years, began a campaign to once again answer the call to public service.

It was a phenomenal expression of the power of organized political action by residents to dare to fight for “city hall.” On Election Day, Mr. Dellums candidacy rallied the support and votes of fifty plus one percent of the vote. It was a victory for citizen participation as well as a victory for the democratic process and the system by which citizens are represented in government. This unique coalition encompassed residents who were long-time activists and newcomers to the process. It bridged the generational, racial and gender divide to such an extent that it was often commented by observers as well as participants that the campaign had reenergized the passion within the community, and that despite differences of opinion on some issues, the overall consensus was that this candidate could and would be a champion for all of the residents of Oakland and that together, anything was possible.

The task force process which was proposed during the campaign as a means of bringing forward specific recommendations to address the myriad of challenges faced by Oakland as well as other urban centers around the nation, systematically reached out to a wide variety of citizens with a broad range of expertise on the issue addressed by each committee. The participants included residents in the medical profession, developers, academicians, social service providers, city and county employees, business owners, both large and small, union activists, public safety employees, artists, musicians, formerly incarcerated as well as other citizen and community activists. More than 800 citizens participated in the initial phase of the establishment of this process. Nine major committees were formed which ranged from education to city hall. Subcommittees were formed within each committee to address a specific aspect of each issue. For example, the Education Committee had several subcommittees, one of which was to develop recommendations regarding

wrap-around services for the public schools. The participants were asked to frame their recommendations with three basic principals in mind; multi-jurisdictional collaboration, public/private partnerships and regional collaboration. All recommendations were to include strategies for implementation and further collaboration based on these principals.

The initial phase of the task force process, begun by Mayor-Elect Ronald V. Dellums in September 2006 lasted through December 2006. This structure was designed to revitalize democracy by reinvigorating community participation in the city of Oakland and bring forth the brilliance and wisdom from within this community. Mrs. Cynthia Dellums helped to shape the process with the input of hundreds of people from every neighborhood collaborating on dozens of task forces dealing with every aspect of community life.

Over eight hundred people volunteered for forty-one committees as part of the task force, in conjunction with several "Neighbor to Neighbor" meetings held throughout the city. Each task force had one, sometimes two specific questions to address for deliberation. The task force operated with a set of organizing principles that combined democracy and structure. Agreement on any recommendation required a vote of 2/3 or more of their members. Some committees also developed minority reports as part of the recommendation process. The Mayor, city staff, task force members and others (e.g., business, labor, faith community, etc.) are currently engaged in an ongoing dialogue regarding the follow up on the recommendations.

A steering committee of the task force members provided the day-to-day leadership and logistical support for this largely volunteer process. The National Community Development Institute, an Oakland-based nonprofit, provided strategic advice and consultation during this process. Special recognition and gratitude go to Kitty Kelly Epstein for her contribution to the coordination and outreach, which contributed to the success of this effort.

The "Oakland Moving Forward" Community Task Force developed the recommendations included in this document for review and consideration by Mayor Dellums.

The task force process and the structure, which continues to evolve, will be an integral component of this administration and the development and implementation of strategies for public policy moving forward.

Mayor Dellums would like to take this opportunity to once again thank all of the individuals who have participated in this process to date and to encourage those who would like to participate to join him and their neighbors in creating a "Model City" for the twenty-first century.

Together, we **can** do great things!

# Oakland Moving Forward Community Task Force Report on **Economic Development**

As part of the Dellums Administration Task Forces, over one hundred people came together in nine task forces related to economic development. These groups represented a wide cross section of Oakland, including residents from many neighborhoods, representatives of community organizations, union members, and consultants. The task forces met over several months to develop recommendations for nine economic development-related areas. While the task force recommendations varied widely depending on the topic, a number of common themes can be identified.

- ▶ CEDA/Redevelopment
- ▶ Citizens and Finance
- ▶ Economic Development and the Arts
- ▶ Hire Oakland and Contract Compliance
- ▶ Oakland Green Economy
- ▶ Planning and Land-Use
- ▶ Small Business
- ▶ Workforce Development
- ▶ Port of Oakland



Oakland Moving Forward  
Community Task Force Report on  
**Economic Development**

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As part of the Dellums Administration Task Forces, over one hundred people came together in nine task forces related to economic development. These groups represented a wide cross section of Oakland, including residents from many neighborhoods, representatives of community organizations, union members, and consultants. The task forces met over several months to develop recommendations for nine economic development-related areas: CEDA/Redevelopment, Citizens and Finance, Economic Development and the Arts, Hire Oakland and Contract Compliance, Oakland Green Economy, Planning and Land-Use, Small Business, Workforce Development, and the Port of Oakland. While the task force recommendations varied widely depending on the topic, a number of common themes can be identified.

**Focus on comprehensive planning to make economic development more proactive and integrated.** Many of the task forces commented on the lack of comprehensive planning happening in Oakland and recommended that the City begin planning in a more comprehensive and strategic way. These recommendations included a comprehensive economic development strategy, a green workforce development strategy, education and training plan, as well as an economic strategy to support small business development. Many recommendations included using these plans to link together elements that are often considered in isolation from one another, such as health and land use, workforce development and job creation, cultural arts resources and education.

**Focus economic development on growing sectors that will create quality jobs and prepare the workforce to obtain these jobs.** Many of the task forces recommended that Oakland use a sector-based strategy to create new jobs. These recommendations included calling on the City to analyze the growth potential across sectors as well as encouraging the City to focus on particular sectors that either are already in Oakland, have the potential to provide family-supporting jobs or both. Particular sectors called out include film, television and multimedia industries and transportation and warehousing industries. Task forces also recommended focusing on workforce development tied to particular sectors. This included collaborating with the Port to establish a workforce development center to prepare residents for living wage jobs at the Port and developing a Green Jobs Corps to train workers in green-industry skills and to obtain jobs available through Oakland's First Source Hiring program.

**Increase community participation in economic development and neighborhood planning.** Task forces recommended creating a new Port Community Advisory Committee, a Green Advisory Board and a Regional Economic and Workforce Policy, as well as reconstituting and optimizing the existing Workforce Investment Board. Additionally, task forces recommended increased participation in planning decisions and increased planning at a neighborhood level. This includes creating a new Citywide Neighborhood Revitalization Program, new Neighborhood Planning Board and Neighborhood Plans. Recommendations also include investing in neighborhood arts centers and expanding the existing Neighborhood Crime Prevention Councils (NCPCs) to participate more in economic development.



**Compile and release information to increase transparency, including creating tools to gauge progress towards economic development goals.** Many task forces recommended that the City increase transparency and access to services. First, task forces recommended compiling and providing information to residents about the City's cultural arts resources, about mainstream and alternative financial services for individuals and about funds available to help small business, particularly to support African American-owned businesses. Second, task forces recommended increasing transparency of public decisions. Two examples are assessing and disclosing the value of land use entitlements and evaluating and improving the City's existing bidding process to increase transparency and access for small contractors and businesses. Third, task forces recommended creating and implementing new tools to gauge the progress towards goals. Example include assessing community impacts of large scale developments, establishing a Prosperity for Oakland Dashboard (POD) to gauge workforce and economic progress, and requiring annual reports on progress toward goals along with audits of the Redevelopment Agency.

**Increase Mayoral administration participation in economic development and increase collaboration with other public agencies.** Nearly every task force recommends creating new staff people or new offices within the Mayor's administration. These include creating mayor's offices of international trade, sustainable development, local small business development as well as new mayoral staff positions on port policy issues and on community benefits/CEDA accountability. Many of these recommendations also call for greater coordination between the mayor's office and city departments. Task forces also recommended increasing collaboration by establishing an Oakland/Alameda County Quasi-Governmental Reinvestment Task Force, coordinating with other institutions on planning efforts, including the EBMUD, MTC, ABAG and collaborating with the Port on land use planning, obtaining state and federal funds and on workforce development.

**Restructure City departments to support economic development goals.** To carry out recommendations, many task forces recommended internal restructuring and increased collaboration. Examples include restructuring CEDA to carry out a comprehensive economic development strategy that creates more community benefits, linking and elevating economic and workforce development activities within CEDA, reorganizing CEDA to support "green" planning processes and support sustainability goals and standards, increasing Local Hire and Contract Compliance field staff, restructuring the Cultural Arts Administration and integrating Arts principles into Oakland's Board and Commissions, and increasing contract compliance staffing.

**Utilize the Port, the Oakland Army Base and existing industrial lands.** Many task forces recommend the City look to existing resources to develop quality jobs, provide economic opportunities and to meet other economic development goals. Task forces recommended building the Port of Oakland into a World Trade Center through marketing and education and carrying out sustainability practices at the Port. Task forces also recommended that the City utilize their portion of the Oakland Army Base and as well as other existing industrial lands to grow particular industries and create quality jobs, including warehouse and trucking as well as green industries, and that the City limit land use changes in these areas until a plan is in place. In particular, the

Green Economy Task Force recommended that the entire Army Base and adjoining suitable redevelopment areas be incorporated into a contiguous Green Enterprise Zone (GEZ) for mixed commercial and clean-industrial use, featuring world-class facilities that will compose a green technology park

### **Enforce and expand existing policies to carry out economic development goals.**

Many task forces recommended enforcing and expanding existing policies related to their particular area of economic development. Some include:

- pursuing a socially responsible investing and banking policy;
- establishing a Responsible Contractor Policy to level the bidding process;
- modifying the existing Local Employment Program/15% Apprenticeship program to increase the number residents hired;
- requiring the Local Employment Program/15% Apprenticeship Program as part of Project Labor Agreements (PLAs) within the City of Oakland's jurisdiction;
- establishing fair share requirements so that development contributes to meeting citywide housing, transportation and open space needs; and
- expanding the Port's living wage law.

This synthesis contains the following two sections:

- Section 2: Task Force Recommendation Summaries and
- Section 3: Full Task Force Recommendations.

**QUESTION: How should the Redevelopment Agency and CEDA operate to enhance the economic well-being of all Oakland residents?**

**Create and implement a comprehensive economic development strategy**  
The City should develop and adopt a comprehensive economic development strategy to guide all economic development activities of all Oakland agencies. The comprehensive strategy should bring together all the ways that the City influences the Oakland economic environment, including real estate development, business attraction and retention, small business support, workforce development and goods movement (the Port). The strategy should have specific equity principles, goals and strategies and it should involve significant community participation. The City has been operating without a comprehensive economic development vision or strategy since 2004, when the City Council defunded the staff responsible for implementing the last strategy adopted in 1997. To create a strategy today, the city should 1) research and compile past Oakland economic development strategies (including the 1997 plan) plan; 2) update and collect information on current market conditions in Oakland, including an analysis of Oakland's industries and workforce; 3) Conduct planning workshops in each Oakland neighborhood to gather information on the type of economic development residents want, including jobs, businesses and community amenities; 4) After the first round of community workshops, CEDA should conduct a second round of neighborhood workshops to present proposed strategies.

**Implementation:** 12 months to conduct process to develop strategy and another 12 months to re-orient CEDA activities to align with the new strategy. The costs for consultants, public meetings and staff time would be \$200,000 - \$500,000.

**Restructure CEDA & create a new Community Benefits/CEDA Accountability Position in the Mayor's Office.** The culture and structure of CEDA should be changed from an emphasis on getting projects through as quickly as possible to creating benefits for the public, like good jobs, affordable housing and support for disadvantaged businesses. Restructuring is necessary to carry out an economic development strategy. Key steps would be: reinstate a single CEDA director who can coordinate all agency activities; elevate housing, workforce development and economic development divisions; consider changing the name to reflect a balance between job creation and strengthening Oakland's workforce (i.e., Community Economic and Workforce Development Agency); and reward staff for generating high levels of community benefits in projects. Also, the Mayor should create a new position to coordinate between the Mayor's office and CEDS, particularly with Redevelopment Agency staff. This person's role would be to ensure that project deals are transparent to the public, are sound investments by the City, and create community benefits.

**Citywide Neighborhood Revitalization Program** The Redevelopment Agency should shift some emphasis from facilitating large-scale marquee redevelopment projects to helping generate smaller-scale neighborhood revitalization. The City should have a Neighborhood Revitalization program that is driven by community needs that have been identified by local residents and plans developed by local committees. Oakland can look to San Jose's Strong Neighborhood Initiative and Neighborhood Advisory



Committees as an example. This program would involve creating Neighborhood Advisory Committees staffed by CEDA; merging all Redevelopment Project Areas in order to prioritize resources city-wide, instead of on an area by area basis; focusing resources on the neighborhoods most in need of redevelopment assistance; limiting tax increment revenue generation in new redevelopment areas; limiting the use of eminent domain in new redevelopment areas; and creating Neighborhood Business District Councils along retail and commercial areas that would work closely with the NACs.

**Implementation:** 12 months or more. The long-run costs would be minimal, as the program reorganizes existing resources.

**Community impact studies for large-scale development projects** Large-scale development projects can have both major positive and negative impacts on community stakeholders. Except for environmental impacts, there is no consistent way for the City Council or the public to assess project outcomes in the current approvals process. A community impact study (CIS) should be required for large-scale commercial and residential projects. A CIS assesses outcomes for local employment, affordable housing, community services, schools and quality jobs. A CIS should happen early in the approvals process and be discussed at a public hearing. The CIS provides both an estimate of the number and quality of jobs and also a comparison of community conditions before and after a project is built. However, the public would not be able to hold up projects, however, by suing over the content of a CIS.

**Implementation:** 6 months. Short-term costs to establish the benchmarks for the analysis would run \$50,000 to \$100,000. Report costs would be absorbed by developers.

**Redevelopment Agency Audit and Annual Year-End Report.** Currently, there is no way for the public to know how well the redevelopment agency uses its money and resources (e.g., land). This proposal is a two-pronged effort to increase transparency of the Oakland Redevelopment Agency's (ORA) activities, for both the public and City officials. First, the Mayor should oversee an initial financial and performance audit of the ORA, conducted by an independent auditor, to verify the extent of ORA debt and obligations as well as the condition of its assets. Second, the Mayor should direct CEDA staff to produce a Year-End Redevelopment Activity Report that shows how the ORA spent its tax dollars, who benefited, and what new obligations the ORA has taken on. The report would be written to be user-friendly, so that the average citizen can understand how the Agency's money is spent.

**Implementation:** Short (100 days) and long (12 months). The initial audit could cost from \$100,000 to \$200,000. On-going annual reports could be folded into the budget process and use existing staff resources.

**QUESTION: How can financial services be available and fair for all Oakland residents?**

**POLICY PROPOSAL TITLE: Deterrence of abusive financial practices.** The City of Oakland should actively enforce existing legal protections for consumers in financial transactions. In addition the City should look to amend the Municipal Code to provide additional protections in areas of critical concern. (We recommend commencement of code drafting to that end in the first 30 days.)

**Cost:** No new line item cost, but cost of staff time in researching and drafting legislation and moving it through the process.

**RATIONALE:** Oakland residents are widely subjected to fraudulent and otherwise illegal practices in the financial services sector. Abusive or “predatory” lending practices are far more commonplace in Oakland’s low-income communities and communities of color where access to traditional banking resources is limited. In the home purchase and refinance industry, consumer advocates are seeing an explosion in scams targeting low to middle income Oakland residents. While there are no precise figures on the scope of the epidemic in Oakland, the Financial Crimes Enforcement Network reports a 35% increase in mortgage fraud nationally over the past year. Since 2001, reports of mortgage fraud have increased roughly 500%. California saw by far the most incidents of mortgage fraud, approximately three times that of its closest “competitor” in the past year. Typically, predatory brokers and realtors target the most vulnerable homeowners and borrowers, including: seniors, people with disabilities, undocumented residents, and those with limited English language proficiency.

**POLICY PROPOSAL TITLE: Oakland/Alameda County Quasi-Governmental Reinvestment Task Force.** The City of Oakland should develop an inter-governmental partnership with Alameda County (and possibly other surrounding cities or counties) to provide an ongoing quasi-governmental reinvestment task force (RTF) group. In addition to playing a key role in the monitoring of bank practices in the Oakland City and Alameda County regions, the RTF could prove effective at assisting the Mayor and our Oakland City Council with: (1) developing strategies for reinvestment in partnership with public, community and private lending institutions; (2) increasing community development equity investment; (3) broadening the investor base in the Oakland city region beyond banks; and (4) addressing, when appropriate, city disinvestment through public policy as well as model building. A successful model exists in San Diego City/County.

**Cost:** Approximately \$250–300,000 per year for staffing. New line item.

**RATIONALE:** Investment by corporations, particularly financial institutions, in the City of Oakland does not occur at the rate that the City needs, or at a rate that is fair to the residents or the City given the amount of economic benefit that such institutions derive from residents and from the City.



**POLICY PROPOSAL TITLE: Oakland’s socially responsible investing and banking policy.** We propose that Mayor Dellums pursue a policy proposal for Socially Responsible Investing and Banking. The City of Oakland should ensure that it does not do business with financial institutions that undermine the ability of all Oaklanders to access financial services on an equal footing. The City can do this by (1) refusing to use financial service providers who are involved in unfair lending practices and (2) divesting itself from such companies. Implementation of this policy would entail:

- Modifying and Expanding The Linked Banking Ordinance
- Expanding The Tobacco Divestiture Resolution

**Cost:** No new line item cost. It will cost staff time, however, to research and draft modifications, also staff and councilmember time to discuss and pursue

**RATIONALE:** In Oakland, high-priced check cashers and alternative loan providers like payday lenders are very densely concentrated in poor areas. They are doing a booming business that includes charging fees that amount to an average APR of 500%. While middle-class families are also affected by this problem because they are often customers of these businesses, poor people bear the brunt of the nuisances that these businesses create in their neighborhoods. Recent studies show that the density of these types of establishments is approximately 50 percent higher in lower-income areas of Oakland than in higher-income neighborhoods. A pointed example of this phenomenon is the fact that our wealthy neighbor Piedmont has three banks and no check cashers, while West Oakland—a mere 5 miles away but with an average income less than 25 percent that of Piedmont’s—has three check cashers and no banks.

Oakland adopted a Linked Banking Ordinance (LBO) in 1998, with the stated goal of encouraging community lending. However, its criteria are undemanding of the financial institutions at which it is aimed, resulting in no substantive change in the way they do business; accordingly, it has had no real positive effect on its intended beneficiaries—i.e., people in Oakland communities which suffer from under-investment. In 1998, Oakland also adopted a prohibition against the City investing in businesses deriving more than 15 percent of their profits from tobacco products. However, tobacco companies are not the only ones whose products harm Oaklanders; businesses that engage in predatory check cashing and payday lending steal precious financial resources from those who can least afford it.

# CITIZENS AND FINANCE PROPOSAL SUMMARY

**POLICY PROPOSAL TITLE: Expand access to financial education for Oaklanders.** To increase access to financial education in promoting financial literacy, the City should co- sponsor a public awareness and education campaign aimed at promoting economic growth through small business development and personal financial education. Workshops for different areas of finance (i.e. investing/wealth building) and partner with existing organizations and educational support resources to teach and facilitate these meetings.

**Cost:** Public Awareness Campaign: \$250-300,000 per year for a modest campaign that includes billboards, community fairs, mailings to the public, et cetera

**RATIONALE:** With regard to financial literacy, there are few if any entities operating in Oakland offering general financial literacy education. Financial literacy encompasses many areas of personal finance including: income taxes, credit, banking, savings and investing, homeownership, etc. Most organizations tend to build their services around a particular subject area within the realm of financial literacy. In addition, quality of teaching, standardization and quality of content, as well as measurable goals and outcomes can be uncertain and inconsistent among financial literacy programs. Some also tend to teach consumers about mainstream financial services without warning them of the financial pitfalls associated with mainstream financial services (high fees, predatory lending) that are a problem, especially for vulnerable groups such as people of color, women, immigrants and seniors.

**POLICY PROPOSAL TITLE: Expand access to mainstream and alternative financial services for underserved communities.** In tandem with publicly supporting financial education for Oakland residents through public awareness campaigns, and City/partner sponsored workshops, the City should make available via the oaklandnet.com website, a directory of non-abusive financial service organizations that residents can access for assistance. This feature is already available for people looking specifically for homeownership counseling via CEDA's Housing and Community Development department. This 'Bank on Oakland' campaign should also include an educational component that encourages Oaklanders to save. In addition, Individual Development Accounts (IDAs) should be actively and broadly promoted. These accounts, which are usually tied to non-profit agencies, offer matching savings for earned income, with the funds to be used ultimately for first-time homeownership, education or other asset development related expenses.

**Cost:** for a "Bank on Oakland" campaign and expanding existing alternative financial resources for Oaklanders, from \$250,000 in year one to \$750,000, depending on the range of the program. That cost would include the cost of city staff time and funds to expand resources for existing alternative services.

**RATIONALE:** See above discussion under "financial literacy" proposal.



**QUESTION: How can oakland become an economic center for the multicultural arts?**

**POLICY RECOMMENDATIONS**

Policy Recommendation: **Restructure Administration of Oakland’s Cultural Arts**

Create an Arts and Culture Department that reports directly to the Mayor’s Office to provide the necessary organizational importance and policy leadership to capitalize on the economic engine that arts and cultural activities provide through local artists, arts organizations, citizens, cultural institutions, businesses and visitors to the City of Oakland. This greatly improved organizational structure will greatly increase the integration and efficiency of administration of the arts throughout City departments including CEDA, Public Works, Parks and Recreation, the Oakland Museum and Human Services.

**Implementation time:** The structure for the reorganization can be accomplished in the first 100 days, along with identification of key staff positions including the Director, Arts Marketing Specialist, and (2) Fund Development Coordinators.

Policy Recommendation: **Expand and Develop New Revenue Streams for Oakland’s Multicultural Arts**

The financial resources that the City invests in the arts are not commensurate with what the arts put into the city. Moving forward, Oakland needs to embrace the principles of arts as an economic engine and pursue a course of action using traditional and new, non-traditional methods of generating revenue, in part by staffing specialized positions to organize fund development efforts for the Department and in collaboration with the community. This strategy will attract revenues, which far exceed current funding levels for cultural funding, staffing and special projects and more than justify the administrative cost increases.

**Implementation time:** As soon as key staff positions are identified, a fund development strategy can be devised. This should also happen in the first 100 days.

Policy Recommendation: **Develop and Implement Arts Education Master Plan**

The most creative and innovative educational programs incorporate the arts, which help to maintain attendance, counter attrition rates and raise academic standards for successful futures. They also encourage higher education endeavors and establish qualitatively healthier livelihoods. A well-rounded, universal education must integrate the arts back into the required curriculum for Oakland students and utilize the vast resources of the local arts community in the classrooms and neighborhood centers.

This is an optimal time to achieve this goal with imminent change within the school system and unprecedented funding from the State of California for arts education. We currently have viable models that exist in Oakland, such as the Visual Arts Academy and Mentoring Program, Beacon Day School, Park Day School and Lincoln Elementary School, where the students are excelling academically because of the integrated arts curriculum. An arts education master plan would develop the directives to institutionalize these successes across the district in cooperation with the Arts and Culture Department, Parks and Recreation and Human Services.

# ECONOMIC DEVELOPMENT AND THE ARTS PROPOSAL SUMMARY

## Policy Recommendation: **Invest In Community-Neighborhood Arts Centers and Mixed-Use Live/Work Facilities**

To leverage the abundance of Oakland's artistic capital, we must create new relationships between artists, arts groups and community organizations that comprise Oakland's cultural identity. The relationship with the real estate development community must also be fostered to provide more affordable housing opportunities suitable for artists. Our first priority is to better understand the scope of Oakland's existing arts community through a neighborhood-centered public process quantifying key aspects of the arts and an inventory of who we are, what we need and what we produce. The short-term goal is to identify and secure existing arts infrastructure. The long-term goal is the establishment of a world-class arts economy that reflects and serves the diverse people who have historically comprised Oakland.

Economic growth and stability for major urban cities is dependent on the cultural health and well-being of communities. Greater support of neighborhood based Cultural Centers with ongoing programming that directly involves residents and youth will help transform the current environment of despair and poverty which breeds faltering schools, poor health, struggling family relationships, and soaring rates of crime and violence—all which draw huge resources from the City's budget.

**Implementation time:** This initiative can be implemented over the course of year one with the coordination of Parks and Recreation, Oakland Public Schools and other City Departments.

## Policy Recommendation: **Maintain, Develop and Support the Film, Television and Multimedia Industries in Oakland**

The City of Oakland has seen a steady increase in film and television production during the last five years. Shoot days on public property have increased from 96 in 1999 to 171 in 2005. Oakland has been able to foster this growing industry by providing the infrastructure to support it. A 2005 study done by the Los Angeles Economic Development Corporation (LAEDC) on the loss of jobs, wages, economic output and state tax revenue due to "Run-Away" production, ascertained that in order to create an infrastructure that can support a sizeable motion picture production industry, a city must provide or be in close proximity to soundstage rental facilities, available labor pool and quality training/education institutions. Incentive programs such as tax rebates and permit fee refunds must also be in place.

Cities across the U.S. and in Canada are actively competing for the film and television production business that comes primarily out of Los Angeles. The primary way of accomplishing this is by developing a comprehensive strategy for Oakland to attract and maintain a vital film promotion policy.



## COMMUNITY INITIATIVES

Community Initiative Number One of Two:

### **Cultural Arts Resource Mapping Project**

The cultural resources that abound throughout the City of Oakland are rich and diverse and comprise a vibrant economy. There is currently no comprehensive directory, no standard for information gathering and no definitive method to assess the economic impact of this sector. This initiative creates a simple survey to gather information on individual artists, cultural facilities and service organizations, which can then be distributed through the various community networks in print, on the web and through word of mouth. The information can then be made available to all sectors of the community, to government agencies and to visitors to the City, in order to increase civic participation and make these vital resources available. Our first priority is to better understand the scope of Oakland's existing arts community through a neighborhood-centered public process quantifying key aspects of the arts and to create new relationships between arts groups and the City.

Community Initiative Number Two of Two:

### **Arts Integration Into Task Forces, Boards and Commissions**

Artists are a critical component of the fabric of our City. They represent the cultural diversity and vitality that is the foundation of a healthy Oakland, and have historically demonstrated a commitment to community. They are creative thinkers who, by nature, are problem-solvers. Artists and cultural workers are often impacted by the many decisions made by city government including but not limited to live/work space, funding programs, police relations, permitting. Because their work and livelihood crosses many boundaries, artists can add value to decision-making regarding policy issues ranging from zoning and permitting to youth and education, job training to beautification, quality of life to economic development.

Arts representation on all Boards, Commissions and Task Forces will ensure that underrepresented community concerns are addressed and the creative problem solving methodologies are employed in the City's governance.

# ECONOMIC DEVELOPMENT AND THE ARTS PROPOSAL SUMMARY

# HIRE OAKLAND AND CONTRACT COMPLIANCE PROPOSAL SUMMARY

## **QUESTION: How can more Oakland residents and more Oakland businesses benefit from the jobs and contracts generated by city expenditures?**

### **EXECUTIVE SUMMARY**

We believe that significant resources currently exist to address the question “How can more Oakland residents and more Oakland businesses benefit from the jobs and contracts generated by city expenditures?”

The majority of our recommendations would be facilitated by the consistent application of existing city policies developed for the purpose of achieving equity in the access and distribution of employment and contracting opportunities generated by City of Oakland expenditures. The overarching existing policy is the “Oakland Equity Policy”.

“The need for the policy arose from concerns, based on fact and perception, that economic growth in Oakland has been uneven: the downtown real estate expansion of the 1980s has not translated into social and economic development within disadvantaged neighborhoods. Furthermore, the lack of a clear, predictable system for evaluating City subsidies to real estate development limits financial and social returns on taxpayer’s investments. The Oakland Equity Policy has been designed to address these concerns in ways that (1) draw on input and recommendations from Oakland citizens and (2) advance Oakland’s dual goals of social equity and economic development.” It goes without saying that this Policy applies to Oakland’s development in the 1990s as well as current development projects.

The stated objectives of the Oakland Equity Policy are as follows:

- To provide a clear and consistent policy that conveys explicit objectives and yields reciprocal incentives for public/private equity partnerships.
- To assure reasonable financial and social returns on public investments in real estate development.
- To achieve balanced and equitable growth throughout the City, by creating linkages between Oakland’s Central Business District Expansion and the social and economic development of disadvantaged neighborhoods.

The ‘Oakland Equity Policy’ establishes a clear point system for evaluating economic and social benefits to result from City subsidized projects, and our recommendations include concrete examples of the types of specific business and community resources the City would look to have included in development proposals.

The consistent application of the ‘Oakland Equity Policy’ would result in Disposition and Development Agreements (DDAs) including required provision of resources by the developer(s) to facilitate Oakland small business participation. Resources that would include umbrella bonding, umbrella insurance, access to developer leveraged financial resources, business incubators, mandatory business mentorship; prioritized



contracting goals for business participation in proximity to the development project; resources tied to the size and type of development project.

If a Project Labor Agreement (PLA) is part of the development agreement(s), it would be of the type that allows for local businesses to compete for and secure work irrespective of their status as union or non-union contractors; they would formally incorporate City policies concerning resident employment and targeted hiring goals based on identified resident characteristics and distributed by zip codes within the City, and would seek dues check offs from the unions to assist in the recruitment and preparation of Oakland residents for some of the apprentice positions and construction related jobs generated on or in conjunction with such projects.

The City should reestablish the prioritizing of Small Local Business participation on City contracts by going back to the 50% Local/Small Local Business participation goal that was based on 35% Small Local/15%Local Business participation, and required good faith efforts for notifying and soliciting local/small local business participation. The program was changed to a 20% Local/Small Local Business participation requirement ( 10% Local/10% Small Local), and has resulted in a significant reduction in Small Local Business participation on Oakland funded contracts. Note: The change in program goals was based on anecdotal information and not substantiated by any empirical data.

The uniform and consistent application of City contracting policies by all City departments, and the provision of adequate centralized contract compliance resources with stable funding would address the perception that the City could do more to facilitate the equitable access to City generated contracting opportunities by all of Oakland's business communities. Adequate resources must be provided to insure that the unit providing contract compliance evaluations can in fact perform the task they are charged with. At present the unit is poorly funded and inadequately staffed.

Most of what we have recommended can be achieved within the first one hundred days of the new administration. We believe that our recommendations go to the heart of what is needed to address the question "How can more Oakland residents and more Oakland businesses benefit from the jobs and contracts generated by city expenditures?"

## **RECOMMENDATIONS**

### **Recommendation: Contract Compliance Staffing Capacity**

Adequately fund the Department of Contract Compliance from the Office of the City Administrator line item budget elevating it to a level of priority necessary to carry out its purpose. Increase Employment Services (Local Hire) and Contract Compliance Field Enforcement Staff by 5-7 FTE

# HIRE OAKLAND AND CONTRACT COMPLIANCE PROPOSAL SUMMARY

## **Recommendation: Contract Compliance**

Establish Responsible Contractor in Request for Qualifications/Request for Proposal Process. Establish a Responsible Contractor Policy Questionnaire requirement and increase agency enforcement authority and the ability to penalize irresponsible contractors.

## **Recommendation: Labor & Hiring**

Project Labor Agreements and Local Hiring/Employment/Apprenticeship.

- Modify Local Employment program to eliminate the definitions and utilization of core employee designation and 'core/fixed workforce' and to hire more Oakland residents particularly ex-offenders, women and graduates of Oakland based pre-apprenticeship programs;
- Incorporate Local Employment goals in PLAs as part of all DDAs signed by City of Oakland;
- Include the City of Oakland's Local Employment Program/15% Apprenticeship Program in PLA's within the City of Oakland's jurisdiction

## **Recommendation: Community Benefits**

- Utilize Disposition & Development Agreements to achieve community benefits related to local hire.
- Establish Mayor's Advisory Council to review projects to ensure community benefits related to local hire are included.
- Establish Business Executive Board to inform and advise the Mayor on the capital structure of transactions which the city may sponsor.
- District specific Capacity Studies to define the exact positive and negative impacts of the proposed development and appropriately identify leverage mechanisms for the Community.



**QUESTION: How can Oakland become an epicenter for Green Business and sustainable urban life?**

Proposal 1: **Office of Sustainable Development**

**Recommendation:**

Create a new Office of Sustainable Development for the City of Oakland, remaining within the Mayor's Office, with a clear and intentional mandate. The Office will be governed by a Board of Directors drawn from members of NGOs, private sector, local communities, and CEDA. The activities of the Office will fall into two broad categories 1) Development of Green Economy/Business and, 2) Promotion of Sustainable Urban Life, and the Office will be engaged in inter-agency collaborations with the planning commission and CEDA. The individual who will head this Office must have the pre-requisite skills and expertise for citizen participation, working with a governing Board, the ability to "champion" projects through the City bureaucracy to completion, as well as the necessary technical and business backgrounds. For example, a key area of expertise should be in contract (re)negotiations. The goals and objectives of this Office will be carried out by various units as follows:

1. Staffing of the Authority and creation of a Master Plan consistent with its mission and mandate. This Master Plan would include plans for converting to a green economy as well as for promoting a sustainable lifestyle for all citizens.
2. Development of a Green Economy/Green Business Plan.
3. Development of a Sustainable Living Plan.
4. Green Workforce Development.
5. Explore the feasibility of the Oakland Army Base as a Green Enterprise Zone.
6. Facilitate discussions/collaborations with the Port of Oakland's Authority in order to coordinate its green business and sustainability activities and efforts with those of the City's.

In the **short-term**: Convene an Interim Board with representatives of non-governmental organizations (NGOs) and agencies, other Task Forces, and all other interested parties, for a Joint Sessions brainstorming to develop a preliminary outcomes report **to establish an Office of Sustainable Development**. This Joint Sessions can be organized/facilitated by an organizational development group and with the use of City resources. For example, Sustainable Peralta Colleges and/or Merritt College Environmental Studies Program can provide a venue and possible support. Alternatively, City Hall can be used. The preliminary outcomes report, together with the March 9, 2007 Sustainable Peralta Conference on Partnerships, the Oakland "Re-Leaf" tree-planting event, a green business round table, can provide for maximum inclusion of all points-of-view.

Over a **longer term**, adequate staffing will be required for the Office of Sustainability to execute the goals and objectives of this proposal.

**Community Initiatives:** The Task Force believes that the existing 47 Neighborhood Crime Prevention Councils can be expanded to provide sustainable community and economic development services.

Proposal 2: **Create a Green Economic Development Plan**

In the **short-term**, this Task Force **recommends** that:

1. In his inaugural speech, the Mayor states his policy goal of making Oakland the epicenter of green business and sustainable urban life and announces that his administration will develop an economic conversion plan in the next 90 days to accomplish this goal.
2. Appoint a Green Development "champion" to head the Office of Sustainable Development, who reports directly to the Mayor, can work effectively with the city bureaucracy and community groups, and has the necessary expertise e.g. contract (re)negotiations to undertake scrutiny of the Army Base exclusive negotiation agreements.
3. Create a Green Advisory Board to work with the Office of Sustainable Development to provide stakeholder input into the planning process.
4. Reorganize CEDA so that the City's entire planning and development efforts become "Green" focused and meet sustainability standards and goals. Integrate the planning activity of the Office of Sustainable Development with that of CEDA.

Over the longer term the Green Economic Development Plan would be designed to:

5. Stimulate and support the job training pathways needed for Oakland residents to be competitive in securing employment in "green business" sectors, and empower the Workforce Investment Board to work with Green investors to develop incentives and or regulations for them to employ Oakland residents whenever possible. Incorporate local hiring requirements where possible.
6. Provide an organized approach to attract and support green business. a) Include well-defined objectives for a 10-20 year period. b) Make significant investments in infrastructure for business to flourish. Develop physical spaces for businesses to locate. Build out related infrastructure e.g. paving roads and lots, and extending wires and pipes for utilities (electricity, communications, water, etc). c) Pass legislation to provide incentives to attract private sector investments. This could include tax incentives, streamlined permitting, and fee rebates. d) Support green small business development. Provide information resources, and training for green entrepreneurs, and allocate small business loans.
7. Take advantage of local, statewide, and national resources that already exist. a) Inventory current buildings that could be suitable sites for potential green enterprises. b) Take advantage of the resources provided by surrounding colleges and universities (such as intellectual resources, research capacity, and steady supplies of candidates for employment). c) Develop clear strategies for leveraging the statewide push for re-newables and reductions of greenhouse gas emissions (AB32). d) Seek ways to leverage funds from the federal government and other national sources.
8. Stimulate and support banking services and capital markets for green investments. Make it easier to make green investments with lower interest rates and higher liquidity. a) Support local and regional structures such as "green" community banks, regional stock exchanges, peer-to-peer business loans, and micro-lending agencies. b) Support banking services and products to support green enterprise. Help to develop better guidelines for "green" investing (e.g. Sustainable Business Ratings).

9. Create a "Green Enterprise Zone."

# OAKLAND GREEN ECONOMY PROPOSAL SUMMARY

## Proposal 3: **Create a Sustainable Living Plan (SLP)**

### **Recommendation:**

The Office of Sustainable Development initiates the development and implementation of a Sustainable Living Plan for Oakland to become an active "green hub." Consistent with its mandate, we recommend that this new Office convenes a series of City-wide neighborhood meetings of all stakeholders to receive their input and ideas to be incorporated in the Sustainable Living Plan for the Model City vision for Oakland.

1. The **Goals** of the SLP will include improving the long-term health and viability of the City of Oakland and its citizens by encouraging and implementing green and sustainable practices.
2. The initial task in creating the SLP will be to clearly define the **Principles of Sustainability** that will serve as the foundation and guide the design of the SLP.
3. The SLP will identify **Objectives** within various aspects of urban life. These may be policies and/or programs that will achieve the SLP Goals in accordance with the SLP Principles of Sustainability.
4. The SLP will rely on the existing Neighborhood Crime Prevention Councils (NCPCs) to foster citizen participation. The current 17 NCPC "neighborhood representatives" will be the City's "Green Ambassadors" who will gather feedback and ideas from citizens, as well as to offer resources and support. The Task Force members recognize there are neighborhoods where crime is still the number one priority, while other areas may focus more on non-crime related issues. The City should encourage a broad adoption of positive environmental practices which would be one of the primary mandates of citywide neighborhood groups (Green Groups) guided by the Principles of Sustainability.
5. The City's own administration should be the first to implement and adhere to the SLP, and as such serve as a positive model of success. As the City experiences success stories, those practices and resources will be shared with and made available to citizens, community groups, and Oakland-based institutions. We envision a feedback loop between citizens and the City government. Citizens could bring ideas and projects to the City, the City could initiate projects and educational outreach. The success of the SLP will depend on the "buy in" from both citizens and City government.

**Community Initiatives/Partnerships/Collaborations:** Merritt College Environmental Program can collaborate with the City to hold workshops/forums for stakeholders to begin identifying SLP actions and available resources. Build it Green (a Berkeley based non-profit) may be willing to host workshops for citizens on green building practices (e.g., healthier paint options). Possible groups: neighborhood groups, NCPCs, community groups, churches, schools, Conservation Corps, clubs/business groups (Chamber of Commerce, etc.), non-profits, cultural centers (museums, etc.), government, non-English speaking/bi-lingual communities, unions, and research partnerships, community colleges and local 4-year colleges and universities.

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Economic Development



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Proposal 4: **Green Workforce Development**

The **short term** community initiative and public announcement events can be implemented by mid-April, and funding should be expanded for the Summer 2007 California Youth Energy Services Project. Organize a Green Workforce education and training session, and a community planting day in concert with the Oakland Re-Leaf efforts, at the Sustainable Peralta Sustainability Partnerships Conference at Berkeley City College on March 9, 2007.

**Recommendation:**

Create a multi-agency and community Green Workforce Development Education and Training Plan. Host collaborative discussions and build on existing initiatives. Link local, state, and federal opportunities and funding to ensure green collar jobs for Oakland residents through the training of the existing municipal work force, and the education and training of a new green work force. The new Office of Sustainable Development will oversee this initiative and each municipal department/office/branch should be charged with incorporating sustainability practices in its operations. Specifically, the Task Force recommends:

1. Creating a Green Jobs Corps with a grant/fund seeking process for staffing. The Green Jobs Corps will prepare workers for employment and on-the-job. Preparing workers to obtain "First Source" jobs, training in green-industry skills, both pre-hiring and on-the-job, should be priorities for the City's use of job training resources. In "First Source," the City gets the first opportunity to fill available job openings with participating employers, drawing on its job training agencies and other sources of local workers, while employers retain the final hiring decisions.
2. Identifying existing City-sponsored sustainability efforts so that municipal departments employ sustainability practices in their operations. The Office of Sustainable Development will be charged with providing technical support so that goals, evaluation procedures, and implementation timeline can be established for each city department/unit.
3. Establishing an Oakland "First Source" hiring policy for City contractors to increase employment and reduce commuting. For Oakland citizens to benefit from green job development and for commuter transportation impacts on the environment to be limited, it is critical that new green jobs target the hiring of Oakland residents. The City should also establish strong "First Source" hiring requirements and placement programs for the many jobs where it has leverage, including jobs with the Port itself (maritime and airport) and its tenants, businesses using land and obtaining financial concessions and advantages at the Army Base, and others benefiting from Recycling Market Development Zone grants/loans and other incentives.
4. Establishing a clear mandate to achieve training in transferable skills and jobs for underserved and underdeveloped youth, supporting activities such as a green curriculum, a Green magnet school and the California Youth Energy Services project.
5. Convening joint sessions to promote collaborative discussions with all education and work force training stakeholders toward creating a green work force, and job and business markets.



6. Linking job development and work force education and training resources to existing neighborhood institutions, such as community centers, schools and churches. Focus on underserved community participation. Include urban gardening, bike and pedestrian greenway landscaping linking city parks, urban- wildland fire safe native vegetation, solar installation, and alternative fuels.

**Community Initiatives:**

**Convene a Green Business Forum**, starting with listed Green businesses, Oakland Stop Waste Partnership companies, and the Small Business Task Force. The purpose would be to learn what training and education is needed by employers, and to survey businesses on City-backed incentives.

**Convene a Neighborhood Forum** for Neighborhood Crime Prevention Councils (NCPCs) and other neighborhood organization members to identify communities' needs and inform them of available group education and training within the City.

**Partnerships/Collaborations:** Utilize the Sustainable Peralta Colleges Initiative, Oakland Re-Leaf, Ella Baker Center, Urban Habitat, education stakeholders, the City Public Information Office and others to participate in planning the March conference and public announcement events. Engage Middle, High/Adult Schools, Community Colleges, Colleges and Universities. Engage Stopwaste.Org and others to participate in planning a Green Business Training and Education Forum. Engage NCPCs and Oakland neighborhood organizations from the City's list for the Green Jobs Training and Education Forum.

Proposal 5: **A Green Enterprise Zone and Technology Park: Redevelopment Plan for the Oakland Army Base**

**Within the first 100 days** of new administration, it is urgent that the Mayor resolves the current Army Base and West Oakland redevelopment zoning disputes. The fact that proposals for the Base redevelopment area, in particular, are currently under evaluation makes it critical that Office of Sustainable Development and the Mayor establish and announce relevant development policy statements as soon as possible.

**Recommendation:**

The Task Force recommends that the entire Army Base and adjoining suitable redevelopment areas be incorporated into a contiguous Green Enterprise Zone (GEZ) for mixed commercial and clean-industrial use, featuring world-class facilities that will compose a green technology park. Key elements of this recommendation include:

1. The new Office of Sustainable Development must initiate a review of all exclusive negotiation agreements (ENAs) and lease agreements for GEZ properties and prioritize them on the basis of GEZ objectives and constraints. This review will include a fast-track assessment of the economic and environmental viability of each proposed enterprise and may invite collaboration from partners noted below. The ENAs should be re-negotiated as appropriate.

# OAKLAND GREEN ECONOMY PROPOSAL SUMMARY

2. The City will solicit commercial plans for fast-track venture financing and redevelopment of the entire GEZ using world-class architectural design, energy efficient and sustainable business practices including an emphasis on procuring and promoting “green” materials and methods of building and local labor as guided by the City’s Green Economic Development Plan (see this Task Force’s Proposal 2).
3. The City must begin systematic recruitment of prominent anchor tenants by offering preferential terms to existing and planned infrastructure and facilities in the GEZ. High-profile companies such as: Pacific Ethanol, the Western States’ marketer and producer of renewable fuels; Nanosolar, which seeks to build the worlds largest solar technology factory in the Bay area; and Cybertran, the next generation electric-powered light-rail, have all expressed interest in Oakland, and should be invited to participate in this endeavor. Major oil and energy conglomerates with facilities in the region should be invited to locate their renewable energy R&D activities in the GEZ. Start-up companies in bio-based plastic, recyclable paper, waste-to-power, solar and wind energy, and energy storage technologies, based in the SF Bay Area should also be identified and invited to participate.
4. The City should establish a collaborative agreement with the UC Regents, or other major research institution in the area, for the creation of a Green Technology Park as a central component of the GEZ. This Park would provide facilities for new high-growth venture incubation, research and development in alternative energy and resource efficiency technologies, as well as provide virtual support and a sense of interconnectedness for the area’s green businesses and their activities. The Park would also coordinate and promote the use of best practices by all of these entities, which, in turn, would promote the model of sustainable development for the entire GEZ.

A green economy strategy for the Army Base and area redevelopment will succeed via a symbiosis of elements: the Zone incentives attract a community, the technology park houses the community, anchor GEZ tenants sustain the community, and risk capital and new venture incubation powers revitalization of this type of economic development into the future. The asset of the Army Base Redevelopment area could be used as a City asset to attract both “Green City” commercial real-estate developers and State and Federal investment targeted at alternative energy and a new California Infrastructure. A delay in action on this Proposal will leave this opportunity vulnerable to numerous other interested parties without Green Business Plans.

## **Community Initiatives:**

The Task Force recommends the Mayor’s Office of Sustainable Development hold a “Green Enterprise Zone” conference that facilitates dialogue among the varied community stake-holders so that the decisions about the GEZ and Army Base redevelopment are transparent.



## Proposal 6: **Greening of the Port of Oakland**

The Port is a primary generator of economic activity in Oakland and there is an opportunity to tap into the product flow of the Port and use it to create jobs and green business in Oakland. We believe that the new Mayor can set the tone for this new policy framework **within the first 100 days** of the new administration.

### **Recommendation:**

Develop a policy-framework to influence Green Business/Economic Development, Sustainability “Best Practices” and create Green Jobs at the Oakland Maritime Port.

**This is a 2-part proposal.**

### **1. Develop Green Business at the Port of Oakland:**

Explore:

- a. The recycling and re-use of materials passing through the Port as an important green business opportunity.
- b. The City having an important role in encouraging the linkage of local solar companies - manufacturers, suppliers, installers, operators - to the expansion of photo-voltaics on Port rooftops, creating a larger market for them and in turn producing lower costs and expanded jobs, revenues, and tax receipts.

### **2. Adopt Sustainability “Best Practices” and create Green Jobs at the Port:**

The City acts as a catalyst in generating improvements in sustainability and green business at the Port.

- a. Appoint Port Commissioner(s) and other officials who are committed to green business and sustainability practices. Sustainability practices are critical to the health of Oakland’s citizens, and important to employment and opportunity for Oakland residents to get high quality jobs in and around the Port.
- b. In the creation of Green Jobs, a driver in green economic development. For example, Oakland’s Port can adopt a strong job training and “First Source” targeting of Port jobs (i.e. direct hires by airport and maritime), and hires by the Port’s tenants, based on Seattle’s PORT JOBS initiative.

The Port has already initiated a grant program to assist operators of higher polluting pre-1999 trucks in purchasing newer vehicles. In 2006, a \$2 million fund is available to provide up to 80 grants of up to \$40,000 each. The Mayor should encourage and assist the Port to allocate and/or acquire additional funds to support expansion of this voluntary program.

### **Community Initiatives:**

The Task Force recommends the new Office of Sustainable Development facilitates dialogue among the larger community stake-holders so that the decisions at the Port are transparent and mutually-beneficial to both Port and the City of Oakland.

**QUESTION: How can planning, zoning, and land use policies be most effective to enhance the lives of Oakland residents?**

**KEY THEMES AND ISSUES RAISED BY TASK FORCE MEMBERS**

- City planning in Oakland could support more meaningful and effective community participation in planning and project decision-making.
- Simply notifying Oakland residents and providing opportunities for public comment does not constitute meaningful public participation.
- Information related to decisions is often inaccessible, technical, and provided late in the process.
- In Oakland, issues raised and recommendations made by residents are often not translated into changes in the projects or plans.
- Development is proceeding in Oakland in the absence of comprehensive planning
- Approved projects typically are developer- and market-driven often ignoring or conflicting with established planning goals.
- Many plans and projects have not met the needs of current Oakland residents for housing, work space, open space, retail, etc

**FOUR OVERARCHING PRINCIPLES FOR COMMUNITY-RESPONSIVE AND EQUITABLE LAND USE PLANNING IN OAKLAND**

1. **MEANINGFUL COMMUNITY PARTICIPATION** Planning strives to engage all affected stakeholders in the land use planning process so plans and development projects are consistently responsive to the needs and aspirations of all residents. Planners attempt to resolve conflicts among stakeholders via consensus building. Overall, planners build the trust of all stakeholders in the public process.
2. **TRANSPARENCY IN THE PUBLIC PROCESS** The planning process is understood by all participants and information necessary for decision-making is available in a timely and accessible manner. Decisions are based on an accepted process with measurable and objective criteria for good plans and projects.
3. **EQUITY AND SUSTAINABILITY** Plans and the projects that implement planning achieve the needs of social equity and environmental and economic sustainability. In turn, Oakland maintains its vibrant diversity of people and industry
4. **ACCOUNTABILITY TO PLANS AND AGREEMENTS** The planning process includes requirements for accountable plan implementation by staff and project sponsors. Staff tracks the progress of development towards plan goals using measurable indicators of success
5. **Integrate new projects in form & design with the existing neighborhood physically & socially as well as with the greater community.**



**Recommendations organized by Planning Principle**

**MEANINGFUL COMMUNITY PARTICIPATION**

**PLANNING PRINCIPLES** The Planning Commission should adopt the above set of Planning Principles and these recommendations for land use planning in Oakland. The City must clearly communicate its planning principles, rules, goals, and expectations to residents as well as the development community. (Short Term)

**STAFF LEADERSHIP AND TRAINING** The City should have a planning director and senior management experience and track records of community-responsive planning. Training should be encouraged to further this goal. Identify and learn from best practices in community-based planning. Ensure adequate staffing levels and train existing staff on best practices in community planning. (Short Term)

**COMMUNITY PARTICIPATION PRACTICES, GUIDANCE, AND SUPPORT** Review and adopt best practices of meaningful community participation, including outreach, advertising, web-sites, web based information technologies, community windows, etc. Based on best practices, develop specific requirements/guidance for community participation in the planning and adopt these requirements in the General Plan. Develop a resident's guide to the Oakland Planning Process. (Medium Term)

**NEIGHBORHOOD PLANS** Require the development of a comprehensive community/neighborhood/area plans reflecting the desires of the community. Where appropriate, partner with private firms, universities, & CBOs skilled in community outreach to develop community plans. Neighborhood plans should include provisions for routine reviews and updates. A comprehensive planning process for Downtown, everybody's neighborhood, should be created to encourage a liveable environment for all Oakland residents and businesses. (Long Term)

**NEIGHBORHOOD PLANNING BOARDS** Evaluate the effectiveness and feasibility of neighborhood planning boards to oversee and develop neighborhood plans and review project based on experience of Seattle, New York and other cities. If feasible, adopt and implement a neighborhood board system in Oakland. (Long Term)

**TRANSPARENCY IN THE PUBLIC PROCESS**

**PUBLIC INFORMATION DISCLOSURE** Utilize all available technology to provide residents with planning related information in a timely and user-friendly manner (e.g. modernize the website.) All public documents should be made available sufficiently in advance of hearings to allow for meaningful review by decision-makers and the public. (Short Term)

**ASSESSMENT OF ENTITLEMENT VALUE** Conduct fiscal analysis of new zoning and entitlements to ensure fair share of the value of rezoning and entitlements is translated into public benefits. (Short Term)

**CRITERIA FOR GOOD PROJECTS** Develop objective criteria or minimum standards for good projects For example, Oakland could borrow criteria from LEED-ND and San Francisco Healthy Development Measurement Tool. (Medium Term)

**INSTITUTIONAL MASTER PLAN REVIEW** Conduct periodic public reviews (e.g. via hearings) of Master Plans of major local Institutions (e.g., Kaiser Center). (Medium Term)

**EQUITY AND SUSTAINABILITY**

**INDUSTRIAL TO RESIDENTIAL REZONING** Prohibit new industrial to residential rezoning until the city develops clear and objective criteria that reflect net city benefits of rezoning. Establish industrial protection districts in appropriately zoned areas. (Short Term)

**FISCAL IMPACTS OF REDEVELOPMENT** Require that any proposals to designate or re-designate redevelopment areas should include a fiscal impact analysis of this designation on the general fund, study demands on city services, and include mitigation plans for such impacts. (Short Term)

**FAIR SHARE DEVELOPER CONTRIBUTIONS** Require fair-share contributions of developers to meet citywide needs created via development. Examples include Inclusionary Zoning Rules and Impact Fees for Transportation, open space, schools, and community facilities and affordable housing, and shall assist in implement principles of the Bicycle & Pedestrian Master Plans. (Medium Term)

**HEALTH AND SOCIAL ASSESSMENTS** Conduct comprehensive social / economic / health assessments of all significant plans and projects. In particular, these assessments should evaluate the needs of children, youth and the elderly. (Medium Term)

**GENERAL PLAN HEALTH ELEMENT** Create a health element of the Oakland General Plan. (Long Term)

**INTERAGENCY COORDINATION** Request the Mayor to take the lead in coordination of effective regional planning with other institutions (e.g., Port of Oakland, EBMUD, MTC, ABAG, etc.), and shall relate Oakland’s vision to the Bay Area vision of regional growth. (Long Term)

**ACTIVELY PARTICIPATE IN THE BAY AREA VISION PROJECT** This process which is slated to begin in 2007 is a continuation of the 2002 regional Smart Growth Strategy but with an emphasis on local development. (Long Term)

**ACCOUNTABILITY TO PLANS AND AGREEMENTS**

**PLAN AMMENDMENT PROCESS** Create a review process to ensure that neighborhood plan amendments and spot zoning are consistent with neighborhood planning goals.

**ENFORCEMENT** Assign staff to monitor and enforce zoning rules, conditions of approval and agreed upon or required mitigations.

**OMBUDSMAN** Create an Ombudsman position or a citizen oversight board to review public concerns about the planning process.

**ANNUAL PROGRESS REPORT** Report annually on the cumulative outcomes of development on citywide neighborhood planning goals.



**QUESTION: What City Policies can enhance small and Oakland-based business?**

**I. Make small business development a priority in Oakland by establishing a Mayor's Office of Local Small Business Development.**

Mayor Dellums should demand a clear economic strategy for the City of Oakland. The development of more successful small businesses will ignite the entrepreneurial spirit in Oakland, recycle millions of dollars, create more jobs, increase the tax revenue, and maintain existing businesses.

Oakland residents are in great and urgent need of thriving business districts and centers. While Oakland has experienced a steady growth of new housing developments, a lack of adequate shopping and business districts has meant a loss of profits in sales and taxes for the city. Surrounding cities have profited from Oakland's under developed business sectors.

**II. Provide increased resources to better support Oakland's Commercial Districts and their organizations.**

It is often difficult and cumbersome for the public sector to directly assist small businesses in a more effective and efficient manner than private or non-profit entities can. However, there is a very effective strategy and mechanisms to assist neighborhoods and commercial districts that can be implemented from the public sector. The strategy involves the collective actions and activities of organized groups of businesses. Business owners' self interest, when directed as an organization, can benefit not only the area's commercial district as a whole, but positively impacts the surrounding neighborhood as well. There are both prescriptive and locally created strategies that drive this policy's implementation. Oakland has successfully pursued these strategies, but in recent years has underfunded the staffing required to adequately maintain and enhance these programs.

**III Evaluate, update, implement, and enforce the city's existing bidding processes for small Oakland-based contractors and businesses, making this process highly transparent. Synchronize/link the Purchasing and contract Compliance Divisions; Public Works, and other department's software to attain the following result.**

**Evaluate** the city's current process for procurement opportunity notification, inclusion of LSBE firms in the initial bidding stages. What are the criteria? What are policies and procedures? **Revise** according to findings. Staff accountability in administering the bid policy procedures. Evaluate the bids received on the lowest three bidders' through a review process to determine that LSBE firms are being utilized by the city on its procurement opportunities and by majority firms on any potential subcontracting opportunities. **Enforcement** may be attained through bid review and adherence to the award policies as well as ongoing monitoring process to ensure that the goals are maintained for the duration of the contract (substitutions are listed but not utilized).

**IV. Create an Oakland Industrial Strategy. (Implementation: Long Term.)**

- A. Support Oakland's largest employment sector, Transportation and Warehousing, by expanding land use designations for transportation/trucking/goods movement and warehousing at the **Oakland Army Base. Specific desired end uses are a Truck Service Center and an Oakland Produce Market.**

Industrial jobs provide employment opportunities that are typically full time, with benefits, and well paying in comparison with retail or service sector jobs, to segments of the population that typically do not have higher education. This is a two part policy recommendation which focuses on both specific opportunities that are available today (Part A above) and longer term viability issues to solidify Oakland's industrial base for the longer term. The goal is the creation of attractive, livable and economically competitive areas of the city which encourage and promote the growth of existing businesses and jobs, attraction of new businesses and jobs, and sustain a livable wage for employees

- B. Create geographically defined industrial districts (modeled after Chicago, Portland, Seattle, and Boston) and fund implementation of their locally derived management plans in which the City, business leaders and property owners collaborate to eliminate economic and structural blight and improve district conditions over time.

The creation and implementation of geographic industrial districts allows for the focused attention by the community (both business and residential), in an open partnership with the City on all aspects of community improvement and development to eliminate economic and structural blight through a prioritized, multiple strategy approach to delivering services over an extended period of time.

**V. Recognizing that Oakland's business community is under represented by African Americans, create 100 Black owned businesses by 2010. (Implementation: Long Term.)**

Oakland is a city of distinct neighborhoods and small businesses partially delineated by economic and racial factors. The absence of African American owned businesses in micro districts such as Lakeshore, Piedmont, Claremont, Broadway Street, Grand Avenue, Jack London Square and even in East Oakland, 14th Street and Park Blvd is indicative of the institutional nature of discrimination that profoundly affects the African American Community.

The lack of experience, inadequate loans and funding, the absence of entrepreneurship in mercantile culture in the African American community requires attention.



**QUESTION: How can the City foster job development?**

**POLICY PROPOSALS**

- 1. CONVENE A REGIONAL ECONOMIC AND WORKFORCE POLICY COUNCIL TO IDENTIFY APPROPRIATE SECTORS AND PROMISING SECTOR DEVELOPMENT FOR SUSTAINABLE EMPLOYMENT.**
- 2. CLEARLY AND DIRECTLY LINK AND ELEVATE THE CITY'S ECONOMIC DEVELOPMENT AND WORKFORCE DEVELOPMENT ACTIVITIES WITHIN CEDA.**
- 3. RECONSTITUTE THE MEMBERSHIP OF THE WORKFORCE INVESTMENT BOARD.**
- 4. ADOPT A WORKFORCE DEVELOPMENT MODEL TO GUIDE THE RESOURCE ALLOCATION AND COMMITTEE ACTIVITIES OF THE WIB.**
- 5. OPTIMIZE THE WORKFORCE INVESTMENT BOARD**
- 6. DEVELOP A DASHBOARD (PROSPERITY FOR OAKLAND DASHBOARD (AKA: THE POD) TO PROVIDE A GAUGE FOR WORKFORCE AND ECONOMIC PROGRESS IN OAKLAND.**

**RECOMMENDATION #1**

**PROPOSAL TITLE: CONVENE A REGIONAL ECONOMIC AND WORKFORCE POLICY COUNCIL TO IDENTIFY APPROPRIATE SECTORS AND PROMISING SECTOR DEVELOPMENT FOR SUSTAINABLE EMPLOYMENT.**

Policy Proposal: Convene key regional employers representing the region's established and growing economic development sectors to inform the city's economic and workforce development policy. The role of the Council will be: (1) to review the findings of an earlier economic development strategy ("Forging an Economic Development Strategy for the City of Oakland", Claggett Wolfe Associates – see XI. Supplemental Information) as a basis for a new plan for economic and workforce development; (2) to analyze current sector activities in the city and region for workforce development opportunities; and (3) to provide recommendations for new sector development. Guiding these activities will be a focus on sectors that provide sustainable incomes and the potential for career development.

**RECOMMENDATION #2**

**PROPOSAL TITLE: CLEARLY AND DIRECTLY LINK AND ELEVATE THE CITY'S ECONOMIC DEVELOPMENT AND WORKFORCE DEVELOPMENT ACTIVITIES WITHIN CEDA.**

Policy Proposal: The work of the city's economic development and workforce development agency should be more directly aligned in order to effectively address the workforce and training needs associated with new and/or existing economic development activities. Actions taken by economic development staff to research and

# WORKFORCE DEVELOPMENT PROPOSAL SUMMARY

recruit new sectors/businesses and to support existing sectors/businesses must include workforce development staff to identify specific occupations and training needs for both job seekers and employers.

## RECOMMENDATION #3

**POLICY PROPOSAL TITLE: RECONSTITUTE THE MEMBERSHIP OF THE WORKFORCE INVESTMENT BOARD.**

Policy Proposal: The Mayor – the chief elected official in the city of Oakland responsible for appointing the city’s Workforce Investment Board (WIB) – should review the findings of the Economic and Workforce Development Policy Council and appoint a new Workforce Investment Board whose employer membership more accurately represents sectors that effect the city’s and region’s economy, particularly employers with current and future potential job growth.

## RECOMMENDATION #4

**POLICY PROPOSAL TITLE: ADOPT A WORKFORCE DEVELOPMENT MODEL TO GUIDE THE RESOURCE ALLOCATION AND COMMITTEE ACTIVITIES OF THE WIB.**

Policy Proposal: A model for the WIB’s allocation of training resources that links training funds to particular activities to support pre-employment services for individuals with multiple barriers to employment, direct employment services, including summer jobs for youth, sector training (entry-level and advanced) and business services that support the city’s sector development goals. Using this model will introduce a level of transparency to the types of funding currently available to the city to pursue its workforce development goals and policies and identify gaps in funding and available training.

## RECOMMENDATION #5

**POLICY PROPOSAL TITLE: OPTIMIZE THE WORKFORCE INVESTMENT BOARD**

Policy Proposal: Optimize the Workforce Investment Board. The federal Workforce Investment Act (WIA) of 1998 is the enabling legislation for Oakland’s WIA funds. Oakland is a designated provisional local workforce investment area (LWIA) due to its population being under the 500,000 person automatic LWIA threshold. The Act envisions an integrated local workforce investment system to replace the program-specific approach of the previous Job Training Partnership Act (JTPA) era. WIA legislative analysis revealed a bureaucratic maze of programs and services characterized by fragmentation and confusion of customers. The new Act establishes the one-stop career center delivery system as the access point for all federally funded employment-related and training services. Its aim is to reduce duplication, increase efficiency and improve overall effectiveness of programs to the satisfaction of one-stop system customers. The reformed system is intended to help the labor force access the tools needed to manage their careers through information and high quality services, and to help businesses find, retain and upgrade the skills of workers to remain competitive.



One responsibility of the local Workforce Investment Board (WIB), in partnership with the Mayor is to oversee the one-stop delivery system, and local WIA-funded adult and youth employment and training activities. The Mayor is responsible for appointing members of the WIB that represent business, education, labor, community-based, and economic development entities, as well as one-stop partners that administer specific federal employment and training-related funding streams that are named in the legislation.

**RECOMMENDATION #6**

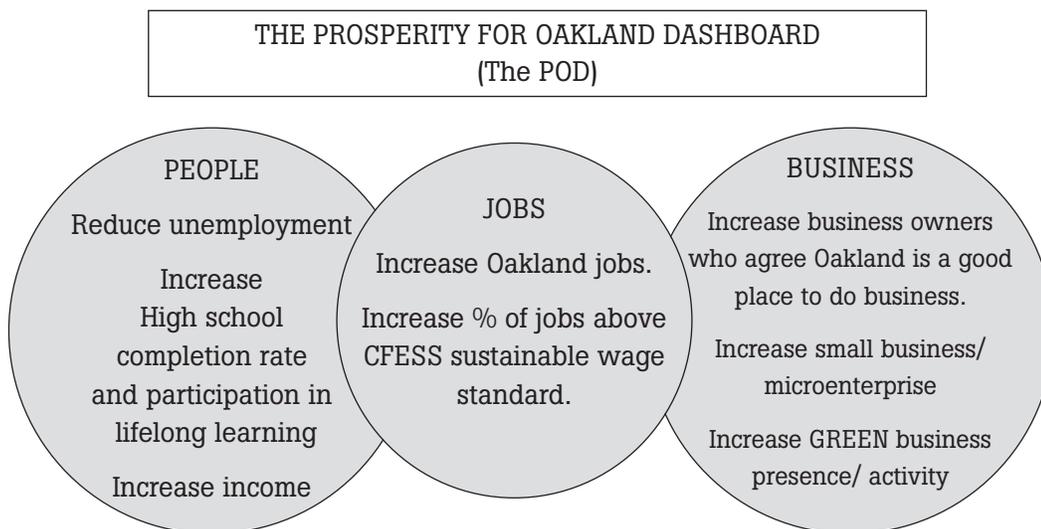
**POLICY PROPOSAL TITLE: DEVELOP A DASHBOARD (PROSPERITY FOR OAKLAND DASHBOARD (AKA: THE POD)) TO PROVIDE A GAUGE FOR WORKFORCE AND ECONOMIC PROGRESS IN OAKLAND.**

Policy Proposal: Develop a dashboard (Prosperity for Oakland Dashboard (aka: the POD)) to provide a gauge for workforce and economic progress in Oakland.

Creating a more prosperous Oakland is a challenge all Oaklanders share. Individual and business prosperity is integrally linked, and the Prosperity for Oakland Dashboard (POD) would build understanding and assist to gauge accomplishment of this goal. Having a Dashboard that the Mayor and others use to measure progress and a shared quick check in on how we're doing will also build community and organizational support across disparate groups for the desired outcomes. It will be important to not mask inequalities inside the numbers.

We recommend the creation and maintenance of a dashboard, as a tool for the Mayor, policy makers and the citizens of Oakland to track progress toward shared goals.

We recommend that the dashboard be composed of five to seven measures of individual and business prosperity, measures that the Mayor and the community is committed to, and that it reflect where we are today and where we want to be. Issues addressed in other task Forces may well be relevant here (e.g. high school completion, green business presence). Additionally, the Mayor may wish to have safety reflected.



HEALTH AND ENVIRONMENT SUBCOMMITTEE (QUESTION 1)

**QUESTION: What policies will protect the health and environment of Oakland residents, while fully developing the economic potential of the Port?**

**Recommendation (Short version)**

Create a mandatory policy link between community health and port development that further development or expansion of the port must proceed only in the context of a strategy for relief of the already disproportionate impacts on the adjacent communities. That strategy should include policies addressing land use, lease conditions, health remediation, and air quality:

**Land use.** Further land use allocations on the Oakland Army Base should include consideration of the effects of land use on community health.

**Leases and fees.** Make use of leases and fees to incorporate and implement environmental and health standards.

**Health Remediation.** There should be a Public Health and Safety Department of the Port of Oakland, committed to and supported by the Port, City and County.

**Build on California goals for goods movement and air quality.** The State's findings and resolutions with regard to goods movement and air pollution should be adapted and incorporated as the starting point for clean-up at the Port of Oakland.

- The City should notify the Port, MTC, BAAQMD and others that the precondition for its support for further port expansion is a shared commitment to a policy and strategy for remediation of disproportionate port-related impacts, with that strategy including elements addressing land use, lease conditions, health remediation, and air quality.
- The City should begin implementation of these policies immediately in all of its own activities such as those pertaining to land use decisions and CEQA reviews.

**Cost:** No cost.

BENEFIT OF COMMUNITY SUBCOMMITTEE (QUESTION 2)

**QUESTION: What relationship between the City of Oakland and the Port will bring maximum benefit to the residents of the City of Oakland?**

**Recommendation (Short Version)**

**Job and Job Training.** The Port and City should collaborate to increase access to Port employment opportunities while increasing awareness of Oakland as a port city.

**Collaboration for Funding.** The Port and City should also collaborate to obtain funding from state and federal government by co-operative planning to meet infrastructure, environmental mitigation and security needs.

**Community Involvement.** The City can improve community involvement with the Port by establishing an Oakland Port Advisory Committee as a standing committee of the Port Commission with recommendation powers while increasing community access to the Port Commission by appointing Port Commissioners who are members of fence-line communities and changing meeting times and format to allow for greater public involvement.



**Revenue Sharing.** The Mayor can convene a high-level panel to explore alternatives to maximize port revenue for community issues.

**Shorter Term**

- The City should collaborate with Port to enforce living-wage policies and expand living-wage job categories at the Port (including the Airport). The City and Port can also prioritize job-training programs as a violence-prevention policy.
- The Mayor should appoint Port Commissioners who live in Port fence-line communities. In addition, the Port Commission should meet at night and allow more time for public discussion.
- The Mayor should create an Oakland Port Community Advisory Committee that is a standing committee of the Port Commission with recommendation powers. Port and City Staff should regularly take part in every OPAC meeting to ensure good communication and understanding.
- The Mayor convenes a high-level panel of 8 to 10 participants with the task of exploring alternatives to maximize Port revenue for social issues.

**Cost:** Unknown administrative costs.

**OAKLAND AS A CENTER FOR WORLD TRADE (QUESTION 3)**

**QUESTION: How can Oakland be enhanced as a center for world trade?**

**Recommendation:**

**Short Term**

- Research the pros and cons of creating a regional port authority in light of implications for Oakland.

Logic/explanation: explore NY/NJ Port Authority model, represents compromise in group, some liked regional idea, others didn't (because lose control); key is to research and leverage resources.

**Costs:** little money if partner with UC Berkeley/ Peralta colleges

- Research the possibility of Port/City as a leader of sustainability practices (environmental, labor and workforce development and product manufacturing and procurement standards)

**Costs:** little money if partner with UCB/Peralta Colleges

- Create a Mayor's office staff position on port policy issues (a policy analyst within the Mayor office that is exclusively focused on port issues)

**Costs:** little money if cost-sharing with Port

- Designate a world trade center area that would include a world trade center building and other physical structures and possibly renaming other existing structures i.e changing convention center to world convention center and consider transportation needs.

**Costs:** little or no money

**Longer Term:**

- Establish an aggressive marketing program that includes City and Port to promote world trade and builds upon existing structures.
  - Enhance education about the Port in Oakland.  
Publicize curriculum on world-wide container movement within OUSD
  - Increase Port efforts to educate Oaklanders about: what Port operations do; what role the Port plays in the community; Oakland as a Port City (a Gateway City) i.e sister city programs

**Costs:** perhaps substantial money

**DETAILED RECOMMENDATIONS**

**HEALTH AND ENVIRONMENT SUBCOMMITTEE (QUESTION 1)**

**QUESTION: What policies will protect the health and environment of Oakland residents, while fully developing the economic potential of the Port?**

Create a mandatory policy link between community health and port development that further development or expansion of the port must proceed only in the context of a strategy for relief of the already disproportionate impacts on the adjacent communities.

Support the proposition that environmental justice and community health must be driving forces in the City's policies with regard to the Port.

That strategy should include elements addressing (1) land use, (2) lease conditions, (3) health remediation, and (4) air quality, as recommended by the Health and Environment Subcommittee of the Port Task Force.

**Background**

- "The Port of Oakland recognizes that its maritime operation disproportionately impacts its neighbors, especially the West Oakland residential community." ("Regional Air Quality Improvement Plan, Port of Oakland Maritime Segment; Goals, Strategy and Outline", July 17, 2006.)
- "The air pollution from ports and goods movement in California pose a substantial health risk to nearby communities." "...emissions from international and domestic goods movement currently contribute to approximately 2400 annual premature deaths." Other health effects include "hospital admissions (for cardiovascular and respiratory causes), asthma and other lower respiratory symptoms, acute bronchitis, lost work days..." (State of California Air Resources Board, Resolution 06-14, April 20, 2006.)
- Several State policies are aimed at the costs of goods movement on community health, among them:
  - the requirement that goods movement impact mitigation be "simultaneous" with infrastructure improvements. (Goods Movement Action Plan, CalEPA and BH&T; Emission Reduction Plan (ERP), ARB.)
- The State's adopted goals for the ERP include (1) a near term cap on goods movement emissions at 2001 levels, (2) reduction of goods movement-related diesel risk by 85%



by 2020, and (3) “every feasible effort to reduce localized risk in communities adjacent to goods movement facilities as expeditiously as possible”. (State of California Air Resources Board, Resolution 06-14, April 20, 2006.)

- All of the above show that current conditions are already unacceptable, and therefore support for expansion of the port and goods movement can no longer be unconditional, but should instead be based on a shared commitment to remediation. “Mitigation” cannot just be aimed at new or expansion related impacts. There needs to be a net benefit in order to relieve accumulated impacts.
- Green port technologies and practices are emerging worldwide, across the country, along the West Coast and in the Bay Area. The standard for approval of any activities related to the Port of Oakland should be application of “best available green practices”.
- Rush for funds. It should be anticipated that when/if bond \$ become available, there will be a rush to Sacramento by expansion/infrastructure supporters, possibly including city officials to get the funds. There is a real possibility that the “linkage” principle will be tossed aside in practice at this point.
- Mayor/City role. The roles and influence of the Mayor’s office are numerous in their potential to affect the various parties who may be advocating for infrastructure funds, among them: the Port Commission, BAAQMD, MTC.

### **Short Term**

- The City should advise its partners at the Port, MTC, BAAQMD etc. that the precondition for its support for further expansion, bonds and infrastructure is a shared commitment to (1) addressing the disproportionate port-related impacts already occurring and (2) the environmental and public health goals spelled out in recommendations pertaining to land use, leases and fees, health remediation and air quality as spelled out in the recommendations of the Health and Environment Subcommittee of the Port Task Force.

### **1. Land use. Further land use allocations on the Oakland Army Base should include consideration of the effects of land use on community health.**

Examples:

- Final decisions regarding land uses on the Oakland Army Base should await the examination of health impacts and mitigation costs, as well as ensuring a transparent public process that adequately considers community alternatives
- Land use should be understood as a potential mitigation tool for environmental and health impacts.

### **Short term**

- Hold off on further land use allocations, including auto mall, AMPCO parking etc., until there has been meaningful consideration of community-advocated proposals to address community health impacts due to port-related truck operations.

### **Medium/Longer Term**

- City/CEDA planning procedures and actions should be reviewed and revised as necessary to ensure that proposed land uses, and alternatives to those proposals, are evaluated in regard to their effects on environmental and public health in the community.



**2. Leases and fees. Make use of leases and fees to incorporate and implement environmental and health standards.**

Examples:

- Port leases could be negotiated/modified to include environmental and health mitigation criteria, as well as, basic operational and maintenance requirements for terminal operators and their vendors.
- Each terminal operator could be required to develop an implementation plan making use of the best available, greenest, healthiest devices and machinery to reduce emissions exposure.
- Each expansion project for the Port could contain a fraction of the budget set aside for environmental impact mitigation.
- A portion of non-maritime revenues, such as commercial rents, could be set aside to support community health infrastructure and initiatives.
- User fees should be considered to help pay for environmental health mitigation in the most impacted neighborhoods. Issues of equity and competitive advantage would have to be taken into consideration.

**Short Term**

- Survey best practices from all sources, including the proposed June, 2006 San Pedro Basin Clean Air Plan and other Port operations around the country for examples of lease conditions. Incorporate those proposals into any upcoming lease negotiations.

**Medium/Longer term**

- The Port and City should coordinate with sister ports/cities to address “level playing field” (competitive advantage) issues.

**3. Health Remediation. There should be a Public Health and Safety Department of the Port of Oakland, committed to and supported by the Port, City and County.**

**Background:**

- The Department should focus on environmental health and the mitigation of maritime, commercial and aviation operations. In addition to providing health services, this body would review all maritime, commercial and aviation lease agreements with regard to health and safety codes, air quality, green technologies and public health in general.
- There needs to be shared commitment and accountability by the Port and the City, joining with the County, in dealing with the actual health impacts. Currently everything is left to County Health, the City has no health office or officer and the Port is not contributing.

**Short term**

- County, City, Port, labor and community representatives should convene to develop options for implementing a shared commitment and accountability in dealing with the port-related health impacts.
- The tool of health impact assessments (HIA) should be applied to all Port of Oakland projects.



**4. Build on State goals for goods movement and air quality. The State’s findings and resolutions with regard to goods movement and air pollution should be adapted and incorporated as the starting point for clean-up at the Port of Oakland.**

**Background**

- The adopting resolution for the State’s Emission Reduction Plan (April 20, 2006) noted that goods movement is a “dominant contributor” to “public health concerns” in terms of death, respiratory ailments, lost work and school days.
- Accordingly, the Plan adopted set several goals, including (1) a near term cap on goods movement emissions at 2001 levels, (2) reduction of goods movement-related diesel risk by 85% by 2020, and (3) “every feasible effort to reduce localized risk in communities adjacent to goods movement facilities as expeditiously as possible”.
- The State, and the Port of Oakland, have found that the immediately adjacent communities such as West Oakland bear the brunt of these impacts and are disproportionately impacted. For that reason, these goals need to be adopted immediately in all planning and technical efforts as the minimum goals. This includes the Regional Port/Air Quality Plan, CEQA reviews and other projects addressing pollution, risk or health impacts related to goods movement.
- There is also a need to capture the “best available” solutions being applied or tried out elsewhere, such as the green goats, ultra-low sulfur fuel applications, biodiesel and other solutions being considered at other ports in Seattle, Tacoma, San Pedro Bay’s Clean Air Plan and so on.

**Short term**

- Adapt the State goals into all air quality planning efforts for the Port, including the Regional/Port Air Quality Plan, BAAQMD’s plans (ozone, NOx, PM; CARE program), as the minimum goals, applicable at the local level.
- Adopt these goals, administratively, into CEQA/EIR reviews for port or port-related projects; revise the de facto standard for “unavoidable” air quality impacts to reflect these goals. (Joint action by City, Port)
- Incorporate a requirement for “best available green technologies” into these plans and assessments.
- Incorporate the “best available green technology” into lease negotiations.

**BENEFIT OF COMMUNITY SUBCOMMITTEE (QUESTION 2)**

**QUESTION: What relationship between the City of Oakland and the Port will bring maximum benefit to the residents of the City of Oakland?**

**1. Job and Job-Training**

The Port and City should collaborate to increase access to Port employment opportunities while increasing awareness of Oakland as a port city.



**Shorter Term**

- a) City collaborates with Port to enforce living-wage policies and expand living-wage job categories at the Port (including the Airport).
- b) City and Port prioritize job-training programs as a violence-prevention policy.

**Longer Term:**

- a) Collaborate with Port to increase locally placed benefited positions for logistics and ancillary services.
- b) Make use of leases and fees to incorporate and implement living-wage jobs.
- c) Partner with Port to inform Oaklanders about benefited Port jobs
- d) Collaborate with Port to create workforce development center at the West Oakland Train Center (or some other forum in West Oakland) collaborating with Peralta Colleges, OUSD and other local job-training institutions.

**Costs:** Unknown

**2. Collaboration for Funding**

The City and Port collaborate to obtain funding from state or federal government. This can be achieved by co-operative planning.

**Short-Term and Long-Term:**

- a) Infrastructure funding needs: City and Port collaborate on Goods Movement funding. This is part of the realization that the Goods Movement is not just a Port issue but a City and County issue as well.
- b) Environmental mitigation needs: collaboration follow Question 1 recommendations.
- c) Security needs: City and Port collaborate on funding requests from Department of Homeland Security (DHS)

**Costs:** No significant city costs.

**3. Community Involvement**

The City can improve community involvement with the Port by establishing an Oakland Port Advisory Committee as a standing committee of the Port Commission with recommendation powers while increasing community access to the Port Commission by appointing Port Commissioners who are members of fence-line communities and changing meeting times and format to allow for greater public involvement.

**Short Term:**

- a) Appoint Port Commissioners who live in Port fence-line communities. There should always be at least one of the seven Port Commissioners who lives in a fence-line community.
- b) Port Commission should meet at night and allow more time for public discussion. (Currently, Port Commission meets during the day. This makes it difficult for many working people to participate. Also, many issues are discussed in sub-committees, which means little public discussion.)

- c) The Mayor creates an Oakland Port Community Advisory Committee (“OPCAC” as a suggested acronym) that is a standing committee of the Port Commission with recommendation powers. Port and City Staff should regularly take part in every OPCAC meeting to ensure good communication and understanding.
- i. OPCAC should have power to work with and make recommendations to the Port of Oakland similar to the Los Angeles Port Community Advisory Committee (PCAC).
  - ii. OPCAC should be made up of neighborhood group representatives, labor representative, small-business organization representatives, faith-based coalition representatives, renters-organization representatives, youth representatives (e.g an elected student rep from McClymond’s High School) and environmental justice group representatives. This group should not be too large and unwieldy but it should represent diffuse community interests.

**Costs:** Administrative costs of OPCAC

#### **4. Explore Revenue Sharing Potential**

##### **Short Term:**

- a) The Mayor convenes a high-level panel of 8 to 10 participants in January with the task of exploring alternatives to maximize Port revenue for social issues. Report back by June 30, 2007 with a revenue sharing plan.
- i. Options for application of Shared Revenue: Education

**Costs:** administrative costs of high level panel; costs to Port unknown

# ECONOMIC DEVELOPMENT TASK FORCE PARTICIPANT LIST

## Economic Development Task Forces

### CEDA/REDEVELOPMENT

**Pamela Drake, CONVENER**, *Lakeshore Merchants Association*  
**David Glover, CONVENER**, *Oakland Citizens Committee for Urban Renewal (OCCUR)*  
**Dale Bartlett**  
**Helane Carpenter**  
**Denise Conley**  
**Marcus W. Clark**  
**Gillian Clarke**  
**Joe Debro, Journalist**  
**Merlin Edwards**  
**Howard Greenwich**  
**Adam Gold**  
**Pronita Gupta**  
**Teresa Harris**  
**Hank (H.B) Jones**  
**Joycie Mack**  
**Andy Nelson, Urban Strategies Council**  
**Charlene Overshown**  
**Sarah Price**  
**Gary Robinson**  
**Art Taylor**  
**Stephen Sanger**  
**Charles Weber**  
**Pam Weber**

### CITIZENS AND FINANCE TASK FORCE

**Maeve Elise Brown, CO-CONVENER**  
**Cathy Jackson, Black Chamber of Commerce**  
**Christy Lefall**  
**Heidi Li**  
**James Zahradka**  
**Noah Zinner**

### HIRE OAKLAND AND CONTRACT COMPLIANCE TASK FORCE

**Jonathan Dumas, CO-CONVENER**, *City of Oakland Employment Services*  
**Lorenzo Garcia, CO-CONVENER**  
**Geoffrey Peete, CO-CONVENER**, *Oakland Black Caucus*  
**Deborah Barnes, City of Oakland, Contract Compliance and Employment Services Division**  
**Doug Bloch, Change to Win**  
**Len Canty, Black Economic Council**  
**Robyn Hodges**  
**Jennifer Lin**  
**Arvon Perteet**  
**Carl Rice**  
**Michael Steinback**

**ECONOMIC  
DEVELOPMENT  
TASK FORCE  
PARTICIPANT LIST  
CONTINUED**

**ECONOMIC DEVELOPMENT AND THE ARTS TASK FORCE**

**Janeen Antoine**  
**Janet Austen**  
**Heather Baker**, *Oakland Citizens Committee for Urban Renewal*  
**Cleveland Bellow**  
**Regina Calloway**  
**Winifred Day**, *Fine Art by Day*  
**Marcel Diallo**, *Black New World, Village Bottoms Cultural District*  
**David Foster**  
**J. Foster**  
**G. Freeman**  
**Terry Fury**  
**Shyrl Hayman**  
**Sean House**  
**Jai Jennifer**  
**Safi Jiroh**, *Marcus A. Foster Educational Institute*  
**Barbara Paige Kaplan**  
**Gary Knecht**  
**Marilyn Kosinski**  
**Rochelle R. Lester**  
**Githinjiwa Mbire**  
**Greg Morozumi**, *East Side Arts Alliance ESAA*  
**Anh-Hoa Thi Nguyen**  
**Eesuu Orundide**  
**Paula Parker**  
**Denise Pate**  
**Karen Ransom**  
**Hilda C. Robinson**  
**George Rowan**  
**Slim Russell**  
**Eric Smith**  
**Peter Spannagle**  
**Ronnie Stewart**  
**Ronald Taylor**  
**Kimarie Torre**  
**Peter Van Kleef**, *Café Van Kleef*  
**Katherine Westerhout**  
**Ami Zins**

**ECONOMIC  
DEVELOPMENT  
TASK FORCE  
PARTICIPANT LIST  
CONTINUED**

**GREEN ECONOMY AND SUSTAINABILITY TASK FORCE**

**Robin Freeman, CO-CONVENER, Merritt College Environmental Center**  
**Mujahid M. Abdullah, Co-Founder & Managing Partner, Sustainable Capital**  
**Rory Bakke**  
**Belvie Rooks, Ella Baker Center**  
**Josh Bergstrom, Friends of Temescal Creek**  
**Jose Cervantes, ACORN**  
**Gabriella Condie, Ella Baker Center**  
**Mercedes Corbell, Mercedes Corbell Design**  
**Hugo Daley, Effective Metrix, Inc.**  
**Lori Dynes, The Vibe Lounge**  
**Claire Greensfelder**  
**Van Jones, Ella Baker Center**  
**Dr. Nazreen Kadir, Consultant**  
**Andy Katz, EBMUD Director, Sierra Club**  
**Navina Khanna, UC Cooperative Extension – Alameda County**  
**Ian Kim, Ella Baker Center, Apollo Alliance**  
**Neil Mayer, PhD, Neil Mayer & Associates**  
**Phillip McLeod, PhD, LECC, LLC**  
**Payresh Patel, Shoreline Pacific, LLC**  
**Linda Sanford, Dean of Humanities, Language Arts and Sciences at Laney College**  
**Victor Uno, International Brotherhood of Electrical Workers (IBEW) Local 595**  
**Adam Weiss, ELS Architecture and Urban Design**  
**Gwen Winter**





**For More Information On  
The Task Force Reports, The Task Force Process  
Or How You Can Get Involved**

**Please Contact:**

**OAKLAND ASSISTANCE CENTER  
One Frank H. Ogawa Plaza, Room #104  
Oakland, CA 94612  
(510) 238-2489**

**Office Of The Mayor  
One Frank H. Ogawa Plaza, 3rd Floor  
Oakland, CA 94612  
(510) 238-3141**



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