Oakland Draft
Strategy Concepts

July 28, 2021
OAKLAND PLAN STRATEGY ELEMENTS

KEY RATIONALES

➢ Growing life science research base and potential spin-offs which tend to desire proximity to physician scientists, researchers, patients, grad students and post docs, as well as supporting academic labs

➢ Ability to expand market options to include leasing facilities / space to academic institutions to offset some of the absorption risk

➢ What is actually taking place on the ground, e.g.,
  • Nature of buildings, tenants, ownership along Fifth and Forbes particularly Fifth
    • There is vertical space to accommodate more density
  • Nature of buildings, tenants along Sennott and portions of Louisa as well as adjacent properties
  • Street character along portions of Craig plus existing density at different points along Craig
  • Residential patterns in West Oakland (plus topography), South Oakland and West of Bates

➢ Lack of clear public process with varied goals and interests across the various stakeholders
OAKLAND PLAN STRATEGY ELEMENTS

KEY RATIONALES (cont)

- Need to create line-of-sight between economic opportunities generated in Oakland and economic well being of the cross section of Oakland and Pittsburgh residents
  - Employee spending power capture by local businesses
  - Tax revenue generation across the city
  - Job access

- There needs to be more emphasis on clearly establishing the link between R&D, the innovation economy and economic equity
  - The best job mix comes from more mature companies or start ups that are beginning to scale (grow)
  - Little chance to capture the wide range of jobs that can come from the innovation economy if only the R&D is here
  - Without sites of sufficient scale, it is hard to to get a desired job mix that needs a range of skills and educational levels
  - Oakland is the best site for the R&D - the city can accommodate the jobs in other locations like Hazelwood Green with the right access strategies (transportation and training)
**TWO PART STRATEGY**

**Strategy Elements**

**Promote Physical Development**
New development (buildings and public spaces) as well as revitalization and rehabilitation of existing buildings and homes

**Utilize Programmatic Solutions**
To address important concerns around displacement, housing costs, neighborhood needs, as well as to promote economic equity and opportunity
PHYSICAL STRATEGY ELEMENTS

• Preserve places for innovation jobs in the city’s innovation hub
• Promote neighborhood improvement
• Create the right environment and infrastructure to improve quality of place
PHYSICAL STRATEGY ELEMENTS
Preserve places for innovation jobs in the city’s innovation hub

• Increase density on Fifth & Forbes Corridor
  • Utilize existing “vertical” capacity
  • Set a clear height limit based on existing precedent
• Take steps to preserve key facades
• Utilize setbacks and stepbacks to maintain pedestrian feel with increased height
• Limit additional housing along this corridor unless coupled with office / lab development

• Create Fifth & Forbes “Innovation” expansion zone to Sennot (minimum) Louisa (maximum)
  • Many of the existing uses are already commercial or MF residential
• Encourage jobs focused redevelopment with zoning that can support lab space development along the Craig / Gold Way / Melwood Corridor to support spin off opportunities from Baum Rd research expansion
  • Maintain protection for job creation and development over housing expansion
Definitional Page: Setbacks and Stepbacks

Setback – off the street

Stepback – additional height of building offset

Source: setback Goody Clancy Oakland charrette; stepback Golden CO design guide
PHYSICAL STRATEGY ELEMENTS
Promote neighborhood improvements

- Utilize transition strategies to manage impact on neighborhood streets
  - Step down building scale from Louisa to Bates
  - Maintain neighborhood scale east of Bates
    - Amplify Oakland Sq identity
- “Brand” plus improve curb appeal (facades, streetscape) of Semple neighborhood commercial corridor
- Encourage neighborhood commercial along redeveloped Boulevard of Allies and existing Bates intersection where some existing neighborhood scale commercial activity already exists
Previous Charrette identified opportunities for neighborhood amenities with development along Boulevard of the Allies.
PHYSICAL STRATEGY ELEMENTS
Create the right environment and infrastructure to improve quality of place

• Maintain street character in the event of new development along Craig between Forbes and Fifth with particularly emphasis between Henry and Forbes
  • Street trees, pedestrian scale through set-backs and step backs

• Create targeted open space / public plazas / pocket parks as redevelopment occurs

• Evaluate underground district parking opportunity (parking facility accessible to everyone paid for on a district-based approach)
Rough Sketch of Physical Development Plan
PROGRAMMATIC STRATEGY ELEMENTS

• Create a defined community benefits package for Oakland rather than project by project specific negotiations

• Create a Fund for Oakland Reinvestment

• Economic Equity and Access Initiatives
  • Broader PGH Innovation Line of Sight for career / job opportunities in tech / life science industry
  • Small business / neighborhood entrepreneur market access opportunities
  • Providing lower cost space for start ups and local businesses
PROGRAMMATIC STRATEGY ELEMENTS
Create a defined community benefits package...

- Create a defined community benefits package for Oakland rather than project by project specific negotiations
- Establish clear design standards for pedestrian experience, public space, etc
- “Buffet-style” model for Community Benefits Agreement (CBA) based on size, scale and nature of projects e.g.
  - New construction market rate multifamily housing projects provide resources for community housing initiatives / neighborhood amenities
  - Employment centric projects (offices / labs) support economic equity measures and housing impact
Create a Fund for Oakland Reinvestment

**Explanation**

- Capitalized and supported by CBA agreements from redevelopment projects along the Fifth and Forbes, Craig St, and Boulevard of the Allies corridors to support projects in other parts of Oakland where redevelopment runs the risk of displacement but reinvestment is needed particularly in the housing stock
- There are precedents for funds for open space, affordable housing offsets, transportation impacts, etc but a combined fund is somewhat novel
  - The closest version to a broad-based fund are neighborhood investment funds that institutions and some cities maintain but the eligible project sizes are small
- This planning process has identified a number of areas of potential emphasis for such a fund

**Key Questions**

- Where is the fund housed?
- Governance of the fund
  - Broad representation of neighborhood groups, residents, and property owners groups?
PROGRAMMATIC STRATEGY ELEMENTS

Economic equity and access initiatives

• Broader PGH Innovation Line of Sight for career / job opportunities in tech / life science industry – Innovation District could serve as the pilot project
  • Pathways programs between high school
  • Exposure programs for younger students
  • Alternative credentialling options outside of normal educational channels

Examples

Career line of sight opportunities:

• Pathway Programs  BioPath New Haven

• Exposure Programs: Philadelphia STEM Equity Collective
PROGRAMMATIC STRATEGY ELEMENTS

Economic equity and access initiatives

• Small business / neighborhood entrepreneur market access opportunities
  • Lease support for locally owned small businesses to serve as tenants in new developments where lease costs may be too high for a locally owned business
  • Fit out support for locally owned businesses
  • Tenant pipeline development program thru either a bootcamp, accelerator / incubator model with business launch support

Examples

Small business / neighborhood entrepreneur

• Pittsburgh has a plethora of small business advisory programs
• Lease support programs examples
  • NJEDA small business lease assistance program
  • LeaseItLocal Springfield MA
  • URA has a program but its designed for temporary assistance to struggling businesses
• A tenant improvement program would support fit out grants for small, locally owned businesses
  • A number of communities had them prior to COVID including Seattle, Memphis among others
  • Some are run by the city economic development function, others by a local BID or CDC

• Tenant pipeline development
  • Numerous examples exist:
    • Retail Ready Bootcamp Philadelphia-
      Northern Liberties Business Improvement District/Community College of Philadelphia
    • Retail Bootcamp Tech Town Detroit
    • BizStarts Institute Community Bootcamp for Entrepreneurs - Milwaukee
PROGRAMMATIC STRATEGY ELEMENTS

Economic equity and access initiatives

- Providing lower cost space for start ups
  - Encouraging use of empty 1st floors as potential start up / scale up workspace particularly for digital based companies that do not require extensive build out / tenant improvements
  - Targeted acquisition and preservation of smaller buildings that could serve as hosts for these types of businesses and other local small businesses