

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Representative governance and leadership	Goal	Civic mindedness is built through an increase in overall resident engagement at all levels of community organizing, and residents see themselves represented in the makeup of community leaders and elected officials.						
	Civic engagement	Policy	Include a broad variety of groups including residents, students, and identity groups, in decision-making processes where they are impacted.						
	Resident representatives	Program	Establish funded positions that proactively engage the resident communities, including student residents, and identity groups. These positions can help ensure resident needs are integrated into decision-making processes.	X				Community Reinvestment Fund, institutions, foundations	DCP, OPDC
	Support resident access to resources	Program	Increase staffing at non-profits and institutions involved in helping residents access resources for legal advice, food access, home ownership assistance, home repair programs, volunteer opportunities, and translation services, among others.	X					OPDC, OBID, institutions
	Resources are distributed to improve livability	Goal	Resources and investments are targeted to disinvested and disenfranchised communities within Oakland to improve the health, safety, and happiness of residents.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Targeted anti-displacement program	Program	Create new grants, loans, and other programs that support existing residents who want to stay in their homes. This work should include a deeper study of other related needs that would cause residents to leave the neighborhood. Efforts should be targeted to West and South Oakland.	X				URA, institutions, OPDC	OPDC
	Organize around food access	Program	Create a shared action committee focused on bringing more grocery options into Oakland including at least one large grocery store and many smaller, locally-owned corner stores within walking distance of residential areas that offer some affordable, fresh produce options. This committee should also support the growth of community gardens.	X					OBID, OPDC, institutions
	Food access in South Oakland	Policy	South Oakland needs food pantries, community gardens, and other opportunities to access affordable, healthy, food options.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Community service hubs	Program	Establish a system of community service hubs in the neighborhoods where community centers, daycares, and free wifi can be provided in a single location. These locations are ideal for the expansion of Rec 2 Tech, workforce training, and climate change related programming among other offerings. Potential locations: The Corner (West Oakland), Frazier Park/Fieldhouse (South Oakland), OPDC Building (Central Oakland), Zulema Park Area (Central Oakland), and Herron Hill Pumping Station (North Oakland).	X					City of Pittsburgh, institutions, OPDC, The Corner
	Twenty minute neighborhood	Goal	Ensure residents in every part of Oakland can have all of their basic needs met within a 20 minute walk of their home.						
	Priorities for right-of-way projects	Policy	All right-of-way improvements prioritize the needs of seniors, children and their caretakers, and the disability community.						
	Scale up childcare services	Program	Establish program with institutions and other major employers to scale up the provision of childcare throughout Oakland as a talent attraction and retention tool that benefits existing residents.	X				Federal infrastructure bill	Pennsylvania Child Care Association, institutions, OBID, OPDC
	Zoning for childcare services	Project	Amend the Zoning Code to allow childcare services in all parts of Oakland.	X					DCP
	Connective programming	Goal	Institutions and resident organizations collaborate to improve the lives of students and long-term residents.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Arts and culture organization	Program	Establish an organization or committee can regularly convening different community organizations and institutions to develop shared programs, events, and projects. The goal of this programming should be to support residents, keep employees and non-resident students in the neighborhood during evening hours and weekends, and attract additional visitors.						
	Oakland as civic laboratory	Program	Build a grant program that identifies micro-level community-led projects to realize Oakland as a laboratory for an innovative, inclusive, resident-serving urban experience. Set parameters for the program that make it clear what projects are consistent with the goals of the project. Establish tiered structure with lower requirements for smaller grant requests.						
	Students as future permanent residents	Goal	Tap the full potential of Oakland diverse student population by providing the right mix of housing and amenities to retain them and have them start careers and businesses in the neighborhood.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Community building events	Program	Build on the success of University of Pittsburgh's block parties with additional events throughout the year that involve institutions, non-profit, and resident organizations. An important goal of this program is to build relationships between long-term residents, students, business owners, and employees.	X					University of Pittsburgh, OBID, OPDC
	Connect students to supportive programs	Partnership	Ensure universities and Oakland non-profits work together to connect students with organizations like PUMP and the Pittsburgh Passport that help them to feel more a part of the City with the goal of retaining them after graduation and reducing the brain drain. This could result in the creation of a unique passport program for students managed by an Oakland organization.				X		OPDC, institutions
	Preservation supports affordability	Goal	Historic preservation efforts prioritize affordability and livability over integrity of single-family housing, supporting long-term residents and students.						
	Equity goals for preservation	Policy	Ensure affordability and economic inclusion throughout historic preservation processes.						
	Artist diversity	Goal	Oakland is a place where the diversity of its artists and modes of artistic expression is celebrated and valued.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Live-work spaces for artists	Program	Work with non-profit organizations, institutions, developers, and property owners to create studio and/or live-work artist spaces throughout Oakland. Locations in highly visible locations on major corridors should be prioritized.				X		OBID, OPDC, institutions, developers, property owners, OPA
	Support diversity in the artist community	Program	Establish grants and other funding opportunities to grow and diversify the group of artists creating public art in Oakland. Consider how these programs can preferentially invest in Oakland-based artists and express the lived experiences of residents.	X					OBID, OPDC, institutions, DCP (PACD), OPA
	Accessible cultural amenities	Goal	Students, residents, immigrants, and visitors have access to cultural and recreational spaces, institutional and cultural events across all of Oakland.						
	Preservation inside and out	Policy	Thoroughly study and preserve existing art outside and inside historic buildings in Oakland. This could be traditional historic preservation of buildings, but also the reuse and repurposing of building elements and artistic features.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Blend historic and new development	Policy	Development projects reuse existing buildings whenever possible including building onto and around structures as part of larger-scale developments. Resulting structures maintain Oakland's existing character and fabric while allowing development that meets modern needs.						
	Challenge culture of institutional racism	Goal	Institutional racism is recognized as contributing to inequality and the wealth gap between white people, Black, Indigenous, and People of Color (BIPOC), and other marginalized communities. Accountability mechanisms that identify and seek to reconcile them through direct action are implemented throughout Oakland.						
	Free access to cultural institutions	Project	Create a program with the museums, library, and other cultural attractions to ensure all children in Oakland have free access to the cultural wealth of Oakland. Establish an annual program of activities that bring educational opportunities to public parks, community service hubs, and other locations in the neighborhoods.						Carnegie Museums, Carnegie Library, Carnegie Hall, institutions, OPDC

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Art is tangible and representative	Goal	The amount of public art in Oakland increases and reflects the vibrancy and dynamism of the Oakland community, which is both constantly changing with new, young ideas, and given a sense of permanency by the professionals and families who live and work there.						
	Access to cultural resources	Program	Coordinate events throughout the year where the public has access to art, architecture, and historic artifacts in Oakland similar to Doors Open Pittsburgh events. Events could also allow the public to learn more about innovation activities taking place in Oakland including research facility tours.		X				Institutions, Carnegie Museums, Carnegie Library, OPDC, OBID
	Public art walks	Program	Create a regular public art walk in Oakland that helps visitors and residents explore their neighborhood, with temporary and provocative artwork by young, diverse artists added as community programming.		X				OBID, Carnegie Museum of Art, OPA, Art and Design Committee
	Public safety as community well-being	Goal	Public safety and police decisions in Oakland consider and address potential impacts on community well-being, racial equity, and gender equity.						
	Senior services	Program	Create a program that identifies needs among Oakland's seniors and others in need of community services and matches them with trained/screened volunteers.						OPDC, People's Oakland, institutions

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	Nighttime safety	Policy	Infrastructure, mobility, and development projects incorporate elements that collectively improve safety outcomes for those travelling while it is dark outside through better lighting, mobility options, and emergency services. Women and people of color are involved in the design of these facilities.						
	Emergency care equipment	Program	Install emergency care equipment such as automatic external defibrillators and hemorrhage control kits in public spaces throughout Oakland to support critical care while emergency medical services are en route. Discuss opportunities for these devices and kits to be located within businesses along commercial corridors as well.				X		OBID, OPDC, City of Pittsburgh, institutions
	Partnership for health and safety	Program	Convene annual meetings between Oakland institutions, non-profits, resident organizations, and City of Pittsburgh departments to identify major health and safety issues and establish a collective strategy to address them over the course of the year.				X		Institutions, OPDC, OBID, OTMA, City of Pittsburgh
	Open public safety discussions	Goal	Invite stakeholders with diverse perspectives to discussions with public safety professionals. Engagement should include members of Oakland's African American, LGBTQIA+, APANO, student, and ADA community.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Support protests and public assembly activities	Project	Create and share a protest and public assembly guide to support those advocating for various causes and reduce incidences of police and community violence. Identify institutional resources for those seeking more information about how to assemble legally.						City of Pittsburgh, institutions, OBID, OTMA
	Children friendly spaces	Goal	Space for children offer easy visibility, places for parents to watch, and good lighting and waste facilities that feel safe and clean. Children's facilities should be easily accessed by public transit and all-ages bike lanes.						
	Improve after school opportunities	Program	Catalogue and advertise after-school programs and create opportunities such as fundraisers to support local organizations and help them grow in capacity.		X				
	Public sports and community facilities	Goal	Sports and community facilities are within easy walking distance of residents throughout Oakland and support community gatherings and recreation, especially for children's programming.						
	Young lungs can play	Goal	Through neighborhood, district, and regional-scale collaboration, Oakland's non-profits and institutions lead air quality initiatives to improve health outcomes for children						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Social determinants of health	Goal	Public health efforts are seen in the context of social determinants of health to maximum the impact of each intervention, especially as it relates to access to affordable, quality food, childcare, and healthcare.						
	Homeowner rehab program	Program	Develop a program for existing resident homeowners to support their efforts to maintain and improve their homes. The program could be structured in a way to improve the health and sustainability of homes, and for older homes, could involve preservation of important architectural details.						OPDC, GBA, ReBuilding Together
	Universal and all ages design	Policy	Ensure design is friendly to all ages and supports a universally designed, age-in-place neighborhood. Reinforce this built experience with health and supportive services such as case management support, mental health resources, health programming and education.						
	Healthy spaces	Goal	Oaklanders need access to businesses and a built environment that accommodates outdoor seating, walk-up ordering, expanded sidewalk and gathering spaces, and publicly-provided sanitation stations and bathrooms. These goals will improve movement in the urban experience and community health outcomes for years to come.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Pilot composting program	Program	Pilot public composting services in Oakland through a partnership between the City of Pittsburgh, institutions, resident organizations, and the business community.		X				City of Pittsburgh, institutions, OPDC, OBID
	Food insecurity	Goal	Reduce food insecurity among all Oakland residents, particularly students, people experiencing homelessness, families, and people of color. Prioritize access to better quality, healthy, diverse food options. Consider farmers markets and corner stores as ways to address this goal.						
	Community uses of the streets	Policy	Public streets in Oakland will often have temporary and/or permanent functions that support community activities that take precedence over their transportation function.						
	Programming that builds community	Program	Establish new and grow existing programs to support community-building events in the streets such as block parties, street festivals, farmers markets, and street vendors; as well as the provision of commercial and community services that spill into the public realm. Add benches, trash and recycling receptacles, lighting, and public art to the public realm in support of community programming in the streets.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Reduce public nuisances	Goal	The City, institutions, and community members collaborate to reduce the many public nuisances that are in or viewable from the right-of-way through code enforcement, education, community programs, and service provision.						
	Improve standards for renters	Goal	Renters, and particularly student renters, have safe, healthy living conditions and are given access to resources to help them determine the livability of a space prior to signing a lease.						
	Occupancy issues	Policy	Occupancy issues are appropriately, consistently, and equitably managed.						
	Information for families	Project	Create materials that highlight the many childcare benefits available to parents in Oakland including public and private schools, childcare facilities, parks, healthcare, transit access, and annual activities. These materials should be provided to realtors, employers, and other professionals responsible for helping families locate homes in Pittsburgh. Materials should be updated and redistributed annually.	X					University of Pittsburgh, OPDC, OBID
	Advocate for schooling and childcare options	Program	Establish a committee that meets at least annually to identify priorities for advocating with Pittsburgh Public Schools and other educational providers for increased resources and schooling options. This committee could also support increased pre-K access.	X					University of Pittsburgh, OPDC, OBID

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	After school programming that builds community	Program	Establish after school programs help children, especially children of color, get to know other kids in their neighborhood and develop community bonds to help children and their families grow and learn together.						Carnegie Library, Carnegie Museums, institutions, OPDC, City of Pittsburgh
	Honor Oakland's heritage	Program	Conduct annual studies to understand the architectural and cultural heritage of different areas of Oakland and/or topics that lead to more formalized preservation activities by non-profit partners.				X		OPDC, OBID, PreservationPGH, DCP

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Integrated zoning and design guidelines	Goal	Integrate zoning, design guidelines, and policy tools to ensure they effectively implement the plan's vision and goals.						
	Construction coordination	Policy	Coordinate major construction projects in and adjacent to streets to reduce impacts and make more efficient use of resources.						
	Comprehensive parking strategy	Goal	On- and off-street parking are managed comprehensively to reduce the impacts of single occupancy vehicles in the near-term and reduce the need for them in the long-term.						
	District-scale parking garages	Policy	Shared district-scale parking garages should be constructed at strategic locations where they can meet new and existing parking demands and reduce congestion on neighborhood streets. All floors of these garages must be convertible to other uses at a future time.						
	Surface parking	Policy	Prohibit all new surface parking lots and paving of yards and other landscaped areas to serve as parking. Systematically eliminate illegal paved surface parking in residential areas.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Reduce impervious areas	Program	Use the plan's inventory of all impervious areas as the basis for a program that proactively eliminates paved areas on private property where illegal parking takes place. This could be a combination of enforcement of illegal parking, grants to concrete removal and native plantings, among other options.		X			Capital budget, WPC, DCNR	DCP, PWSA, PLI
	Manage on-street parking	Program	Create and pass legislation that updates residential permit parking zones and establishes a parking enhancement district in Oakland.				X		DCP, DOMI, OPDC, OBID, PPA
	Limiting development on hillsides	Policy	New development activities in environmentally sensitive areas such as landslide prone and steeply sloped areas is prohibited. Existing buildings and streets should be removed from these areas and replaced with native habitat that stabilizes sloped areas to prevent erosion and landslide.						
	Environmentally sensitive areas	Project	Create materials that clearly communicate the location of environmentally sensitive areas of the neighborhood, what policy and regulatory limits are in place to prevent development there, and why.						DCP, PWSA, OPDC

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Framework to provide community amenities	Goal	Incentives, requirements, and policies work together to target desired amenities to specific parts of the neighborhood where they are needed most including open spaces, community gardens, community centers, food options, and small business supports.						
	Manage increased density and community concerns	Policy	Land use planning, policies, and regulations work together to ensure dense development is located in appropriately designed buildings in places where it transpiration and other impacts can be adequately managed. Communicate directly with adjacent community members about how impacts are being managed and respond to their concerns.						
	Active and coordinated advocacy	Goal	Institutions, non-profits, businesses, and residents understand relevant policies and regulations and act as advocates for new projects consistent with them.						
	Design guidelines	Project	Create design guidelines that establish shared expectations for both developers and the community about how to integrate community input into project design. These guidelines should create a design process that allows residents and other community members to feel that development and other types of projects contribute to their neighborhood instead of serve only to displace.	X					

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Art and design committee	Program	Establish a committee that regularly brings together Oakland's cultural institutions, non-profit organizations, resident leaders, and institutions to collaborate on arts and cultural initiatives as well as the review of various types of projects including development and public art.	X				None needed?	DCP (PACD), OPDC, OBID, CMOA, Carnegie Library, institutions
	Community reinvestment fund	Project	Establish a fund that can receive payments in lieu of the direct provision of affordable housing or workforce development benefits in exchange for bonus building height through the Performance Points System in the Zoning Code. This fund should be managed by an oversight board and make investments that benefit all of Oakland.						DCP
	Community reinvestment board	Program	Establish a board to oversee the Community Reinvestment Fund. Membership could include non-profit leadership, residents, and related public sector staff.						DCP, URA
	Rental registry	Policy	Support the creation of the Rental Registration Program.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	High performing buildings	Goal	Existing and new buildings should strive for a positive impact on the Oakland community by reducing energy, water, and other resource uses in construction, materials, management, and life cycle. Demonstration of impact should follow established programs such as Energy Star, 2030 Challenge, Passive House, LEED, WELL, or similar programs.						
	Sustainability for existing buildings	Project	Work with the Department of Permits, Licensing, and Inspections and other partners to identify opportunities to establish requirements for making sustainability and landscape related improvements for existing structures such as new occupancy permits, license renewals, and changes of use. This could be coupled with informational campaigns, training, and funding opportunities.	X					DCP, PLI, GBA, AIA PGH
	Sustainability for new buildings	Project	Establish requirements, incentives, and funding programs for new buildings that ensure they are as sustainable as possible. All buildings, including affordable housing, should meet the highest standards.	X					DCP, GBA

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Functional open spaces	Goal	Private and public investments in commercial and residential areas are leveraged to make the neighborhood more healthy, enjoyable, and sustainable. Open spaces and pedestrian connections should be designed to host exercise activities and other community programming to add amenities to the neighborhood.						
	Maximize use of solar resources	Goal	The form and massing of buildings make careful use of sunlight and shade to maximize energy efficiency while improving the comfort of building users and the experience of people in surrounding areas throughout the day and all seasons.						
	Green buffer requirement	Project	Create requirement in the Zoning Code for green buffer areas to be part of development projects that are substantially taller than adjacent buildings. Green buffers will be expected to serve a clear function such as providing a public pedestrian connection through a long block, providing a park-like space, or environmental function. For very tall structures, these buffers may need to be augmented by upper floor setbacks.	X					DCP

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Prioritizing green spaces in development	Goal	New and existing buildings in all areas of Oakland make room for green spaces that provide shade, stormwater function, and habitat for non-human animal species. Green spaces that are available to the public are a priority, but these can also be provided on upper floors of development including green roofs. Where mature trees exist on parcels, their continued health is prioritized.						
	Require open spaces	Project	Amend the Zoning Code require the provision of new publicly accessible open spaces as a part of new development and major building rehabilitation projects.	X					DCP
	Overcome topography	Policy	Areas with topographical challenges should consider trails, steps, escalators, and in-building approaches to help pedestrians and those with accessibility limitations traverse grade changes.						
	Neighborhood sustainability identify	Program	Establish a neighborhood identity linked to sustainability, equity, and resilience such as an ecodistrict. This work should build on and support the efforts in this plan.		X				TBD
	Amenities for all ages	Policy	Development in residential areas should add publicly accessible amenities for people of all ages including children to help attract and retain families in Oakland.						

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	Buildings that belong in Oakland	Goal	Building design should speak to how it belongs in and is specific to the context of Oakland and consistent with the outstanding architectural heritage of the area. Well-designed buildings are appropriately scaled and massed, use high quality materials, and are designed either to be consistent with historic fabric or bring innovative new ideas. Oakland needs buildings it can be proud of, not cookie cutter structures from other cities.						
	Prioritize building preservation and reuse	Policy	Preserve historic buildings to retain character of certain areas, sustainably reuse buildings, retain history, and attract people to the neighborhood by providing unique experiences.						
	Oakland gateways	Goal	Entry points into Oakland utilize high quality building design, sustainable features, tree canopy and native landscapes, and public art to present an image of what Oakland aspires to be.						
	Live-work and live-study opportunities for all	Goal	Target workforce development programs and employment opportunities for existing residents to avoid displacement, and create mixed-income and affordable housing that provides walk-to-work/school opportunities for employees and students at all income levels, so they can benefit from Oakland's amenities and resources.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Employer assisted housing	Program	Establish Employer Assistant Housing Programs at all major employers and consider potential benefits of a single shared program. Program(s) must be linked to those building and advocating for housing so needs of employees can be met. Consider maintaining waitlists for housing types at employers that are then used by developers as they establish projects and decide on units and look to lease/sell them. Identify a role for smaller businesses to be part of this program.	X					OPDC , University of Pittsburgh, OBID, others
	Resident marketing campaign	Project	Develop marketing campaign that advertises positive aspects of Oakland in terms of central location, affordable housing efforts, walkability, transit access, and cultural resources. The goal should be to attract a diverse set of permanent residents to locate in Oakland.		X				OPDC, OBID, PID, institutions
	Housing diversity	Goal	Ensure a mix of rental and for sale housing is available for residents at a wide range of income levels, and provide a variety of affordable and healthy housing options for students.						
	Inclusionary zoning	Project	Apply Inclusionary Zoning regulations to Oakland.	X					DCP

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Missing middle housing	Project	Implement Missing Middle Housing strategy to allow the continued provision of diverse housing types and price points, such as multiplexes, cottage apartments, and small scale apartment/condo buildings to serve the needs of seniors, young professionals, and families. These house-scale buildings fit seamlessly into existing residential neighborhoods and support walkability, locally-serving retail, and public transit.	X					DCP, OPDC
	Revolving loan program	Program	Establish a revolving loan fund through an institution or other partnership that provides low interest loans to affordable housing projects citywide to address needs. Establish criteria for the loans that support other goals such as proximity to transit and sustainability.		X			TBD	TBD
	Invest in affordability	Goal	Prioritize public housing investments in Central, South, and West Oakland.						
	Transit oriented affordable housing	Policy	Affordable housing should be built in close proximity to transit stations, particularly on the Boulevard of the Allies. Establish partnerships between property owners, affordable housing developers, and public agencies that provide funding.						
	Frontline and lower income worker housing	Policy	Create housing in Oakland that serves the needs of frontline and lower income service workers.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Oakland desires development	Policy	Oakland residents support development projects that are well designed, appropriately scaled, and come with affordable units or other community benefits.						
	Family supportive housing	Goal	Regulations, policies, and programming supports the creation and improvement of existing buildings to provide housing options for families of all income levels.						
	Welcoming Oakland	Goal	Oakland's institutions, non-profit organizations, businesses, residents, and students work proactively to welcome BIPOC, LGBTQ, immigrant and refugee, and disabled people to live, work, study, invest in business, and play in the community.						
		Policy	Address the needs of Black and African-American residents when creating programs and initiatives that seek to create housing opportunities and fight displacement.						
	Students as future permanent residents	Policy	Tap the full potential of Oakland diverse student population by providing the right mix of housing and amenities to retain them and have them start careers and businesses in the neighborhood.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Support local businesses	Program	Expand programs to support entrepreneurs and existing business through by providing a range of services including help with business plans, business structure, and business-to-business networks. The program should build up connections with MWBEs. Provide program and resources in multiple languages and proactively advertise opportunities through immigrant networks.		X				OBID, University of Pittsburgh Institute for Entrepreneurial Excellence, PID
	Opportunities for Hispanic businesses	Program	Implement the findings of the Pittsburgh Hispanic Development Corporation that show Oakland is the most desirable location for Pittsburgh's Hispanic entrepreneurs to start businesses. Overcome barriers to entry including lack of space, high rents, and language barriers.	X					OBID, University of Pittsburgh Institute for Entrepreneurial Excellence, PID
	Multi-cultural networks	Policy	Social and business networks should include communities of color, international students, and immigrants.						
	Space for everyone	Goal	New and existing buildings should create opportunities for residents and commercial tenants with the intent of overcoming inequities.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Wayfinding for neighborhood businesses	Project	Create wayfinding system and promotional programs to drive foot traffic, cyclists, other visitors to local businesses, particularly when they are off the major corridors. Think about visitors to Oakland including patients and families, what they are looking for, how they get around, and how this can support local business development.		X				OBID
	Minority and immigrant business focus	Policy	Ground floor spaces on all commercial corridors, but particularly Fifth and Forbes Avenues and the Boulevard of the Allies, should prioritize spaces for MWDBE and immigrant owned businesses to overcome inequities and create a unique retail experience.						
	International district	Program	Create an International District on Fifth and Forbes Avenues where there is a strong market for global food and grocery types. Proactively match spaces with businesses that reinforce and grow the multi-cultural nature of this corridor's business community.		X				OBID, PID, URA

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Collaborate on local tenanting efforts	Program	Establishing a committee that focuses on local business tenanting, shares experiences and resources, and tracks progress. Build on recent work by OBID, OPDC, and UPMC to tenant local businesses by expanding this effort across all commercial property owners and relevant non-profit organizations, particularly the institutions.	X					OBID, OPDC, PID, institutions
	Expand and diversify grocery options	Policy	Oakland needs grocery stores of all scales and price points to create a diverse and resilient network of food options for residents and employees.						
	Boulevard of the Allies local business incubator	Policy	Redevelopment on the Boulevard of the Allies should be a place for local business entrepreneurship in existing and new transit oriented buildings. Businesses should be by community members for the community to use and could be supported by reduced rents on ground floors that allow community to create businesses and express creativity.						
	Inclusive hiring and contracting	Goal	Oakland employers and developers meet or exceed agreed upon targets for minority, women, and veteran-owned businesses. Contracting Oakland-based companies is a priority along with programs that increase the supply and quality of neighborhood businesses.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Diversity, equity, and inclusion targets	Program	Establish shared targets and/or principles among institutions and major employers for hiring local firms, MWDBE firms, Oakland residents, and tenancing local businesses. Any project seeking funds from public sector or Oakland organizations or on institutional or public lands should meet these goals. Base proposals on best practices elsewhere to ensure targets are meaningful and enforceable to create accountability. Meeting these objectives will require mentorship programs and other work to build up the pipeline of these businesses.						
	BIPOC representation in leadership	Policy	Increase representation of people of color in leadership positions in Oakland.						
	Line of sight to career opportunities	Program	Establish a workforce committee with all providers and major employers to continually share practices, opportunities, work together to launch new initiatives, share opportunities with residents. Map and understand the workforce pipeline programs in place, what works, what doesn't, and the gaps. The main goal should to connect residents and their children to opportunities.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Provide low-cost space	Program	Ensure a range of low-cost spaces are available in Oakland to support capital constrained innovation businesses.	X					PID, URA, OBID?
	Reduce qualification inflation to provide career access	Policy	Reduce qualification inflation at Oakland institutions so that people with lower educational attainment are hired into positions that provide a point of entry into the local workforce. Increase internships, apprenticeships, and other introductory experiences, but must make sure compensation is sufficient and doesn't leave some people out.						
	Vibrant commercial corridors	Goal	Development on Fifth and Forbes Avenues, the Boulevard of the Allies, Craig Street, and other smaller commercial corridors should provide high quality and safe pedestrian experiences with inviting public realm improvements, open spaces, and complementary ground floor uses that serve the broader community.						
	Transit oriented zoning	Project	Amend the Zoning for Oakland to establish a corridor approach to transit oriented development that provides for the needs of the community. Clearly identify areas where different kinds of residential and commercial development are prioritized or incentivized.	X					DCP
	Kid safe Oakland	Policy	Development, open space, and transportation projects are designed to establish kid safe routes between the parks, services, and homes children utilize.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Boulevard of the Allies as connector	Goal	Investments in the Boulevard of the Allies and adjacent land supports a pedestrian and transit-oriented character that stitches together Central and South Oakland, provides needed amenities to both areas, and addresses environmental needs.						
	Development that enhances transit	Goal	Building development and redevelopment within the public realm incorporates multimodal facilities for transit, biking, rideshare and pick-up/drop-off for on-demand service providers to create safer and more enjoyable transit experiences for tenants and visitors.						
	Market transit access	Program	Create marketing campaign in partnership with developers to highlight transit access, walkability, and auto independence to building users.	X					OTMA, OBID, OPDC, developers, institutions
	Oakland town center	Project	Redevelop University of Pittsburgh, UPMC, and City land in the Zulema Park area to create a dense node of activity where affordable housing, sustainable buildings, community service hubs, groceries, transit, and an enhanced Zulema Park serves the needs of residents. Isaly's Building is retained and reactivated as a centerpiece of this area. Transform the Boulevard of the Allies from a barrier into a neighborhood connector.	X					DCP, University of Pittsburgh, UPMC

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Transit station circulation	Policy	Pedestrian connections to and from transit oriented development need to be comfortable and enjoyable for everyone. Should consider these as safe routes for children to as part of cross-cutting initiative around attracting and retaining families in Oakland.						
	Access to local food hubs	Goal	Provide a diversity of local, affordable, accessible food options, including grocery stores, particularly as a part of transit oriented developments and as part of development on publicly owned property or where public investments are utilized.						
	Transition parking	Goal	Development that incorporates significant amounts of parking is carefully designed so that parking structures can be converted to other uses and circulation between buildings can be efficiently reprogrammed for non-auto uses.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Eliminate obstructions to improve accessibility	Program	Create program to systematically eliminate conflicts where utility poles create obstructions for pedestrians and wheelchair users. Start the program by conducting a complete survey of all such conflicts. This survey should be used to identify locations each year where conflicts will be removed and as a means to identify opportunities where other projects can eliminate them as part of their work.	X			X		DOMI, utilities, institutions, OTMA, Oakland for All
	Sidewalk connections and ADA improvements	Program	Make improvements as shown on the relevant map. Each year, work with stakeholders to set the priority projects for the year's funding requests.				X		DOMI , Oakland for All
	Identify ADA sidewalk needs	Goal	Work with the community to identify high priority ADA-compliant sidewalk and crossing needs.						
	Collaborate with ADA community	Goal	Work with ADA community to ensure that designated on-street parking is appropriately sited.						
	Bicycle supporting resources	Policy	Bike shops, repair stations, and other supportive resources are located throughout Oakland, particularly where bicycle improvements are prioritized.						
	Bike route improvements	Program	Make improvements as shown on the relevant map. Each year, work with stakeholders to set the priority projects for the year's funding requests.				X		DOMI , institutions, OTMA, OPDC, OBID, BikePGH
	Bike(+) Plan	Policy	Implement the Bike(+) Plan for Oakland.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Site Healthy Ride stations and mobility hub	Goal	Work with the community and other partners to appropriately site Healthy Ride stations and other mobility hubs.						
	Bike(+) experience improved	Goal	Ensure a safe, connected, and accessible network for all bike(+) users.						
	Curbside management toolkit	Project	Create a curbside management toolkit that helps Oakland stakeholders, DOMI, and the Parking Authority to better manage and enforce loading activities.		X			None	DOMI, Institutions, PPA, OTMA
	Safe delivery	Goal	Identify strategies to ensure that deliveries do not diminish safety or access for other modes.						
	Partnerships for micromobility solutions	Program	Establish working group of affected stakeholders in Oakland, including residents, to be part of decision-making processes for the siting of shared mobility services.		X				DOMI , institutions, OTMA, OBID, OPDC, Neighborhood Associations
	Community-based approach to parking enforcement	Program	Develop a community-based parking enforcement program. Involve employers, affected residents, students, and community leaders in the process to develop the program. Special attention must be paid to reducing parking within bus zones, bike lanes, and on sidewalks. This may include a public awareness campaign.					TBD	DOMI, institutional police, City Police, and PPA enforcement officers.

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Performance-based parking	Project	Develop strategy with institutions and other parking providers that establishes new parking rates to encourage users to consider alternate modes. Parking should be offered at a higher price than more efficient and sustainable modes. Ensure on-street regulations are updated to ensure off-street parking changes don't drive cars onto neighborhood streets.						
	Manage on-street parking	Program	Create and pass legislation that updates residential permit parking zones and establishes a parking enhancement district in Oakland.				X		DCP, DOMI, OPDC, OBID, PPA
	Off-site parking	Policy	Encourage Oakland visitors to park in off-site parking lots.						
	Surface parking	Policy	Prohibit all new surface parking lots and paving of yards and other landscaped areas to serve as parking. Systematically eliminate illegal paved surface parking in residential areas.						
	Reduce parking demand	Goal	Reduce parking demand (residential, visitor, and commuter) to achieve 85% occupancy (industry standard).						
	Legal parking	Goal	No parking on sidewalks.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Reimagine Robinson Street	Project	Redesign Robinson Street between Fifth Avenue and Allequippa Street to potentially include traffic calming bumpouts at intersections (potentially a chicane), wider on-street parking to reduce sidewalk conflicts, new mid-block pedestrian crossings, street trees and stormwater management features, and converting traffic to a one-way heading into West Oakland.	X					DOMI, PennDOT, OTMA, OPDC
	Walking is healthy informational campaign	Program	Develop campaign with UPMC that highlights walking as part of an active, healthy lifestyle (e.g. Healthy Oakland branding, sitting is the new smoking). Could involve larger group of stakeholders and include walking incentives (e.g., CityFit program and other insurance benefits provided through employers).						DOMI, UPMC
	Enforce sidewalk standards	Program	Develop policy and educate staff at DOMI to improve enforcement of sidewalk conditions for commercial property owners.						DOMI
	Reduce curb cut creation	Program	Brief staff at DOMI on policies in this plan pertaining to limiting and removing curb cuts. Goals include reducing potential conflicts, support increased pedestrian and bicycle access, and supporting community uses in the right-of-way. Encourage curb cut removal during sidewalk (re)construction.						DOMI

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Sidewalk improvement program for homeowners	Program	Develop a program to help homeowners install and maintain sidewalks. Identify potential funding sources as well as an entity that may be able to manage these funds. Prioritize low income homeowners who may not be able to afford proper maintenance of sidewalks to overcome multiple inequities of accessibility and income. Consider how such a program could help commercial property owners who are immigrants and/or minorities, and also affordable housing providers to expand the opportunity to overcome inequities.						DOMI, DCP, institutions, foundation community
	Reimagine Boulevard of the Allies	Project	Add street trees, vegetated medians, safer pedestrian crossings, pedestrian-scale lighting, wayfinding signage, and other improvements on the Boulevard of the Allies to create a more comfortable, safe, and healthy environment that stitches Central and South Oakland together instead of creating a division. These efforts should be aligned with mixed-use redevelopment of properties along this corridor in Downtown, Uptown, and Oakland.	X					DOMI, PennDOT, DCP, OPDC, OBID, OTMA, institutions, property owners
	Improve city steps	Program	Continue to implement City Steps Plan, but add additional features such as wayfinding, runnels, maintenance, emergency call boxes for all projects.				X		DOMI

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	All weather walkability	Program	Create partnership between the City of Pittsburgh and Oakland-based institutions and non-profits ensure all-weather walkability. This includes snow clearing, particularly in cases where there are absent or challenged owners.						DOMI, institutions, OPDC, OBID, OTMA
	Bicycle and pedestrian connection to the riverfront	Project	Build an accessible pedestrian and bicycle connection between South Oakland and the Monongahela River. This could implement the long-desired Rock Alley Path which would connect the Oakcliffe area of South Oakland to the Eliza Furnace Trail.						DOMI , SPC, PennDOT, Oakcliffe Community Organization, OPDC, OTMA
	Open space uses in the rights-of-way	Policy	Repurpose portions of streets as open space to create places for community activities, leisure, and commerce. Successful pilot projects should be translated into permanent open spaces with thoughtful designs that incorporate stormwater management and other functions. Access to adjacent parking should be limited with new development and existing access points slowly migrated to other streets or alleys.						
	Leading pedestrian intervals	Goal	High volume pedestrian crossings include leading pedestrian intervals.						
	Sidewalks are clear	Goal	Sidewalks remain clear of vehicles and other obstacles (temporary and / or movable).						
	Pedestrian friendly	Goal	Enhance the pedestrian environment and design for pedestrian scale.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Central Oakland green streets - mobility component	Project	Add bicycle and pedestrian improvements to a set of east-west streets between Forbes Avenue and Bates Street in combination with other improvements such as street trees, stormwater management features, open spaces, and active ground floor uses. These are mapped on Bouquet Street, Atwood Street, McKee Place, and Halket Street.		X				DOMI, PWSA, Urban Forestry, TreePGH, developers, OPDC
	Pedestrian and bicycle priority	Policy	Prioritize elements that improve pedestrian and bicycle safety over other modes in all projects.						
	Bicycle and pedestrian improvements between Forbes and Allequippa	Program	Implement a series of improvements as shown on the relevant map that improve pedestrian and bicycle safety on the Fifth and Forbes Avenue corridor and blocks immediately to the northwest up to Allequippa Street.				X		DOMI, institutions, OTMA, OBID, OPDC, West Oakland Neighborhood Council
	Pedestrian safety improvements	Project	Make improvements as shown on the relevant map. Each year, work with stakeholders to set the priority projects for the year's funding requests.				X	DOMI Capital Budget, County and State mobility grants, partnerships with institutions and developers	DOMI, institutions

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Reimagine Bates Street	Project	Redesign Bates Street between 2nd Avenue and the Boulevard of the Allies to allow improved transit access, and better bicycle and pedestrian amenities. This redesign should also be part of hillside stabilization efforts in the area and include native habitat restoration. Between Bates Street and Bouquet Street, focus improvements on expanding street width to allow a left turn from the Boulevard onto Bates Street, and reducing conflicts between auto uses and pedestrians.	X					DOMI, PennDOT, OTMA, OPDC
	Reduce curb cuts	Goal	Reduce curb cuts in order to minimize conflicts with users of the sidewalk.						
	Sidewalk experience improved	Goal	Ensure a safe, connected, and accessible network for all users of the sidewalk.						
	Ample lighting for bikers and walkers	Goal	Ensure ample lighting for high frequency pedestrian and bicycle corridors.						
	Complete Streets	Goal	Identify priority corridors for Complete Streets enhancements.						
	Construction coordination	Program	Establish a formal construction coordination program that connects public agencies with community stakeholder organization to maintain a list of projects and anticipated construction schedules with the goal of sharing information, minimizing disruptions, find opportunities to combine efforts, and integrate community needs into projects consistently.	X			X	Institutions / DOMI	DOMI, OTMA , Univ. of Pittsburgh, UPMC, CMU, OBID, OPDC

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Educate all users about good travel behavior	Project	Develop user friendly materials that will help reinforce safe and appropriate behavior for all users of the public right-of-way. Work with Oakland partners to disseminate information.	X					DOMI, institutions, OTMA, OBID, OPDC
	Traffic calming corridors	Program	Make improvements as shown on the relevant map. Each year, work with stakeholders to set the priority projects for the year's funding requests.				X		DOMI , OTMA, OPDC, OBID
	Slow it down	Goal	Slow vehicular movements.						
	Mode improvements for safety	Goal	Implement improvements to reduce crashes (all modes).						
	Equal enforcement	Goal	Enforcement does not disproportionately impact BIPOC.						
	No traffic-related police deaths	Goal	Zero deaths from traffic-related police enforcement.						
	No crash deaths	Goal	Zero deaths from crashes (pedestrian, bicycle, or vehicle).						
	Address enforcement biases	Program	Create and maintain anonymized and tabulated data about traffic and parking enforcement. Work with university faculty to analyze the data to identify biases and inequities and establish recommendations to address them.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Integrated transit and shuttle system	Project	Implement planning project with all affected organizations in Oakland to study and consolidate shuttle routes and transit services in order to reduce the number of vehicles traveling into Oakland. Identify opportunities for investments in transit that create public benefit and replace shuttle services, and also opportunities for shuttles to provide public services that transit cannot.	X				PAAC, CMU, Univ. of Pittsburgh, Carlow, UPMC	PAAC, DOMI, DCP, Univ. of Pittsburgh, CMU, Carlow University, UPMC, OTMA
	Bulk transit pass purchasing	Program	Create program that allows employers, developers, and other organizations to make bulk transit pass purchases at a discount.	X					PAAC , institutions, major employers, OBID, OTMA
	Transit parking offset	Project	Amend the zoning code to allow a reduction in the number of off-street parking spaces required for new development (excluding parking spaces for persons with disabilities) where transit passes are provided to tenants.	X					

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Bus stop enhancements	Program	Make improvements as shown on the relevant map. Each year, work with stakeholders to set the priority projects for the year's funding requests. The goal should be to improve the experience of taking transit by including art, shade or other weather protection, lighting, green features, and signage. Ensure that bus stops are accessible via well-marked crosswalks and well-maintained sidewalks and have bike parking. Utilize Oakland arts and design committee and/or resident organizations to identify priority transit stops each year and ensure projects reflect the community in which they exist.				X	PAAC budget, OPA, institutions, foundation grants in partnership with OBID and OPDC	PAAC , Arts and Design Committee, OPDC, Neighborhood Associations
	Support frontline and shift workers	Program	Establish ongoing initiative with institutions to get a complete picture of where frontline and shift workers live to better understand their transit needs.	X				PAAC?	PAAC, UPMC, institutions
	Connecting to regional and national transportation	Program	Establish frequent and direct transit service between Oakland and the airport and Amtrak trainline. This has both convenience, economic development, and sustainability benefits.		X				PAAC

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Connecting to the North and South Hills	Program	Improve transit service to the North and South Hill areas where many Oakland employees live to reduce auto trips into Oakland. Travel time and frequency are key considerations in meeting the needs of commuters traveling longer distances into and out of Oakland each day.			X			PAAC
	Connecting to eastern corridor growth	Program	Improve frequency and speed of transit service to areas to the east of Pittsburgh all the way to Monroeville. Improved service can ensure that Oakland jobs are connected to these rapidly developing areas and help drive transit-oriented development along the corridor.			X			PAAC
	Connecting to the Mon valley communities	Program	Expand on the benefits of the Downtown-Oakland-East End Bus Rapid Transit system by upgrading transit service to the Mon valley communities including Braddock, East Pittsburgh, Homestead, and McKeesport. Doing so would greatly improve access to Oakland jobs for those living in these communities.			X			PAAC
	Oakland as transit hub	Policy	Establish Oakland has a hub of the regional transit system on par with downtown to ensure equitable access to the jobs and activities that are growing here.						
	Fare options increase ridership	Goal	Ensure access to fare options to facilitate ridership for students, employees, residents, and visitors.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Maximize community benefits of institutional shuttle services.	Goal	Institutional shuttle services are coordinated with public transit to reduce redundancy of service, congestion, emissions, and operating costs and maximize community benefit.						
	Amenities for riders	Goal	Ensure well-used bus stops have appropriate amenities for riders.						
	Safety and accessibility achieved	Goal	All bus stops meet PAAC design guidelines for safety and accessibility.						
	Access to local transit in five minute walk	Goal	All people in Oakland are within a 5 minute walk of local transit service.						
	Access to rapid transit in 10 minutes	Goal	All people in Oakland are within 10 minutes of rapid transit service.						
	Comprehensive transportation demand management	Program	Develop comprehensive strategy that brings together all relevant agencies, institutions, and non-profit partners to reduce single-occupancy vehicle trips and congestion in Oakland. This should include incentives programs at institutions and major employers, updated City policies and regulations for development, a program to more efficiently utilize existing parking facilities, and informational campaigns for those coming into Oakland as well as new and existing residents.	X					DOMI, OTMA institutions, PAAC, OTMA, OBID, OPDC, Neighborhood Associations
	Build transportation planning capacity	Program	Work with institutions to hire transportation planning professionals, separate from their parking services offices, that are focused on programs to reduce single-occupancy vehicle trips.	X					DOMI, DCP, institutions, OTMA

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Connecting east-west within the city	Program	Add new east-west transit, bicycle, and pedestrian connections to the Hill District and Strip District to the west, and Squirrel Hill, Greenfield, and Hazelwood to the east.			X			PAAC
	Multimodal connectivity	Goal	Ensure multimodal connectivity in the network to and through the neighborhood.						
	Resources for TDM	Goal	All employers have a TDM plan; all large employers have dedicated staff to implement TDM.						
	Fewer trips with only one passenger	Goal	Reduce single-occupancy vehicle trips to Oakland.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Air quality coalition	Project	People want to see institutions put their advocacy weight behind air pollution both as a way to attract talent who are scared off by our poor air quality, attract families to live in Oakland, and as part of the public health focus of the Oakland institutions. Does the Student Senate want to run a survey of projects in the plan to see what the students want them to push for? Does this include other climate initiatives like advocacy for expanding C-PACE, legislation to allow energy cooperatives, etc.	X				universities	CMU, Pitt UPMC
	Embodied carbon	Policy	Prioritize historic building retention for all redevelopment projects. Where this cannot be feasibly achieved, the second priority should be materials reuse. The goal for all efforts should be to reduce the carbon footprint of the project through retaining embodied carbon in the existing building.						
	Climate Corps	Program	Establish a university student "climate corps" that builds on student investments in the community like Pittserves, but focuses on climate adaptation and mitigation efforts (e.g., tree planting, recycling, habitat restoration, stormwater management, etc.). Could be used as part of university's marketing to attract students to study there.	X					Pitt, CMU, Carlow

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Ensure all students' tech needs are met	Goal	Ensure all students have access to tech needs and internet access through partnerships with City and neighborhood institutions.						
	Expand free internet	Goal	Expand free internet access into neighborhood open space areas.						
	Data at community service hubs	Project	Provide high speed internet access at community service hubs and build on workforce development programs such as Rec 2 Tech that can be offered there.	X					I&P
	Commercial stakeholder education	Project	Educate Oakland area organizations and developers about C-PACE and how this can be integrated into commercial and multi-family projects. Also discuss "dark skies" efforts.	X				Foundations, Universities	GBA, City

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Resident education	Program	Work with local universities establish citizen-oriented program around climate actions that individuals can take. Pilot with Oakland residents, but plan to make the program available to all Pittsburgh residents. Broad topics with faculty from different schools/departments presenting different aspects of climate impacts and individual actions. Additional partnership with Carnegie Library that can be involved in Oakland pilot, but also in expanding to rest of the city. Consider as online course or online in addition to in-person. Could have bite sized versions of the content for anyone and then if they want to get deeper knowledge, they can sign up for the course on a quarterly basis. Establish programs and services that provide neutral information and advice, access to resources, and potential funding opportunities that help to reduce energy burden and decarbonize the residential parts of the neighborhood.	X				grants	Pitt, CMU, Carlow, GBA, ReBuilding Together, UrbanKind, Carnegie Library, Phipps

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	energy strategy	Project	Establish “energy parks” in Oakland that set aside land for future energy needs (e.g., district energy and community led solar solutions). Consider how the energy would be generated in determining the ideal location. For example, a sunny hillside for solar PV or a more hidden flat location for hot and chilled water. Identify resources and investments through the Oakland Energy Master Plan that can provide equitable investments in the entire neighborhood. In collaboration with Oakland Energy Master Plan, establish long-range plan for Fifth and Forbes that allows for delivery of energy, stormwater management, and other types of infrastructure.	X					GBA, CMU, Pitt, UPMC, CMOA, City
	Energy study requirement	Project	Amend Zoning Code to require projects valued at \$1 million or more to conduct an energy study that identifies feasible solutions for more efficient energy, water, and other resource use.	X					DCP
	Comprehensive sustainable policy overview	Project	Create a table that establishes a policy basis for expectations for sustainability goals for development at different scales. Needs to align with Zoning and Building Code categories.	X					DCP
	Support those struggling with utility bills	Goal	Support households having trouble affording their utility bills.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Guarantee solar access	Goal	Guarantee solar access to areas of neighborhood with the highest potential for solar photovoltaic generation.						
	Coordinate major utility and landscape projects	Goal	Coordinate infrastructure installation and planning with major transportation projects such as bus rapid transit, and with tree and landscape improvements.						
	Reduce energy burden	Goal	Reduce Oaklanders' energy burden, the percentage of a household's income spent on gas & electric bills, by improving energy efficiency, increasing access to and utilization of renewable energy sources (such as solar photovoltaics or recycling of food waste).						
	Access to District Energy	Goal	Increase access to district energy/ promote use of combined heat and power to help achieve institutional and citywide climate goals and improve air quality.						
	Update infrastructure during development	Goal	Ensure private and institutional development projects update relevant infrastructure and minimize disruption.						
	Coordinate mobility and utility projects with stormwater management	Goal	Improve coordination between mobility and utility projects and stormwater management, and coordinate public and private development so that infrastructure improvements are more cost-effective and efficient.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Buried power lines	Policy	For all new infrastructure, assume that new utility lines will be buried regardless of the street on which they travel. If utilities cannot be buried, provide a study that shows why this can't be achieved. This would add resiliency to Oakland's infrastructure while also adding air space to streets and ways.						
	Establish pollinator conversion programs	Program	Work with Oakland institutions such as Phipps and Pitt student organizations to establish and implement a de-lawning campaign that converts campus and public lands into more habitat welcoming spaces. Work with Phipps and local nurseries to develop guidelines and provide plants for homeowners to replace lawns and paved areas with native plants. Include guidance for disconnecting downspouts to manage rainwater on-site. There should be a grant program.	X					Forestry, Phipps, Tree Pittsburgh, Tree vitalize
	Bates bowl sustainable revitalization	Program	Undertake large-scale stabilization project with multiple component that could include property buy-outs, investments from adjacent development at the Isaly's Building site, trail creation that connects this area to the Oakcliffe Greenway, and other pedestrian and bicycle improvements.			X			

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Diversify landscapes	Goal	Encourage institutions, developers, and property owners to diversify their landscapes; reduce parking, impervious surfaces, and lawns; and increase plantings for pollinators and other vegetation.						
	Increase quality of life for people and habitat	Goal	Enhance local quality of life by using landscaping and increasing tree canopy to increase biodiversity, improve human health, and create a generally greener urban environment.						
	Greenway expansion	Project	Prioritize projects such as the Lawn Street Greenway that incorporate tree retention, hillside stabilization, habitat, but allows for some view points, and programming opportunities.		X				
	Hillside stabilization and protection	Project	Establish a more comprehensive approach and zoning to hillsides especially landslide prone ones that focus on invasive species management, stabilization, restoration and long-term maintenance. Evaluate if there are property buy-out opportunities for vulnerable sites that can also provide for habitat and greenway. Study should show the cost savings of proactive approach vs. rebuilding streets for small number of houses.		X				DCP, Forestry

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Development strict hillside development code	Project	Amend Zoning Code to put new limits on redevelopment on areas that are steeply sloped and landslide prone. Add restoration requirements for hillside disturbances. Add landscaping requirements that ensure habitat restoration occurs. Allow for different types of habitat.						
	Development increases access to well-designed open space	Goal	Require private development to increase public access to high-quality open space, and ensure these areas are dedicated in perpetuity with adequate access easements, good design, and public art.						
	Green spaces connect and welcome	Goal	Ensure all types of people have access to and feel welcomed in park and open spaces, including by creating new green connections, trails and corridors between populations centers and between Oakland and Schenley Park.						
	Create and expand access to open space	Goal	Identify areas with little to no access to open space and park amenities (such as playgrounds) within a 15 minute walkshed, and prioritize these areas for new open space and/or expansion of existing park amenities.						
	Tree species for air quality	Policy	For all guidelines that pertain to plant species, consider the tree species that have the largest impact in reducing air pollution such as evergreens being better than deciduous trees. These should include street tree selections.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	strengthen impact study of large development on residential building	Project	Address scale issues for smaller buildings and homes adjacent to new larger structures that protects access to light and air. In the Zoning Code, this is currently called "Residential Compatibility". Shadow studies are not enough, not believed.		X				
	Comprehensive tree strategy	Program	Build on work of TreePGH, PPC, and OPDC around street trees to create a cohesive neighborhood-wide tree canopy strategy that includes preservation of existing trees, funding and planting of new trees, and maintenance. Look at street trees, trees on private property, and trees in open spaces. Set an aggressive tree canopy target that the community can rally around. Work with long-time residents to overcome maintenance concerns that have resulted in tree canopy loss over decades. Work with institutions that have their own tree canopy targets that may align with Oakland-wide efforts.		X				
	View hillsides as opportunities for open space	Goal	Make use of hillsides as open space amenities where feasible, with particular care to managing invasive species and reducing landslide risk.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Open space expansion	Project	Determine priority implementers for open space and greening projects between private developers, institutions, community non-profits, and public agencies. Pilot on McKee Place where significant redevelopment is expected to include 40 ft setbacks. Goals should focus on creating cool, comfortable corridors that provide environmental function and connect hillside habitat areas in the Hill District and Schenley Park.		X				
	Get involved in regional air quality policy	Goal	Encourage broader involvement in regional air quality policy, and connect Oakland residents to university air quality monitoring programs and studies.						
	Improve air quality	Goal	Improve neighborhood air by strategically planting specific trees species and reducing reliance on private vehicles.						
		Policy	Create policies and design guidelines that focus on reducing impervious surfaces and use green stormwater infrastructure with vegetation where possible.	X					DCP, PWSA
		Program	Encourage developers and property owners to utilize incentives and financing tools to incorporate more GSI incorporated into the parcels. Identify tools in development review process.	X					

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
		Project	Establish green alleys that manage stormwater and work better for pedestrians. Consider improvements that can improve Euler and Iroquois Ways.		X				
	Tree canopy	Target	Reduce the overall impervious area of Oakland by XX % by increasing tree canopy, depaving streets where possible.		X				DCP
	Leverage development to improve stormwater management	Goal	Educate developers and the community about the new, more stringent stormwater management requirements (Title 13), and encourage the use of stormwater incentives for preferred technologies (such as vegetated practices), water re-use, automated controls, higher storage volumes, same-owner volume trading, etc.						
	Manage stormwater effectively to mitigate downstream impacts	Goal	Recognize that Oakland lies within 3 of the most important combined sewer-sheds that impact downstream flooding and sewer overflows: A-22, M-29, and M-19A. Encourage innovative and site-specific stormwater management techniques to mitigate flooding, ease the burden on sewer systems, reduce landslide and erosion risk, restore habitat, and improve the urban landscape.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Community service hubs at parks	Project	Identify locations such as Frazier Field/Fieldhouse and Herron Hill Pumping Station where open spaces can be combined with new or restored buildings to provide needed resident services such as daycares and community centers that have synergies with outdoor spaces. Work with residents, partners, and sponsors to fully develop the potential of the neighborhood service centers. These spaces could also provide free wifi and resources for making homes more energy and water efficient.	X					I&P, OPDC, CitiParks
	Oakland green space inventory and optimization	Project	Work through each neighborhood and identify the major parks and smaller open spaces that exist and determine if these are sufficient. If not, what is the strategy of working with property owners, purchasing spaces, or pushing developers to provide new open spaces. Consider improving connections to nearby existing open spaces and improving those open spaces instead of building new (e.g., Central Oakland connection to Schenley Park instead of building new).		X				

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Reduce impervious areas	Program	Use the plan's inventory of all impervious areas as the basis for a program that proactively eliminates paved areas on private property where illegal parking takes place. This could be a combination of enforcement of illegal parking, grants to concrete removal and native plantings, among other options.		X			Capital budget, WPC, DCNR	DCP, PWSA, PLI
	Green lots	Project	Identify underutilized and vacant land such as parking lots and areas in the right of way that can provide environmental benefit such as native plant gardens (e.g., Craft Avenue and Boulevard of the Allies). This work should build on the successes of Schenley Plaza. Develop landscape requirements for vacant lots. How can this create habitat and tree canopy opportunities as well as micro parks. This strategy should precede the Community Gardens to have a comprehensive greening strategy.						
	Green street network	Project	Establish a network of green streets, particularly in Central Oakland, in partnership with TreePGH, DOMI, PWSA, and Pitt. Consider how green streets, tree canopy, and open space improvements create a green network that complements pedestrian and bike corridors.	X					

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Improve engagement around tree canopy.	Goal	Improve civic engagement around tree canopy and development by leveraging partnerships with local partners and providing volunteer opportunities.						
	Innovate around urban tree science	Goal	Push urban tree science and practices (such as increasing soil volume standards, promoting rooftop tree plantings, and using strategic soil expansion techniques to help trees thrive in dense areas) to support Oakland as an Innovation District.						
	Preserve existing trees	Goal	Preserve existing trees and create stronger City review and enforcement requirements.						
	Increase tree cover	Goal	Plant more and increase diversity of trees on streets with low tree-canopy and high urban heat island effect (hotter temperatures).						
	Community building through neighborhood greening	Goal	Oakland's institutions, non-profit organizations, businesses, students and residents work together to build up community initiatives that connect people while making the neighborhood more sustainable, healthy, and equitable.						
	Hillside management	Policy	Hillsides are sustainably managed to reduce landslides and invasive species. This could occur through an Oakland-based goat program like the Chew Crew at University of Georgia.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Encourage more community gardens	Program	Establish a system of community gardens throughout the neighborhood that meet the needs of surrounding residents in terms of food and other functions. These could take place on public or institutional land or open space created by new development.	X					OPDC Pitt, CMU, Carlow
	Grow food in the neighborhood	Goal	Encourage food gardens in residential areas, harkening back to habits of earlier immigrants.						
	Build food production opportunities	Goal	Maximize local food production opportunities within the unique context of student population and schedule.						
	Reduce landfill waste	Program	Pilot weekly recycling in Oakland and hard to recycle events in Oakland. Work with businesses to eliminate styrofoam and single use plastics.		X				Environmental Services, PRDC
	Reduce Student landfill waste	Program	Work with universities on engaging students in approach to reducing waste associated with student living (e.g., furniture and appliances)	X					Pitt, CMU, Carlow. Free Store?, Good will?, VVA?
	Support and expand compost efforts	Program	Pilot more regular yard waste pick up or allow for composting start up business opportunities to keep catch basins clear and yard waste out of landfills.		X				DCP DPW(ES), Tree Pittsburgh
	Recycle everything possible	Goal	Enforce recycling mandate, educate landlords about the requirements, and provide public trash and recycling receptacles where needed.						

ID	Strategy	Type	Detail	0-2	3-5	5-10	Ongoing	Funding Source(s)	Implementers (bold = lead)
	Zero-waste community	Goal	Become a zero-waste community by pursuing responsible waste practices, reducing overall waste production, and investing in innovative waste management and upcycling.						
	Clean drinking water	Goal	Ensure access to clean drinking water for everyone.						

Theme	Chapter
Community Reinvestment	Community
Community Reinvestment	Development
Community Reinvestment	Mobility
Community Reinvestment	Infrastructure
Green Streets	Community
Green Streets	Development
Green Streets	Mobility
Green Streets	Infrastructure
Community Service Hubs	Community
Community Service Hubs	Development
Community Service Hubs	Infrastructure
Hillside Strategy	Infrastructure
Hillside Strategy	Mobility
Hillside Strategy	Development
Comprehensive Parking Strategy	Development
Comprehensive Parking Strategy	Mobility
Comprehensive Parking Strategy	Community
Overcoming Inequities	Community
Overcoming Inequities	Development
Overcoming Inequities	Mobility
Overcoming Inequities	Infrastructure
Twenty Minute Neighborhood	Community
Twenty Minute Neighborhood	Development
Twenty Minute Neighborhood	Mobility
Twenty Minute Neighborhood	Infrastructure

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