

## Oakland Leads Nation in Transit-Oriented Development

Situated at the very heart of the Bay Area's mass transit system, Oakland is busy working to facilitate the development of its eight Bay Area Rapid Transit District (BART) stations into transit oriented villages. When completed, these villages will provide sustainable places where people live, work, shop and relax with minimal dependence on the automobile. Each will have a distinct character. All will be connected with each other and linked to the surrounding city neighborhoods. Today, the villages are in various stages of planning, construction and completion.

### City Center

Originally established in the late 1960's as a retail center and later an urban business park, this 12 block area of office, retail and public plazas is evolving to embrace new housing. Already regarded as the most vibrant BART station, City Center boasts nearly four million square feet of office and over 100,000 square feet of retail. Camden Development Inc., the nation's fifth largest REIT, recently negotiated a deal with the Redevelopment Agency to build 300-400 residential units on land adjacent to the Oakland Federal Building. Within the next few years this new addition will bring a 24 hour feels to the area and contribute to an even more exciting City Center.

### Fruitvale Transit Village

Spearheaded by the Unity Council, an Oakland non-profit, the Fruitvale Transit Village is a 20 acre development surrounding the Fruitvale BART station that includes the 10.4 acre BART surface parking lot. Now under construction, the first phase of this \$100 million mixed-use project consists of 255,000 square feet of retail, 47 residential housing units (including 10 affordable units), a child development facility, public library, medical clinic, multipurpose senior center and 114,500 square feet of office all centered on a pedestrian plaza with direct links to the BART station. The project is slated for completion in Spring 2004. [continued on page 6](#)



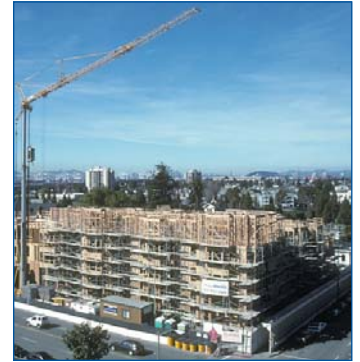
### zoningupdate

#### BUILDING SUSTAINABLE MIXED-USE DEVELOPMENTS ALONG TRANSIT CORRIDORS

##### General Plan Policies

Land use regulations in the City of Oakland are guided by the General Plan and regulated by the Planning and Zoning Code. The City's Land Use and Transportation Element of the General Plan outlines the vision for Oakland for the next 20 years (Year 2015). It establishes an agenda to encourage sustainable economic development; ensure and build on the transportation network; increase residential and commercial development in downtown; reclaim the waterfront for open space and mixed uses; and protect existing neighborhoods while concentrating new development in key areas. The Strategy Diagram in the General Plan shows those areas that will be maintained and enhanced and those that are targeted for growth and change.

Mixed-use development along transit corridors is a major policy of the new General Plan. The intent of the land use designations is to promote commercial development around major intersections while encouraging higher density housing on the block segments in between the intersections. The land use policies encourage ground floor retail to be combined with residential development for the creation of economically sustainable mixed use neighborhoods. The intent is to provide a [continued on page 6](#)

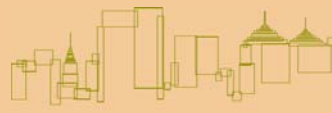


### City Hosts First-Ever Transit-Oriented Development Summit

On March 28, 2003, the Community and Economic Development Agency brought together more than 100 developers and owners of underutilized Oakland properties to explore opportunities for transit-oriented development throughout Oakland. This innovative approach to facilitating transit-oriented development is thought to be the first such effort in the nation.

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## RETAIL UPDATE

### OAKLAND RETAIL ROUND-UP

Like other sectors, Oakland's retail sector continues to suffer from the sluggish economy, although analysts believe the steady decline in recent quarters may be leveling off. Indeed, for third quarter 2002,



actual sales grew 2% over the same period in 2001. Five of seven retail categories saw an increase over the previous quarter. Echoing statewide retail patterns, auto sales—Oakland's strongest retail segment—continue to grow. Anecdotal data suggest that the end-of-year quarter will reflect modest growth patterns. Off-price retailers, consumer electronics/appliances, home furnishings, and chains with unique product lines are generally performing better than other categories of general consumer goods. Business-to-business sales are expected to be flat or exhibit further but more moderate declines. Generally, home improvement stores have continued to show gains. Statewide fuel receipts are down, though war in Iraq is expected to boost prices. Sales tax from food and drugs remain stable with modest gains. According to Shopping Centers Today, retail industry leaders are

generally optimistic about 2003. They note that most of the bad business news has already taken place, and the weak players are now gone, such as Kmart.

#### Recent Successes

New retail in Oakland includes a 45,000 square foot **Best Buy** electronics and appliances store on Mandela Parkway adjacent to the Emeryville border. Given a very

tight timeline, City of Oakland staff worked with Best Buy to get the new store built, bringing well-needed retail products to the Oakland area market, and filling an exceptional retail location at the Interstate 80/580 interchange. MBH Architects project manager Celso Rivera stated, "The City of Oakland staff was very helpful, and Best Buy staff were very satisfied with process and outcome."

In recent months, CEDA Business Development staff have worked with a number of existing and new-to-Oakland retailers to secure Oakland locations, including **Gourmet Pizza Café**—moving into City Center where the restaurant will employ a revolutionary pizza oven; **French Brothers Flooring**—relocating operations and 35 employees from San Francisco to 20th and Jefferson; **Africa by the Bay**—relocating from Lakeshore Avenue into a larger, purchased space in the Laurel district; and **Jack London Mail**—a new mailboxes, shipping and office services shop located in the Allegro building.

#### More Retail on the Horizon!

Planning work continues at Jack London Square Phase Two for a mix of unique retail and entertainment venues along with residential, office and hotel uses.

**Foothill Square** shopping center, on MacArthur Blvd. close to the San Leandro border, is getting closer to its major redevelopment. Keep your eye on North Oakland: several new residential and residential/commercial projects are being developed in the northern San Pablo Avenue and Telegraph Avenue (Temescal vicinity) areas. The buildings at **Fruitvale (Transit) Village** are growing every day; phase one construction is expected to finish next fall. Across town, plans continue to transform MacArthur BART station into a residential/retail/services transit village hub.

## HOUSING UPDATE

### CITY AND HOUSING AUTHORITY COLLABORATE TO REBUILD NEIGHBORHOODS

Affordable housing programs in Oakland are administered by two separate agencies – the City's Community and Economic

renters through the Section 8 program. For many years, the two agencies operated separately from each other, with little coordination.

Using a mix of federal HOPE VI funds for severely distressed public housing, and City and Redevelopment Agency affordable housing funds, HCD and OHA are now collaborating on several major projects to rebuild large public housing developments, reduce density, create mixed income neighborhoods, and provide a mix of public housing, privately-owned assisted rental housing, and affordable homeownership.

**Chestnut Court/Linden Court**, at 1075 24th Street in West Oakland, was recently cleared to make way for new development. BRIDGE Housing, Inc. was selected to develop the new project, which includes full replacement of all 83 public housing units, plus development of 68 new rental units and 18 homeownership units, on both the original site and nearby sites in the neighborhood. The project will be completed by mid-2003.

A second West Oakland project, **Mandela Gateway**, is just getting underway. The 46-unit **Westwood Gardens** public housing development, at 1420 7th Street, is being demolished to make way for a mixed income community consisting of 46 on and off-site



Development Agency (CEDA) and the Oakland Housing Authority (OHA). CEDA's Housing and Community Development Division (HCD) works with private developers, assisting them to build 2,000 units of affordable housing in the past 10 years. OHA manages 3,300 units of public housing and assists 10,000

public housing units, plus 96 rental units and 19 homeownership units. The developer for this project is also BRIDGE Housing, Inc. Construction is expected to begin in March 2003 and the project will be completed by September 2004. The most ambitious project is the **Coliseum Gardens** development in

East Oakland, which promises to completely rebuild and revitalize the neighborhood as part of a larger effort to develop a transit village with mixed income housing and mixed-used developments near the Coliseum BART station. CEDA's Redevelopment Division and Planning and Zoning Division are also part of this effort.

The existing 178-unit public housing development will be demolished and rebuilt in three phases. Working with the East Bay Asian Local Development Corporation, OHA plans to build new housing on the original site, on adjacent sites in the neighborhood, and at scattered sites in the surrounding area. The overall density will be reduced, and the new development will provide 97 public housing units, 266 units of rental housing for families and seniors, and 33 units of affordable home ownership on the original site. An additional 81 public housing units and 240 rental units will be developed at other sites.

Working together, CEDA and OHA are bringing much needed changes to Oakland neighborhoods, by removing aging public housing units, replacing them with a mix of new housing types for a wide range of incomes, and providing affordable homeownership opportunities in predominately renter neighborhoods.

## RESIDENTIAL UPDATE

### 10K FLOURISHES

When Jerry Brown took office as the mayor of Oakland in January 1999, his constituents were wondering how he would tackle downtown development – the city's most pressing issue. In his inaugural speech, Brown suggested a surprising answer: housing.

"I envision at least 10,000 new residents living downtown," Brown said.

"Significant private residential investment will not only create jobs but foster the vitality and human density that once was the hallmark of Oakland's historic center."  
— Mayor Jerry Brown



Brown called this strategy the "10K Initiative." The first two years have been promising. The downtown population increased by about 1,790 residents. Over the same two-year period, crime dropped by 42 percent, and national retailers such as **Men's Warehouse** and **Gap** moved into downtown.

Since the inception of 10K, about 1,629 units of new market-rate housing have either been completed or are under construction. These units will house an estimated 2,700 people—one-fourth of the ultimate 10K goal. An additional 2,799 units are now going through the planning and entitlement phase. With these projects, Oakland will reach 7,500 new residents, or 75 percent of the 10K goal—and still more projects are planned.

Smaller "infill" projects also play an important role in the 10K strategy. The larger developments tend to be rentals, whereas condominium developers favor smaller projects with a limited number of units for sale at any given time. Thus, infill projects have helped maintain a healthy balance between rental and for-sale housing. Some

"6th most popular city to live in U.S." — MONEY, Dec. 2002

examples of recently completed ownership projects include the Phoenix Lofts (21 units) and New Market Lofts in the former Safeway Building (46 units).

"Right now, Oakland's residential vacancy rate is only about five percent," says local housing developer John Protopappas. "My own residential portfolio in Oakland is 98 percent leased. So the projects we have built so far have not begun to catch up with the demand for downtown housing. We're going to need to build much more."

Oakland's Redevelopment Agency is working to assist in the development of housing on publicly owned sites. In February 2000, the Redevelopment Agency signed exclusive negotiating agreements for three new market-rate housing projects, which are now either under construction or have received their planning approvals. The three new projects are Landmark Place (92 units) and Housewives Market Residential in Old Oakland (202 units), and Arioso in Chinatown (88 units). The redevelopment agency is also negotiating with Forest City Residential West to develop a 16-acre site in the Uptown District, and Camden Development Inc., to develop a high-rise apartment building with up to 480 units. Both are prominent national housing developers interested in expanding into the Oakland market. The Forest City project will include about 770 rental units, with 193 units (25%) reserved for affordable housing, and 270 for-sale units to be built by another developer. The Camden project is a 30-story luxury apartment building that will be the tallest building in Oakland.

Thus far, the development community has responded positively to the 10K Initiative. "What the mayor has done is remarkable," says Protopappas. "He has grabbed the interest and

won the confidence of institutional investors. He has demonstrated that you can achieve a nine to 12 percent return on equity on housing projects in Oakland. He has created momentum, not just for 10,000 people, but ultimately for many more."



## HIGHLIGHTS

- Completed in March 2001, **The Landing** offers 282 luxury waterfront apartments. Many of the studio, one- and two-bedroom apartments have scenic views of Oakland, San Francisco, and the Bay. Residents can walk to retail and entertainment in Jack London Square, the new Amtrak Station, and the Lake Merritt BART station.
- **The Essex** is a 20-story luxury housing tower completed in March 2002 on the shore of Lake Merritt. Now 100% leased, the 270 apartment units have sweeping views of Lake Merritt, the Oakland hills, San Francisco, and the Bay. The units range from studios to two-bedroom penthouse units on the upper floors.
- In May 2000, the historic 1917 **Swan's Marketplace** was rehabilitated and converted into 40 housing units plus offices, shops, restaurants, and the **Museum of Children's Art**. Twenty of the units are co-housing units, where the residents have private condominiums but also share a dining, living, and childcare facility.
- **Allegro Lofts**, a 312-unit rental project in Jack London Square, features large floor plans, high ceilings, large windows, and high-tech wiring. The three-building project was completed in December 2001.

## City Facilitates Brownfields Redevelopment

The Oakland City Council and Mayor Jerry Brown strongly support a comprehensive, dependable and consistent process for converting unproductive properties into flourishing industrial, commercial and residential centers. This process encourages in-fill development over suburban sprawl, creating jobs, revitalizing neighborhoods and preserving open space for future generations.

To help achieve this objective, the City has developed an innovative set of resources and tools designed to encourage the successful redevelopment of "brownfields". Brownfields are abandoned, idled or under-used properties where expansion or reuse is complicated by the real or perceived threat of environmental contamination. Included among the resources and tools offered by the city to promote the reuse of brownfields are

- (1) site assessment and cleanup loan programs,
- (2) progressive cleanup strategies and
- (3) state-of-the-art information sharing.

What's more, our dedicated "**Brownfields Action Team**" is committed to work with developers and property owners through every step of the planning and development process, offering guidance, direct support and links to additional resources such as state and federal programs. The brownfields program is jointly managed by the City's Community and Economic Development Agency and the Public Works Agency.

### RECENT SUCCESSES - Brownfields Loans

Oakland recently received a \$1,000,000 State grant to develop an environmental site assessment loan program. Oakland was one of only three cities to receive funding under the Cal ReUSE Loan Program. To date, Oakland has made the first two loans in the State under this program and is currently processing two more loans. A unique feature of this program is that these loans of up to \$125,000 can be forgiven if the development project does not proceed within the three year term. Principal and interest payments are not due until the loan maturity date.

The first local Cal ReUSE loan funded an environmental study for the proposed MacArthur BART Transit Village Project. The project is



being designed as a true inter-modal facility that will provide 400 to 800 new housing units, retail shops, improved access for bikes and shuttle busses, as well as continued vehicle access to the station. This project is expected to intensify the use of BART's current property by redeveloping the property and the surrounding underutilized parcels into a vibrant transit village.

The second environmental site assessment loan project is underway on the property located at 785 Seventh Street in West Oakland. This former metal plating facility was abandoned and remained blighted. The site has now been cleared and is proposed for reuse as workshop studio and industrial loft space.

Oakland also has a \$500,000 Brownfields Cleanup Revolving Loan Fund which was funded under an Environmental Protection Agency (EPA) grant. This grant provides low interest loans for site cleanup activities. **Information on CEDA's brownfields loan programs is available by calling the Brownfields Hotline at (510) 637-0171 or at [www.business2oakland.com](http://www.business2oakland.com).**

### RECENT SUCCESSES - Progressive Cleanup Strategies and Information Sharing

In cooperation with the environmental regulatory agencies that oversee sites in Oakland, the City's Public Works Agency, Environmental Services Division has developed the Urban Land Redevelopment (ULR) Program, a comprehensive, risk based approach to determining cleanup requirements. The Oakland risk-based corrective action approach considers factors such as land use, engineering controls and actual pathways to exposure to reduce the amount of investigation required, obtain quicker regulatory approval and minimize the cost of implementing corrective actions. Recent project successes include the Fruitvale Transit Village, the downtown Courtyard by Marriot Hotel, the Federal Express Packaging Facility, and the Landmark Plaza housing development at 655 12th Street. **The ULR Program documents can be downloaded from the ULR Program web page at [www.oaklandpw.com](http://www.oaklandpw.com) or call (510) 238-7314.**

"8th best place to do business in the U.S."

- FORBES, May 2002

## Central City East Redevelopment Area Slated for Adoption in July 2003

### Community Concerns Prompt Action

Slated for adoption in July 2003, the goal of the proposed Central City East (CCE) redevelopment area is to address physical and economic blight in East Oakland.

With an estimated population of 92,094, the project area encompasses approximately 3,339 acres beginning at the southern border of downtown and extending east to approximately 108th Avenue.

The proposed CCE redevelopment area emanated from community concerns raised about deteriorating conditions along the MacArthur Boulevard corridor, from approximately 73rd to 106th Avenues. Residents cited deteriorated and vacant buildings, prostitution and drug trafficking as specific problems impacting the area.

Residents urged the City Council take action to improve the area by including the commercial corridors and adjacent impacted areas in a redevelopment project. As directed by Council, the Redevelopment Agency held a series of public meetings to hear community concerns, discuss the purpose of redevelopment and work with the community to establish the survey (project) area.

### Milestones Reached

In March 12, 2002, the CCE Project Area Committee (PAC), the Public Advisory Group, was formed to include 24 residential property owners, residential tenants, businesses and community organizations. The PAC will approve a five-year implementation plan for the new redevelopment area and a draft Environmental Impact Report (E.I.R.) has been presented to the Planning Commission. The redevelopment area is slated for adoption in July 2003.

### What Lies Ahead

Once the redevelopment area is adopted, the focus will shift to the five-year implementation plan adopted by the Central City East Project Area Committee (PAC). The plan includes programs to address physical and economic blight through affordable housing, retail and commercial recruitment, facade improvement, historic preservation, major employer incentives, land assembly, community facilities, public and private development and infrastructure improvements.

### In Next Issue:

Updates on the West Oakland and Broadway/MacArthur redevelopment areas.

## new development opportunity



## Oakland Army Base

Oakland will have a brand new development opportunity when planning for the City's Gateway Development Area at the former Oakland Army Base (OARB) gets underway.

City and Redevelopment Agency officials are close to completing the real estate elements of the transactions with the Army that will bring approximately 140 acres of developable land onto the City's rolls and about 170 acres of land and 56 submerged acres to the Port of Oakland for maritime expansion.

Oakland Army Base is located on the Oakland waterfront adjacent to the Port of Oakland, at the intersection of Interstate Highways 80 and 880, Seventh Street and the Bay Bridge. Its location at a major transportation hub for truck, rail and ship, as well as for motorists on the new Bay Bridge East Span will make the property a prime spot for commercial, business, maritime and public-serving activities.

Starting on December 7, 1941, the Army used the base as a cargo and distribution facility for rail, truck and ship. After the base appeared on the 1995 federal base closure list, the Oakland Base Reuse Authority (OBRA) was designated as the public agency to manage the property and plan its conversion. OBRA signed a master lease with the Army in June 1999, so when the Army decommissioned OARB in September of that year, OBRA was ready to launch an operations and leasing program for base facilities and utilities.

Today, the Oakland Base Reuse Authority operates a \$7 million a year leasing program, leasing out over four million square feet of warehouse, office and outdoor storage space to more than 70 tenants. The Port is a major tenant, with subtenants occupying wharf and container space. Currently, the California Department of Transportation (Caltrans) is leasing wharf space adjacent to the Bay Bridge touchdown as a staging area for its East Span Replacement Project.

OBRA and the Port have agreed to continue the leasing program for three years following conveyance. Deed transfer is expected to be complete in the third quarter of 2003. The three-year period will allow OBRA to continue to generate revenues for its environmental cleanup obligations and to start planning for the core infrastructure.

Then, the next step will be to identify a master developer to bring the City's property to market. The City visualizes that its Gateway Development Area will be a prominent, signature entryway to Oakland and the East Bay.

**For more information contact OBRA Executive Director Aliza Gallo at (510) 238-7405**

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### Uptown

The Redevelopment Agency has entered into an Exclusive Negotiation Agreement with Forest City Residential West to develop a transit oriented mixed-use neighborhood on 15 acres of land adjacent to the 19th street BART station. The plan calls for approximately 1,000 residential units, 1,140 structured parking spaces, 14,500 square feet of neighborhood-serving retail and a 25,000 square foot public park. The project would consist of 5-story low-rise apartments and a 19-story residential condominium tower. Telegraph Avenue will be redesigned with wider sidewalks suitable for outdoor dining. The developer is beginning the Environmental Impact Report and is working with the Agency to arrive at a mutually agreed upon Disposition and Development Agreement. Construction on the project is scheduled to begin in 2005.

### MacArthur Transit Village

For the past 10 years, the City has been working with BART and the MacArthur BART Citizens Planning Committee (CPC), to develop the existing MacArthur BART parking lot into a mixed-use transit oriented development. Predevelopment costs are being funded with \$625,000 in grant and loan funds. Environmental site assessment is scheduled to begin within the next few months. The Agency entered into an Exclusive Negotiating Agreement with Creative Housing Associates and a Memorandum of Understanding with BART to pursue implementation of the project. The project description is still in the process of being defined but will contain a mix of housing, retail, and office space.

### West Oakland BART Transit Village

The West Oakland BART station is one of the most important and visible stations on the entire BART line. Every train that travels from San Francisco to the East Bay must go through this station. Since 1999, the City has been working with a tri-agency team consisting of BART, the Oakland Housing Authority, and the Community and Economic Development Agency to develop the West Oakland Transit Village. The Village is within the newly proposed West Oakland Redevelopment Area and will include the existing BART parking lot and some surrounding parcels. In 1998, the tri-agency team contracted with a private consultant who estimated that the sites could accommodate approximately 600 new housing units plus entertainment, retail and commercial uses. The first major project is a development by Bridge Housing consisting of 168 residential units, 22,000 square feet of commercial space, a 2,700 square foot community center and 260 parking spaces. Construction is expected to begin in the next two years.

### Coliseum BART Transit Village

The City of Oakland and BART are jointly preparing a Station Area Plan for the neighborhood surrounding the Coliseum BART station. The plan calls for a transit oriented development that takes advantage of the surrounding neighborhood and the confluence of transit at this location: BART, AC Transit, the Amtrak Station (soon to be constructed), and the Airport Connector. The plan has three elements: a residentially oriented village with approximately 300 units and some neighborhood serving retail; a high density employment and retail center and; a revitalized housing development (Coliseum Gardens). The City recently received a \$1.0 million Transportation for Livable Communities Grant from the Metropolitan Transportation Commission to fund street improvements, and this, combined with the housing renovation, represent the first phase of the project. The overall project will take approximately 10 years to complete.

### Lake Merritt BART Transit Village

Although this station has not yet been designated a project, the location, adjacent to the Oakland Museum and Laney College, makes this site perhaps the best opportunity for a mixed-use transit oriented development of all the Oakland BART stations. It is an ideal 10k development site and would support commercial based on the neighboring uses.

## zoningupdate

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variety of neighborhood commercial conveniences, access to major transit routes, and compact residential development within close proximity to each other. The areas identified for mixed-use development are the BART stations and along International Boulevard, Foothill Boulevard, and Bancroft Avenue.

### The Zoning Update Process

The Planning and Zoning Code is being amended to reflect the policies adopted in the General Plan. An Administrative Draft of the Code was completed by the consultant in October 2000. Staff has been reviewing the Administrative Draft and began meeting with the Zoning Update Committee in 2002. The Committee has already reviewed land use classifications and property development standards for Industrial, Commercial, Business Mix, and Housing and Business Mix zoning districts. This year the Committee will review Residential, Downtown, Transit-Oriented Development, Institutional and Community, Parks and Open Space, and Waterfront zoning districts. In addition to reviewing the individual zoning districts, the Committee will also focus on standards for specific businesses and land uses.

The proposed new zoning maps will be discussed in a future series of meetings later in 2004. There will be extensive community outreach to solicit input on the draft maps, and there will be further opportunity at that time to discuss the draft planning and zoning code provisions. The new zoning code will not be brought to the City Council for adoption until the public has reviewed both the maps and the code, and the Planning Commission has held hearings. It is expected that the Zoning Code Update project will not be completed until the end of 2005.



CITY OF  
OAKLAND

### Community and Economic Development Agency (CEDA)

Robert C. Bobb, City Manager  
Rosie Rios, Director of Economic Development & Redevelopment  
Leslie Gould, Director, Planning & Zoning  
Calvin Wong, Director, Building Services  
Roy L. Schweyer, Director, Housing & Community Development

### KEY CONTACTS/RESOURCES

[www.business2oakland.com](http://www.business2oakland.com)

<http://www.oaklandnet.com/government/ceda>

### BUSINESS DEVELOPMENT

(510) 238-3627  
Bill Lambert, Economic Development Manager  
[blambert@oaklandnet.com](mailto:blambert@oaklandnet.com)

### REDEVELOPMENT

(510) 238-3015  
Dan Vanderpriem, Redevelopment Manager  
[dvanderpriem@oaklandnet.com](mailto:dvanderpriem@oaklandnet.com)

### PLANNING & ZONING

Planning Section: (510) 238-3941  
Zoning Section: (510) 238-3912

### BUILDING SERVICES

(510) 238-3443  
Permit Center, 250 Frank H. Ogawa Plaza, Suite 2114

Hours: M - F, 8:00 a.m. - 4:00 p.m.,  
Wed., 9:00 a.m. - 4:00 p.m.

Last Wednesday of every month - permit center opens at 10:00 a.m.

### HOUSING & COMMUNITY DEVELOPMENT

Affordable Housing Opportunities  
(510) 238-3501

### NEIGHBORHOOD ISSUES/OPPORTUNITIES

Neighborhood Commercial Revitalization Program  
(510) 238-3695

Neighborhood Law Corps  
Office of the City Attorney  
[www.oaklandcityattorney.org/neighbor.html](http://www.oaklandcityattorney.org/neighbor.html)

photography: marcia nowak  
design: carla radosta, design visual communications

"7th most creative city in the U.S."  
- CARNEGIE MELLON