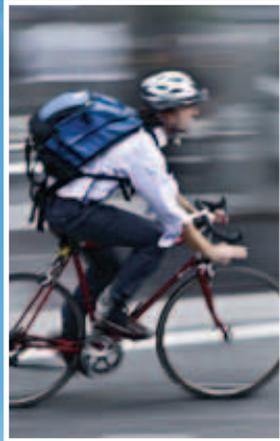


October 12, 2012 | ADVERTISING SUPPLEMENT

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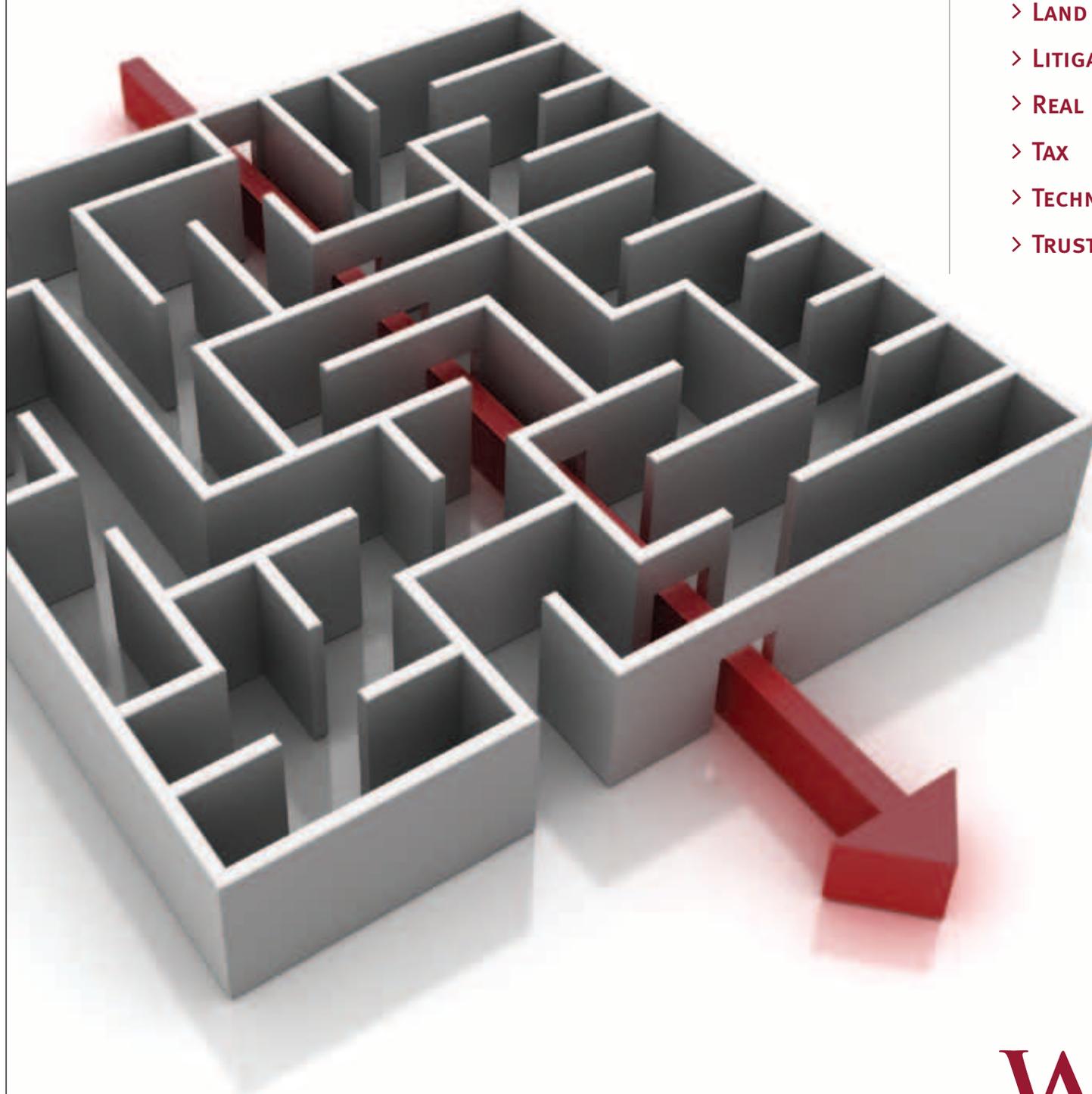


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Oakland Mayor Jean Quan

Oakland is the Choice for Diversity, Growth

People — and businesses — choose Oakland for the same reasons that inspired Mayor Jean Quan to serve America’s most diverse city. “Culture, diversity and authenticity — they’re what everyone loves about Oakland!”

EXPANDING INTERNATIONAL TRADE, INVESTMENT

In an increasingly multicultural world, Oakland’s diversity, entrepreneurial innovation and food-products industry have garnered worldwide interest. The international city is expanding global trade, investment and tourism to fuel a steadily growing economy.

With more than 120 languages and dialects spoken among its residents, Oakland is uniquely positioned to broaden ties to world markets. The first Asian American mayor of a major U.S. city, Mayor Quan is building relationships with investors from China, Vietnam, South Korea and other Asian countries as well as the Bay Area’s consular corps.

In December, she will visit the Hong Kong Food Festival, one of the largest in Asia, to promote state and local products — and the Port of Oakland. All of this has helped the Port become the leading container port for exports in all of California.

“California is a highly desirable brand in Asia,” explains Mayor Quan. “There’s a growing market of affluent Chinese who are very interested in organic foods from California and those products — everything from strawberries and melons to Niman Ranch beef and Numi Tea — flow through the Port of Oakland.”

ATTRACTING TOURISM FROM REGION AND ABROAD

The *New York Times* named Oakland the **fifth best place to visit in the world**, and the city is benefiting from an uptick in international tourism. With reasonable hotel rates, a central location and large concentration of Asian residents, Oakland is a preferred destination for Chinese tourists.

As a cultural center, known widely for its **Art + Soul Oakland Festival, Art Murrur/First Fridays, Eat Real Festival and 50 major festivals and street fairs citywide**, Oakland attracts hundreds of thousands of regional and international visitors annually.

Mayor Quan is capitalizing on Oakland’s growing tourism reputation to envision a new convention center and hotel at the Coliseum City site.

“The Airport Connector—coming online in 2014—will make Oakland an even more desirable location for large conventions,” she noted.

Mayor Quan and senior staff continue to work with Oakland’s professional sports teams as part of the City’s overall economic development strategy.

CHAMPIONING RETAIL IN \$5 BILLION MARKET

Oakland’s 400,000 residents have a **combined buying power of \$5 billion**—a huge, and relatively untapped, opportunity for retailers. Mayor Quan is touting this strength to encourage retail development throughout the city.

“One of the most successful stores in the Whole Foods national chain is located right here in Oakland,” says the mayor. “Target’s new store with its expanded grocery aisles is exceeding all sales expectations. New projects under development include two new Whole Foods Co supermarkets and the transformation of the Safeway-anchored Rockridge shopping center. The mayor is also looking at opportunities to serve the growing West Oakland neighborhood.

Among the most visible signs of Oakland’s new cool is the renaissance that’s transformed Uptown into an arts, culture and foodie mecca, which, in turn, has resulted in stiff competition for office space and new retail. An Urban Land Institute Daniel Rose Fellow,

Mayor Quan is spearheading strategies for continued revitalization along the Broadway corridor including Uptown, Downtown, the waterfront and the Broadway Valdez area, which is being targeted for major retail development.

“We expect to see significant retail expansion when the national economy picks up, and the banks begin lending again,” she added.

LEADING IN INNOVATION, ECONOMIC GROWTH

The Bay Area, with Oakland at its heart, is strategically positioned for major growth in innovation and jobs.

“My priority is to capture that momentum and ensure that every population and neighborhood shares in Oakland’s success,” says Mayor Quan.

An outgrowth of her many years as a school board member, Mayor Quan’s Education Cabinet is doing its part to prepare the next generation to enter tomorrow’s workforce by recruiting young children for Head Start preschool programs, creating career-training paths in construction and health care, and reducing truancy.

The numbers are on the mayor’s side. Unemployment is edging down and new jobs are up by 5,000 last year. The budget is under control and the City’s general fund has a healthy reserve of \$60 million—the largest in six years.

No wonder Oakland earned *Newsweek*’s No. 2 ranking as the “most can-do city” in the country.



City Administrator **Deanna J. Santana** (c) heads the City of Oakland’s management team which includes nationally-recognized finance executive **Scott P. Johnson**, Assistant City Administrator (l) and **Fred Blackwell**, Assistant City Administrator (r). Previously the executive director of the San Francisco Redevelopment Agency, Blackwell oversees planning & zoning, building services, economic development and neighborhood investment. The “Dream Team” has created a solid foundation for attracting new business, investment and jobs to Oakland.

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Why Choose Oakland

- Lower cost of doing business
- Welcoming, pro-business climate
- Strategic, central location
- Affordable, flexible office, retail and industrial space
- Innovation, technology and sustainability hub
- Business tax incentives, tax credits, grants, financing
- Energy upgrade rebates for downtown businesses
- Influx of visionaries, talented innovators and young people
- Educated, progressive, diverse workforce
- *New York Times* #5 place to visit in the world*; hot dining scene; world-class sports, arts and cultural amenities
- Excellent quality of life - best weather in the nation; beautiful neighborhoods; 19 miles of shoreline; two lakes; plentiful greenery and open space

*New York Times January 2012



Choose Oakland Children's

<p>We have the Bay Area's only Level 1 pediatric trauma center exclusively for kids</p>	<p>With no public pediatric beds in Alameda or Contra Costa counties, we serve as the East Bay's pediatric medical center</p>		<p>229,025 Outpatient visits; 47,611 were Emergency visits</p>
		<p>315 basic and clinical research staff 356 research studies advancing treatment for children</p>	<p>We established the first not-for-profit sibling donor cord blood bank which has led to children being cured of sickle cell disease and other blood diseases</p>
<p>In 2011, we cared for more than 77,000 children</p>	<p>We have been training future pediatricians since 1926</p>	<p>190 licensed beds</p>	<p>9,065 surgical cases (inpatient, outpatient, and Walnut Creek location)</p>
<p>Our 100-year-old mission of caring for all children regardless of ability to pay means we have never turned a patient away due to financial status</p>	<p>2,700 Employees, full- and part-time</p>	<p>557 Hospital-based and community-based physicians on Medical Staff</p>	
	<p>Our research institute provided 85% of the DNA used for the Human Genome Project</p>	<p>758 Registered nurses, full- and part-time. We have one of the highest retention rates for nurses.</p>	<p>10,230 Inpatient admissions</p>

2011 DATA



100
AMAZING
YEARS
SINCE 1912

100% healthy

100% committed to making 100% of kids 100% healthy

www.childrenshospitaloakland.org



“In the past year, the Mayor and I have advanced strategic initiatives to position Oakland for economic development; specifically, moving this core function to the City Administrator’s Office.

— Deanna J. Santana, City Administrator

Pro-Business City Ripe for Investment

The City of Oakland has stepped up efforts to position Oakland for new investment as the economy rebounds. Our reconfigured **Office of Economic & Workforce Development** acts as a conduit for attracting new companies and development projects. To sweeten the pot, the City offers a **range of incentives aimed at attracting new jobs and investment.** Eligible companies with 20 or more employees can receive up to three years worth of business or sales tax incentives when they move to Oakland. Other incentives include hiring tax credits, workforce recruitment and training, historic preservation tax credits and business loans.

WE’VE GOT SPACE!

Whether the need is for Class A downtown office space with expansive views, an older funky-chic loft, a turnkey production facility, historic warehouse or suburban feel of a business park, Oakland offers a wide range of options for commercial, manufacturing and warehousing space. The average office vacancy rate is 13.5% citywide.

Oakland’s Central Business District and Jack London Square contain nearly **19 million square feet of office space**, including 8.7 million square feet of Class A space. More than **2 million square feet of office space can be found in the Hegenberger/Airport sub area.** Large office lease transactions include BART’s renewal of 317,000 square feet at 300 Lakeside and the FBI signing a new lease for 76,700 square feet in 2101 Webster. CallSocket Holding Company, LLC recently purchased the iconic Tribune Tower. One of the major tenants is CallSocket, an international call center, which will employ 300 individuals and occupy 37,000 square feet of the 83,000-square-foot downtown landmark.

STRONG CORPORATE COMMUNITY

Long before Oakland’s surge of new economy companies, major stalwarts such as **Clorox, Dreyer’s Grand Ice Cream, Cost Plus World Market and Kaiser Permanente** formed the foundation for a strong corporate environment. These companies continue to headquarter in Oakland, joined by major employers like the **University of California Office of the President, Ask.com, Pandora, Sungevity, Caltrans, Children’s Hospital, Rolls Royce Engine Services, Rainin Instruments, and Matson Navigation,** which relocated from San Francisco in 2003 to be closer to other maritime companies based here. In addition, a number of venture capital firms and major financial institutions

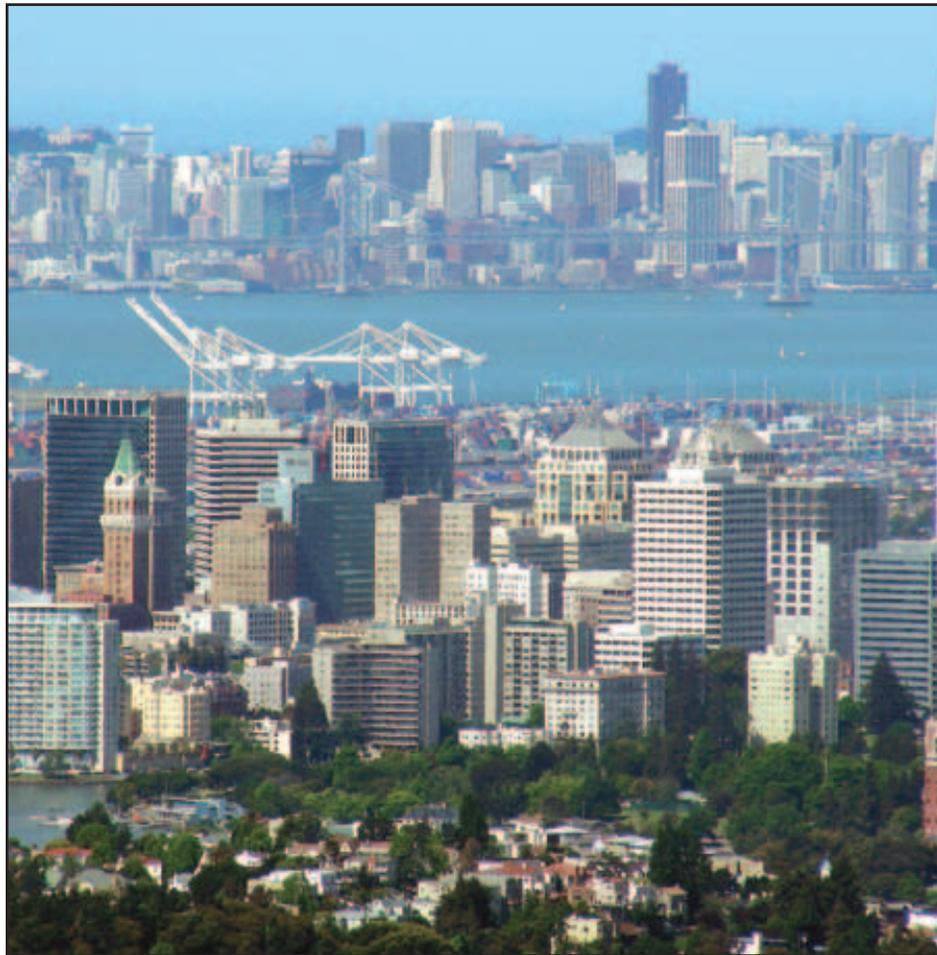


PHOTO BY DOUGLAS GREENBERG

Whether the need is for Class A downtown office space with expansive views, an older funky-chic loft, a turn-key production facility or suburban feel of a business park, Oakland offers a wide range of options.

have a strong presence in Oakland, including **Bank of America, Wells Fargo, Chase, Union Bank, One Pacific Coast Bank, Community Bank of the Bay and Gateway Bank FBS,** which last year relocated its headquarters to Oakland. Long a center of government in the Bay Area — and the Alameda County seat — Oakland is the proud home of numerous regional planning agencies including the **Metropolitan Transportation Commission (MTC), Association of Bay Area Governments (ABAG), Bay Area Air Quality Management District (BAAQMD)** in addition to **BART and Alameda County’s East Bay Economic Development Alliance (East Bay EDA).** A national model for sustainable business and development, Oakland’s office space continues to go green with **nearly 8 million square feet of LEED-rated and/or Energy Star-rated office space.** All future commercial building development will be at least LEED Silver rated, a principle component of the Oakland Green Building Ordinance adopted in 2010.

With a manufacturing belt that stretches from the airport to the port, Oakland has more than **25 million square feet of manufacturing space and nearly 13 million square feet of**

warehouse facilities. Vacancy rates are at a very healthy 6.3% and 5.4%, respectively. Last year, Exel, Inc. nearly doubled its distribution space when it leased 192,700 square feet in the Oakland Airport Business Park. Grubb & Ellis ranks Oakland the 3rd best industrial market for 2011-2015.

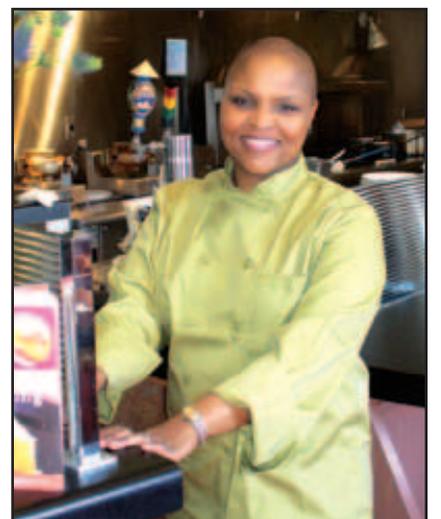
In fact, Grubb & Ellis is so keen on Oakland’s office market that they re-opened here in early 2011, marking a return to the city where they were founded more than 50 years ago.

Available space is only part of Oakland’s allure for businesses. Many companies are attracted to Oakland by its **highly educated, skilled labor force of 200,600.** Nearly 60% of Oakland’s residents have attended college – equal to the national average. The City’s Workforce Investment Board and its partnering agencies help recruit and train residents to meet the needs of a particular company. (See City Supports Business, page 27)

The **eighth largest city in California,** Oakland is a place where ideas flourish, companies grow and workers want to live. In these pages you will hear first-hand why so many CEO’s, small business owners, merchants and families heartily Choose Oakland!

Major Oakland Employers

- Alaska Airlines
- Aramark Corporation
- Ask.com
- AT&T
- BART
- Bay Area News Group
- CH2M Hill California, Inc.
- Children’s Hospital Oakland
- Clorox
- Colombo/S.F. French Bread
- Cost Plus World Market
- Dreyer’s Grand Ice Cream
- FedEx
- HealthNet of California
- Itron Inc.
- Kaiser Permanente
- KTVU Fox Channel 2
- Livescribe
- Matson Navigation
- McGuire and Hester
- Oakland Marriott City Center
- Owens Brockway Glass
- Pandora
- PG&E
- PsPrint
- Rainin Instruments
- Rolls Royce Engine Services
- Southwest Airlines
- Summit Medical Center
- Sungevity
- University of California, Office of the President
- United Parcel Service
- United Terminal Leasing
- URS
- Waste Management



Food Network star Tanya Holland chose Oakland for her acclaimed Brown Sugar Kitchen restaurant.

**Oakland is the #1 Destination
in North America**

-45 Places To Go in 2012: The New York Times



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"In Oakland you feel a real connection to the community ... very diverse, human, interactive. We will be here for many years to come."

— Tim Westergren, Founder, Pandora

Oakland Among Nation's Top Hubs for Innovation

Pandora Media's 51 percent growth in active listeners - now totaling some 55 million - and attention-grabbing IPO have created a buzz dubbed the "Pandora effect" that's ignited an innovation-driven tech hub in Oakland. It mirrors the impact Google has had in Mountain View and Twitter in San Francisco.

Last year, *Fast City* named Oakland **among 15 U.S. cities that make up the "Nation of Innovation,"** citing the number of tech companies, like Pandora and Ask.com, headquartered here and the fact that Oakland consistently ranks among America's most sustainable cities, with "green-energy startups galore."

While **tech start-up CEO's are attracted to Oakland's affordable office rents** and the unique character of much of the available office space, their workers, who tend to be on the younger side, like Downtown Oakland's **happening restaurants, bars, art galleries and two concert theaters** - as well as the city's sunny skies, diverse and affordable housing options not to mention **easy access** - from BART to bike lanes and freeways to the free Broadway Shuttle.

Another key element in Oakland's rise as center for innovation is **2.Oakland** (formerly known as InOak), an industry association started by Pandora, Skytide and other local leaders that is dedicated to cultivating a healthy tech ecosystem in the city. Aimed at helping leading-edge companies thrive, the group hosts networking events, an annual innovator awards program and other business support activities.

CLEAN, GREEN AT HOME IN OAKLAND

From renewable energy to alternative fuels, green building and environmental consulting, Oakland's green businesses have contributed to the city being **consistently ranked among the top 10 greenest cities in the country.** Attracted by City policies that support energy-efficiency, transit-oriented development, recycling, and green-jobs training, **more than 250 clean, green businesses call Oakland home.**

Oakland is a charter member of the **East Bay Green Corridor Partnership**, which is also designated as a California innovation hub (iHub). The City's **model Green Building Ordinance and resource center** have helped institutionalize these forward-looking construction methods in both the public and private sectors. Oakland currently accounts for **nearly half of the region's LEED certified buildings**, providing a wide range of certified, energy efficient office spaces in the downtown area that are more affordable than in other Bay Area markets.



Pandora's Oakland Headquarters

MADE IN OAKLAND - SOLD WORLDWIDE

With **25 million square feet of manufacturing space** found here, local businesses are producing everything from customized office furniture, high-end fashion, lighting, and electric motor scooters to the forging of hydraulic lifts as suspension for the new Bay Bridge. Many are exemplars in the arena of **"lean manufacturing"** using energy efficient production methods.

Oakland is home to leading companies like Friant, Blank+Cables, Woodtech and Creative Wood that are competing in the global marketplace with **cutting-edge, one-of-a-kind green products already in hot demand here.** One Workplace designs and supplies the latest in office furnishings and layout. Joinery Structures customizes green homes and modular units while Mueller Nichols specializes in the design and creation of interiors.

Since opening his studio five years ago, noted furniture designer **Jason Lees** has been attracting national attention with distinctive, eye-catching creations that combine various woods with graphic color blocks. His sought-after pieces have been ordered by clients around the country and showcased in a number of national magazines.

In the larger industrial realm, Oakland's **100-year industrial history and larger warehouses** hold nationally-recognized paper, print and production companies such as PsPrint, Everett Graphics, Pacific Paper Tube and Longview Fibre. On the metallic and technical side, Nor Cal Metal Fabricators is the west's leading maker of telecom structural support materials. Lucasey makes dura-

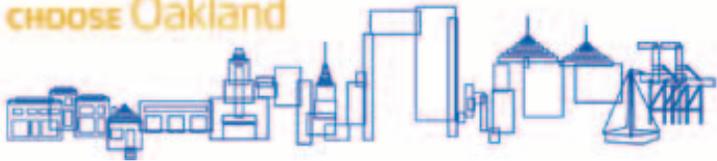
ble mounts and mounting systems used by hotels, hospitals and residences. Cable Moore is a leading supplier of rope wire, cable and other essential engineering materials, while Broadway Mechanical customizes systems for large commercial applications. Giants AB&I Foundry and Owens Brockway also inhabit portions of Oakland's industrial zone, employing over 400 workers, many of whom are local residents.

On the custom production side, fashionistas may know some of Oakland's cutting-edge clothing designers such as world-renowned **Babette**; the acclaimed **Biscotti**, who designed the dress President Obama's daughter wore on election night in 2008; and **Zoe Hong**, who was among nine designers invited to compete in a prestigious evening gown design competition at last year's Oscars. **Lori Bonn Designs** creates, manufactures and distributes semiprecious jewelry carried by Nordstrom and other fine stores nationwide and counts actresses Hillary Duff and Alicia Silverstone among her followers. Her jewelry has even been featured on the popular television series "24."

Always ahead of the curve, **Oakland manufacturers are going green** by repurposing old banners into messenger bags and purses and recycling paper and PET plastic into 100% recyclable hangers. Others lessen waste by producing reusable items such as fabric gift wrap. Oakland is also home to the firm that invented the modern day squeegee in 1936, the nation's oldest seed company specializing in Asian vegetable seeds and the west's leading maker of telecom structural support material.

Why Choose Oakland

- The "cool" factor - eclectic, happening, diverse
- Concentration of like-minded innovators
- National leader in sustainability
- City government on vanguard of green policy, practices
- Synergy among green companies
- Educated, creative, young workforce
- Job training locus for the green economy
- Central, convenient, transit-friendly location
- Bikable, walkable city
- Robust fiber optics infrastructure
- Competitively priced, interesting office space
- Proximity to LBNL, UC Berkeley
- Tax incentives



Oakland Among Nation's Top Hubs for Innovation Business Snapshots

Following are snapshots of some of the innovative firms that have sprouted up around Oakland:

Pandora

Tim Westergren, Founder



Pandora's "music technologists" match listeners' preferences with a play list of favorite songs and new music. It's proven to be a successful formula. Backed by \$56 million in venture capital funding since 2000, last year the internet radio giant announced plans to raise an additional \$100 million through an initial public offering.

The company recently expanded into larger downtown digs to accommodate its rapidly growing workforce and Pandora's 250 employees would have it no other way. More than a third of their employees live in Oakland, and walk or bike to work, which has been a tremendous asset to the company.

Founder Tim Westergren describes it this way: "In Oakland you feel a real connection to the community. It's very diverse, human and interactive, with a rich musical history. We will be here for many years to come."

CEO Joe Kennedy explains that they initially chose to locate in Oakland in 2000 when space was hard to find and too expensive in San Francisco. But when it came time to expand, he says, we stayed because our employees prefer Oakland, adding: "They would have revolted if we had gone to any other location."

Oakland's lively nightlife and culture are all part of the draw. "Being part of an up and coming neighborhood is very attractive," says Kennedy. "Oakland is to San Francisco as Brooklyn is to Manhattan."

Kennedy is equally appreciative of the city's support and intervention at the federal level when Pandora was facing a crisis involving licensing and royalties. "Support that continues to this day," he added.

Babette

Babette Pinsky, CEO



An innovator from the start, designer Babette Pinsky set the trend for artfully pleated coats and wearable, relaxed separates. She was also one of the first American designers to take advantage of the beauty of polyester microfiber in her designs, manipulating the innovative, new fabric into fantastic textures.

Pinsky's staff of 55 produces five collections a year, turning out 3,000 to 5,000 garments a month from her second-floor factory in West Oakland. Babette's fashions are sold in her own line of eight retail stores across the country, which employ an additional 45 people, as well as in boutiques across the country. Plans are to add two new stores next year.

Babette made the move to Oakland 12 years ago at the height of the dot-com boom when space was expensive and tight in San Francisco.

"It's worked out wonderfully," says Pinsky. "Now 70 percent of our workforce lives in the East Bay, and enjoy an easy commute thanks to Oakland's central location."

Pinsky has also been pleased with the support she's received from the City. "The City has been terrific about helping us 'hire local' and encouraging us to get involved in the community. We appreciate how hard they work to promote Oakland."

Perhaps the best thing about being in Oakland is the arts and culture scene that has attracted people and businesses downtown, says Pinsky. "There's a lot going on, and it's infectious."

Build It Green

Catherine Merschel, Executive Director



Build It Green is a membership-supported, nonprofit organization that works with homeowners, builders and developers to promote green building practices and resource-efficient homes in California. To date, some 70 cities and counties in the state have adopted Build It Green's GreenPoint Rating system, which rates homes based on their energy and resource efficiency.

The company has twice received a "Green Champion" award from the *San Francisco Business Times*, and in 2009 was inducted into the International Green Industry Hall of Fame.

"We wanted to be in Oakland because it is the hub for folks working on green energy policies," says Catherine Merschel, executive director. "Oakland's just a great place for collaboration. People are either in walking distance, or easily accessible via the Free B that runs from our offices in Jack London Square through the heart of Downtown via Broadway. Plus, there's lots of conference space available to accommodate larger meetings."

In fact, says Merschel, great accessibility to transportation of all kinds – BART, biking, Amtrak – and the City's central location was a prime reason for moving to Oakland.

"We're proud Oaklanders," says Merschel. "Our employees are happy to be here because the weather is great and it's a fun, convenient place to be."

BrightSource Energy

Keely Wachs, Senior Director, Corporate Communications



BrightSource Energy designs, develops, and deploys solar thermal technology to produce high-value electricity and steam for power, petroleum, and industrial-process markets worldwide. The company is working toward the completion of its Ivanpah project, a 370-megawatt solar thermal power plant in California's Mojave Desert. When completed in 2013, the plant will produce clean, solar electricity

for 140,000 homes, including PG&E customers. The project has caught the attention of high profile visitors like President Bill Clinton and was featured in a six-page spread in the *New York Times Magazine*. Projects are also in development in the Middle East, Northern Africa, South Africa and China.

BrightSource chose Oakland for its corporate headquarters because, says Keely Wachs, company spokesperson, "Oakland has emerged as one of the main epicenters of the clean tech boom due to its heritage in the environmental movement and proximity to customers, capital in the Silicon Valley, world-class research institutes as well as regulatory and policymaking bodies."

Like other companies that have chosen Oakland, BrightSource likes the city's variety of convenient transportation options and amenities like the Wednesday Farmer's Market and Lake Merritt, "which provides beautiful scenery out of our office windows," says Wachs.

"Oakland has incredible reach and can draw talent from all around the Bay Area as well as take advantage of the research capabilities of Berkeley and Stanford," says Wachs. "With two major airports nearby, Oakland is an easy plane trip for our partners and investors."

Who's Here

- Pandora
- Ask.com
- Sungevity
- BrightSource Energy
- Borrego Solar
- Lucid Design Group
- Livescribe
- Lonely Planet USA
- KEMA
- EarthSource Forest Products
- Ecologic Brands
- Build It Green
- Schnitzer Steel
- Solar Millennium
- Sirona Fuels
- Greener World Media
- Energy Solutions
- kW Engineering
- Integral Group
- Renewable Funding
- CyberArts
- Oyster Software
- Lumedx
- ProActive Business Solutions
- Obscura Digital
- Skytide
- iParadigms
- DriversEd.Com
- Centro
- Medrio
- Bear River
- Versata Software
- RevX.net
- IAS
- The Echo Group
- Zhone Technologies



"Oakland is the hub for folks involved in green building policies, which makes collaboration easy."

— Catherine Merschel, Build It Green

Sungevity

Danny Kennedy, Founder

Sungevity, the country's fastest growing residential solar company, expects to once again double its revenue this year. The company arrived in Oakland in 2010 with 55 employees and is firmly rooted in Oakland at Jack London Square. As a sign of confidence in its online business model, and in Oakland as a place to grow a business, the company signed the largest local office lease of 2011, more than doubling its space to just under 70,000 square feet to accommodate a workforce now at 200 and growing.

Nearly a quarter of Sungevity's employees reside in Oakland, including the company's founder, Danny Kennedy, who commutes on bicycle from his home in the Temescal district. "Like our company, Oakland is filled with passionate and diverse individuals who revel in the various treasures here," Kennedy told the audience at the annual Oakland Structures power breakfast. "We and our employees know that Oakland is on the sunny side of the Bay; it's fun, interesting, affordable – and a real treasure in many wonderful ways."

Blank + Cables

Walter Craven, President

Blank and Cables is a design and manufacturing firm specializing in architecturally significant and unique furniture fabrication. The company's in-house craftsmen excel in executing a wide variety of commissions from top national and international designers - from initial design all the way through to final completion.

"We moved to Oakland from San Francisco in 2004 because we were able to buy an industrial building that could accommodate our growing business – and that's where the people were who could do the work we needed them to do," says Walter Craven, Blank +

Cables president. Blank + Cables has continued to grow, adding employees and investing in equipment and building improvements.

"Owning our building reduced operating costs, which in turn enabled us to hire more people," says Craven. "We feel more control over what we're doing as a business."

In the field of art and design, he adds, "There's a buzz in Oakland that's infectious."

The city's recent positive press, nationally and regionally, is helping to attract more people who are coming to Oakland to seek out jobs in creative industries, says Craven, which helps us tap into that talent pool.

"In Oakland, there's a momentum – a bandwagon effect – as an arts and manufacturing center that's moving us all forward together," he adds.

Gigantic Idea Studio

Shana Levy McCracken, Principal/Chief Strategist

In January, Shana Levy McCracken and Lisa Duba celebrated the 10th anniversary of The Gigantic Idea Studio, which McCracken describes as "a marketing company unlike most marketing companies." Rather than helping clients sell a product or service, the firm promotes environmental programs and behaviors. For example, they are currently creating an innovative social media campaign for the City of Oakland to promote residential food scrap recycling.

The business partners chose Oakland for its affordable space, central location, transportation options and myriad amenities within walking distance of their Jack London Square offices.

McCracken also touts Oakland's cultural diversity which "helps us design more effective approaches and messages to reach varying audiences."

But it's the city's "green scene" that's proven most attractive.

"We're surrounded by environmental nonprofits and public agencies engaged in promoting sustainability," notes McCracken. "It gives us momentum and support for what we're doing in our niche."

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"If you can drive it, eat it or wear it, then chances are it came through the Port of Oakland."

—Omar R. Benjamin, Port Executive Director

Port of Oakland - Gateway of Innovation for the MegaRegion

Bold innovation, jobs and international commerce have been hallmarks of the Port of Oakland from its earliest days, just as the Port's iconic, super-sized container cranes represent its prominence in West Coast shipping today.

The Port first took shape in 1852 when the newly incorporated City of Oakland had the foresight to build shipping wharves along the Oakland estuary to accommodate the exchange of goods flooding into California.

In 1962, the Port of Oakland was the first major port on the Pacific Coast to build terminals for container ships, revolutionizing West Coast shipping. Development of two, new marine terminals, the addition of giant container cranes and construction of a new, near-dock intermodal rail facility in 2002 positioned the Port for further expansion of the West Coast freight market.

Oakland pioneered the first-ever trans-Pacific flights in the 1920s. In 1973, Oakland International Airport (OAK) - owned and operated by the Port - found room for what was then another revolutionary idea - an overnight delivery service known as Federal Express (FedEx), which today handles nearly 81 percent of the airport's annual 1.1 billion pounds of freight.

"Innovation at the Port of Oakland has continued unabated," says the Port's Executive Director Omar R. Benjamin. "The

latest development is the new Oakland Global Trade and Logistics Center on the site of the former Oakland Army Base. This will provide new, efficient and environmentally friendly rail access to our port facilities."

5TH BUSIEST PORT IN U.S.

Moves \$41 Billion in Goods

Trade valued at \$41 billion moves through the Port of Oakland each year, making it the 5th busiest container port in the U.S. Twenty-five ocean carriers make 2,000 vessel calls at the Port annually. Machinery, furniture, and apparel top the list of imports, with agricultural products, California wine and meats destined for export.

The Port is extending its tradition of innovation for environmental advancements. By investing in shore power, green design at OAK, energy-saving partnerships and a program to help truckers upgrade their vehicles, the Port is helping to reduce energy use, greenhouse gasses and diesel emissions. A green-designed, state-of-the-art air traffic control tower is being constructed at Oakland International Airport. The Port is partnering with BART to build the \$484 million Oakland Airport Connector. When complete in 2014, the people-mover will carry some 3.2 million riders annually, making OAK more accessible.



Driving the Economy of the Northern California MegaRegion

A major driver of economic development in Oakland and throughout the Northern California MegaRegion, the Port supports more than 73,000 jobs, totaling some \$1.5 billion in wages, and is tied to nearly 827,000 jobs nationwide. The Port generates more than \$617 million in tax revenue, and paid an additional \$91 million to local and regional governments over the past five years.

All of this economic activity is concentrated in the Port's three core businesses: Aviation, via the Oakland International Airport, Maritime via the seaport and Commercial Real Estate.

OAKLAND INTERNATIONAL AIRPORT

Oakland International Airport (OAK) is the 4th largest international airport in California serving 52 San Francisco Bay Area municipalities.

Regarded as the Bay Area's most on-time and reliable airport, OAK offers flights by many of the world's most highly regarded and profitable airlines to more than 40 destinations in the U.S., including service to four Hawaiian Islands as well as new service to Mexico and Europe. Notably, Southwest

Who's Here

- AT&T
- Bay Bolt
- Brinks
- CH2M Hill
- Clorox
- ConAgra Foods
- Dreyer's Grand Ice Cream
- Exel Direct
- FedEx
- Global Gateway Central (APL Marine Terminal)
- GSC Logistics
- Matson Navigation Company and Matson Distribution Services
- Nor-Cal Moving Services
- Numi Tea
- Old Dominion Freight Line
- O-I (Owens-Illinois Inc.)
- Pacific American Services
- PCC Logistics
- PepsiCo
- Rainin Instruments
- Rolls-Royce North America
- URS Corp.

Golden Gate Bridge To Oakland

In celebration of the Golden Gate Bridge 75th anniversary, the Port of Oakland partnered with Oaklandish to sponsor a photo contest

demonstrating the connection between the Port's international maritime and aviation activities and the iconic Bridge as a global gateway.



People's Choice winner Annette Davis titled her photo **USA**. She tied the concepts of international trade and patriotism together in recognition of the Port of Oakland as a transportation hub and jobs powerhouse.



Juror's Prizewinner Mike McGee entitled his photo, **Cargo Ship at Dawn**, referring to the fact that while the city sleeps, ships and commerce are being transported through this vital link to the Pacific and the world.



“The Port of Oakland is already the leading export gateway on the West Coast. This TIGER grant will ... contribute to the economic growth of the region.”

— U.S. Secretary of Transportation Ray LaHood



Airlines has their largest California base at OAK, offering more than 100 flights a day.

Additionally, the airport is also the No. 1 air cargo airport in the Bay Area. FedEx maintains their West Coast North American Asia-Pacific hub at OAK. UPS also has a major West Coast hub at OAK.

MARITIME

The Port of Oakland handles 99 percent of all containerized goods in Northern California – the only California container port that handles more exports than imports. In 2011, the Port handled more than 2.3 million TEUs (the standard shipping container metric) in containerized cargo, which translates into eight direct jobs for every 1,000 containers that come through the Oakland seaport.

No. 1 for Agricultural Exports

The Port of Oakland is the premier seaport for exporting agricultural goods from the Central Valley and the gateway for 90 percent of California’s wine exports. Most of these goods are headed to markets in Asia.

Imported goods coming through the Port are also drivers of Oakland’s newly emerging specialty foods and wines sec-

tor. Companies like Blue Bottle Coffee and Numi Tea rely on the wide variety of coffee beans and teas available to them through the Port.

Oakland Global Trade & Logistics Center To Serve NorCal MegaRegion

The Oakland City Council has given the go-ahead to a bold vision for creating a world-class, intermodal Oakland Global Trade and Logistics Center serving the Northern California MegaRegion.

The project provides for renovation and modernization of a former marine terminal into a state-of-the-art, break-bulk export terminal. Some 1 million square feet of space for packaging, warehousing and distributing cargo will be integrated with new and existing rail.

“These improvements will further benefit California’s agricultural exporters by decreasing time-to-market, and will increase shipping access for hundreds of small and mid-sized businesses throughout the U.S.,” says Benjamin.

The combined City of Oakland redevelopment and the Port’s first-phase rail access project on the former Oakland Army Base property is approximately a \$500 million investment.

\$15 Million Federal TIGER Grant For Intermodal Terminal Project

In July, the Port received a \$15 million grant from the federal Transportation Investment Generating Economic Recovery (TIGER) program, the second TIGER grant secured by the Port. Funds will be used to link the new Oakland Global Trade and Logistics Center by rail to existing Port infrastructure.

The state is investing nearly \$1.5 billion in Bay Area transportation projects, and Governor Edmund G. Brown Jr. praised the TIGER grant as an additional boost to job creation, saying: “We’re not just rebuilding our infrastructure, we are also rebuilding our middle class.”

Oakland Mayor Jean Quan says the grant will help make Oakland one of the most efficient ports in the nation, as well as more business competitive and environmentally friendly.

Enhanced rail capacity means the Oakland seaport can accommodate more goods by rail rather than by truck, resulting in less truck traffic, congestion, and emissions, while lowering costs for trade-dependent businesses, especially the Port’s vital agricultural export partners.

FOREIGN TRADE ZONE

Oakland’s Foreign Trade Zone facilitates trade and can reduce costs for importers and exporters, alike. Services include duty deferral, reduction or elimination; reduced processing fees; lower inventory costs; and streamlined documentation procedures.

COMMERCIAL REAL ESTATE

The Port is home to Jack London Square, Embarcadero Cove, Embarcadero Business Park and the Oakland Airport Business Park, encompassing thousands of square feet of office space, restaurants, hotels and innovative companies, as well as miles of parks and open space.

According to the U.S. Department of Defense, the Port of Oakland is 1 of only 16 strategic ports for military deployments because of Oakland’s deep-water channels and transportation infrastructure.

Why Choose Oakland

- Strategic, West Coast central location
- Foreign Trade Zone
- Logistics services
- Highly skilled workforce

Maritime

- 5th busiest container port in the U.S.
- 25+ ocean carriers serve Port regularly
- 20 deepwater berths
- 2 Class I railroads serve the Port

Aviation

- 2nd largest passenger airport in the Bay Area
- 300 daily passenger and cargo flights
- 11 domestic and international carriers
- Easy access, on time flights that save travel time
- 13th largest North American cargo airport in 2011
- 2 largest cargo carriers - FedEx and UPS
- FedEx Pacific Gateway/West Coast Hub

Multi-Modal Ground Transportation

- Extensive multi-modal transportation infrastructure
- 18 daily freight trains
- Amtrak passenger rail
- Direct access to 3 of nation’s busiest interstate highways

Real Estate

- Acres of available industrial and commercial property
- More than \$1 billion in development projects
- Warehouse, hotel, restaurant, retail, office and other agreements
- Public/private partnerships
- Passenger ferry terminal
- Public parking
- Hundreds of acres of public access and conservation areas

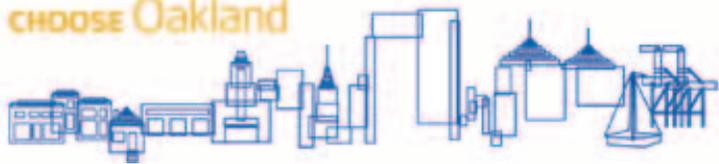
Port of Oakland by the Numbers

- \$41 billion in trade transit through the Oakland seaport each year
- 2+ million TEUs annual throughput
- 25+ ocean carriers with more than 2,000 vessel calls annually
- 20 miles of waterfront
- OAK - 2nd largest Bay Area airport
- No.1 Bay Area air cargo airport
- Supports 73,000 jobs regionally; 827,000 jobs nationwide

Powering Jobs, Empowering Communities

The Port of Oakland is a jobs-creating powerhouse. “Along with our business partners, the Port not only creates jobs, we empower communities through generating tax revenues, spending in local communities, cleaning up the environment and investing in infrastructure,” says Port Executive Director Omar R. Benjamin.

- Oakland residents hold one-in-five jobs supported by the Port
- \$1.5 billion in wages
- More than \$851 million in local business purchases
- More than \$617 million in tax revenue
- More than \$91 million in additional payments to local and regional government for services in the last five years



"Oakland's planning and building departments are moving projects in a timely manner, saving developers time and money."

— Fred Blackwell

Oakland Primed for More Development

Investors Attracted to Location, Transportation, Innovation

"Significant development is underway and in the pipeline. This is a fertile time to be in Oakland," declares Fred Blackwell, Oakland's assistant city administrator who heads up the City's Office of Economic & Workforce Development.

Anchored by two massive development projects in the pipeline - the **Oakland Army Base** and **Coliseum City** - investment is brisk and the City continues to streamline its processes to keep pace with demand.

Blackwell readily ticks off what the City has to offer:

Oakland's central location and transportation infrastructure is a huge competitive advantage. Oakland can boast that it is second only to San Francisco in the number of BART stops, offers exceptional freeway and rail access and is home to the state's 4th largest international airport which is also the Bay Area's #1 cargo airport.

There is significant purchasing power in the city and region, with great potential for capturing a far larger share of retail dollars, corporate-headquartered companies and major employers. Over the past decade, parks and streetscapes have been beautified and made safer, older building facades have been refreshed and new shops, galleries and restaurants are drawing people from all over the Bay Area.

Oakland is financially sound, **surpassing revenue projections in all areas, bringing in more business, sales and property taxes than was projected for the year.** Downtown office leasing continues to be strong, with solid demand for Class A, B and C space.

And Oakland has **plenty of available land that's primed for development.** Some 280 acres are available adjacent to the Port, and 1,000 transportation rich and air accessible acres are available near the Oakland Coliseum.

Spurred by these attractive amenities, investment has prompted a jump in building permits issued.

"Oakland's planning and building departments are moving projects in a timely manner," says Blackwell, "We save developers time and money in the entitlement process."

FORMER ARMY BASE TO COLISEUM CITY: OAKLAND PRIMED FOR DEVELOPMENT

The Oakland Army Base at the far west end of the city and Coliseum City to the southeast anchor the City's plans for large scale, transformative development projects that Blackwell describes as "once in a lifetime" opportunities.

Oakland Army Base

After years of planning, Oakland anticipates a December 2013 "shovel in ground" start to the build out of a new shipping and logistics facility on 120 acres of City land near the Port. **Prologis, one of the world's largest developers of port-oriented logistics facilities, and the Oakland-based California Capital Investment Group (CCIG) are developing plans for the project.** The projected total cost is about \$745 million; of that, \$468 million is for infrastructure, site preparation and environmental cleanup.

The project envisions a new marine terminal; 1 million square feet of trade, logistics and warehouse space; recycling facilities; and a new rail system. It will create some 2,500 construction jobs during the 10-15 year build out, and 2,000-2,500 operations jobs when complete.

Initial funding for the project comes from a \$242 million grant from the California Transportation Commission, a \$15 million grant from the U.S. Department of Transportation, \$50 million from City lease revenues associated with current uses, and \$180 million from private investors.

Coliseum City

The City has signed agreements with a top-notch development team - Oakland-based Lamphier-Gregory, Forest City, HKS Architects and Development, and JRDV Urban International - to work on the initial phases of developing a plan to transform 1,000 acres surrounding the existing arena/baseball stadium and BART station with a mix of housing, retail, office space, a hotel and entertainment facilities. Additionally, the City would like to see the area become home to a comprehensive science and technology district.

The project has the potential of being the largest transit-oriented development project in the state and "one of the centerpieces of Oakland's economic renaissance," according to Mayor Jean Quan.

Nearby, the East Bay Asian Local Development Corp. and Related California have built four of the five phases of Lion Creek Crossing, a redevelopment of former public housing that will total 439 units. Construction on BART's new light rail line to connect the Oakland International Airport and Coliseum BART station is underway and scheduled for completion in 2014.

OTHER DEVELOPMENT UPDATES

The City's overall economic development strategy includes a continued focus on connecting Downtown's thriving Broadway corridor with development and projects within the Port, like Jack London Square. Work is also being done to revitalize neighborhood commercial corridors through

business improvement districts, creative private sector initiatives and community benefit districts. Examples of key projects include:

Oak-to-Ninth

Plans for the project are to reclaim 64 acres of former industrial property along the Oakland estuary waterfront for a new, environmentally sustainable neighborhood, with 3,100 residential units, commercial space, parking, marinas and some 32 acres of parks and open space.

Broadway/Valdez

Oakland's "Main Street," Broadway is slated for destination retail and mixed-use projects, including residential, between 23rd St. and I-580.



Oakland Army Base

Foothill Square

Construction is underway to revitalize and expand the Foothill Square Shopping Center with a new 73,000 square foot Foods Co., and other national retailers.

West Oakland

More than 300 new housing units, both for-sale and rental properties, including 98 units of affordable housing, have been built at the Central Station site. Plans continue for a mixed-use residential/commercial project at the historic Beaux Arts 16th St. train station, and for a new mixed-use industrial village on 13.3 acres in the area.

7th

Strongest Office Market in the U.S.

3rd

Strongest Industrial Market in the U.S.

6th

Strongest Multi-housing Market in the U.S.

-Grubb & Ellis 2011-15 National Market Forecast

Retailers Tapping into \$5 Billion Market

Marcus & Millichap ranks Oakland among the top 20 retail markets in the nation. With more than 400,000 people, **California's 8th largest city boasts a potential buying power of \$5 billion**, which represents a huge opportunity for retailers.

As a result, retail continues to expand with more independently owned boutiques and shops opening in Oakland's diverse commercial districts, from Rockridge and Grand Lake to Dimond and Fruitvale. More than 20 of Oakland's commercial districts have seen sales growth in the past three years, bucking trends. At the same time, Target, Whole Foods and other national retailers have entered the lucrative Oakland retail market, joining Best Buy, Walmart, Home Depot, Trader Joe's and others that have succeeded in capturing the buying power of area residents.

Indeed, national retailers consistently report that their Oakland stores are high performers, including **Whole Foods' flagship Oakland store**, which is exceeding sales projections.

An expanded and reformatted Safeway will anchor the dramatic transformation of the 15-acre Rockridge Shopping Center; Kroger Company, one of the nation's largest grocery retailers, has identified two Oakland locations for its Foods Co chain; Toyota of Oakland opened in early 2010 along the Coliseum Auto Mile; and Pet Food Express returned its headquarters and main distribution center to East Oakland in late 2010.

Jack London Square continues to attract new tenants to Oakland's waterfront and myriad retail opportunities citywide, including a major retail development proposed for the Broadway/Valdez area to include nearly 1 million square feet of retail and hundreds of housing units.

popuphood

Sarah Filley and Alfonso Dominguez, Co-Founders

Inspired by a passion for social entrepreneurship and impact investing, co-founders Sarah Filley and Alfonso Dominguez launched **popuphood** in Old Oakland at 9th and Broadway in 2011. They chose the historic neighborhood because, despite its charms and many amenities—great restaurants and bars, a weekly farmer's market, proximity to public transportation and the Oakland Convention Center—the area lacked independent retail.

Popuphood's pilot location serves as a testing ground for rethinking retail and the role it plays in revitalizing our cities. Landlord Peter Sullivan Associates offers popuphood tenants free rent for six months with the hope retailers will then sign a longer-term lease. To allow the business to pop up - lower as many barriers as possible. The City supported the project's initial launch with a \$25,000 grant for tenant improvements.

Retailers now on site include **Piper and John's General Goods**, offering men's and women's vintage clothing, jewelry, art, and novelty items; **Crown Nine**, featuring jewelry by local designers; **Marion & Rose's Workshop**, showcasing objects, clothing and uncommon home and personal accessories; **McMullen**, a chic boutique featuring clothing, jewelry and accessories; and **Umami Mart**, specializing in bar, coffee and kitchen equipment from Japan.

"I know people have an idea that 'oh, it's temporary and it leaves,'" Dominguez told the *New York Times* in a recent article, referring to the pop-up concept. "But what we're doing is making an incubator for the new economy, rethinking the way retail works as a way to survive," Dominguez said.

"As urban designers, we wanted to approach revitalization as we would a start-up and disrupt the old model of top down redevelopment," says Filley. "We see the whole city as a lab for innovation."

The concept employed by Filley and Dominguez was to develop curated retail space that creates a sense of place that could be marketed as a whole.

"The idea is to focus on people and businesses rather than vacant spaces, then letting the businesses tell the story of the neighborhood," explains Filley.

With the success of the shops in Old Oakland, popuphood is branching out to 15 blocks of the Koreatown/Northgate neighborhood.

One of the tangible economic impacts popuphood can point to is that its Old Oakland landlord now has 100 percent occupancy in office space over the retail shops.

"By creating amenities and marketing, we've been able to offset the cost of temporary free rent," says Filley. "No matter what the bottom line is, there is a social benefit to partnering with scrappy retailers because eventually they're going to raise the value of the property."

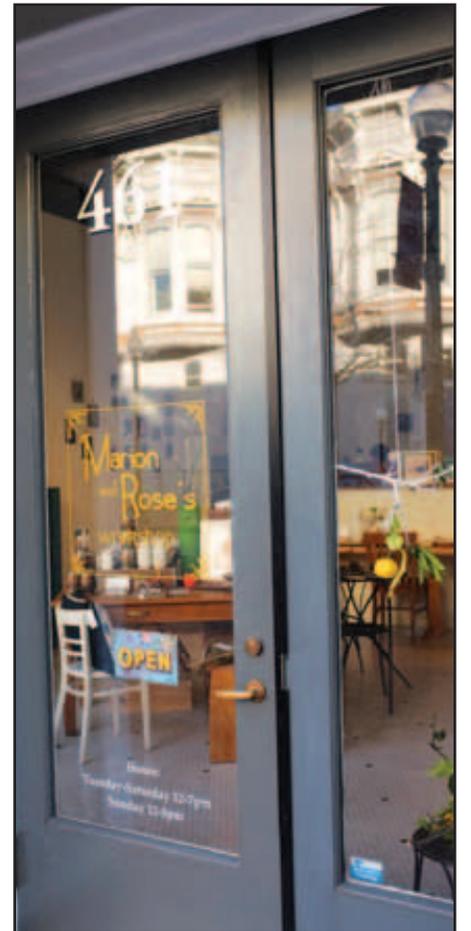
Cost Plus World Market

Barry J. Field, CEO

In the late 1950s, a San Francisco businessman turned traveler and importer began selling shiploads of hand-woven wicker from one of the city's piers. As crates were unloaded, locals and tourists alike lined up and loaded up. With such a brisk business, it only made sense to open a store, and in 1958 he opened the first **Cost Plus World Market** at Fisherman's Wharf in San Francisco.

More than fifty years later, Cost Plus World Market, headquartered in Oakland with 259 stores worldwide including Jack London Square, continues to offer extraordinary finds from all over the world, from trend-setting home accents to an array of international foods and wines, and more.

In 2010, Cost Plus World Market stunned the investment world as the best performer on the tech-heavy NASDAQ exchange, gaining 851%, ahead of Apple, Oracle and Google.



Marion & Rose's

Target

Dennis Egler, District Manager



The excitement was palpable last March when huge crowds greeted the opening of the new, 140,000 square foot **Target** in West Oakland - and shoppers continue to flock to the store.

"We're absolutely delighted with the response from the Oakland community," says Dennis Egler, Target district manager.

"It says that Target's type of retail filled an unmet need in the Oakland/Emeryville market."

In fact, says Egler, Target has far exceeded its projections for hiring up to 300 local residents. The Oakland Target now numbers 425 employees, and is still growing.

The Oakland location has been a kind of testing ground for Target stores tailored to the demographics of the urban market.

"They may be smaller, younger families, or students attending one of the Bay Area's colleges or universities," says Egler. Innovations include an expanded food market and smaller product sizes suited for apartment living like those found in Downtown Oakland.

Another plus to having a hometown Target store is that Oakland is now eligible for the company's long-standing tradition of contributing 5 percent of annual income to communities in which they do business. In Oakland, for example, Target completely refurbished the library at Madison Elementary School with new furniture, new books and a new computer lab.

While specific sites have yet to be identified for additional Target stores, the company is in growth mode and Egler confirms that the Bay Area is a key market. Company executives are always on the lookout for new sites that may become available as opportunities to "continue to making Target more accessible to the community."

"Oakland has been extremely cooperative arranging city services and with our outreach to the community." — Dennis Egler, Target

Why Choose Oakland

- \$5 billion buying power
- High-income zip codes
- Pent-up demand
- Range of available space
- Sales tax reimbursement incentive
- Hiring tax credits
- Workforce recruitment and training
- Success of other independent and national retailers

Who's Here

- Target
- Cost Plus World Market
- Whole Foods
- Safeway
- Lucky Stores
- Pet Food Express
- Trader Joe's
- Best Buy
- Walmart
- Starbucks
- Peet's
- Home Depot
- BevMo!
- Bed, Bath & Beyond
- Office Depot
- Gap
- Babies R Us/Toys R Us
- Michael's Arts & Crafts
- Hundreds of locally-owned, independent specialty shops, boutiques, artisan markets



World-Class Health Care, Strategic Location Position Oakland for the Future

Oakland is at the center of the world's premier life sciences region. Renowned researchers, academics and medical practitioners enjoy a collaborative environment that's attracted some 20 major Bay Area research institutions and more than 800 private-sector health and life sciences companies.

Oakland, and much of the East Bay, are well-served by the city's four major hospitals - Children's Hospital Oakland Research Institute (CHORI), Kaiser Permanente, Alta Bates Summit Medical Center and the Alameda County Medical Center - Highland Campus. Combined, these hospitals are investing \$2 billion in new construction and seismic upgrades, with Kaiser Permanente and Highland Hospital leading the way toward buildings that are not only safer, but greener, healthier and more energy efficient.

HEALTH CARE TRAINING AND COMMUNITY CLINICS

Next door to the Alta Bates Summit Medical Center construction that is changing the face of Oakland's "Pill Hill," **Samuel Merritt University (SMU)** is changing the face of healthcare through education.

SMU offers graduate programs that prepare nurses, physician assistants, physical therapists, occupational therapists and podiatrists to practice throughout California and around the globe.

"We are working to identify and inspire the next generation of health professionals," says SMU President Sharon Diaz. "A health care workforce that will be more culturally diverse than ever before and better able to meet community needs."

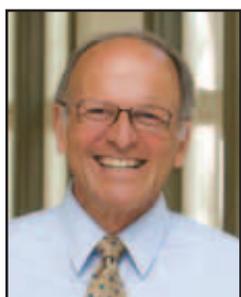
Patients are ultimately the beneficiaries of Oakland's world-class hospitals and its robust network of non-profit, community-based health care programs. Two of these, **The Native American Health Center and La Clinica de la Raza**, which serves more than 74,000 patients, have become national models.



Alta Bates Summit Medical Center Patient Care Pavilion

Children's Hospital Oakland Research Institute

Bertram Lubin, M.D., CEO



For the past 100 years, Children's Hospital Oakland has provided medical care to children throughout the greater Bay Area. Children's is the only hospital in the East Bay that provides beds for children, and the only Level 1 trauma center in Northern California dedicated exclusively to children.

In addition, the Children's Hospital Oakland Research Institute (CHORI) is an internationally renowned biomedical research enterprise. CHORI is doing cutting-edge research in cancer, asthma, heart disease, obesity and diabetes in children, stem-cell therapies and genetics. CHORI has been instrumental in creating a vaccine to eradicate meningococcal disease worldwide and is leading the cure for sickle-cell disease in children.

"Being in Oakland is a tremendous benefit," says Bertram Lubin, M.D. and Children's CEO. "CHORI is a major catalyst for biomedical science advancement in the East Bay, working in partnership with other medical and biomedical research organizations in the Bay Area to deliver and improve health care for children."

One example is the Berkeley Stem Cell Center, which brings together investigators from CHORI, the University of California, Berkeley, and Lawrence Berkeley National Laboratory in collaboration on stem cell research to develop disease therapies.

With more than 2,600 employees and 750 physicians on the

medical staff, Children's is a vital economic engine for the community, and training ground for new pediatricians and pediatric nurses.

"We have deep roots in this community," says Lubin. "We are extremely active in providing for children's needs - be it in primary care at our federally qualified Health Center, or at the Juvenile Justice Center or in high schools throughout the community." Children's provided more than \$138,000 community benefit grants in 2011.

The hospital is working with the community to finalize plans to rebuild and modernize Children's medical center to meet the demands of seismic regulations and improve facilities for patients and their families.

Alta Bates Summit Medical Center

Chuck Prosper, CEO

Alta Bates Summit Medical Center's Oakland campus celebrated an important milestone this last February 28 with the "topping off" of its new 11-story, state-of-the-art Patient Care Pavilion. The new pavilion is slated to open in 2014; a \$35 million parking structure opened in May.

Sutter Health has invested more than \$300 million in the project. "Were it not for the investment of Sutter Health in Alta Bates Summit Medical Center, the new patient care pavilion would not be possible," says Chuck Prosper, Alta Bates Summit CEO. "Oakland deserves this safe, quality, beautiful, state-of-the-art facility, and the enhanced services and programs we now deliver to our community."

Prosper is proud of these innovative services, including a new electronic health record system, updated imaging and cardiovascular services and comprehensive, cutting-edge orthopedic services.

Why Choose Oakland

- Rich in intellectual capital
- Tax and other business advantages include the Enterprise Zone, broadband and incubators.
- Large, highly educated, highly productive workforce; 37% of residents hold a bachelor's or graduate degree.
- Globally connected; regional hub for major air cargo companies.
- Competitive real-estate options
- Unsurpassed quality of life, with world-class cultural activities, clubs, sports and the best-rated climate in the nation.
- Children's Hospital Oakland Research Institute (CHORI) garners more than \$40 million each year in bioscience research funding.
- Oakland-based California Health Care Foundation makes some \$40 million in grants each year for innovations in health care.

"Being in Oakland has been a tremendous benefit... we have deep roots in this community."

— Bertram Lubin, M.D, Children's Hospital Oakland

Who's Here

■ **4 major medical centers**

- Kaiser Permanente
- Alameda County Medical Center - Highland Campus
- Children's Hospital Oakland Research Institute
- Alta Bates Summit Medical Center

■ **300+ East Bay life sciences companies, including:**

- Cerexa
- Nano-Tex

■ **20 research institutions, including:**

- UC Berkeley
- UC San Francisco
- Stanford University
- Three national research laboratories

Alameda County Medical Center - Highland Campus

Wright L. Lassiter III, CEO

Alameda County Medical Center operates currently three hospitals: Highland Hospital, Fairmont Hospital and John George Psychiatric Pavilion, as well as three community clinics: Eastmont Wellness Center, Winton Wellness Center and Newark Health Center.

The Highland Campus in Oakland is the county's regional trauma center, serving more than 85,000 patients annually, including more than 2,500 trauma patients.

Highland is also the largest teaching hospital in the East Bay. UCSF's four-year general surgery residency program is based there, and more than 65 percent of the medical practitioners in the Bay Area have received some training at Highland.

In 2004, Highland opened a 26,000 square foot state-of-the-art Emergency Department in the new Koret Building. The campus is now undergoing an additional \$668 million renovation, due for completion in 2017, to replace the existing tower and construct a new specialty car center above a parking garage, each of which is expected to achieve LEED Silver or Gold certification.

Kaiser Permanente

Gregory Adams, Northern California President

As the largest integrated health care delivery system in the country, Oakland-based Kaiser Permanente is a pacesetter for the industry.

The unprecedented capital and technological investments Kaiser Permanente has made over the past 10 years are, in fact, transforming health care.

In 2009, Kaiser opened its new state-of-the-art, environmentally friendly Broadway Medical Office Building/Cancer Care Center. Construction of a new, 349-bed Oakland hospital will be completed in 2014.

Since 2005, Kaiser has spent \$4 billion on facilities in Northern California.

The result is that Kaiser Permanente is positioned extremely well to accelerate 21st century health care - and serve as model for health care reform.

"We started here, and we've grown up here," says Gregory Adams, Kaiser Permanente's Northern California president, adding, "the Bay Area's intellectual capital is very helpful in attracting, bringing on board and maintaining a really high-performing, strong caliber of individuals."

12 MINUTES.

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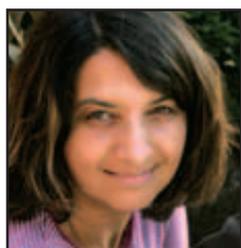
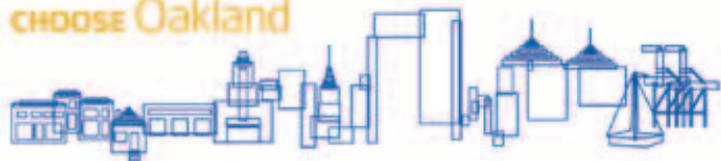
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"Oakland is a hidden gem of diversity, acceptance and creative energy tucked away in nooks and crannies throughout the city."

—Reem Rahim, Numi Tea

New Generation of Food Producers Fuel Epicurean Renaissance

With nearly 250 food production and distribution companies, Oakland is enjoying a nationally recognized epicurean renaissance.

The city's central location, plentiful industrial facilities and proximity to user-friendly Oakland International Airport and the Port, with its foreign trade zone, make Oakland an excellent choice, especially for smaller producers.

A new generation of specialty food companies like **Blue Bottle Coffee, Revolution Foods, Hodo Soy Beanery, Premier Organics** and **Kaia Foods**, are joining stalwarts like **Columbo Baking, Svenhard's Swedish Pastries** and industry leader **Dreyer's Grand Ice Cream**.

For Hodo Soy Beanery CEO John Scharffenberger, the choice of Oakland just makes sense: "We're in the middle of the Bay Area, in an industrial area with very inexpensive facilities that are centrally located and close to BART with access to a really good workforce."

Blue Bottle's James Freeman "fell in love" with the company's retrofitted brick warehouse. The relatively cheap price (less than \$1 a square foot for 7,500 square feet) sealed the deal.

Oakland's burgeoning restaurant scene benefits from the local availability of healthy, fresh food products that bolster the city's reputation for gourmet dining.

Oakland's cadre of caterers, specialty and artisan food producers, new urban wineries, distributors, restaurants and the companies that support these services are good for the local economy as they tend to be labor-intensive and create jobs, even in slow times.

One of those innovative companies is **Back to the Roots**, founded in 2009 by Alejandro Velez and Nikhil Arora during their last semester at UC Berkeley. The young entrepreneurs were on track to enter the corporate world of investment banking when they were inspired by a class lecture to try growing gourmet mushrooms on recycled coffee grounds.

From their first bucket of tasty oyster mushrooms, initial interest from Whole Foods and Chez Panisse and a \$5,000 UC Berkeley grant for social innovation, Velez and Arora launched their company, which now sells grow-your-own mushroom kits online at the Back to the Roots website and at Amazon.com, as well as in 300 Whole Foods stores nationwide.



Wineries in Oakland?

Planning a wine-tasting trip usually conjures images of rolling hills and twisted vines—not urban warehouses. But with a growing urban wine movement rooted in the 510 area code, a wine-tasting trip is now as easy as hopping on an Oakland-bound BART train. Oakland boasts about a dozen wineries - many with tasting rooms - including award-winners Dashe, JC Cellars and Enat.



Numi Tea is another of Oakland's innovative food companies, created by the brother and sister team of Reem and Ahmed Rahim to produce the soothing, middle-eastern teas they drank as children.

The Rahims set up shop in Oakland, says Reem, because, the city "offers all the amenities of a city with a small-town atmosphere... Oakland was the right place at the right time."

Numi Tea currently employs some 40 people and exports to 35 markets worldwide.

Innovative from the start, the original

Dreyer's Ice Cream Company began in 1929 with the introduction of Rocky Road ice cream, a creation of founders Joseph Edy and William Dreyer. Dreyer's continued to innovate when, in 2004, the company invested some \$100 million to develop its revolutionary slow-churn process. In 2006, the company was fully acquired by Nestlé, becoming the world's biggest ice cream maker, with a 17.5 percent market share.

Revolution Foods, founded in Oakland in 2005 by Kristin Groos Richmond and Kirsten Tobey to transform the way students and children are fed, now delivers tasty and healthy to more than 120,000 healthy meals daily to youth across nine states, and employs some 750 food service workers.

Who's Here

- Dreyer's Grand Ice Cream
- Numi Tea
- Dobake Bakeries
- Barlovento Chocolates
- Blue Bottle Coffee
- Belcampo Meat Co.
- Blue Chair Fruit Jams & Preserves
- Voila! Juice
- Michael Mishner Chocolates
- Kitazawa Seed Company (oldest in the U.S.)
- Peerless Coffee
- Revolution Foods
- Vice Chocolates
- BAIA Pasta
- Oakland Chocolate Co.
- Artisana/Premier Organics
- EV Olive Oil/Veronica Foods
- Hodo Soy Beanery
- Boccolone
- Just Desserts
- California Cereal Products
- Sundia
- Columbo Baking
- ConAgra Foods
- Svenhard's Swedish Pastries
- Gatorade
- Aubin Cellars
- Cerruti Cellars
- Dashe Cellars
- Irish Monkey Cellars
- Adams Point Winery
- Prospect 772
- Roland Rosario Cellars
- Tayerle
- JC Cellars
- Stage Left Cellars
- Enat Winery
- Urban Legend
- Oakland Brewing Co.
- Linden Street Brewery
- Pacific Coast Brewing Co.

Why Choose Oakland

- Transportation hub
- International export - OAK, Port of Oakland
- Sophisticated local supplier network/customer base for healthy, fresh and local cuisine
- Concentration of food producers and distributors
- Solid food processing/production infrastructure
- Existing industrial facilities at affordable rents
- Strong labor pool
- Great weather; long growing season; top-rated drinking water in the state

Blue Bottle Coffee Company

James Freeman, Founder and CEO



Whether Starbucks is a late-model Honda Accord with all the bells and whistles, **Blue Bottle Coffee** is a 1955 Alfa Romeo Giulietta," enthused Michael Copeland in the pages of *Fortune* magazine. "Sure, the Alfa might cost more and require a bit more attention, but it reaches an aesthetic standard the Accord simply can't match. Blue Bottle Coffee reflects similar craftsmanship and attention to detail."

Blue Bottle Coffee's founder and CEO James Freeman, tiring of the life of a freelance musician, turned to his passion for coffee, and started peddling his brew in 2002 at farmers' markets in Oakland and San Francisco.

Blue Bottle soon attracted hordes of enthusiastic and loyal customers and expanded to a network of cafes in Oakland, San Francisco, Brooklyn and Manhattan — with plans for continued growth.

Revenue has jumped an average of about 50 percent annually to between \$15 million and \$20 million last year. Freeman now has some 180 employees, up from about 70 just two years ago.

Based in a 1920's brick-and-timber, former fruit and vegetable warehouse on Webster St., Blue Bottle exemplifies the transition of the city's thriving foods industry. For Freeman, the choice of Oakland came down to a love affair with the building and the neighborhood — and cheaper rents than he could find elsewhere.

"The weather's great, there's great access and it has its own indigenous architecture, which is very rare," says Freeman. And his employees are glad to be on the sunny side of the Bay. "It's affordable, convenient to BART and the freeway—and you get to see the sun shine, even in August!"

Another key asset is being close to the Port of Oakland and its importers of organic, shade-grown coffee beans from Latin America, East Africa and Oceania.

Freeman found Oakland officials "super helpful" in accessing improvement funds and navigating through the various departments. He also received invaluable assistance from Inner City Advisors, a nationally recognized non-profit that provides entrepreneurs with expertise and investment to grow their business.

Hodo Soy Beanery

Minh Tsai, Founder and Co-CEO



As a child in Vietnam, Minh Tsai, founder and Co-CEO of **Hodo Soy Beanery**, often took a morning stroll with his grandpa to the neighborhood tofu shack. The freshness and artisan-quality of the soymilk, tofu and yuba of his childhood eluded Tsai until, in 2004, he founded Hodo Soy with the simple mission of re-capturing the freshness and artisan-quality of the soymilk, tofu and yuba of his childhood.

"Oakland was very supportive to a new business from a development standpoint, and offered a location that is easily accessible and conducive to distribution and delivery — by truck and rail, and space with the utility infrastructure we required as a food manufacturers," says Tsai.

Like Blue Bottle Coffee founder James Freeman, Tsai cites the non-profit Inner City Advisors for the help provided new ventures. "They may be the premier food advisors in the country," he adds. "They've become a clearinghouse for food businesses."

Tsai also credits the Food Crafts Institute at Jack London Square for helping to fuel "a resurgence in Oakland as far as food goes." The institute is one of the only schools in the country teaching food crafts and how to start food craft businesses.

John Scharffenberger, who has built a reputation as a trendsetter in the gourmet food industry based on his philosophy of "make a quality product and they'll come," is a partner in the company and serves as its chairman.

Hodo Soy Beanery has grown from 12 to 30 employees, most of whom live in Oakland and enjoy the City's relatively low cost of living, and bike-friendly commutes.

"Oakland is the Brooklyn of the West Coast" when it comes to the creative arts," says Tsai. "And all of that creativity feeds innovative businesses, like those in the specialty foods sector."

"We brought in our friends and now there's a cluster of food manufacturers in the neighborhood."

— Minh Tsai, Hodo Soy Beanery

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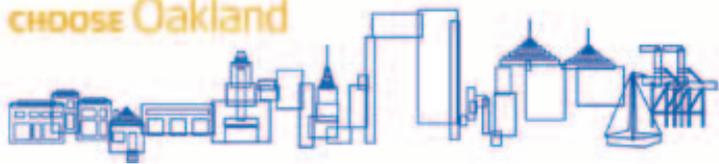
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Tapestry Of Neighborhoods Weave America's Most Diverse City

America's most diverse city comes alive in its eclectic, bustling neighborhood commercial districts that offer myriad shopping opportunities and contribute to a great quality of life in Oakland.

DOWNTOWN

Downtown Oakland is home to a diverse mix of public and commercial properties, including City and Federal offices, in addition to a wealth of office and retail developments. Thousands of new residents and 68,000 daytime workers are fueling its resurgence as a prime destination for shopping, dining and nightlife. Served by three BART stations and the free Broadway Shuttle, Downtown stretches from the waterfront to upper Broadway, encompassing Jack London Square, Chinatown, Old Oakland, City Center, Uptown and parts of Lake Merritt.

JACK LONDON SQUARE

Steeped in maritime lore, Jack London Square is one of Oakland's most iconic landmarks. Fronting a natural estuary leading to San Francisco Bay, it is a vibrant working waterfront and home to the Port of Oakland. Named after the famous Oakland author, the Square offers dining, lodging, shopping, breathtaking bay views and year-



Chinatown

People from all over the Bay Area flock to its specialty shops, restaurants, markets, bakeries and attractions. The Oakland Asian Cultural Center is one of the largest pan-Asian cultural centers in the country. The annual Chinatown StreetFest attracts 100,000 festival-goers and the Lunar New Year Bazaar is a favorite of both locals and visitors.

OLD OAKLAND

Historic Old Oakland is lined with elegantly restored Victorian buildings dating back to the 1870s when the neighborhood welcomed travelers to the western terminus of the Continental Railroad. The charming neighborhood is anchored by Swan's Marketplace and Ratto's, the oldest international grocer on the West Coast. Old Oakland has a reinvigorated dining scene spurred by Tamarindo, The Trappist, Caffe 817 and newcomers Borgo Italia, Cosecha, and District. The neighborhood also features shops, clubs and a popular Friday farmer's market. The popup retailers that flourished during the 2011 holiday season have led to a growth in retail options in this happening district.



Downtown

CITY CENTER

Among the largest assemblages of green office buildings in the Bay Area and serving more than 50,000 people daily, City Center is a bustling plaza with landscaped walkways, picturesque fountains, stately office towers, friendly shops, popular lunch spots and year-round noontime concerts contribute to its bustling energy. Clorox recently completed extensive landscape renovations in the plaza that surrounds its headquarters.

UPTOWN

Framed by magnificent Art Deco facades and anchored by the Oakland Ice Center, Fox Theater and Paramount Theatre, Uptown is ground zero for Oakland's thriving dining scene and is one of the hippest neighborhoods in the Bay Area. The monthly Art Murmur draws thousands to area galleries, restaurants, clubs and bars every First Friday.



Temescal's Bakesale Betty



Old Oakland

KOREATOWN/NORTHGATE

A lively, diverse neighborhood just north of uptown, Koreatown/Northgate (KONO) houses a rich mix of businesses and services, including a Korean-American commercial center, art galleries, hospitals and medical offices. Just north of KONO, construction of replacement parking is making way for a mixed-use transit-oriented development adjacent to the MacArthur BART Station.

ADAMS POINT

Adams Point hugs the north shore of Lake Merritt, just minutes away from downtown. Anchored by Whole Foods Market, it is home to architectural treasures such as the Bellevue Club and Art Deco Bellevue-Staten building in addition to beautiful homes, condos and apartment buildings. Residents and visitors enjoy great vistas overlooking Lake Merritt. Spurred by community organizing, neighborhoods are dressing up the neighborhood with mosaic art installations on trash receptacles along Grand Avenue.

GRAND AVENUE

Adjacent to Lake Merritt and affluent residential neighborhoods, Grand Avenue is dominated by the glorious Grand Lake Theater. A vibrant mix of local retailers prompts shoppers to stroll, eat, shop and mingle with friends along the bustling avenue. An influx of new restaurants has reinvigorated its dining scene and the ever-popular Saturday farmers' market continues to draw thousands.

LAKESHORE/LAKE PARK

The Lakeshore business district sports a unique charm with its antique lampposts and continuation of the Necklace of Lights from Lake Merritt. The neighborhood's historic facades along tree-lined streets house a vibrant mix of local and national retailers in addition to outdoor cafes and coffee houses teeming with residents and visitors.

LAKE MERRITT/PARKWAY

The East 18th & Park commercial corridor has seen significant investment through streetscape enhancements along East 18th Street and Measure DD projects that have enhanced Lake Merritt's beauty with improved trails, new

landscaping and a planned park next to the Estuary channel. It's home to national chains and indie retailers.

PIEDMONT AVENUE

Piedmont Avenue is lined with an eclectic blend of antique and vintage shops, boutiques, jewelry stores, bookstores, restaurants, outdoor cafes and a popular local cinema. At the top of Piedmont Avenue is Julia Morgan's magnificent Chapel of the Chimes and Mountain View Cemetery where many of Northern California's famous (and infamous) rest in peace among fountains, gardens, redwood trees and rolling hills that offer visitors panoramic views of the Bay Area.

TEMESCAL

From chocolates and antiques to videos and vermicelli, Temescal is a happening, culturally diverse neighborhood popular with foodies, families and shoppers in search of indie merchants. Lush street trees, glass storefronts, wide sidewalks and retro facades add to its authenticity. The annual Temescal Street Fair draws thousands for a jam-packed afternoon of live music, food and fun in the sun.

ROCKRIDGE

Combining big city sophistication with a relaxed urban/suburban environment, Rockridge is Oakland's premier shopping district. Stretching two miles up from Broadway to Berkeley, College Avenue is lined with specialty shops, restaurants, cafes, bars, day spas, boutiques and bookstores. Anchored by Market Hall, the Bay Area's only European-style gourmet marketplace, Rockridge is made even more desirable by its quaint Craftsman bungalows, easy freeway access, BART station, public library and great schools.

MONTCLAIR

Affluent hillside residences and the adjacent City of Piedmont surround Montclair Village. Blending more than 200 national and regional retailers and service-oriented businesses, Montclair draws area residents and others in search of fine apparel, furnishings, gourmet foods, unique gifts and day spas, in addition to activities at the City recreation center and park. Scores of restaurants, cafes and coffee houses, many with outdoor seating, contribute to the ambience.

GLENVIEW

Even with recent development bringing upscale restaurants, cafes and coffee houses, Glenview merchants still know your name. The busy two-block commercial district along picturesque Park Boulevard also boasts an international market, florist, shops and other services. The district has become a dining destination following the opening of several notable restaurants.

LAUREL DISTRICT

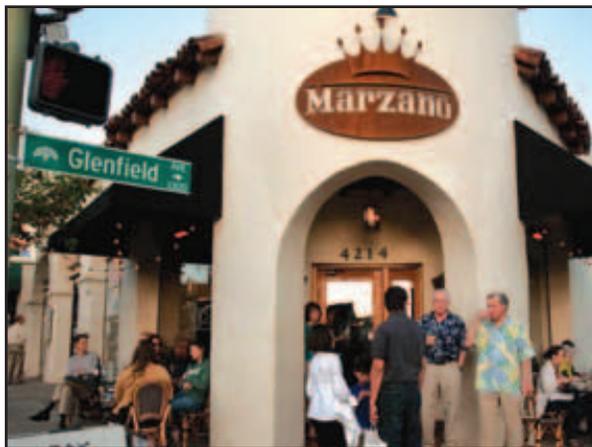
Laurel Village is a wonderfully diverse district known for its warm microclimate, friendly residential neighborhood and bustling commercial district. Residents and visitors are welcomed by attractive arches spanning MacArthur Boulevard opening up to an array of national retailers and indie restaurants, cafes, bookstores, gift shops, clothing and other services. A year-round roster of events organized by the merchant association attract thousands to the district.

DIMOND

Nestled between Laurel and Glenview, the up-and-coming Dimond district combines national and regional retailers with indie stores, bakeries and restaurants. Streetscape improvements and merchant organizing have helped trans-



NATHANAEL BENNETT



NATHANAEL BENNETT

Top: New downtown dwellers enjoy easy commutes. Above: Glenview's Marzano.

form the Dimond into an energetic commercial district. Residents, including seniors living at the recently renovated Altheim, enjoy the open space offered by Dimond Park and easy access to I-580.

FRUITVALE

Fruitvale has emerged as a thriving commercial area with a strong Latino identity. Cultural events such as the Dia de los Muertos and Cinco de Mayo attract tens of thousands. The transit-oriented Fruitvale Village has added housing,

retail and office space surrounding a pedestrian plaza at the Fruitvale BART Station. A variety of specialty stores and eateries offer a culturally authentic experience. The district and nearby Fruitvale Station shopping center enjoy easy freeway access off I-880.

EAST OAKLAND

Several arterial thoroughfares serve as commercial corridors for East Oakland residents who depend on local stores for their daily shopping needs. The new 81st Avenue Library and East Oakland Sports Center show ongoing public investment. The O.co Coliseum and Oracle Arena are served by a BART station that also connects travelers to the Oakland International Airport via shuttle. Currently under construction, the \$484 million Oakland Airport Connector will replace the shuttle by 2014. The Foothill Square Shopping Center is seeing renewed investment with a Foods Co grocery set to open in early 2013. Coliseum City would transform the existing arena and stadium and adjacent areas with a mixed-use development that adds hotel, housing and entertainment facilities along with retail and office space. Much of Oakland's industrial and warehousing space parallels I-880 through East Oakland.

WEST OAKLAND

One Oakland's oldest neighborhoods, West Oakland is rich in history and an up-and-coming business and residential area that's home to a diverse mix of neighbors actively engaged in enhancing their local environment. Mandela Parkway, a boulevard and linear park, stretches to the East BayBridge Shopping Center and neighboring Emeryville. The area around the West Oakland BART station has attracted transit-oriented development including new housing near the soon-to-be-renovated historic 16th Street train station. Nearby, the proposed Oakland Global Trade and Logistics Center will transform the former Oakland Army Base and be a major generator of new jobs and increased maritime trade and logistics activity. A project of national significance, the development will bring the 360-acre site back to life as part of a revitalized working waterfront.

Community Benefit Districts: Partnering for Success

Nearly 2,000 business and property owners are served by nine Community Benefit Districts throughout Oakland. At a time when municipal services are being pared down in cities throughout the nation, downtown Oakland has become a national laboratory for an innovative partnership between the private sector and city government.

The success of the Downtown Oakland and Lake Merritt-Uptown District associations comes from creating the right organization and setting goals to foster economic development. As the two largest Community Benefit Districts in the Bay Area, they have a combined budget of \$2.2 million.

"The growing residential and transportation infrastructure is one of the many reasons Oakland is perfect for business but we knew the perception of Oakland needed to change in order for business to come here," says J.C. Wallace, chairman of the Downtown Oakland Association.

When formed in 2009, both Districts committed to work together and with various municipal agencies and organizations - the City is also a stakeholder in the Districts through its ownership of buildings there - to



COURTESY OF DOWNTOWN OAKLAND ASSOCIATION

maximize their impact.

The public/private partnership has already resulted in numerous visible improvements including ambassadors tasked with keeping the streets safe, clean and visitor-friendly. The Districts helped sponsor the Broadway Shuttle and launched a branding campaign featuring hanging flower baskets and colorful banners along major streets. The historic 17th Street clock, which had not worked in years, was fully restored. The Districts are also working with the City to create a new digital technology community in Uptown and helped launch the successful 2.Oakland networking group.



Hip, Diverse, Livable, Affordable - Oakland is the Choice

**"Uptown: 9th
Best Hipster
Neighborhood
in U.S."**

— *Forbes*, Sept., 2012

Ranked 5th on *New York Times* List of the World's Places to Visit in 2012, Oakland is eclectic, happening and increasingly the city of choice for singles, young families and the LGBT community. It's also block-by-block the **most culturally, ethnically and creatively diverse city in America.**

There is a new energy on the streets, especially downtown, where **thousands of new residents have fueled a surge in restaurants, cafes, shops, galleries, urban wineries, clubs, bars and cultural events.**

Oakland's transformation has been well-chronicled in the regional and national media, from the *Business Times*, *San Francisco Chronicle* and *Diablo Magazine* to *USA Today*, *Travel & Leisure*, *Sunset*, *Wall Street Journal* and *Washington Post*.

With stunning bay views, parklands, plentiful greenery and open space, creeks, wooded hills, 19 miles of bay and estuary shoreline, two lakes and proximity to the Pacific Ocean, Oakland is **one of the most beautiful urban areas in the nation.** The city's Mediterranean climate is rated the best in the U.S. with temps rarely dipping below 50° during the winter or rising above the mid-70s in the summer. **Statistically, Oakland has the same number of sunny days as SoCal's Orange County.**

With its well-established family neighborhoods and trendy enclaves, Oakland is a place where companies can attract employees with affordable city living. **The average home price is less than half that of San Francisco.** From elegantly restored Victorians, bungalows and cottages to downtown loft-living, lakeside condos and upscale hillside estates, Oakland offers every option for those seeking an exceptional quality of life.

SIZZLING CULINARY SCENE: RESTAURANTS, URBAN WINERIES, FARMERS' MARKETS

Oakland's sizzling restaurant scene is no longer a local secret – catching the attention of *Bon Appetit*, *Gourmet*, *Travel & Leisure*, *Sunset*, *Chow*, *Zagat*, *Los Angeles Times*, *New York Times*, *Wall Street Journal* and *Washington Post*, among many others. In 2010, Commis became the first Oakland restaurant to receive a Michelin star and owner/master chef James Syabout opened his second establishment, Hawker Fare, in 2011. Renowned restaurateur Jason McLean selected Oakland for his first California project and will open Loring Café this fall.

Other notables include Oliveto, Hopscotch, Brown Sugar Kitchen, XOLO, Cosecha, Noble Café, Hibiscus, Camino, Pizzaiolo, Picán, À Côté, Yoshi's, Rumbo al Sur, Encuentro, Dopo, Adesso, Xyclo, Homeroom, Bellanico, Sidebar and Bakesale Betty, whose



Above: The average home price is half that of San Francisco.

Left: Authentic gondolas glide along downtown's skyline.

Below: The shoreline path of Lake Merritt offers a scenic walk.



COURTESY OF VISIT OAKLAND

Conveniently Located, Easily Accessible

Conveniently located in the center of the Bay Area, **Oakland is easily accessible by plane, train, automobile, BART, bus and ferry.** San Francisco is 12 minutes away, with Silicon Valley and the Napa and Sonoma wine regions under an hour's drive. Oakland's central location also makes excursions to the mountains, lakes, rivers and nearby beaches a breeze.

Oakland **sits at the crossroads of six major freeways and multiple transit systems**, which makes regional trav-

el quick and convenient. Served by all five BART routes, commuters and visitors can choose from eight Oakland stations. AC Transit features several Rapid bus lines along major commuter routes and ferry service from Oakland's Jack London Square makes for a fun, short hop to Alameda and San Francisco. The Free B – Broadway Shuttle connects two BART's stations, the Capitol Corridor train, AC Transit and the transbay ferry to downtown commercial districts along Broadway. (See Broadway Shuttle side-

bar, page 24) The toll-free phone and web service – 511 – is a one-stop resource for Bay Area transportation-related information.

With more than 120 miles of bikeways and more under construction, commuting by bike in Oakland is a healthy, environmentally-friendly option. Given this extensive network of bike routes, it's no surprise that **Oakland was ranked 6th among the 51 largest U.S. cities for percentage of residents that bicycle to work.**

mouthwatering fried chicken sandwiches continue to attract lines that wind around the block. Drawn by the city's ease of doing business, access to fresh, quality ingredients and lower operating costs, **Oakland has seen a wave of San Francisco restaurateurs opening Oakland locations**, among them Haven, District, Plum, Ozumo, Hudson, Lake Chalet, Wood Tavern, Marzano, Bocanova and Ike's Lair. **Overall some 100 major new restaurants and bistros have popped up all over the city in recent years.** In addition, spurred by the thriving

food scene, several Oakland restaurants have expanded their venues including Boot & Shoe Service, Tamarindo Antojeria, Flora and Caña. Coming soon are Duende, Township, Borgo Italia, Destino, Miss Ollie's and Forge.

Weekly farmers' markets in several neighborhoods attract shoppers to enjoy abundant, locally grown produce and artisan breads, prepared foods and other delicacies.

A dozen **urban wineries have also sprouted up in Oakland** offering tasty vintages and friendly tasting rooms. Many are featured on the popular new East Bay Winery Bike Tours

and also as part of eco-friendly tours aboard biodiesel Sprinter vans. The self-guided **Oakland Waterfront Food Trail** is a great way to experience the city's rich production history (See Specialty Foods/Wineries, page 16-17) while sampling and purchasing tasty treats along the way. Oakland's burgeoning street food, pop-up market, urban farming, artisan foods, chocolate, bakery, winery and brewery movements keep the city's dining scene fresh and ahead-of-the-curve.

“I decided to locate here because Oakland is a jewel...the richness of multi-cultural diversity, the pro business environment of City government, the fierce support that local residents demonstrate for independent businesses. How could anyone not choose Oakland!”

— Michael LeBlanc, Owner, Picán; Co-founder of the Oakland Restaurant Association

MAJOR ATTRACTIONS ENHANCE QUALITY OF LIFE

Oakland’s spectacular major attractions add to the overall quality of life and attract millions of visitors. California art, history, culture and natural environment are chronicled at the world-class **Oakland Museum of California**. The **African American Museum & Library, Pardee House, Dunsmuir-Hellman Historic Estate** and **Peralta Hacienda Historical Park** are other notable museums. Family fun abounds at the tot-sized **Children’s Fairyland USA** theme park while more than 400 animals enthrall at the award-winning **Oakland Zoo**. Imaginations soar at the **Chabot Space & Science Center**, an affiliate of the Smithsonian Institute, and authentic Venetian gondolas glide along **Lake Merritt**, the city’s crown jewel and home to the nation’s oldest wildlife refuge. The **Jack London Square** waterfront offers panoramic bay views, dining, libations, live jazz, cinemas, shopping and year-round events.

ARTS & ENTERTAINMENT FUEL NIGHTLIFE SCENE

The East Bay’s multicultural arts hub, Oakland boasts one of the largest visual and performing arts communities on the West Coast (see Arts, Culture & Tourism, page 23).

Oakland literally lights up its arts from innovative light-based public art installations to bright neon historic theater marquees in addition to vibrant artisan street markets, an edgy industrial arts scene, performance seasons and annual festivals. On any given day (or night), Oakland comes alive with an eclectic array of cultural activities including symphony, ballet, theater, ethnic dance, trapeze and circus arts, performance art, street dancers, outdoor cinemas and film festivals, in addition to major festivals and live music in concert halls, clubs and underground venues all over town.

Oakland’s increasingly happening nightlife scene is replete with live music venues, comedy nights, dancing and scores of new bars, lounges and clubs. The city’s new **Uptown Arts & Entertainment District** and neighborhood gems make for a great day or evening out with a range of options for dining, shopping and exploring. Top national acts and touring shows are featured at the meticulously-restored **Fox Oakland Theater** and **Paramount Theatre**, in addition to **Oracle Arena**, recently named among the top 10 best-selling entertainment venues in the U.S. and top 25 in the world. Live music can be heard every night of the week at popular clubs such as The New Parish, Uptown, Oasis, Stork Club and Yoshi’s Jazz House, considered by many the best live jazz venue on the West Coast. The Uptown District’s nightlife options have swelled with Make



Above: Oakland’s Mediterranean climate encourages outdoor dining.

Below left: Steaming paella from Barlata.

Below right: Michael LeBlanc greets patrons at Picán.



NATHANAELE BENNETT

Westing, Bar Dogwood, ERA, Somar and Rudy’s Can’t Fail Café joining veteran establishments Club 21, Café Van Cleef, Radio and MUA.

The wildly popular **Art Murmur** event is the place to be every First Friday for gallery receptions, one-night art installations, street performances and serious art buying. Attracting thousands of Bay Area residents, Art Murmur encompasses 21 member galleries and nine mixed-use spaces adjacent to the bustling Uptown Arts & Entertainment District. Cutting-edge multimedia shows are projected at dusk on “The Great Wall” outside the always bustling Luka’s Taproom & Lounge.

LOCAL CULTURE COMES ALIVE THROUGH MAJOR FESTIVALS & EVENTS

Oakland’s **50 annual festivals and hundreds of year-round events** radiate an authentic vibe and energy than can only be found here. These events draw millions of revelers to Oakland’s dynamic downtown and neighborhoods, where the local culture comes alive through music, dance, theatre, food and community expression. Highlights include: Chinatown StreetFest, Lunar New Year Bazaar, Oakland International Film Festival, Laurel World Music Festival, Dia de los Muertos, Temescal Street Fair, Out & About in Rockridge, Festival of Greece,

CultureFest, Black Cowboy Parade & Heritage Festival, Montclair Fine Arts & Crafts Festival, Mission Creek Oakland Music & Arts Festival, Malcolm X Jazz Arts Festival, Oakland Pride, Eat Real Fest and the City’s flagship Art & Soul Festival held in August.

SPORTS & RECREATION CITY

Boasting a rich sports heritage, Oakland is the only city in California with three professional sports teams: **Oakland Raiders, Oakland Athletics** and **Golden State Warriors**. The Wave originated at the Oakland Coliseum in 1981. The city counts sports legends Joe Morgan, Curt Flood, Bill Russell, Rickey Henderson, Frank Robinson, Vida Pinson and current WBA World Super Middleweight champion Andre Ward among its hometown heroes.

Locals love Oakland for its abundance of natural beauty and ample recreational opportunities. The city boasts **one of the highest percentages of parks and open space per capita in the nation**. Whether its sailing on the estuary; paddling or jogging at Lake Merritt; strolling through Lakeside Park; hiking and biking in the Oakland hills; teeing off on the links; or literally smelling the roses at Morcom Rose Garden, recently ranked amount the top 10 in the nation; area residents enjoy being outside year round on the sunny side of the Bay. Oakland is also home to more than 120 municipal parks and

the East Bay Regional Park District, widely regarded as the finest regional parks system in California.

RICH IN EDUCATION & ENRICHMENT

The Oakland area’s strength in knowledge-driven endeavors is fueled by a concentration of **world-class universities** and **laboratories** not to mention a **post-secondary school system considered among the finest in the country**.

Within the metro area, you’ll find the University of California-Berkeley, California State University-East Bay, Mills College, Patten University, Samuel Merritt University, California College of the Arts, Peralta Community College District, Holy Names University, Lincoln University, DeVry University and the University of Phoenix.

Oakland is home to 119 public and charter schools as well as 53 private schools. **Oakland Unified is the most-improved large urban school district in the state**, quadrupling the number of “blue” schools topping 800 on API scores over the past ten years. Several local elementary schools have been named California Distinguished Schools and a variety of charter schools offer parents and students a choice of specialized courses. Residents of all ages benefit from an **excellent municipal library system** and wide range of city-sponsored cultural and recreation programs.

Famous Oaklanders!

Among Oakland’s many treasures are luminaries in the arts, entertainment, design and literary worlds. Here’s a sampling of some famous folks from Oakland:

- Clint Eastwood
- Tom Hanks
- Billie Joe Armstrong and Mike Dirt of Green Day
- Bruce Lee
- MC Hammer
- Mark Curry
- Michael Franti
- Keshia Cole
- Goapele
- Too\$hort
- Sly Stone
- Pointer Sisters
- En Vogue
- Tony! Toni! Toné!
- Bernard Maybeck
- Julia Morgan
- Gertrude Stein
- Maxine Hong Kingston
- Ishmael Reed
- Amy Tan
- Jack London
- Zendaya Coleman

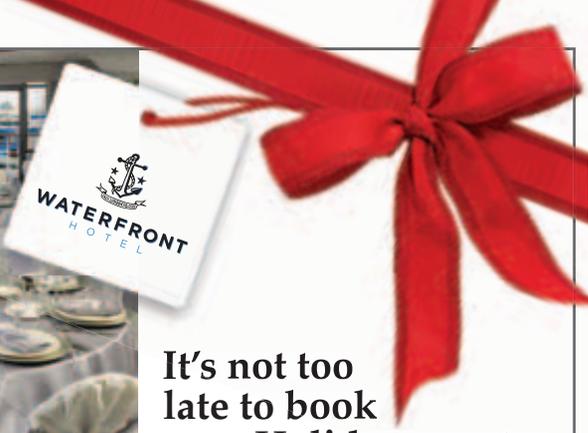
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www.eastbayenergywatch.com
-  **GROW YOUR COMPANY** in Downtown Oakland, close to transit and housing and surrounded by exciting dining, arts, and cultural attractions
www.business2oakland.com





"Bringing jobs and acclaim, the arts are lighting up Oakland!"

— Samee Roberts, Marketing Director, City of Oakland

Arts, Culture and Tourism Generate Buzz, National Attention

As chronicled in the *Wall Street Journal*, *New York Times* and other respected media outlets across the country, Oakland's creative economy has exploded on the national scene. Ranked the **11th best U.S. city for artists and designers** by *Art Bistro*, Oakland boasts more than 300 arts organizations and several hundred arts-related businesses employing more than 10,000 people. Long noted for its **rich musical heritage**, Oakland is now a **regional hub for cutting-edge creative endeavors** — from digital arts, music and sound engineering to film production, animation, design and fine arts. Oakland's creative economy is also fueled by proximity to industry powerhouses such as Pixar, Industrial Light & Magic and LucasArts. The local creative scene is also bolstered by a plethora of architectural firms, graphic designers, web developers, videographers, independent filmmakers and thousands of individual artists.

Oakland has emerged as hub for filming activity, with several features, independent films and national commercials being shot here. Some 23 film-related businesses relocated from other cities to co-locate in West Oakland, which has helped enhance Northern California's profile in this lucrative market.

With **more working artists per capita than any American city** outside of Manhattan, Oakland is home to breakthrough non-profit organizations like Project Bandaloop, ProArts, Black Dot Artists Collective, Eastside Arts Alliance, Kinetic Arts Center, Destiny Arts, Axis Dance, Trapeze Arts and The Crucible in addition to the venerable Oakland East Bay Symphony, Oakland Ballet, Oakland Youth Chorus and Oakland Interfaith Gospel Choir, among others.

Programs are in place to train tomorrow's workforce including **Oakland School for the Arts** and the **Peabody-winning Youth Radio**. **California College of the Arts** offers studies in 20 undergraduate and seven graduate majors in the areas of fine arts, architecture, design and writing. **Ex'pression College for Digital Arts** in neighboring Emeryville is landing graduates in sought-after positions at digital arts entertainment companies all over the world.

The City of Oakland supports the local non-profit arts community through an **annual grant program that has leveraged an estimated \$65 million in private sector spending over the past five years**. Oakland is a founding member of **510Arts.com**, a consortium of East Bay cities working together to promote the region as a center for multicultural arts.



Left: Captivating fire arts at The Crucible.

Why Choose Oakland

- "Cool" Factor - eclectic, happening, fun; diverse
- More artists anywhere outside of Manhattan
- Synergy; inspiration
- Cultural and ethnic diversity
- World-class arts institutions, venues, attractions
- Tax incentives
- Affordable, adaptable, space
- Central, convenient location; transit hub
- Beautiful neighborhoods, greenery, open space
- Great weather; natural light
- City support for the arts
- Arts-appreciative public
- Art Murmur
- Rich musical heritage

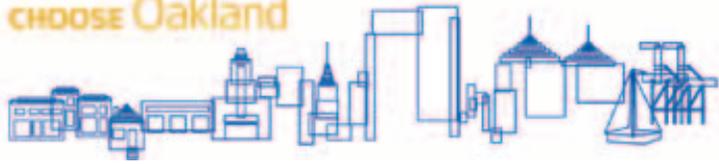


PHOTO BY CHRIS DUFFEY



Above: The Den at the Fox, Uptown

Left: Ex'pression College Digital Light Show, Art + Soul 2012



Broadway Shuttle Reaches One Millionth Passenger

“The shuttle is a big reason why we love Oakland and why we’ve been able to grow our company and hire more employees.”

— Susan Hollingshead, Vice President, Sungevity.

In June 2012, less than two years since the City of Oakland **Broadway Shuttle** first zipped along Broadway, the service carried its one millionth passenger. This milestone is the latest in the unfolding success story of downtown Oakland, and provides fresh evidence that the renaissance’s momentum is still growing.

Launched as both a transit service and an economic development tool for the City, the free Broadway Shuttle (a.k.a. “the B” and the “Free B”) allows downtown Oakland’s daytime workers to easily reach their offices from several busy transit stations, including the 12th Street and 19th Street BART stations, the Jack London Amtrak station, the Alameda/Oakland/San Francisco Ferry terminal and the AC Transit 20th Street hub.

In addition to providing “last mile” transit connections for office workers, the **Free B** has been a boon for restaurants and other retailers by encouraging downtown workers, residents and visitors to explore and patronize businesses in the neighborhoods along the route including Jack London Square, Chinatown, Old Oakland, City Center, Uptown, Lake Merritt Financial District, Valdez Triangle and Koreatown-Northgate.

The shuttle runs along Broadway, downtown Oakland’s cen-



PHOTO BY EVA SILVERMAN

tral thoroughfare, between the Jack London Square waterfront and Grand Avenue Monday-Friday 7 a.m. to 7 p.m. Service hours were expanded last year to include late night service on Fridays from 7 p.m. to 1 a.m. and Saturdays from 6 p.m. until 1 a.m. The Friday and Saturday night route deviates slightly from the weekday route by traveling up Telegraph in front of the Fox Theater and beyond Grand Avenue to 27th Street.

In August, the Broadway Shuttle received a grant that

will ensure the iconic green vehicles continue cruising along Broadway through calendar year 2014. Beginning in 2013, the shuttle will add three hours of evening service Monday through Thursday. That means downtown commuters working late shifts can use transit to get home, and folks enjoying downtown’s bustling nightlife and dining scenes will have this free transit option until 10 p.m.

For more information, visit Bshuttle.com.

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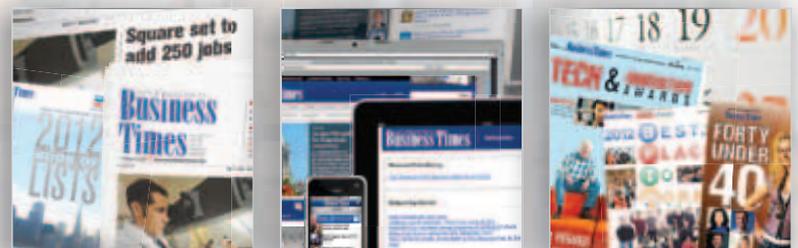
AC Transit buses serve the East Bay, San Francisco, and the Peninsula.



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PHOTO BY DAMON TIGHE

Visit Oakland: Local Celebrities Show Why They Choose (Love) Oakland!

Art. Nightlife. Music. Dining. All making a scene in Oakland.

Oakland continues to rise as one of the most dynamic, up-and-coming destinations in the country. This year alone, the city has been named the **#5 place to visit in the world** by *The New York Times*, one of the **"America's Coolest Cities"** by *Forbes*, recognized as a top food destination by *The Boston Globe*, an emerging destination for meetings and groups by *Meetings Focus West* and *Successful Meetings*, and one of **"America's Best Cities on the Rise"** by SmarterTravel.com.

Visit Oakland, the destination marketing organization for the city, provides individual travelers and groups with essential information when planning a trip to Oakland. From the best restaurants to the best room rates, Visit Oakland can assist with any travel-related questions or needs.

The organizations' new campaign **"Oakland. To know it is to love it."** offers visitors an insiders' perspective into Oakland. Local celebrities such as **Tim Westergren**, founder of Pandora Radio, and **Goapele**, Soul/R&B artist, offer their tips on where to visit, explore and enjoy the best of Oakland. Individual travelers can now receive 20 percent off at select hotels, and groups are eligible for up to \$1,500 cash incentive when booking a meeting in Oakland. Details can be found at oaklandloveit.org.

"It's exciting to see all of the positive changes and new additions coming to Oakland," said **new President & CEO Alison Best**. "Visit Oakland is proud to be a part of Oakland's growth as a destination, and we're here to help anyone who has questions or needs a hand in planning a trip to our city, on the sunny side of the Bay."

visitoakland.org



buildingbridges

Know the laws that affect your bottom line.

What is buildingbridges?

Building Bridges is a charity driven event series that entertains, informs, and builds bridges across multi disciplines within the commercial development industry.

In our first event, we'll discuss:

Changes in California Indemnity Law

Protecting Profitability in the Shadow of SB 474

Event Sponsors:



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3:00 PM – 7:00 PM



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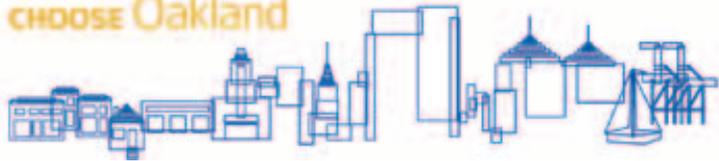
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"Oakland's progressive policies and diverse support network make it a great place to do business."

— Jody Colley, Publisher, *East Bay Express*

Oakland Supports Business Through Innovation

Oakland's Office of Economic & Workforce Development is as innovative as the businesses that are thriving in the city.

"We've formed new partnerships with industry groups, business support organizations and regional agencies to help businesses prosper and grow in Oakland," says Aliza Gallo, the city's economic development coordinator.

A variety of programs and services — from the popuhood prototype for new retail to crowd sourcing for new ventures — Oakland employs the latest tools to help entrepreneurs, CEOs and small business owners start, expand and grow here in our city.

BUSINESS ASSISTANCE CENTER

Serving nearly 4,000 clients since it opened in July 2009, the **Oakland Business Assistance Center (BAC)** is a state-of-the-art, one-stop location where existing and prospective small business owners are guided through City processes and connected with myriad external business service providers. With helpful staff and services, the BAC:

- Serves as a clearinghouse for a wide range of services provided by the City and its many business support service partners.
- Assists with business plan assessment, site location, financing referrals, workforce recruitment and training, Enterprise Zone tax credits, legal service referrals, networking and much more.
- Identifies areas of concern for business owners and creates a customized service path for your business success through a self-administered assessment form.
- Provides 24-hour online assistance with links to county, state and federal agencies in addition to City forms available for completion and submission online.

Contact the Business Assistance Center at oaklandbac.com or oaklandbac@oaklandnet.com or call 510-238-7952, 510-238-9173 TDD/TTY

INCENTIVES & FINANCING

The City offers a variety of incentive programs and financing opportunities to attract and retain businesses, including:

The popular **Enterprise Zone** program has saved Oakland businesses thousands of dollars each in state business income



PHOTO BY NATHANIEL BENNETT

Oakland, CA Demographics

	2011	2016 Estimate
Population	400,547	433,151
Number of Households	157,381	169,439
Average Household Size	2.49	2.51
Median Household Income	\$47,593	\$49,310
Per Capita Income	\$28,572	\$31,083
Median Age	36.2	36.1
College Attendance	60%	62%

Source: DemographicsNow 2012

tax as a result of hiring-tax and equipment sales-tax credits.

The **Jobs and Tax Base Stimulus Initiative** offers businesses, with 20 or more employees, two years of business tax incentives when they move to Oakland.

A Sales Tax Incentive Program reimburses retailers with 20 or more employees up to 50 percent of the City's portion of their sales tax for a maximum of three years.

MARKETING ASSISTANCE

The City offers free marketing assistance for grand openings, including invitation lists, event consultation, press release editing and media contact information. Other programs to assist in marketing local businesses include:

MeetDowntownOak.com: This go-to

campaign and website promotes downtown restaurants, galleries, cafes, clubs, venues and the popular Broadway Shuttle (see sidebar, page 24). **Bshuttle.com**

Visit Oakland: Promoting Oakland as a convention and leisure travel destination, Visit Oakland supports tourism and hospitality businesses, lists community events for free on its website and helps meeting planners locate lodging, plan itineraries, set up registration, book special event venues and services, and identify business contacts (see sidebar, page 25). **visitoakland.org**

Oakland Grown: A national model, Oakland Grown promotes locally-owned, independent businesses and artists throughout the city. Its annual holiday shopping campaign, informative website, marketing activities and networking oppor-

tunities are a boon to local merchants. In November 2011, Oakland Grown launched a gift card which is accepted at a variety of member businesses. oaklandgrown.org

Oakland Unwrapped: An innovative e-commerce site for Oakland retailers and artists, Oakland Unwrapped makes purchasing locally-made goods fast, easy and fun. oaklandunwrapped.org

BUSINESS DEVELOPMENT FOR KEY INDUSTRIES

With expertise in their respective industry sectors, economic development staff connects businesses to locations and new opportunities, facilitates communication with appropriate City staff, helps businesses participate in City incentives and connects businesses with Oakland's extensive network of support services. Efforts focus on key growth sectors:

- Arts, digital media and creative industries
- Food production and manufacturing
- Green and clean technology
- International trade and logistics
- Health care
- Retail

OAKLAND FOREIGN TRADE ZONE (FTZ)

The FTZ cultivates a business environment that enables substantial savings in import duties, entry fees and merchandise processing fees as well as faster delivery of international goods and higher security.

RECYCLING MARKET DEVELOPMENT ZONE (RMDZ)

The RMDZ provides materials processors and manufacturers with project coordination, loan and grant packaging, in addition to helping with site selection, permit processing and raw material sourcing.

BUSINESS IMPROVEMENT AND COMMUNITY BENEFIT DISTRICTS

Business Improvement Districts (BIDs) and Community Benefit Districts (CBDs) are public-private partnerships in which property and business owners work collaboratively to maintain, develop and promote their commercial districts. Oakland currently has nine such districts and is forming four new districts. (See sidebar, page 19). business2oakland.com

2.OAKLAND

Co-founded by leaders from internet radio giant Pandora, this cutting-edge business networking organization promotes Oakland as a hub for innovation and works to grow innovative new companies through collaboration and community. Quarterly meet-ups bring scores of local executives and employees out to network, exchange best practices and encourage innovation. twopointoakland.com.

INNER CITY ADVISORS (ICA)

This nationally-recognized organization offers strategic advice, practical entrepreneurial education and access to key networks, resources and capital to grow companies with \$1-5 million in revenue, building on the initiative and research of Harvard Business School Professor Michael E. Porter. innercityadvisors.org

ALAMEDA COUNTY SMALL BUSINESS DEVELOPMENT CENTER (ACSBDC)

Provides a range of business support services, technical assistance and classes for existing and start-up businesses. acsbdc.com

"7th best office market in the U.S."

— Grubb & Ellis 2011-15 Forecast

"50 Best Cities in America"

—Bloomberg, Sept. 20, 2011



Workforce Assistance Gives Oakland Companies an Edge

The City of Oakland recognizes that an educated, skilled workforce is vital to continued economic growth. To that end, Oakland's workforce development system supports both employers and job seekers for available jobs in the local economy. Oakland employers have access to workforce recruitment and training assistance as well as hiring tax credits. The City works closely with area

educational institutions and nonprofits to develop curriculum and training to prepare workers in a wide range of fields for tomorrow's workforce needs. In the coming decade, redevelopment of the Oakland Army Base will be a cornerstone for Oakland's economic and workforce development. It is anticipated that the project will generate between 2,500 construction jobs during the redevelopment phase, and up to 2,500 jobs in warehousing, transportation and logistics upon completion.

Oakland facts (2011 data)	
Land Area	56 sq. mi.
Land Area used as Parks	13.8%
Population Density (per sq. mi.)	5250.8
Length of Waterfront (in miles)	
Bay & Estuary	19
Lakes	4
Parks	101
Recreation Centers	22
Pools	5
Sports Fields	52
Tennis Courts	46
Golf Courses	3
Libraries	18
Source: DemographicsNow 2010	

Choose Oakland is produced by the City of Oakland, Office of Economic & Workforce Development, Cultural Arts & Marketing in association with the *San Francisco Business Times*.

business2oakland.com



SAN FRANCISCO **Business Times**

Oakland Metropolitan Chamber of Commerce Puts New Focus on Retail, Land Use



The Oakland Metropolitan Chamber of Commerce works with Mayor Jean Quan, the City Administrator and other organizations to create an environment that sends a message that "Oakland is a great place to start your business, bring your business and expand your business, and a great place for your employees to work and live," says Joe Haraburda, President & CEO.

Recently, the Chamber has added a focus on retail and land use to its list of key sectors -Trade and Logistics; Health Care; Art, Design and Digital Media; and Green/Start Up Tech. On the first Friday in May, the Chamber held its annual economic development event, Oakland: Heart of the MegaRegion. The event featured mobile workshops and tours of Oakland's expanding sectors, including the Port, the commercial Broadway corridor and innovation and technology development at Jack London Square.

The Chamber created a Retail Advisory Committee in 2010 made up of experts in retail, development and leasing to increase shopping options and tax revenues for Oakland. Retail scored a big win this summer with the approval of plans for expansion and modernization of the Safeway store, and additional retail, at Claremont and College avenues. Also the Chamber has been providing technical assistance and capacity building to Oakland's nine diverse neighborhood Business Improvement and Community Benefit Districts encouraging targeted smaller-scale merchant and resident services in a number of Oakland's emerging eclectic neighborhoods.

Recognizing that retail - and other commercial development - is strongly dependent on the availability of space and land-use policies, the Chamber has also launched a new Land-Use Committee to encourage and support diverse development in Oakland.

"The Land-Use Committee, known as OLUC [Oakland Land Use Champions] is helping city planners find solutions to space needs, parking and other issues, and to identify retailers and other business firms who are a good fit for Oakland," says Haraburda.

"The whole design approach is current and innovative. The more major retailers are on the leading edge with concepts, service and products, the more attention and interest they'll bring to our city."

Haraburda cites the tremendous new activity in the city generated by the number of new restaurants that have attracted the attention of diners and national media, alike.

"Some of those restaurants are drawing 40-50 percent of their clientele from across the bridge or through the tunnel," says Haraburda. "They're successful because they are responding to demand in taking an innovative approach to the products they provide."

The Oakland Restaurant Association (ORA), organized by the Chamber, partners with local restaurateurs to the City's culinary community expand and thrive.

In addition, Oakland is served by a dynamic network of ethnic chambers of commerce and other business organizations that reflect the City's cultural and ethnic diversity: African American Chamber, Hispanic Chamber of Alameda County, Vietnamese Chamber, Chinatown Chamber and the Oakland Merchants Leadership Forum.

- Oakland Metropolitan Chamber of Commerce oaklandchamber.com
- Oakland African American Chamber of Commerce oaacc.org
- Hispanic Chamber of Commerce of Alameda County hccac.net
- Vietnamese Chamber of Commerce of Oakland 510-499-6278
- Oakland Chinatown Chamber of Commerce oaklandchinatownchamber.org
- Oakland Merchants Leadership Forum omlf.org

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