

ULI San Francisco

1414 CLAY STREET DOWNTOWN OAKLAND

Oakland, California

Technical Assistance Panel Report | July 15–16, 2026

About

Urban Land Institute

The Urban Land Institute (ULI) is a global, member-driven organization comprising more than 45,000 real estate and land use professionals dedicated to advancing ULI's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership of professionals from private enterprise and the public sector represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, ULI has a presence in the Americas, Europe, and Asia Pacific regions, including over 1,900 members in ULI San Francisco (sf.uli.org).

ULI TAPs

The ULI San Francisco Technical Assistance Panel (TAP) program is an extension of the national ULI Advisory Services program. ULI's Advisory Services panels provide strategic advice to clients (public agencies, nonprofit organizations, or nonprofit developers) on complex land use and real estate development issues. The program links clients to the knowledge and experience of ULI and its membership.

Since 1947, ULI has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges. Since 1982, ULI San Francisco has adapted this model for use at the local level, delivering 54 TAPs.

TAPs include extensive preliminary briefings followed by an intensive two-day, in-person working session in the client's community. A detailed briefing package and guided discussion are provided by the client to each TAP panelist in advance of each working session. In these sessions, ULI's expert panelists tour the study area, interview stakeholders, and address a set of questions proposed by the client about a specific development issue or policy barrier within a defined geographic area. The product of these sessions is a final presentation and report, which presents highlights of the panel's responses to the client's questions, as well as a diverse set of ideas and suggestions. Learn more at: sf.uli.org/get-involved/technical-assistance-panels/.

ULI Impact Lab

The ULI Impact Lab is the philanthropically funded, systems-change arm of ULI. It aligns and amplifies ULI's flagship Centers and Initiatives: the Randall Lewis Center for Sustainability in Real Estate; the Terwilliger Center for Housing; and ULI's Initiative on Real Estate Economics and Capital Markets. The Impact Lab also houses ULI's Advisory Services and Technical Assistance capabilities, bringing multidisciplinary market expertise, stakeholder engagement, and implementable recommendations into community-centered development. Together, these programs share a goal: transforming real estate markets toward decarbonization, resilience, health, and housing affordability at scale. Learn more at uli.org/impactlab.

ULI Terwilliger Center for Housing

The mission of the Terwilliger Center for Housing is to ensure that everyone has a home that meets their needs at a price they can afford. Established in 2007 with a gift from longtime member and former ULI chairman J. Ronald Terwilliger, the Center's activities include technical assistance engagements, forums and convenings, research and publications, and an awards program. The goal is to catalyze the production and preservation of a full spectrum of housing options. Learn more at http://uli.org/terwilliger.

The ULI's Terwilliger Center for Housing, through its Attainable Housing for All Initiative, leverages TAPs and other forums to directly engage with local communities, bringing expertise to solve unique affordability challenges and expand the production and preservation of attainable housing. This initiative is possible due to the generous support of Carolyn and Preston Butcher ULI Housing Initiative.

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About

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Acknowledgments

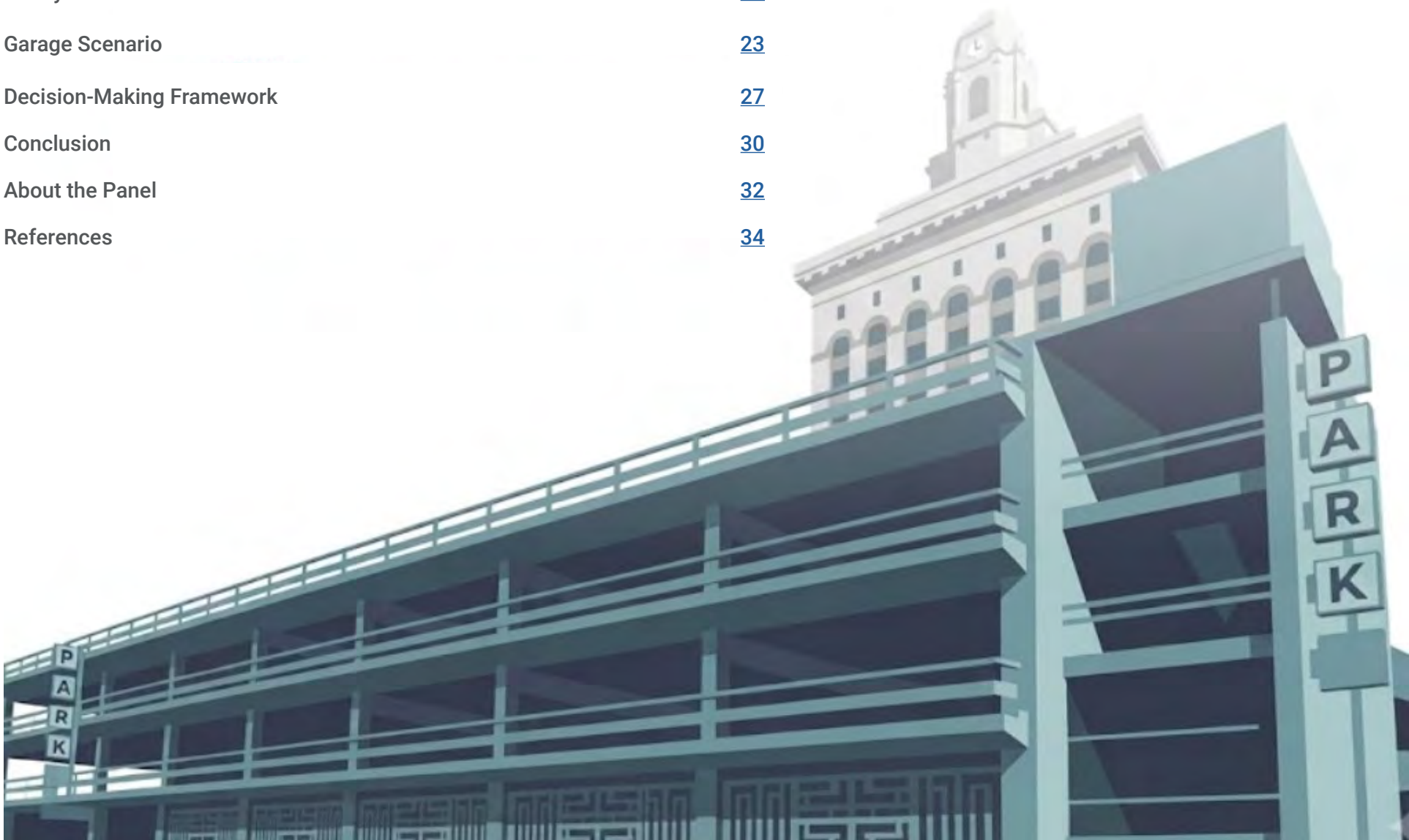
ULI San Francisco would like to thank the City of Oakland for inviting ULI to study development options for 1414 Clay Street. ULI would like to specifically thank the City's Economic & Workforce Development (EWDD) department leadership—in particular Ashleigh Kanat, Kelley Kahn,Theresa Lopez, Brandon Wolinsky, Winnie Lam, Monika Yamuremye, Patrick Lane, Kimani Rogers—for their assistance leading up to and during the panel work session. ULI would also like to acknowledge the support of Mayor Barbara Lee's office, council member Carroll Fife, and Director of Planning & Building, Bill Gilchrist. Finally, ULI would like to thank the stakeholders who generously shared their time and insights during the panel's discovery phase.



ULI panelists in front of Oakland's historic City Hall.

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Executive Summary

1414 Clay Street is located just feet away from the historic City Hall in Downtown Oakland. The 0.66-acre City-owned parcel is currently a parking garage that has sat closed and unused since December 2016, when it was determined to be seismically unsafe.

The City of Oakland's Economic and Workforce Development Department (EWDD), through its Public/Private Development Division (PPD), engaged ULI San Francisco to convene a Technical Assistance Panel (TAP) to evaluate development options for the site, specifically addressing the following topics:

- **Feasible Residential Development Scenario:** Identify a viable residential approach that responds to market conditions, zoning, and affordability goals.
- **Non-Residential and Civic Uses:** Explore alternative uses that strengthen the Civic Center, enhance placemaking, and deliver meaningful public benefit.
- **Best Practices from Comparable Cities:** Identify strategies and lessons from peer cities for repositioning publicly owned infill sites.
- **Advance Site Preparation:** Recommend steps to prepare the site for redevelopment and reduce implementation barriers.
- **Demolition Funding and Disposition Structure:** Evaluate funding and disposition approaches that balance feasibility, risk, and public return.
- **Optimal Land Conveyance Structure:** Recommend the ownership and delivery model that best protects long-term public interest.

Defining Success as a "Public Benefit"

The panel framed its approach through the lens of the site as a public benefit and sought to answer this question: how can 1414 Clay Street best serve Oaklanders?

On the one hand, in the near-term there are opportunities to balance municipal costs and serve today's residents. In the long-term, there are likely broader opportunities to catalyze economic growth and define the Civic Center for the next generation.

Development Scenarios

The panel investigated three development scenarios, each grounded in current market realities, informed by case studies and best practices from comparable cities, and shaped by the panel's combined professional expertise.



Clay Street Garage sign reflecting 2016 parking prices.

Residential Scenario

Provide affordable housing as a benefit to the Oakland community.

This scenario determines that 100% affordable housing is the most feasible residential option given current market conditions and regulatory considerations. The panel explores different possible area median income (AMI) levels and the cost implications for the city. The proposed 128-unit structure balances the need for affordable housing with financial feasibility and provides an active ground floor and generous setback from City Hall. While this could work with substantial City subsidy ($30-80M), the panel does not recommend housing at this location given the surrounding civic and commercial land uses, as well as the availability of other better positioned sites nearby.

Catalytic Scenario

Position the site for a future institutional partnership to spur economic development.

This scenario prioritizes finding a public or private institutional partner (e.g., education, library, museum) to develop a catalytic project at 1414 Clay Street that is more consistent with existing civic uses and activates Downtown. The panel recognizes this process could take time and that demolition of the garage to create new public open space or rehabilitation of the garage may serve as an interim use. The catalytic scenario has the most unknowns (use, occupant, subsidy requirements) but it also has the potential to offer the most long-term public benefit.

Ultimate development for a catalytic use is the panel's preferred outcome for 1414 Clay.

Garage Scenario

Retrofit and activate the existing garage to generate revenue.

This scenario proposes rehabilitating the existing garage rather than demolishing it, with a retrofit that adds multi-modal amenities and ground floor/street-facing activation opportunities. The initial City investment required is likely the lowest of the three (non interim) scenarios, with an approximately 25-year payback period from parking revenue generated. A strength of this scenario is that it does not preclude other redevelopment opportunities in the future.

Each of the three paths for 1414 Clay Street has distinct benefits and tradeoffs in terms of timing feasibility, level of public investment, and overall contribution as a public benefit.

Scenario	Use Details	Timing	Total Cost	City Investment	City Revenue	Disposition	Pros	Cons
Residential	100% Affordable - Permanent Supportive Housing (PSH) 128 units, Average 40% AMI	Mid-term	$110-130M	$30-40M	Min. Annual Ground Lease: $1-$20,000 per yr for 99 yr term	RFP SLA - 100% Affordable Land Lease	• S-14 compliant • Meets community housing needs (possibly for City workers)	• Highest City investment • Very limited affordable housing funding available • Inconsistent use
	100% Affordable - Mixed Income Program (MIP) 128 units, Average 60% AMI	Mid-term	$110-130M	$70-80M				
Catalytic	Institutional Partner (Education, public sector, or non-profit use)	Mid-Long-term	$200M+	TBD	Potential land lease revenue	SLA Process RFEI Land Lease	• Economic activity • Public benefit • Civic Center compatibility	• Uncertain partner/use • Uncertain timing • Uncertain financial benefit/commitment
	Demolition of Structure and Interim Public Open Space	Near-term	$5-10M+	$5-10M+	$0+	N/A	• Civic Center compatibility	• Upfront capital cost • Maintenance concerns
Garage	Seismic Retrofit of Structure Parking Garage + Activation	Near-term	Approx. $15M	Approx. $15M	Parking revenue (IRR 4.8% over 25 years)	N/A	• Transportation infrastructure • Parking amenity • Revenue generation	• Upfront capital cost • Revenue risk • Limited catalytic potential

Scenario comparison matrix summarizing information detailed throughout the report (refer to each chapter for more detailed breakdown of assumptions).

Key Takeaways

A successful path forward for 1414 Clay is one that delivers a genuine public benefit to the City and the Oakland community. Each of the three development scenarios could accomplish that goal. All are technically feasible and create value, however they differ in whether they are serving near-term needs or long-term aspirations for the site, and the amount of public subsidy required to make each feasible.

This is a unique, important location with tremendous potential to activate the Civic Center, but near-term market conditions are challenging. It will require investment from the City, and it may take time for market trends to improve or to find the right catalytic partner. Continue building momentum through a series of initial actions that advance all paths forward in the meantime, and avoid locking Oakland into a permanent use just because it's achievable in the near term.

The biggest takeaway from the panel is that ***the right use—the catalytic use—is worth the wait***.



TAP panelists view the garage structure from above.

Introduction and Background

The former Clay Street Parking Garage has been closed for nearly 10 years after it was determined to be seismically unsound in December 2016. Since that time, technical studies have explored solutions for seismic rehabilitation or demolition, both of which come with upfront costs for the City. Additionally, the real estate market in Downtown Oakland has continued to struggle post-pandemic and there is a high likelihood that the cost of addressing the existing structure exceeds the current land value of the site.

1414 Clay Street is not just any site in Downtown Oakland. It is immediately adjacent to the historic Oakland City Hall and Frank Ogawa Plaza, and it is steps away from 12th Street BART, the station with the highest ridership citywide.[1] As a City-owned parcel in the heart of the civic core, 1414 Clay Street presents significant catalytic potential for Oakland; however, there are a number of complex regulatory, market, and technical factors to consider.



Frank Ogawa Plaza and Clay Street intersection.

The TAP Assignment

The panel was asked to provide actionable guidance for the City on whether to demolish the garage and, if demolished, what to build in its place—residential or non-residential—and how to move forward in the process. The panel specifically responded to the following questions:

1. **Feasible Residential Development Scenario:** Given the current zoning (D-DT-C plus S-14 Overlay Zone), what is the most feasible residential development including square feet of street retail, optimal unit count and mix, percentage affordable, parking requirements, estimated budget, financing gap, and subsidy sources? What is the estimated market timing for the recommended development scenario?

2. **Non-Residential and Civic Uses:** Considering the site's location within Oakland's Civic Center, what are potential non-residential uses the City should further study that reinforce civic identity and placemaking? What is the estimated market feasibility and timing for these uses, what public benefits could they deliver, and would any modifications to the S-14 Overlay Zoning be warranted to enable them? How does the financial return and land value of the recommended non-residential use(s) compare to the residential scenario in Question 1?

3. **Best Practices from Comparable Cities:** What policies and best practices, currently employed by major North American cities, could the City adopt to successfully reposition or repurpose publicly owned infill sites with considerable predevelopment costs, similar to 1414 Clay Street, for either private housing development or commercial and/or public uses?

4. **Advance Site Preparation:** What measures should the City take in advance of redevelopment (site preparation work, environmental assessment, soil testing, etc.)?

5. **Demolition Funding and Disposition Structure:** Should the City or the developer fund the demolition of the existing building and site preparation?
   - If the City funds, what funding sources are available and what structure best positions the City to recoup its investment?
   - If the developer funds, how should the disposition (ground lease or sale) terms account for this cost burden?

6. **Optimal Land Conveyance Structure:** What is the optimal land conveyance structure: ground lease or sale?

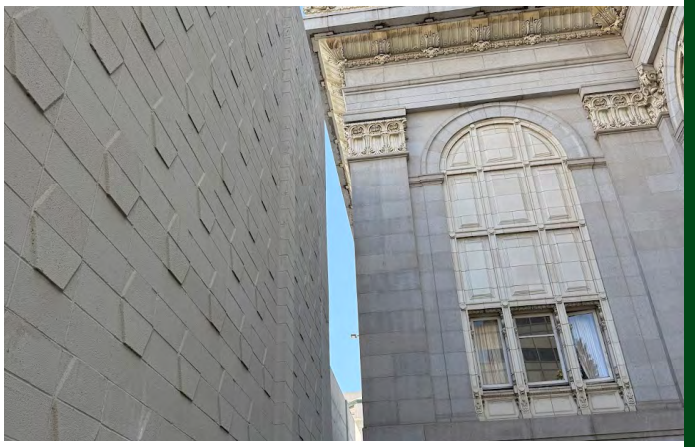
Site History

The Clay Street Parking Garage was built in 1960 on a site that was previously occupied by the Capwell Sullivan and Furth Department Store, a multi-story building with a basement constructed in the early 1900s. When that building was demolished, portions of the original structure remained in place and were incorporated into the structure of the current garage.[2]

The architectural style of the structure is representative of the 1960s mid-century modern era with concrete block pierced screen, 3D cement work, spiral ramp, and block signs. The garage operated as a public parking facility for more than 50 years before it was closed in December 2016 following a structural assessment that confirmed the garage was seismically unsound and would require significant retrofit work to be safe for use.[3]

In April 2018, a study prepared by Willdan and Kimley-Horn[4] evaluated the potential for a new parking structure topped with retail and either office or hotel space on the site. Cost estimates were prepared as part of the same evaluation and looked at two paths: rehabilitation or demolition. Escalated to 2026 dollars, total cost for seismic upgrades is estimated to be $12.2 million–14.5 million and total cost for demolition is assumed to be $4.5 million–5.6 million.[5]





Architectural details of the garage structure reflecting the 1960s mid-century modern era during which it was constructed.

c.1900s

The site was previously occupied by the Capwell Sullivan and Furth Department Store, a multi-story building with a basement, later demolished to make way for the parking structure.



December 2016

After 50+ years as a public parking facility, Clay Street Garage was permanently closed on December 3, 2016, following a seismic assessment that found high potential for collapse. The site has remained idle since.

April 2022

City Council declared the site surplus land under Resolution No. 89123 C.M.S.; a Notice of Availability was directed but never issued. Staff estimated 100%-affordable housing would need roughly $205,000/unit in City subsidy.



1960

The current garage was constructed, retaining parts of the original 1900s structure: structural slabs, steel framing under the sidewalks, and original basement walls.

April 2018

Willdan and Kimley-Horn evaluated a new garage with retail and office or hotel above. A Staff Report presented the Murakami/Nelson Assessment, confirming collapse potential.



July 2026

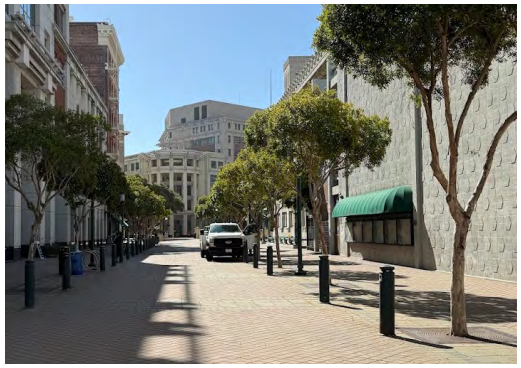
Residential and mixed-use programs weighed against post-pandemic realities; prior office and hotel concepts no longer viable.

Timeline documenting the history of the site and the structure (*City Briefing Book*).

Site Overview

1414 Clay Street is a 0.66-acre site, located immediately adjacent to City Hall, with pedestrian connection along Frank Ogawa Plaza and vehicular access from Clay Street. The existing four-story parking garage structure over a basement fills the entire parcel and totals roughly 146,000 square feet.[6]

The parcel has a base zoning of D-DT-C (Downtown District General Commercial), which permits a broad range of commercial, residential, and mixed uses. 1414 Clay Street is also formally designated as a Housing Element opportunity site and is subject to the adopted S-14 Housing Overlay, requiring majority-residential development and a minimum density based on "realistic capacity" (RC). For 1414 Clay Street, the RC has been set at 255 units. The S-14 Overlay requires a project to build either 70% of RC (standard), or 50% if it is 100% affordable.[7] There are, however, opportunities to amend the requirements for this site, so long as there is a No Net Loss finding for Regional Housing Needs Allocation (RHNA) capacity citywide. In addition, the City recently amended the S-14 Overlay to allow projects even if they are not majority residential upon the granting of a conditional use permit if certain criteria are met, including demonstrating that the proposal will provide a substantial economic or community benefit to the surrounding neighborhood.



Connection from garage to Frank Ogawa Plaza.

New construction in the D-DT zone is subject to design review, and given the proximity to City Hall, a National Register-listed building with an A1+ Cultural Heritage Survey rating,[8] any future development will be required to establish a visual transition at the building base (matching cornice lines, floor heights, and other facade elements) and will also require CEQA analysis of potential impacts to City Hall's visual character and shadow conditions. These constraints are likely to influence building height, massing, and architectural style.

As a City asset, the site is also subject to the Surplus Lands Act (SLA), which governs the disposition process. The City will be required to issue a Notice of Availability to the Oakland Housing & Community Development (HCD) department and affordable housing sponsors before disposition, unless an exemption applies as in the case of 100% affordable housing. If a sponsor agreement is reached, at least 25% of units must be affordable; if not, the City may dispose of the site for any use, with 15% affordable if 10+ residential units are built.[9]

Unknown Influential Factors

The historic status of the garage itself is undetermined. The garage is age-eligible for historic evaluation. Any future development proposal would need to address its historical significance as part of a development review application to the City.

The practical height limit driven by City Hall adjacency has not been confirmed. City Hall's actual height, the required setback, and the design review process itself all need to be further defined before any future project can be sized with confidence.



Oakland's historic City Hall (*Oakland Chamber of Commerce, Publicity Bureau*)

The demolition permit is contingent on a project application. The City may not be able to proactively clear the site in advance of a defined use.

Site Context

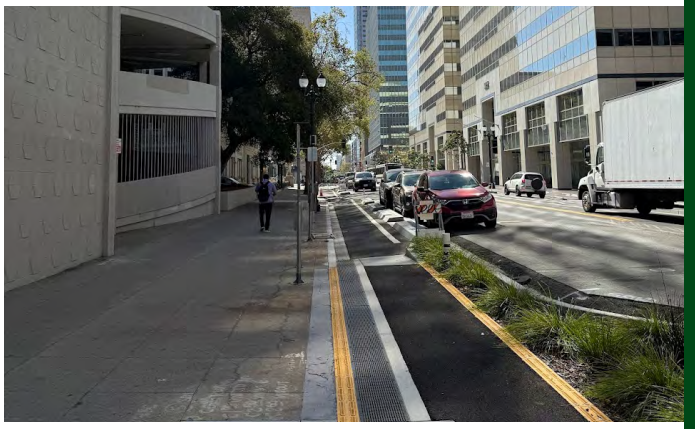
1414 Clay Street is within Oakland's Downtown Civic Center, situated between the neighborhoods of Old Oakland and the entertainment and dining destination of Uptown. The area functions as the city's primary hub for government, institutional, commercial, and transit activity.

The land use context immediately surrounding the site is predominantly civic. In addition to City Hall, there are state and federal government buildings across Clay Street and other institutional uses nearby, including the recently completed Samuel Merritt University campus and the Oakland Convention Center. Notably, there is no immediately adjacent residential use.

The Downtown Oakland Specific Plan (DOSP), adopted in July 2024, sets the policy and design direction for the area. It emphasizes the preservation of downtown's civic character and highlights 1414 Clay Street as a development opportunity site within the activity node surrounding 12th Street BART.

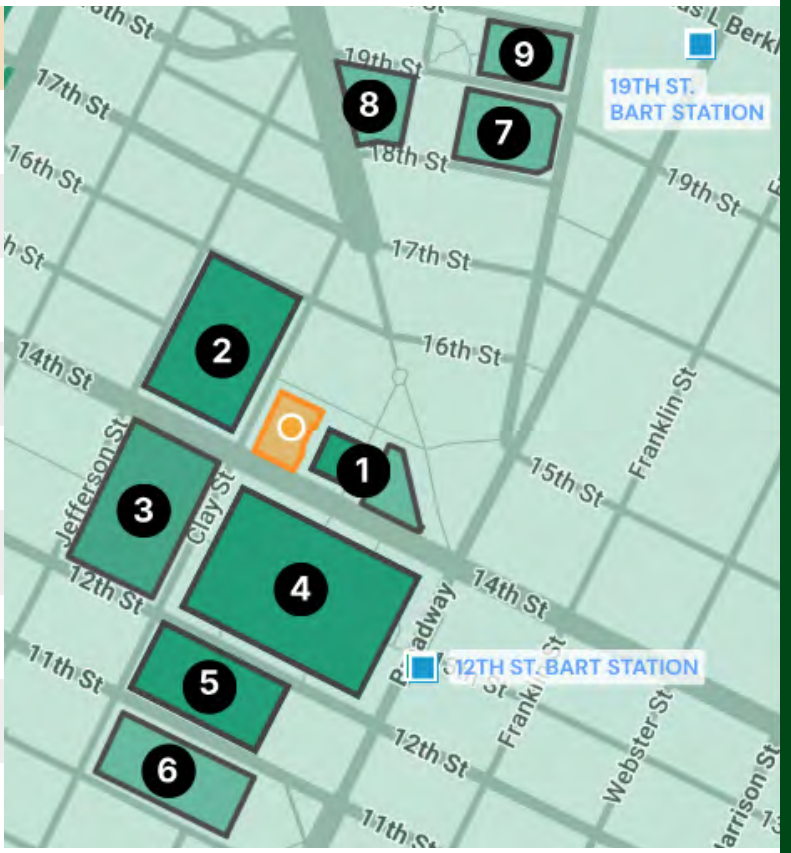
The DOSP also establishes the site's context within the Black Arts Movement Business District (BAMBD) corridor on 14th Street. This cultural district—recently recognized by the State of California — connects a range of arts and culture venues, such as the Black Panther Party Museum on Broadway, the African American Museum on 14th Street, and BAM House on Broadway. The overlay adds a programming and placemaking overlay to the area.

Recent multi-modal upgrades installed on 14th Street are part of a more expansive set of proposed streetscape improvements and reinforce the corridor's connectivity as part of the city's proposed Green Loop, a pedestrian and open space network planned to link the Civic Center, Uptown, and Lake Merritt.



14th Street bicycle improvements adjacent to the site.

- **Clay Street Garage**
  1414 Clay St.
- **1 Oakland City Hall / Frank Ogawa Plaza**
  Seat of Oakland city government
- **2 State Building**
  State of California regional offices
- **3 Federal Building**
  U.S. federal offices and courthouse
- **4 Oakland City Center**
  Downtown office, retail, and BART hub
- **5 Samuel Merritt University**
  Private health sciences university
- **6 Scotlan Convention Center**
  Event, conference, meeting, & exposition venue
- **7 Fox Theater**
  Historic 1928 movie palace and music venue
- **8 1800 San Pablo**
  Downtown EWDD surplus site
- **9 1911 Telegraph**
  Downtown EWDD surplus site



Site in the context of other key locations in Downtown Oakland (City Briefing Book).

The Downtown Portfolio

In addition to 1414 Clay Street, there are two other prominent City-owned opportunity sites in Downtown Oakland.

1911 Telegraph Avenue (1.04 acres):
Across from the Fox Theater, this site is in the heart of the Arts and Entertainment District. It is currently vacant with temporary activation by Oakland School of the Arts (OSA). A previous development proposal initiated Surplus Land Act (SLA) noticing, but ended without a disposition, thereby leaving a 15% affordable requirement on the site per SLA.

1800 San Pablo Avenue (1.02 acres):
Currently a surface parking lot in the same block as the Fox Theater, this site has not yet undergone SLA noticing and could therefore be developed as 100% market-rate if bundled with another site to meet S-14.

Compared to these other two sites, 1414 Clay Street has more challenges with the upfront investment required to prepare the site, and has greater potential from non-residential redevelopment opportunities.

Consideration of the three opportunity sites together allows the City to pursue a coordinated development strategy that can better leverage each location to its highest and best use within the context of Downtown Oakland's revitalization.



1911 Telegraph Avenue site, currently being utilized as outdoor space for Oakland School of the Arts (OSA).



1800 San Pablo Avenue site, currently serving as a surface parking lot.

Panel Process and Observations

To prepare actionable recommendations for the City of Oakland on the development of the 1414 Clay Street site, the ULI TAP included real estate professionals with experience in multifamily and affordable housing development, historic and adaptive reuse architecture, city government, economic development, and finance.

The City provided briefing materials to the panel prior to the two-day work session and continued to develop a deeper understanding of site potential and its context through a supplemental city briefing, a tour of the study area, and a series of stakeholder interviews.

What the Panel Heard

The panel met with a wide range of stakeholders familiar with the site and the development landscape of Oakland including City staff, a local council member, planning commissioners, local developers and brokers, nonprofits, and other Downtown partners (a full list of stakeholders can be found at the end of the report on page 37).











Panelists and city staff during briefing, site tour, and working sessions.

SWOT Analysis

The interviews informed several key observations, synthesized into the following Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis for the site.

Strengths

Transit-oriented, central to Downtown.

- **Arts + Culture:** The Fox Theatre, Old Oakland, dining, activations
- **Education:** New SMU campus adjacency, other interest
- **Support:** Great partners, community interest, Mayor credibility
- **Location:** Proximity to BART, Convention Center, 14th Street

Weaknesses

Difficult conditions for investment.

- **Challenged market:** Limited immediate development potential
- **Civic Monoculture:** Quiet zone between Uptown and Old Oakland
- **Perception:** Safe and clean, distrust of government
- **Scale Sensitivity:** Adjacent to the historic asset of City Hall

Opportunities

How can this site benefit Oakland?

- **Affordable Housing:** Family, workforce, artists, students
- **Activation:** Gathering, BAMBD, other community uses
- **Civic Center:** City hall, government uses (ex. Police Admin Building)
- **Emerging Uses:** Higher-ed, robotics/ manufacturing

Threats

What are the decision-making risks?

- **City Capacity:** Maintenance, available funding
- **Capital Is Brittle:** Difficult to attract funding, competition regionally
- **Timing Tension:** Near-term options vs. long-term value
- **Trade offs:** Balancing City revenue generation vs. catalytic investment



City staff and ULI on the site tour down Broadway.

Market Conditions and Trends

The TAP process and stakeholder insights also helped to reconfirm the panel's basis of understanding on current market conditions and trends.

The Downtown office market continues to struggle, with vacancy at 34.2% in Q1 2026,[10] and there has not yet been spillover from recovery trends in San Francisco. Recent hotel closures and persistent retail vacancy, particularly in the Downtown, emphasize ongoing challenges with those use categories. These market conditions are vastly different from assumptions made in the 2018 study of the Clay Street Garage, when a City study considered potential for a new office or hotel project that could have offset demolition costs.

Meanwhile, new residential development faces the same challenges seen across the Bay Area, California, and the country, as rising construction and financing costs make projects increasingly difficult to finance. Given current rental rates in Oakland, the panel heard there would need to be approximately 35-50% rent growth before new market-rate construction becomes financially feasible.

In today's market, any new development regardless of use will require a subsidy from the City.

Looking ahead, there are trends that will ultimately make development more feasible. Residential vacancy has dropped and local development professionals expressed that recent rent growth might continue at approximately 5% a year. As perceptions around crime and safety improve for Oakland and San Francisco, there could be increased demand for office, retail, and hospitality. Additionally, a return to in-office work, particularly for public employees within the civic core, will help to reactivate the area and increase support for surrounding businesses.

There are also exciting new opportunities for cultural and educational uses. The decision by Samuel Merritt University (SMU) to locate in Downtown Oakland is a great example and hopefully the broader trend of east coast institutions looking for western urban locations will continue. There are strong synergies with existing institutional users and the state recognition of the Black Arts Movement & Business District (BAMBD) that set this location apart as an arts and culture destination.

Uses that drive activity and vitality in Downtown will strengthen future development potential.

In the following chapters, the panel provides three distinct development scenarios that are informed by these market realities. Each includes specific land use recommendations for 1414 Clay Street and highlights how the redevelopment of this site has the potential to catalyze future investment in the Civic Center and Downtown Oakland as a whole.

	Today: Downtown Market Is Challenging	**Tomorrow: Conditions Are Improving**
Market Rate Housing	• Effective rents are flat (at best) since 2019, though construction costs and financing costs have grown • 35-50% rent growth needed to make development feasible	• Vacancy has dropped (7.2% v 16% in 2021), concessions dropping • Rent growth anticipated at ~5%/year • New potential in 7-10 years
Office	• 34% ongoing vacancy	• Growing return to office for public employees • SF office recovery will spill over • Retail would benefit with more activation and improved perceptions (see below)
Retail	• Published reports indicate 7% vacancy, but don't capture the full extent of perceived vacancy • Structural retail changes nationally	
Hotel	• Moxy closed, new flags/conversion anticipated	• Reality and perceptions around crime are turning the corner
Parking	• Downtown utilization at 60%	• As visitation grows, so will parking demand. Though mode has anecdotally shifted from cars since 2019.
Cultural & Education	• Performance subscription model transformed • Reduced federal support • Institutions revisiting space needs	• New SMU campus now drawing ~2,000 students/ employees daily • Eastern campuses have been seeking western urban locations • Black Arts Movement & Business District recognized as a California Cultural District

Residential Scenario

Provide affordable housing as a benefit to the Oakland community.

The first scenario explores a residential development for 1414 Clay Street that is feasible under today's market conditions and consistent with the site's layered regulatory requirements.

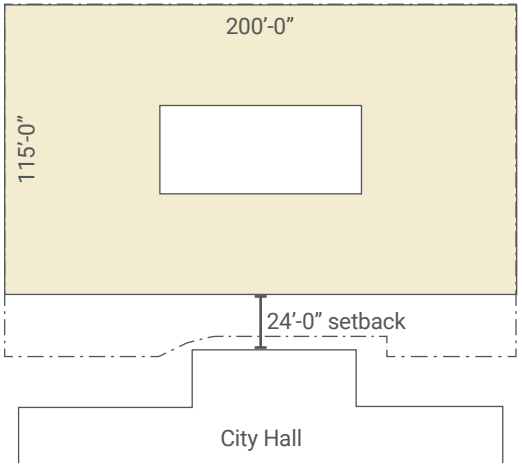
As the panel heard from stakeholders, new construction of market rate housing in the Downtown core isn't financially feasible at this time, particularly for a high-rise product. The projected rent growth needed within the Oakland housing market could take 7-10 years. Furthermore, the panel didn't feel that market-rate housing was aligned with the Civic Center identity of the district or the goal of providing a "public benefit."

Under this residential scenario, the panel therefore examined 100% affordable housing to maximize public benefit and eligibility for subsidies.

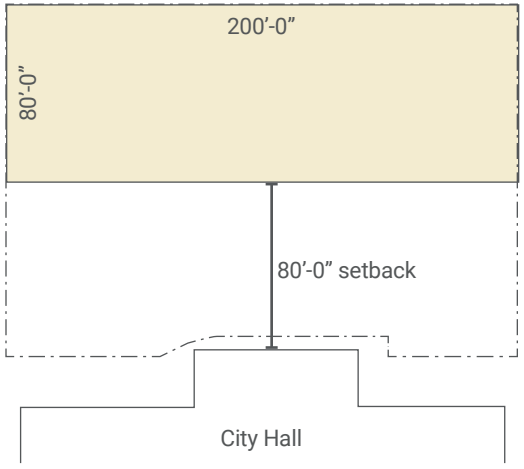
This path provides an exemption from the standard SLA process and allows 1414 Clay Street to be developed independently from the other Downtown Portfolio sites at 1800 San Pablo and 1911 Telegraph. The panel analyzed options for bundling and found that doing so could negatively impact the future development potential of market-rate on the other sites, without providing any tangible benefit to 1414 Clay. The only regulatory requirement under this scenario would be the reallocation of units to other RHNA sites at No Net Loss. Given the capacity of other sites citywide, this is a feasible process.



Theoretical visualization* of the recommended massing option for the residential scenario.
* *this image was generated using AI*



Massing Option 1: Maximize Buildable Area



RECOMMENDED
Massing Option 2: Efficient Floorplate with Open Space

At 100% affordable, the project is allowed to build 50% of the stated reasonable capacity (RC) instead of 70% per S-14. With this reduced requirement, the project would deliver 128 units, which the panel felt was feasible within the capacity and constraints of the site.

Utilizing the 128 unit count, conceptual massing studies were prepared by the panel to explore different floorplate and setback options. The recommended massing is an efficient 16,000-square-foot bar building floorplate that would occupy approximately half of the site, with a generous open space between the new building and City Hall. Unit size assumptions are consistent with a typical family product and the result is eight floors of housing over an activated ground floor (which could include lobby, tenant amenities, retail, and other community uses).

Average area/unit: 750 SF

Grossing factor: 1.25

Total area/unit: 940 SF

16,000 / 940 = Approximately 17 units/floor

128 units / 17 units = 8 floors over ground floor

The panel evaluated two financing scenarios based on different options for the project's target area median income (AMI). The first looks at Permanent Supportive Housing (PSH), set at an average of 40% AMI and the second looks at a Mixed Income Program (MIP), with a range from 30—120% AMI (average of 60%).

The costs included in this analysis assume there would be a premium to the project given the heightened design standards associated with its proximity to the historic City Hall. The total project cost remains the same between both options, however the City contribution would be nearly double, $70 million-$90 million instead of $30 million-$40 million, for the MIP project, given the limitations to funding sources at that AMI level.

This second option would be applicable if the City decided to pursue a preference for City workers, local teachers, or other workforce tenants that typically are at a moderate income level. The panel feels this could be a good way to connect housing more directly to the civic nature of the district.

100% Affordable Housing **Permanent Supportive Housing (PSH)** (4% Tax Credits)	
Program	Average 40% AMI, family
Total Units	128 ($859K - $1.02M/unit)
Total Costs	$110M - $130M
City Contribution	$30M - $40M
City Revenue Potential	Minimal annual Ground Lease Payment: $1 - $20,000/yr for 99-yr ground lease term

100% Affordable Housing **Mixed Income Program (MIP)** (4% Tax Credits)	
Program	30%-120% AMI (Avg 60% AMI), family
Total Units	128 ($859K - $1.02M/unit)
Total Costs	$110M - $130M
City Contribution	$70M - $80M
City Revenue Potential	Minimal annual Ground Lease Payment: $1 - $20,000/yr for 99-yr ground lease term

While the residential scenario of 100% affordable housing is feasible in today's market, it comes at a significant cost to the City and there are other sites, including the others in the Downtown Portfolio, that are better candidates for that investment.

Given the location of 1414 Clay Street in the heart of the civic core, the panel doesn't recommend residential use of this site. Building housing there now would preclude any future opportunities for uses that could be a better fit.

PROS: What Works

- Efficient residential floor plate with setbacks from adjacent City Hall
- S-14 compliant with 128 units at 100% Affordable
- Meets community housing needs (possibly for City workers)

CONS: What Doesn't Work

- Highest City investment
- Very limited affordable housing funding available
- Inconsistent use; not for use by general public
- Locks the site in as residential

Further Study Needed

- Smaller unit yield
- Family or senior/individuals
- Reallocation of RHNA goals to other city-wide parcels

Catalytic Scenario

Position the site for a future institutional partnership to spur economic growth.

The second scenario explores other non-residential uses, specifically with the goal of identifying a partner that could catalyze further investment in the district.

An institutional use at 1414 Clay Street would offer synergies with City Hall and be consistent with the Civic Center identity. There is a wide range of partnership opportunities this scenario could involve and the City should look to both public and private sector for identifying potential users.

The panel heard during stakeholder interviews that there has been interest in establishing satellite campuses in Downtown Oakland. The nearby Samuel Merritt University (SMU) campus is an excellent recent example of how higher education serves a complementary use that brings new users and activation to the area. The panel heard specifically of interest in attracting Historically Black Colleges and Universities (HBCUs). The City could also explore educational partners from 6–12 schools or civic partners such as libraries and museums.

These kinds of institutional and civic partnerships can activate the urban core and create beneficial interactions between a mix of compatible uses. Given the proximity of 1414 Clay Street to City Hall and other government buildings, there is an opportunity for a catalytic project on the site to leverage its surrounding Civic Center context.



Theoretical visualization* of the catalytic scenario, showing a building with an institutional character consistent with the Civic Center.
* *this image was generated using AI*



Exploratorium in San Francisco (*Exploratorium*).



New Samuel Merritt University campus nearby.



Catalytic Partnership: Brower Center, Berkeley
(*David Brower Center*)



Vertical Urban Campus: The New School, NYC
(*James Ewing, courtesy of SOM*)



Innovation Hub: MaRS Discovery District, Toronto
(*Destination Toronto*)

Case Study: University of California, DC

Example of vertical mixed-use program stack with student housing over institutional uses on the first three floors:

- Consortium of Universities for Global Health
- UC Institute on Global Conflict and Cooperation
- Lawrence Berkeley National Lab
- Public/private healthcare policy center under the UC Berkeley School of Public Health
- Federal relations team representing UC San Francisco's medical and research interests
- International Cancer Expert Corps
- Classrooms, lecture halls, computer labs, student lounges, and a library
- Lobbying and advocacy arm for entire University of California system
- Dedicated headquarters for UC law students completing D.C. externships



(*UCDC*)



300 undergraduate beds from across nine UC campuses*

Apartments for visiting UC professors who live on-site during their teaching quarter/semester

Fitness center, laundry facilities, rec room, and rooftop terrace

**UCDC rents out unfilled beds to students from select partner universities*

Interim Phase

Given the uncertain timeframe for identifying an institutional partner, the panel recommends considering an interim phase, either to demolish the garage and create a publicly accessible open space on the site or retrofit the garage as discussed in the next section.

This interim phase would require investment from the City to demolish the existing structure, return the parcel to an at-grade condition, and complete site improvements. If the space is intended to be temporary only, improvements could be completed with more of a "light touch," utilizing public art and lower-cost site elements. The key to a successful temporary space is to ensure it is activated through programming with the Business Improvement District (BID) and other community partners.

Alternatively, the space could become a more permanent park or plaza serving as an extension of the civic core. The design of this additional park space would need to complement Frank Ogawa Plaza, offering unique amenities to the community, so as to not compete with the existing space. Design and programming could potentially be related to the Black Arts Movement and Business District (BAMBD) to offer a new, distinct identity for the space.

These recommendations would apply to any scenario that dedicates a portion of the site as open space, in the interim or long-term. As any new structure will be set back from City Hall to allow clear views to the western facade, there will be the opportunity to create a new outdoor community gathering space.



Theoretical visualization* of an interim open space on the site.
* *this image was generated using AI*



Nearby Northlake Plaza, an example of a temporary open space with active programming (*SWA Group*).



Long Beach Civic Center, an example of a more permanent park with interactive, artistic swing installation (*studio-111*).

The panel recognizes that the financial feasibility of the catalytic scenario is more difficult to quantify. Both the upfront cost to the City and the potential return on investment are highly variable depending on the specifics of a proposed project. The City does not have a partner identified today, and it could take time for the market to generate an innovative public/private partnership of this kind.

However, the panel feels that this scenario presents the clearest public benefit for the City of Oakland. It supports a strong long-term vision for the Civic Center and has the potential to spur economic development in the broader Downtown. This scenario will require finding the right partner, or set of partners, but the panel believes that there is value in waiting.

PROS: What Works

- Economic activity
- Public benefit
- Civic Center compatibility
- Respectful of historic context
- Moves housing to more appropriate sites

CONS: What Doesn't Work

- Uncertain partner/use
- Uncertain timing
- Uncertain financial benefit/ commitment

Further Study Needed

- Research into catalytic partners (RFEI process)
- Oakland Police or other government use or city facilities planning use
- Interim activation feasibility (BID, local businesses, nonprofit partners)

Garage Scenario

Retrofit and activate the existing garage to generate revenue.

The third and final scenario considers rehabilitation of the existing garage instead of demolition.

A retrofit of the existing structure could include improvements to support multi-modal users and activation opportunities, while parking revenues would offset the required upfront costs. Restoring 1414 Clay Street as a parking structure is the least costly in the near-term and also preserves long-term flexibility to redevelop the site for a different use in the future.

The former Clay Street Garage specifically prioritized parking for cars, however a retrofit offers the opportunity to add multi-modal accommodations as well. Given 14th Street's role in the city-wide bike network and the proximity to BART, the site is well positioned to offer secure bike parking for commuters. The reopening of the garage also provides a convenient amenity for City workers and visitors, regardless of their preferred transportation mode. As workers increase in-person office work, parking demand likely will increase for the district as a whole.

While the panel's assessment aims to maximize the revenue generated from parking, the garage retrofit should also provide new opportunities to activate the site. Ground level activation could be orientated toward the surrounding streetscape and/or the extension of Frank Ogawa Plaza, with an emphasis on arts and culture. This is where the City could explore removing a limited number of stalls to create permanent space for activation, whereas other spaces such as the roof of the garage may be able to support occasional pop-ups during off-peak hours.

The 2018 seismic retrofit study would need to be updated to reflect the goal of supporting these kinds of active uses, but the basic garage structure is well suited to the expanded program with its flat parking decks and external spiral ramp.



Theoretical visualization* of the potential for ground floor activation and murals in the garage retrofit scenario.
* *this image was generated using AI*



The flat deck of the roof that could host pop up events.



SKYFARM in Melbourne, adaptive reuse of a rooftop parking deck into a productive urban farm (*MCEC*).





BOLD Tendencies in South London, adaptive reuse of underutilized parking structure into a vibrant public destination (*Frank's Cafe; Peter Landers*).

Case Study: MOMENT San Pedro Square, San José

Regional adaptive reuse example of activating an existing parking garage.

- Completed 2018
- Offers four affordable 400-square-foot micro-retail storefronts to incubate small local businesses and makers
- Strengthens street activity and public realm activation in district
- Initial build-out: $250K City investment
- Expanded outdoor gathering space supported by Knight Foundation grant
- Public/private operating model with the Downtown Association managing the program and revenue-sharing partnership with SJ Made



Micro retail spaces open up on the ground floor (*MOMENT*).



Additional parklets provide more outdoor gathering spaces in front along the retail frontage (*MOMENT*).

The panel explored a high-level cost model that suggests the garage retrofit could pay for itself in approximately 25 years based on the following:

Illustrative Stabilized Parking Economics	
Program	335 Stalls
Utilization	85%
Seismic Retrofit Cost	$15M
Annual Revenue	$965,000
Annual Operating Expenses	-$240,000
Annual Net Revenue	**$725,000**
IRR	**~ 4.8%**

The model assumed 3% annual revenue growth and the following values for occupancy:

- 60% occupancy for monthly stalls $180/month = $435,000 annual
- 25% occupancy for hourly stalls $528/month = $530,000 annual

Actual revenue generation and total return will be based on garage pricing and utilization. There is no revenue attributed to activation, even though the panel anticipates there could be some indirect economic benefit to the surrounding neighborhood.

The garage retrofit scenario has the lowest upfront cost for the city. It returns an amenity to the Civic Center and can be activated in a way that supports the planning priorities for the district while generating revenue to pay back the initial investment. In the future, perhaps under different market conditions, the City could still proceed with a comprehensive redevelopment project as discussed in the earlier scenarios. Moving forward with the garage retrofit and activation does not lock the site into a permanent use.

PROS: What Works

- Transportation infrastructure
- Parking amenity
- Revenue generation potential
- Potential for activation
- Re-open shuttered City asset

CONS: What Doesn't Work

- Upfront capital cost
- Revenue risk
- Limited catalytic potential

Further Study Needed

- Tier 2 Structural Assessment
- Seismic retrofit cost analysis update
- Parking market considerations (including competition with other nearby City-owned parking)

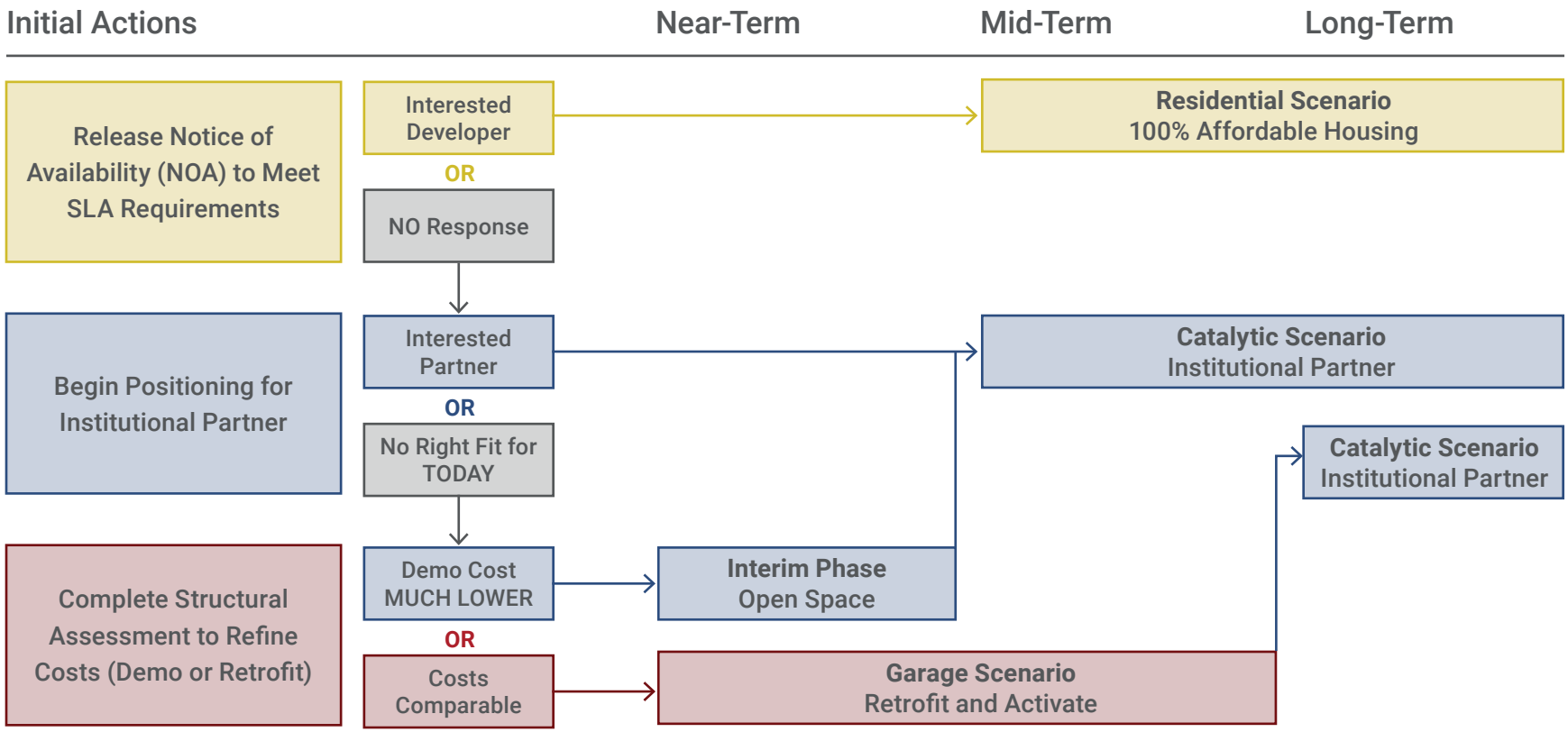
Decision-Making Framework

Three Paths

The panel offers the City three viable paths for 1414 Clay Street with the recommendations above. To provide the City with actionable next steps, the panel has developed the following roadmap outlining each of the three scenarios across the near, mid, and long term. There are also several initial actions that should be taken upfront to inform subsequent decisions. While each scenario has its own path, the roadmap indicates how the City could pursue multiple paths over time, if desired. For example, phasing the redevelopment of the site with the garage scenario in the near-term and the catalytic scenario in the long-term, once the right partner is onboard.

Initial Actions

All three of the initial actions above can be advanced concurrently. Together, they will help eliminate uncertainty the panel has identified and help the City test market interest before deciding which path to move forward on.



Because it is a City-owned asset, advancing site redevelopment with non-City uses will likely require a Notice of Availability (NOA) for 1414 Clay St in order to comply with SLA.

The City should proceed with the noticing process, with the site as is (no demolition or advance site prep). If an interested developer responds, the City may proceed with the residential scenario. If there is no response, then the City may proceed with other non-residential scenarios.

As discussed in a prior chapter, establishing a strong institutional partnership for the catalytic scenario could take time.

The City should begin the process of positioning for a partner now, in advance of preparing a formal request for expressions of interest (RFEI). That process starts with the City preparing a consolidated summary of the potential opportunity on the site, similar to the briefing provided to the panel. From there, some initial scouting to identify the types of partners in these categories (institutional, educational, civic) would allow the City to have direct conversations with these users. Their feedback will inform and strengthen the RFEI, helping to set the process up for success. It will also be critical for the City to articulate in the RFEI what its commitment to the partnership will be (i.e., covering the cost of garage demo).

Regarding the existing structure itself, more information is needed to update and clarify costs associated with the garage retrofit scenario as well as the interim phase open space concept.

The City should complete a Tier 2 structural assessment of the garage to refine rehabilitation and demolition requirements and associated costs. Depending on the cost differential, the City will be able to determine whether an interim demolition scenario is financially reasonable. This information will also be critical in refining the retrofit payback model.

Potential Funding Strategies

The panel compiled a list of high-level funding strategies, specifically focusing on the cost to retrofit or demolish the existing garage structure. It is assumed in most, if not all, scenarios that the City will be responsible for covering these upfront costs. A private developer may conduct the work in the case of demolition as part of a new building project, but the City's commitment to cover that cost risk will significantly strengthen the redevelopment offering.

Retrofit:

- Self finance, payback over 25 yrs (4.8% IRR)
- Supplemental financing from specific sources only *if applicable*:
  - Historic Tax Credits *if garage is determined to be a historic resource*
  - CPACE financing or private partner (ex. EV or solar) *if sustainability/energy efficiency retrofits are included in proposed improvements*

Demolition:

- Land value (if any, depending on market)
- Debt (examples include IBank, NMTC, Municipal Bond)
- Grants (examples include EDA Public Works, State Capital $, MTC)
- Philanthropy

Long term, it is not anticipated that the site will generate substantial revenue for the City. Of the three scenarios, the garage retrofit is the path most likely to pay back the initial investment. Depending on the use and the market, there may be potential for future revenue generated from the ground lease under the catalytic scenario, but that remains unknown at this time.

For all scenarios, the panel recommends a ground lease land conveyance structure. There was no benefit identified with the sale of the property, particularly given the panel's perspective that 1414 Clay Street should serve as a public benefit for the community of Oakland.

Conclusion

1414 Clay Street is an incredibly important site within Oakland's Downtown context, given its proximity to transit, its location adjacent to City Hall, its position along the 14th Street Black Arts Movement and Business District (BAMBD), and its potential to serve as a nexus between the neighborhoods of Old Oakland and the vibrant entertainment district around Uptown.

And yet, it has been underutilized for 10 years. How can 1414 Clay Street be transformed from a liability to a public benefit?

Of all the City-owned downtown parcels, this site has the unique challenge and opportunity to bring new life to the Civic Center. Oakland's City Hall is one of the city's most significant historic buildings, and the redevelopment of 1414 Clay Street should complement this landmark rather than detract from it.

Despite weak near-term market conditions, there is long-term momentum and signs that investment will return to Oakland as the city and region continue to recover. The right use at 1414 Clay Street has the potential to increase activity in the Civic Center and Downtown, but that will take time and there are risks and tradeoffs for waiting.

The panel evaluated three development scenarios for the site: residential, catalytic, and garage retrofit. Each is feasible but they differ in cost, timing, and delivery on a transformative vision.

The panel's ultimate recommended outcome for 1414 Clay Street is the catalytic scenario. There are other sites nearby for housing that would better serve Oakland's housing needs and goals; this site doesn't need to be the driver for housing in Downtown. The garage scenario provides a viable activation solution in the near-term, restoring it as an amenity, and retaining the option for future redevelopment.

The roadmap provides a set of initial actions for the City to take now in parallel: release the Notice of Availability required under the Surplus Land Act, begin positioning the site for an institutional partner, and complete an updated structural assessment to refine retrofit and demolition costs. These actionable next steps will provide more information to guide the decision-making process, while keeping all potential paths open.

The core message for the City is this: don't lock in a forever use just to move something forward today. Find the right use.

Take the time to find the right use, program, and form for 1414 Clay Street, one that is worthy of Downtown Oakland and the Civic Center's future.



Juxtaposition between the historic City Hall building and the mid-century modern Clay Street Garage.

About the Panel



Kate Collignon

TAP Co-Chair
Managing Partner, HR&A Advisors

Kate Collignon brings more than 20 years of experience across the public and private sectors to her leadership of HR&A Advisors' San Francisco Bay Area office. She specializes in shaping and implementing equitable strategies for downtowns, waterfronts, and neighborhoods; developing district and campus plans that drive innovation and economic growth; and managing complex development projects for public, private, and nonprofit clients to achieve both mission-driven and financial objectives. Prior to joining HR&A, Kate was a Development Director at Brookfield Properties, where she oversaw commercial and mixed-use projects in Manhattan and nationwide. Earlier in her career, she served as a Senior Vice President at the New York City Economic Development Corporation, leading large-scale planning and development initiatives.



Rosalynn Hughey

TAP Co-Chair
Deputy City Manager, City of San José

Rosalynn Hughey is the Deputy City Manager for the City of San José, where she oversees departments shaping the city's future, including Planning and Building, Housing, Economic Development, and Cultural Affairs. Her 40-year career is rooted in urban planning, redevelopment, and civic engagement, with a strong emphasis on inclusive, community-centered leadership. Rosalynn previously held leadership roles in San José's Planning, Building and Code Enforcement Department, serving as both Assistant Director and Director. Before joining the City of San José in 2014, she was Deputy Director of the Washington, D.C. Office of Planning, where she led dozens of neighborhood and transit-oriented development plans, as well as large-scale planning and redevelopment projects.



Lisa Follman

TAP Panelist
Associate Principal, Skidmore, Owings & Merrill (SOM)

Associate Principal and Architect Lisa Follman leads cultural, institutional, and commercial projects from SOM's San Francisco studio while advancing the firmwide adaptive reuse practice. She brings together design, technical expertise, and interdisciplinary collaboration to create buildings and places that serve their communities. Her work spans civic, cultural, educational, and commercial projects, including the Cathedral of Christ the Light, the U.S. Embassy in Beijing, the U.S. Consulate General in Guangzhou, 111 Main Street in Salt Lake City, and One Steuart Lane in San Francisco.

Lisa's commitment to public-serving work extends across higher education and urban revitalization. Her education projects include UC Berkeley's Engineering Building, the Cotchett Law Center at UC Law San Francisco, and ongoing work with Head-Royce School. She recently chaired San Francisco's office-to-residential conversion task force, helping develop new guidelines that streamline housing development through a collaboration with the Mayor's Office and the city's planning, fire, and building departments. She has also contributed to several downtown revitalization efforts, applying her expertise in adaptive reuse to support the long-term evolution of San Francisco's downtown.



Faith Kirkpatrick

Director of Housing Finance, Related California Affordable

As Director of Housing Finance for Related California, Ms. Kirkpatrick is responsible for providing financing strategy support to the development team to further the affordable pipeline. Her responsibilities include project level review, systems level support through knowledge sharing and best practices, new business support, training and research, and special projects.

Ms. Kirkpatrick brings 20 years of experience in affordable housing development and finance to Related. Prior to joining Related, Ms. Kirkpatrick worked in the public and private sector and has been involved in the creation, preservation and approval of over 5,250 affordable housing units with over $1.1 billion in total development

costs. Most recently, she worked at Lendlease where she was responsible for the entitlements for more than 2,400 affordable housing units located in Silicon Valley within three large scale, mixed-use master plan developments.

Ms. Kirkpatrick holds a Master of Business Administration from the University of California, Berkeley Haas School of Business and a Bachelor of Arts from Boston College.



Benjamin Sigman

TAP Panelist
Managing Principal, Economic & Planning Systems, Inc

Benjamin C. Sigman is a land use economist with more than 25 years of experience advising public, private, institutional, and nonprofit clients across the United States and abroad. His practice focuses on land use projects and policies, including real estate feasibility, public financing, regional economics, and fiscal impacts. His experience spans residential, retail, office, industrial, hospitality, entertainment, infrastructure, and open space conservation projects. He advises on urban infill, transit-oriented development, brownfield redevelopment, large-scale master-planned development, and habitat conservation planning.

Ben supports comprehensive and area plans, private master plans, local policy programs, public-private partnership negotiations, public financing plans, and economic development strategies. His work commonly emphasizes program and policy analysis at the intersection of urban development and public infrastructure, including open space. Recently, Ben has helped public- and private-sector clients negotiate community benefits and development agreements for major new development projects.

Recent high-profile projects include EPS's contributions to infrastructure financing plans for major redevelopment projects in San Francisco and Oakland; work on the City of Emeryville's inclusionary housing policy and development impact fees; and revitalization strategy implementation at Fisherman's Wharf for the Port of San Francisco. Ben holds a Bachelor of Arts in Economics from Colby College and a Master of Science in Agricultural and Resource Economics from the University of California, Davis.



Ruth Todd

TAP Panelist
Principal, Page & Turnbull

Ruth Todd, FAIA, is an architect and planner and Board Chair of Page & Turnbull, with offices in San Francisco, Los Angeles, Sacramento, San Jose and Washington, DC. Page & Turnbull was established in 1973 and was one of the first architecture firms in California to dedicate its practice to historic preservation and is among the longest-practicing such firms in the country.

In every phase of Ruth's career, she has worked at the intersection of architecture, preservation, sustainability, and urban design. In her daily work, Ruth has led cultural, educational, and master plan projects across the United States that have catalyzed economic development and forged stronger communities. Her preservation plan for Charleston, South Carolina won broad acclaim as an exemplar and a National Preservation Honor Award for preserving one of the world's most beautiful and historic cities during a period of significant growth pressures. Ruth has been responsible for many award-winning adaptive reuse projects throughout California.

A fellow of the American Institute of Architects and an emerita trustee of the California Preservation Foundation, Ruth is a fellow of the American Institute of Architects, an emerita trustee of the California Preservation Foundation, and a 1994 recipient of the American Architectural Foundation's Richard Morris Hunt Prize. She is a former member of the board of directors of Fort Mason Center for Arts & Culture and a former President and board member of the Architectural Foundation of San Francisco.



Warren Ritter

TAP Analyst
Senior Project Manager, PEP Housing

Warren is a seasoned affordable housing developer with more than thirteen years of experience creating housing solutions across California. He holds a Juris Doctorate from the City University of New York and as a Senior Project Manager with PEP Housing, Warren provides a unique legal and development perspective to complex housing challenges. Warren is a member of ULI's Product Council and a member of the Economic Development Board for the City of Benicia.



Mariana Ricker

TAP Writer
Associate Principal, SWA Group

Mariana has been with SWA San Francisco since 2016 after receiving her bachelor's degree in landscape architecture with minors in sustainable design and conservation resource studies from UC Berkeley. She became an Associate Principal in 2024. Mariana is passionate about California landscapes and emphasizes the importance of place-based, sustainable design. She enjoys working in urban settings that engage diverse user groups and activate spaces essential to civic life. In her work as a licensed landscape architect, Mariana seeks to create a vibrant public realm, connect people to the environment, and develop strategies to accomplish the project vision.

At SWA, she leads a wide range of projects, from community parks to district- scale urban development and planning around the Bay Area and beyond. Mariana is committed to climate action and advancing sustainability efforts within her project work, at a firm-wide level, and professionally. She is an active ULI member, serving as Co- Chair for the local Technical Assistance for Communities (TA4C) committee in SF, and holding a position on the national Sustainable Development Council.

References

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