

PROJECT DATA

31-01

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Project Name Swan's Marketplace Location 906 - 948 Clay Street
901 - 921 Washington St. Oakland, CA

Owner East Bay Asian Local Development Corp. (EBALDC) and affiliate Corporations

Project Use(s) Mixed Uses: Residential, Commercial, and Retail

Project Size Total 115,953 sf Retail 49,742 sf commercial 15,391 sf
Residential 46,738 sf Total Development Cost \$ 20 million

Annual Operating Budget (if appropriate) Rental Housing: \$99,867 Commercial/Rental \$263,861 Condominiums \$78,000

Date Initiated 9/94 Percent Completed, December 1, 2001 100%

Project Completion Date (if appropriate) April 2000 (Tenant Improvements for two businesses are in progress)

Attach, if you wish, a list of relevant project dates

Application submitted by:

Name Michael Pyatok, FAIA Title Principal

Organization Pyatok Associates

Address 1629 Telegraph City/State/Zip Oakland, CA 94612

Telephone (510) 465-7010 Fax (510) 465-8575

E-mail office@pyatok.com Weekend Contact Number (for notification): Peter Waller

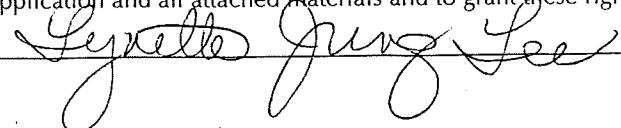
Key Participants (Attach an additional sheet if needed)

Organization	Key Participant	Telephone/e-mail
Public Agencies	SEE LIST ATTACHED	
Architect/Designer	SEE LIST ATTACHED	
Developer	<u>East Bay Asian Local Development Corp. (EBALDC)</u>	<u>Joshua Simon JSIMON@EBALDC.COM (510) 287-5353x567</u>
Professional Consultant	SEE LIST ATTACHED	
Community Group	SEE LIST ATTACHED	
Other	SEE LIST ATTACHED	

Please indicate how you learned of the *Rudy Bruner Award for Urban Excellence*. (Check all that apply).

Direct Mailing Magazine Advertisement Previous RBA entrant Other (please specify)
 Professional Organization Newsletter Previous Selection Committee member

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, and post on the Bruner Foundation web sites, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature 

Swans Market Key Participants

PUBLIC AGENCIES

Nancy Nadel
Councilmember, District 3
One Frank Ogawa Plaza
Oakland, CA 94612
(510) 238-7003

Oakland Redevelopment Agency
Alex Greenwood, Project Manager
ALGreenwood@Oaklandnet.com
250 Frank Ogawa Plaza, 5th Floor
Oakland, CA 94612
(510) 238-6124
Mark Beratta,
Urban Economic Coordinator
MTBeratta@Oaklandnet.com
250 Frank Ogawa Plaza, 5th Floor
Oakland, CA 94612
(510) 238-6657

ARCHITECT/DESIGNERS

Prime Architect
Mike Pyatok, FAIA
Peter Waller, Project Architect
Pyatok Associates, Architects
1629 Telegraph Ave. 3rd Floor
Oakland, CA 94612
(510) 465-7010
(510) 465-8575
pwaller@pyatok.com

Historic Preservation Consultant
Alan Dreyfuss
1735 6th Ave.
Oakland, CA 94606
(510) 835-5335

PROFESSIONAL CONSULTANTS

Financial Consultant
Community Economics, Inc
Joel Rubenzahl
538 - 9th Street, Suite 200
Oakland, CA 94612
(415) 832-8300
(415) 832-2227 fax

COMMUNITY REPRESENTATIVES

Oakland Heritage Alliance
Jo Anne Coleman, Administrative Dir.
P.O. Box 12425
Oakland, CA 94618
(510) 763-9218
oaklandheritage@california.com

OTHER

Mary Marx
Executive Director
Museum of Children's Art (MOCHA)
538 Ninth Street, Suite 210
(510) 465-8313
mmarx@mocha.org

Federal Department of Commerce
Economic Development Administration
Diane Church
(408) 535-5550
280 So. First Street, Rm 135B
San Jose, CA 95112

Alameda County HCD
Amy Hodgett, HCD Manager
224 W. Winton Ave., Room 108
Hayward, CA 94544
(510) 670-5093

Associated Architect
Y.H. Lee
Y.H. Lee Associates
330 15th Street
Oakland CA 94612
(510) 839-6688
(510) 839-6689

Cohousing Consultant
The Cohousing Company
Katherine McCamant
Coho@Cohousingco.com 1250 Addison
Street, Suite 113
Berkeley Ca 94702
(510) 549-9980

Attorney
Gubb & Barshay
Scott Barshay
Sbarshay@Gubbandbarshay.com
50 California Street, Suite 2930
San Francisco, CA 94111
(415) 781-6600
(415) 781-6967 fax

Michael Coleman
Resident, Old Oakland Cohousing
930K Clay Street
Oakland CA. 94607
(510)451-6796
michael@mbcarch.com

California Housing Finance Agency
Linn Warren
Kathleen Weremiuk, Mort. Loan Officer
Kweremiuk@CHFA.CA.gov
100 Corporate Point, Suite 250
Culver City, CA 90230
(310) 342-1256
(310) 342-1226 fax

State Historic Preservation Office
Steadie Craig, Sr. Restoration Architect
State of California
Department of Parks and Recreation
Office of Historic Preservation
P.O. Box 942896
Sacramento, CA, 94296
(916) 653-9028

Landscape Architects
Pattillo & Garrett Associates
Kathy Garrett, Principal
337 17th Street, Suite 214
Oakland, CA 94612
(510) 465-1284

MOCHA Architect
Ed Fernandez, Architects
520 Third Street
Oakland CA 94607
(510) 444-2288

Housewives Market Architect
George Maegoto
545 Sansome Street, Suite 875
San Francisco, CA
(415) 986-9551

Leasing Broker
Ritchie Commercial
Arther Goldman
1940 Webster Street
Oakland, CA 94612
(510) 834-6464
(510) 834-6590 fax

James Myers
HUD Community Builder & Neighbor
555 10th Street, No. 305
Oakland CA. 94607
(510) 835-8835
james_a_myers@hud.gov

ABSTRACT

Project Name **Swan's Marketplace**
 Location; **Oakland, California**

1. Give a brief overview of the project, including major project goals

Swans Marketplace is an adaptive reuse of a historic downtown Public Market by local non-profit developer, incorporating mixed residential units and 24 separate commercial and arts related uses organized around a shared courtyard, all on a single 200' x 300' city block. Program elements include the following:

- The 93 year old "Housewives Fresh Food Market" relocated from an adjacent building, supported by small local businesses including a café, Japanese restaurant, flowershop, and clothing stores.
- Arts related businesses including the regionally recognized Museum of Children's Art, the Chi Gallery, Olivera Gallery, PaperSong Gallery and a Friday crafts market held in the courtyard.
- Old Oakland Cohousing consisting of 20 market rate condominium loft units and central common house, all fit within the existing structure of the original market hall.
- 18 new one and two bedroom affordable rental units located in new building with 4 of the units for people living with AIDS, and including a ground floor community room opening onto the Swans Court.
- Office uses including a prominent local architecture firm, a branch office for KPIX Channel 5 Eyewitness News (CBS) and Community Economics, Inc., a nonprofit organization that provides technical assistance for Affordable Housing Developers.

History of Swans Market

Located on Washington St., between 9th and 10th Streets, in the heart of the historic shopping core of Downtown Oakland, Swan's Market was constructed in stages from 1917 to 1940, gradually replacing or incorporating existing structures until it encompassed the entire city block. By the 40's, when Oakland's African American population swelled with workers from the South who migrated to work in the shipyards, Swans had become the informal living room for new immigrants. It was said that, if you wanted to find friends from Louisiana, ask the storeowners at Swan's and the Housewives' Market.

Most public markets were gradually replaced by supermarkets. Swan's survived by updating and evolving its mix of goods to include clothing, toys and other dry goods. By the time it closed in 1984, it had become a landmark fondly remembered by two generations of East Bay residents for whom it was a major shopping destination. Swan's Marketplace revives this rich tradition by providing a new mix of goods and services focused around the relocated Housewives Market and supported by unique public spaces and a revived urban residential community.

Project Goals

- Build an economically viable project founded on small local businesses, including existing Housewives' Market vendors.
 - Convert a blighted block into a community gathering place and source of community pride.
 - Establish a mix of artistic, cultural and culinary traditions to serve a diverse downtown.
 - Convincing middle and upper income households to live and invest downtown, near BART and major employment centers
 - Provide new affordable housing with opportunities for residents to increase their social support network.
 - Attract new investment downtown without displacement of existing residents or businesses.
 - Support the efforts of traditionally disadvantaged, small, local business owners.
 - Job creation and retention for full-time, permanent jobs, offering openings for low skilled workers and opportunities to build skills.
 - Historic Preservation of a unique historic landmark slated for demolition by the City.
- 2. Why does the project merit the Rudy Burner Award? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of the project development; new and creative approaches to urban issues; design quality.)**

Swans Market is a pioneering urban development created by and for the local community. Against enormous odds, Swans Market was rescued from destruction, the imminent loss not only of a beautiful structure, but of the collective memories attached to the public market tradition. In place of another pleasantly homogenized new development, a group of local stakeholders invested enormous time and effort to create a difficult, complex, surprising mixed-use development and in the process knit together a fragmented downtown neighborhood. The result is an intimate mosaic of communities, overlapping and interacting on a daily basis, revealing and strengthening the diverse community that is Oakland. A veritable tool box of urban development tools were employed, from Historic and Housing Tax Credits, air rights parcelization and a community capital campaign, to restricted leasing and special employment programs. Swans Marketplace merits recognition because almost every aspect demonstrates innovation in financing, programming and design, and the power of a committed non-profit local developer, working with local resources to have a significant social and economic impact on the urban environment.

PROJECT DESCRIPTION

Project Name **Swan's Marketplace**
Location; **Oakland, California**

1. What local issues did this project address? How has it affected the local Community?

Swans Marketplace is one block of a four block Old Oakland historic which includes Victorian Row, an intact block of 19th century commercial building restored in the 1980's. For sixty years, Swans Marketplace and the surrounding businesses were one of the most important shopping destinations in the East Bay. By 1984, when Swans closed, construction of two freeways and a new convention center had isolated the neighborhood on three sides, cutting it off from downtown, and its traditional customers in West Oakland. A foreboding new jail adjacent to the freeway and an influx of bail bond offices further weakened the neighborhood's appeal. The remaining retail businesses were struggling, Adjacent Housewives Market continued to operate but only with support from the City. In the early 1990's, the prime lender took over the Victorian Row project. This foreclosure discouraged new investment in the neighborhood. The neighborhood problems were compounded in 1990 when the Loma Prieta Earthquake damaged many older structures in downtown Oakland, including the brick façade of Swans Market.

The challenges (and opportunities) facing Swans and the Old Oakland Neighborhood are related also to the diversity of the surrounding districts. To the East is Oakland's thriving Chinatown, though in the past few customers have crossed Broadway to shop in Old Oakland. To the West, beyond the new freeway, is the primarily African American community that was once the retail area's customer base, and which continued to support Housewives Market. South, beyond a second freeway, is the increasingly successful Jack London Square waterfront development, which includes new lofts theatres, and restaurants. North, behind the two-block wall of the Oakland Convention Center, is the expanding City Center office development.

In Swans Market, EBALDC recognized the opportunity to use the renovation of a well known historic structure to create a downtown destination that serves all the surrounding communities. The re-born Housewives Market once again serves the African American population of West Oakland, as well as drawing customers from Chinatown, who also come to shop the Friday Farmer's Market on 9th Street. The new eating establishments and specialty retail shops attract the lunchtime crowd from the City Center office district, and capture the overflow from the Jack London District. The Museum of Children's Art and other art related uses attract patrons from the entire East Bay. The new residents reflect this overlap as well. The new affordable housing accommodates a diverse mix of residents, including a number of Asian households. The Cohousing development includes many residents who gave up homes in the Oakland Hills for this exciting new downtown address. Swans has become a place where the communities that make up Oakland overlap, Oakland's newest landmark, and a fitting symbol of this city's diversity.

2. Describe the underlying values of the project. What, if any, significant tradeoffs were required to implement the project?

Underlying Values

- Provision of affordable housing. This is a fundamental need and remains EBALDC primary mission.
- Support for small, local and minority business owners: These establishments are critical because they provide services and jobs for local people, including disadvantaged individuals who are often left out of an area's economic prosperity.
- Community Participation: Local residents, Cohousing members, Market Hall vendors, MOCHA, and other tenants all played a role in shaping Swans and insuring a good fit with the existing neighborhood.
- Local Control: Development by and for local people.
- Long Term Commitment. EBALDC management will insure this complex community continues function smoothly.

Trade-offs.

The renovation of this complex existing structure was constrained by the high construction costs and historic preservation restrictions related to the re-use of the existing buildings. In addition certain compromises were necessary to maintain the commitment to community based retail businesses.

- Fewer affordable units than desired: The new building was limited in height to remain in scale with historic structures.
- Less commercial parking than intended: Additional underground parking was eliminated due to historic preservation costs.
- Reduced Leasing Rates: Ground floor retail space is leased for half market rate to attract employment-generating retail uses rather than office uses.
- Slow development process: Resulting from complexity of program and financing, and the high cost of construction.

3. Describe the key elements of the development process, including community participation where appropriate.

Following the earthquake of 1989, the Oakland Redevelopment Agency purchased the Swans Block and two other blocks on Clay Street. Although the buildings comprising Swans Market were determined to be individually eligible for the National Register of Historic Landmarks, the City of Oakland did not consider re-use of the existing structure economically feasible and originally invited

developers to demolish the site for development of a new structure. In 1994, the City requested proposals for development of market rate housing on three adjacent blocks, including Swans. East Bay Asian Local Development Corporation teamed with a private developer to submit the only proposal that envisioned saving the historic Swans Block. After disagreement among the city staff, the City Council split the project in two, with the Swans Block to be developed by the EBALDC team and the two remaining blocks by a competing private developer.

Subsequently, EBALDC was approached by Old Oakland Cohousing, a group of families desiring to sell their houses in the high priced hills of Oakland and Berkeley and form a new community in downtown Oakland. Normally EBALDC does not develop market rate housing, but the Cohousing group was willing to help advocate for affordable housing as part of the project, and to form an investment group and lend funding for a market-rate Cohousing Complex. This participation by CoHousing Condominium investment group, which reserved all of the units before the start of construction, gave lenders (and other developers) confidence that middle income homebuyers would live downtown, and had a significant impact on securing City support for the final project.

Working with the Cohousing advocates, their consultants, the Oakland Heritage Alliance and neighboring businesses EBALDC modified and compressed the program to fit the existing Swans Block. We worked with numerous arts organizations before securing the Museum of Children's Art as an anchor tenant. We also worked extensively with the seven remaining businesses in the Historic adjacent Housewives Market complex, scheduled for demolition by the Redevelopment Agency. After numerous meetings with each of these future tenants, the resulting design was taken to the local merchant's association, neighborhood activists, historic preservation groups, and other neighborhood stakeholders. The final design was shaped by this community input, and by the fiscal constraints of a very expensive adaptive reuse of the structure.

4. Describe the financing of the project. Please include all funding sources and square foot costs where appropriate.

EBALDC Affiliates	Lenders by Affiliate		Loan	Terms
Swans Marketplace L.P. (Commercial & EDA Parcels)	Wells Fargo	C	\$3,350,000	Conventional Loan
	Oak. Redev. Agency (ORA)	C & P	\$1,150,000	3% Simple - 30 yrs. Deferred
	HHS - OCS Grant	C & P	\$ 500,000	Grant
	EDA Grant	C & P	\$1,700,000	Grant
	Prepaid Rents for T.I.	C & P	\$1,700,000	Tenant Improvement funds
	Capital Campaign Donations	C & P	\$1,150,000	Equity from Capital Campaign
	StanCorp Mortgage Investors	P	\$3,500,000	Conventional Loan
	Historic Tax Credits (CEF)	P	\$2,100,000	Equity Investment (est.)
			\$11,800,000	
Swans Market L.P. (Rental Housing)	Wells Fargo	C	\$1,561,830	Conventional Loan
	Fannie Mae PRI Loan	C	\$ 200,000	1% Interest only - 2 years
	ORA	C & P	\$ 600,000	3% Simple - 55 yrs. Deferred
	Alameda County HCD	C & P	\$ 500,000	3% Simple - 59 yrs. Deferred
	AHP Grant (CitiBank)	C & P	\$ 90,000	0% deferred.
	Fannie Mae Grants	C & P	\$ 65,000	Grant
	CHFA Tax Credit Bridge Loan		\$ 730,000	6¼% - 5 years w/5 payments
	CHFA	P	\$ 775,000	6¼% - 40 years
	CHFA - HAT Loan	P	\$ 240,000	3% Simple - 40 years residual
	Tax Credits Purchase (CEF)	P	\$1,350,000	Equity Investment (est.)
			3,620,000	
Innovations for Homeownership (Condominium)	Wells Fargo	C	\$2,810,000	Lender's Prime + 1% -15 mos.
	Old Oakland Group LLC	C	\$ 315,000	10% Simple, 18 months
	ORA	C	\$ 750,000	6% Simple, 18 months
	Proceeds From Sales	P	\$ 675,000	Paid for up-grades & Changes
			4,550,000	

5. Is the project unique? If so, how is the model adaptable to other urban settings?

The re-use this existing structure (including portions of 14 separate buildings) to accommodate 24 separate commercial uses, and residential units, created a level of complexity that is unequalled in Oakland. Nonetheless, many of the tools used to achieve this project are adaptable to other urban projects.

- Splitting development into multiple air right parcels to utilize multiple funding sources that can normally not be easily combined.
- Re-use of a local landmark to attract the regional community back to downtown.
- Combined use of arts and food related uses as an anchor instead of traditional chain stores.
- Participation of local businesses, reliance on their commitment to the neighborhood and intimate knowledge of the customers.
- Reliance on future Cohousing residents (or similar core residential group) to attract additional participation and as advocates for affordable housing.
- Use of mid-block open space both to buffer residential and commercial uses, and to bring them together in a way that reveals and intensifies the interior life of an urban block.

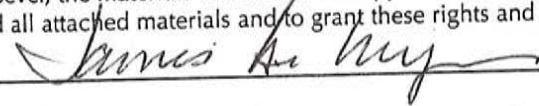
COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name JAMES A. MYERS Title COMMUNITY BUILDER / NEIGHBOR
Organization U.S. DEPT. OF HUD Telephone (415) 436-8127 510-835-8835
Address 555-10TH ST. #305 City/State/ZIP OAKLAND, CA. 94607
Fax () E-mail JAMES_A._MYERS@HUD.GOV

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature 

1. How did you, or the organization you represent, become involved in this project? What role did you play?

See attached.

2. From the community's point of view, what were the major issues concerning this project?

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

5. What would you change about this project, or the process you went through?

(James Myer)

Swans Market: Community Representative Perspective

My response to these questions is based on my perspective as an Oakland resident, architectural committee chair for the adjacent condominium association, and as a neighbor – the windows of my unit directly face Swans Market. I also have a professional interest in this project and the issues being addressed given my background in architecture and urban planning, and my role as a HUD Community Builder for East Bay.

1. How did you, or the organization you represent become involved in this project? What role did you play?

FUNDER

The U.S. Department of Housing and Urban Development, which I represent as a Community Builder, contributed funding for the development of Swans Market. Through the Community Planning and Development (CPD) Division, HUD provided funds to the City of Oakland in support this complex and significant housing and economic development project.

CPD Director Steve Sachs and City of Oakland officials made the public investment and funding decisions regarding HUD program funds invested in this project.

2. From the community's point of view, what were the major issues concerning this project?

URBAN ABANDONMENT

From the community's point of view the issue had been urban abandonment of the historic Swans Marketplace. This boarded-up eyesore was a constant reminder of a once thriving heart of downtown that now lay abandoned and in decay. It served as an embarrassment and a symbol of the decline of the city and the loss of a way of life – the vibrant urban marketplace, replaced by the suburban shopping mall. This abandoned urban place also symbolized the lack of lending and investment in an old downtown neighborhood, a site adjacent to the historic 9th street buildings whose revitalization bankrupted its developers. The vacant lots and lack of housing in this downtown neighborhood contributed to this sense of abandonment. The streets adjacent to the monolithic Oakland convention center were often dark, lifeless and scary. This site, perhaps more than others in Oakland, represented the hopelessness, neglect and abandonment of the American city.

It was in this context that EBALDC, together with their design and development team, had the vision, creativity, capacity, courage and dedication to take on the challenge of revitalizing and transforming Swans Market.

CHANGING MARKET

During construction of Swans, the issues changed in response to the dramatic changes in market forces. Due to prolonged regional prosperity, increased land costs and lack of available land in adjacent communities, a housing shortage, rising commercial leasing rates due to the dot.com explosion, and the election of Jerry Brown as Mayor – the City of Oakland became a destination for developers, lenders and investors. From the community's point of view this development pressure created new issues. Almost overnight, the issues became concern about gentrification, displacement, rising housing costs and lack of affordable office space for local small business and nonprofit organizations.

Fortunately for the community EBALDC was already on top of it - addressing these very issues in the Swans Market development. Local businesses were being retained and enhanced rather than displaced, new space was being created for growth of small businesses and nonprofit organizations, and affordable housing was being built.

LOCAL CONTEXT

Oakland, and other similar cities in the region, suddenly had to respond to unprecedented development pressure in stark contrast to the urban abandonment with which they were familiar. In Oakland these issues took center stage and gained much publicity as Oaklanders debated the meaning of Mayor Jerry Brown's "elegant density" and his plan to bring 10,000 new residents to live in downtown. At what scale and density should housing be developed? How could displacement be prevented and existing residents benefit from such growth? How could the ethnically diverse residents be retained and neighborhood places enhanced, rather than displaced by wealthy new white residents in new upscale developments? How could affordable housing be maintained and incorporated into developments to make them mixed-income rather than solely market rate? How could retail and live-work be provided to make developments mixed-use, rather all office or all housing? How could Oakland take advantage of market forces and capital investment to grow more wisely – and not make the mistakes of the past?

Swans Market provided the answer to these questions. As the community discussions continued, EBALDC completed construction, got the co-housing owners moved in, rented the affordable housing units to a diverse population, leased most of the commercial spaces, moved the existing African-American, Arab-American, Latino-American and Asian-American merchants from the adjacent Housewives Market into their new facilities, opened a new café and art galleries, supported the expansion of an existing innovative African-American clothing and salon business, attracted an architectural firm away from San Francisco to lease space at Swans, and provided a new address for well established Oakland institutions in East Bay affordable housing development and children's arts.

REGIONAL CONTEXT

As mentioned, Oakland was not the only city struggling with these issues. Cities throughout the region, the Association of Bay Area Governments (ABAG), the Bay Area Alliance and others were also addressing the impacts of the region's existing and projected economic and population growth. To address these impacts and create a more livable region, a smarter way of growing, and a more sustainable pattern of development, mixed-use, mixed-income, higher density development in existing urbanized areas was universally recognized as essential. Such development is seen as essential to providing an alternative to the single-use, class segregated, low-density sprawling pattern of development currently used to accommodate the region's growth.

This alternative pattern of development is needed to: protect critical farmland, natural habitat and open space; reduce water contamination and polluting air emissions; reduce traffic congestion, improve transportation systems and reduce commutes through better jobs-housing balance; increase housing supply, improve housing affordability, and provide more housing types from which to choose; preserve heritage, encourage diversity, deconcentrate poverty, prevent displacement and revitalize older urban neighborhoods through financially feasible and socially responsible investment that provides opportunities for existing residents to participate in and benefit from the economic growth and prosperity of the region.

It was in this context that EBALDC held the Swans Market grand opening and provided the community and the region with a model of an alternative. A model of a successful mixed-use, mixed-income, higher density development close to transit, that transformed a place with the inclusion of the existing neighborhood residents and businesses.

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

While others can address the tradeoffs or compromises required during the development of the project, it is likely the conditions required by HUD and other funding sources required compromises and tradeoffs. While HUD's CPD programs offer a great deal of flexibility in their use by local governments - and Steve Sachs is well respected for his skill in working with local officials to make the funds better meet community needs - mixed-use, mixed-income projects often don't fit neatly into traditional funding categories. Funding organizations may need to examine conditions that restrict or limit creative solutions like Swans Market or make mixed-use, mixed-income projects more difficult and expensive to develop. EBALDC's project development team should be commended for being persistent and creative in meeting funding requirements while achieving their vision.

4. Has the project made the community a better place to live or work? If so how?

From the perspective of a neighbor, Swans Market does make the community a better place to live. What distinguishes Swans Market from other adaptive reuse projects is its social environment, not just its well designed, restored and constructed physical features. Swans Market is a public place, a community space, and the center of a re/emerging neighborhood. It is a place that provides ample opportunities for interaction between many different people, a place that supports and encourages relationship building across traditional barriers, a place where neighbors meet and new acquaintances are made. It is a place where you get to know each other's names, strike-up casual conversations and feel secure at home in the neighborhood.

On any given day I may stop to talk with T on the way home from BART – he's been inviting me in to shoot hoops in his corner store. I may run into neighbors at Mohammed's convenience store or at David's corner café and visit for a while. I may see Chottuu or Peggy, friends who work in the architectural firm upstairs. I may watch the children playing in the courtyard from my window, enjoying their laughter and making sure they are okay. I may open my windows and take in the music coming from a courtyard festival and eventually go down to check it out. I may stop over at the MOCHA store and talk with Shirley about what children's gifts to buy for a birthday. I may go over to the market with a friend and learn about his youth in his father's butcher shop – what are the different cuts of meat and how to select the best ones. I may sit at the tables outside the café, read the paper and watch the activity of the farmers market along 9th street.

Creating this wonderful urban place did not happen by accident. It took conscious and deliberate planning of an experienced CDC with the capacity, creativity and determination to make this community space a reality. EBALDC's proactive planning and decisions to provide a new home for the adjacent Housewives Market merchants and provide affordable housing units gave existing businesses and residents a way to participate, grow and prosper in the changing economy – rather than be displaced by new development or rising rents. EBALDC's selection of the types of other uses, their scale and how they mix, meets critical community needs and brings the place to life. These mixed-uses leverage the activity of the market place to create a community space that is the best of the urban experience.

5. What would you change about this project, or the process you went through?

Nothing. From the community perspective this project has been a tremendous success.

Swans Market provides a model for how Oakland, and the region, can more wisely respond to the changing market and increased development pressure within older urban neighborhoods. Swans Market provides a tangible example of how mixed-use, mixed-income, elegantly dense development can transform a neighborhood, a community and a region. Swans Market serves as a model of an alternative to the existing pattern of development and a smarter way to accommodate the region's population and economic growth.

Swans Market is an outstanding example of urban excellence – a modern revitalization of a vibrant urban place. A place where residents and visitors, office workers and tourists, farmers market shoppers and concert goers, neighbors, family and friends can together experience the wonderful diversity, rich history and true enjoyment of urban living. For some this experience rekindles warm memories of urban life in pre-WWII American cities. For most others - be they tourists, office workers or young residents -this is a new experience, a positive urban experience. A first hand experience they must reconcile with the negative images and stereotypes of the American city. A personal experience of density that is elegant, urban design that is human in scale and a place that is livable. Most importantly they get to feel a sense of community that is often lacking in homogeneous, single-use, class segregated, low-density sprawling developments.

I am honored to strongly recommend Swan's Market for the Rudy Bruner Award for Urban Excellence.

NOV-08-2000 14:39

PYATDK ASSOCIATES

510 465 8575

F.04

COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name Jo Ann Coleman Title Administrative Director
 Organization Oakland Heritage Alliance Telephone (510) 763-9218
 Address P.O. Box 12425 City/State/ZIP Oakland, CA 94618
 Fax (510) 763-9218 *51 E-mail oaklandheritage@california.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Jo Ann Coleman

1. How did you, or the organization you represent, become involved in this project? What role did you play?

2. From the community's point of view, what were the major issues concerning this project?

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

1. How did you, or the organization you represent, become involved in this project? What role did you play?

Oakland Heritage Alliance (OHA) played a very strong advocacy role in this project while it was in the planning. The market was owned by the City of Oakland's Redevelopment Agency. Realizing that the development of housing in this area was critical to the revitalization of this neighborhood, the city through the Office of Economic Development and Employment (OEDE) issued a Request for Qualifications (RFQ) for the development of the three block area which included Swan's. The city was looking for a proposal, which would be a mix of housing and retail. However, the RFQ made no mention of the fact that in 1984 Swan's was rated by the Oakland Cultural Heritage Survey as individually eligible for the National Register of Historic Places and as a major contributor to the historic fabric of the neighborhood. From the beginning OHA wanted a project which would restore and reuse Swan's Market. After reviewing the RFQ, OHA and the local Landmark's Board expressed concern that the retention of Swan's was not encouraged, nor was its historic character emphasized as an asset to the project. In response OEDE asked the Landmark's Board staff to prepare information for the three competing development teams and invited a representative from OHA to sit on a jury to select the final developer.

Of the three proposals to the jury, only one, submitted by the East Bay Asian Local Development Corp. (EBALDC), proposed the reuse of Swan's Market. The others simply proposed incorporating some design elements of the building into a new 100 unit housing project on the block. The jury after meeting for a period of several days, recommended that EBALDC be selected. However, much to the surprise of the jury, the city staff report to the City Council recommended the selection of another developer. OHA, along with numerous other parties began contacting the individual Councilmembers to let them know of our concerns and in 1996 the Council voted to accept the proposal from EBALDC.

2. From the community's point of view, what were the major issues concerning this project?

One of the issues this project sought to address was the lack of an existing community. Helping to create a neighborhood, a sense of community was one of the greatest accomplishments of the project. What community did exist were concerned that the project was appropriate for a historic district.

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

After construction on the project began in May of 1998, OHA continued to work with EBALDC in its efforts to see the project was of the highest quality possible. However, some of finer historic elements such as historic lighting, glazed brick tiles, a gateway to the courtyard, and a

fountain had to be reconsidered or put off to a later date. To help provide funding for these features OHA co-sponsored a fundraiser with Annalee Allen of the Oakland Tours Program in February of 1999 to help raise funds.

EBALDC brought to the Swan's Market project as they do with their projects, a combination of imaginative funding, a preservation focus, a willingness to collaborate with other entities, and a component of affordable housing in a mixed use project. In a 1996 article, *The Oakland Business Review* called the Swan's project a multi-use urban village. Their plan provided a creative reuse of the beautiful older building and with modern elements, but preserving many of the unique features that would be prohibitively expensive to recreate today.

4. Has this project made the community a better place to live or work? If so, how?

Today, with an infusion of new life, we can see the success of the project. It has brought a mix of residents downtown who can support a wider commercial blend of businesses. A children's art museum and new art galleries have added to the diversity. The reuse of the building has added historical depth and continuity to the neighborhood while bringing something architecturally new to the mix. Its new plaza, with the old girders, is open to the street and on Fridays includes vendors from the Farmers Market. With the relocation of the historic Housewives Market within the project, a portion of the building is still used as it was originally intended. Once again, it is open to the public to enjoy and use as a gathering space.

5. What would you change about this project, or the process you went through?

OHA is working to develop a climate within the city government where our historic resources are valued for the richness they bring to the built environment. Ideally, from the start, adaptive reuse of a building would be the first alternative considered. We could have spent a lot less time lobbying and gotten the project done in a more timely fashion if that had been the case from the start.

Rudy Bruner Award
Community Representative Perspective

Name: Michael Coleman
 Title: Resident
 Organization: Old Oakland Cohousing at Swan's Market
 Phone: 510-451-6796
 Address: 930 K Clay Street
 Oakland, CA 94607
 Fax: 510-451-6797
 E-mail: Michael @MBCarch.com

1. *How did you, or the organization you represent, become involved in this project? What role did you play?*

- About five years ago, group was formed in the Bay Area composed of people looking for a way to create housing that combines the autonomy of private dwellings with the advantages of community living. Cohousing is a community where neighbors know each other, look after one another, are engaged in a common enterprise, and where every member has the chance to influence all planning and management decisions. The group was looking for a location near downtown Oakland. At the same time, the developer of this project, EBALDC, was looking for tenants willing to move into a restored old market building in the historic inner city. It was a marriage made in heaven.

Individually, my wife and I were looking for an urban cohousing project. Downtown Oakland was the perfect site for us. The role we played was as participants in the planning process, starting before the selection of the project architect and ending with moving in as owners of one of the twenty units.

2. *From the community's point of view, what were the major issues concerning this project?*

- In terms of the greater community, the issues were revitalizing downtown Oakland with a mix of business, offices, and (most important of all) market rate housing, and preserving an important historic building in the heart of the city.

In terms of our own cohousing community, the issues were working out procedures for resolving conflicts within the group, and for living together amicably in spite of occasional disagreements. The most difficult part has been maintaining a balance between community involvement and keeping one's desired level of personal space and solitude.

3. *What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?*

- The major compromises involved construction cost increases verses high quality, lack of flexibility in exterior design based on historic preservation, limits of available space based on existing building area, and of course, group decision

making. As a group, we hired a consultant specializing in cohousing, we formed committees to study design alternatives and materials, and made suggestions to the design architects. Personally, as the only architect in the group, I was the head of the design committee, and was the liaison between the cohousing group, the developer, the project architect, and the developer.

4. *Has this project made the community a better place to live or work? If so, how?*

- This cohousing project is a major contributor to an improved urban environment, bringing people twenty-four hours a day into a formerly depressed area of the city, along with the associated restaurants, shops, offices, and commercial support needed to make a real community. The cohousing element is also a model of how neighborhoods can (and should) work. Whenever there is a model like this there is an incremental step taken towards a more connected city, and country, and planet.

5. *What would you change about this project, or the process you went through?*

- We would change nothing. It's as close to perfect as possible, working within the limits established by the circumstances. The process was an important part of the project, and was a major factor in reaching the goal of developing a community. Much of the process concerned the resolution of conflicts of ideas on how the community would work together and how it would be designed so that individuals are happy with their units and so the group would work as a whole. The process wasn't, and still isn't, easy, but the end result, which we love dearly, is the reward for all the hard work.

COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name Darlene Kelly Title Property Manager
Organization Oakland Victorians Realty Telephone 510 238-1630
Address ~~Oakland~~ 494 Ninth Street City/State/ZIP Oakland, CA 94607
Fax 510 444-0718 E-mail dkelly@pplinc.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Darlene Kelly

1. How did you, or the organization you represent, become involved in this project? What role did you play?

I manage the Old Oakland Project located next door to the Swan's Project. Our project is located on the 2 blocks bounded by Broadway, Washington, Eighth & Tenth Streets. We were very pleased to see the development of the Swan's Project as a major improvement to our neighborhood. The building had been vacant for too many years.

2. From the community's point of view, what were the major issues concerning this project?

The development of Swan's was vital to the "completion" of the renovation of the neighborhood. It was important to bring people into Old Oakland to shop, live, and play. Parking is a major issue, however. The addition of places to shop and visit is bringing more people into the neighborhood and taxing the already short supply of parking. Swan's did not include enough parking to meet the needs of their tenants.

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

The Swan's Project took a long time to complete. There were a number of budget issues that impacted the design and delayed construction. Our Project was affected by the loss of street parking for our retail tenants during construction. Noise was also an issue during certain phases of the construction work. The contractor was very cooperative and attentive to our needs.

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

The Swan's Project has made a major impact on our neighborhood. It is wonderful to have retail shops and businesses open and to have another "destination" in Old Oakland. The mix of commercial and residential tenants helps make the neighborhood more of a 24 hour neighborhood. The Museum of Children's Art brings new people into the neighborhood. We continually hear people saying that they did not know what a beautiful area Old Oakland was.

5. What would you change about this project, or the process you went through?

Swan's should have developed parking in their basement instead of filling it with sand. Parking is a problem not only for the employees of the businesses located in the neighborhood, but also for the people who want to come to Old Oakland to shop and dine. We are hoping the City of Oakland will develop a parking facility in the immediate neighborhood.

COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name Michael Harris Title Resident
Organization EBALDC/Swans Apartments Telephone (510) 834-5101
Address 918 Clay Street #307 City/State/ZIP Oakland, Ca. 94607
Fax () N/A E-mail N/A

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Michael Harris

1. How did you, or the organization you represent, become involved in this project? What role did you play?

I was referred by Project East Bay as an applicant for apartment at Swans.

2. From the community's point of view, what were the major issues concerning this project?

- 1. Multi-fact living accommodations*
- 2. Enhancement of living in urban city*
- 3. Cultural awareness*
- 4. Practicality*
- 5. Affordable Housing*

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

*Project East Bay resided on the bond to assure all diversities, race, income, ethnicity would be accommodated in this project.
e.g. Affordable Housing*

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

Yes.

1. Multi-facet living in inner city.
2. Revenue brought to inner city.
3. Cultural Exchanges
4. Affordable Housing

5. What would you change about this project, or the process you went through?

Parking accommodations for Business within Sevens was not carefully thought out.

1. Public Parking
2. Validation while shopping at Sevens (Housewife Market Place)
- 3.



CITY HALL • 1 FRANK H. OGAWA PLAZA • OAKLAND, CALIFORNIA 94612

NANCY J. NADEL
Councilmember
District #3

(510) 238-7003
FAX: (510) 238-6129
TDD: (510) 238-7413

PUBLIC AGENCY PERSPECTIVE

Name: Nancy J. Nadel **Title:** Councilmember, District 3
Organization: City of Oakland **Telephone:** (510) 238-7003
Address: One Frank Ogawa Plaza **City/State/ZIP:** Oakland, CA 94612
Fax: (510) 238-6129 **email:** nnadel@oaklandnet.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

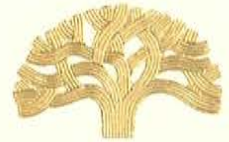
Signature: *Nancy J. Nadel*

1. *What role did your agency play in the development of this project? Describe any requirements made of this project by your agency. (e.g., zoning, public participation, public benefits, impact statements).*

The City of Oakland was the primary advocate for the renewal and restoration of the Swan's Market block. This historical public market place had been an integral part of the commerce of the City during the twentieth century. Like many urban areas, the retail and commercial center of Oakland had suffered a serious decline after 1950. The Loma Prieta earthquake of 1989 further destroyed and damaged buildings. The City, acting as a redevelopment agency, actively engaged private interests and public agencies in efforts to rebuild and revitalize what is called Old Oakland. Extensive zoning and impact statements were required by the City. This City also has strong requirements for public participation and an open process for selection of project implementers.

2. *How was this project intended to benefit your City? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?*

This project is a vital element for the success of the Old Oakland area downtown renovation. Swan's Market had served residential and commercial customers from individual stalls within the market for most of the twentieth century offering a dazzling variety of foods and products. The renaissance of residency in downtown Oakland



NANCY J. NADEL
Councilmember
District #3

(510) 238-7003
FAX: (510) 238-6129
TDD: (510) 238-7413

made the retention of this market essential. There is no major supermarket in the downtown area. One of the challenges for this project was to provide parking access for patrons. Day workers in the area and an adjacent hotel and convention center, and court buildings impact available street parking. The developer was able to design the facility to accommodate an off street parking operation. An adjacent Housewives Market building was closed and those tenants relocated in the new facility. At each step of the way, City staff and policy makers assisted to bring this project to completion.

3. *Describe the project's impact on the neighborhood and the City. Please attach relevant data where available.*

The completion of the restoration of Swan's Market is the centerpiece of linking three primary areas in the center of the City, the government/City Center, Old Oakland/Chinatown and Jack London Square at the waterfront. Creating a flow of commerce, residency and utilization between these areas solidifies the vitality of the core of the City. The enclosed brochure is the first of many to reflect marketing of the area on a regional basis.

4. *Did this project result in new models of public/private partnerships? Are there aspects of this project that would be to agencies like yours in other cities?*

Completing this project is what is the most important factor. This City has had many proposed and pending private/public partnerships. Not all of these have been free of contention and several have not been completed. This model contains such a unique combination of co-housing, affordable housing and neighborhood retail that I believe it could serve as a very good example for most communities. Given the housing market of the San Francisco Bay Area, providing affordable housing is a major accomplishment. The mix of housing and local retail is one which we intend to replicate.

5. *What do you consider to be the most and least successful aspects of this project?*

The most successful aspect is that we have retained a fine historical resource in a prime location near all government offices and services with proximity to major public transportation. The combined elements make this a fine sustainable development. On the negative side, the compromise to provide parking has still not met the demand. The City will need to consider how to reduce vehicle dependency in future projects. The

CITY OF OAKLAND



CITY HALL • 1 FRANK H. OGAWA PLAZA • OAKLAND, CALIFORNIA 94612

NANCY J. NADEL
Councilmember
District #3

(510) 238-7003
FAX: (510) 238-6129
TDD: (510) 238-7413

time needed for businesses to reestablish a strong clientele is longer than is reasonable for many minority and small business entrepreneurs. The City has partnered with the businesses to support and create marketing plans which bring the entire downtown back into vigorous and long term economic stability.

PUBLIC AGENCY PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name Alex Greenwood Title Downtown Redevelopment Coordinator
Organization Oakland Redevelopment Agency Telephone (510) 238-6124
Address 250 Frank Ogawa Plaza, 5th Floor City/State/ZIP Oakland, CA 94612
Fax (510) 238-3691 E-mail algreenwood@Oaklandnet.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Alex Greenwood

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The Oakland Redevelopment Agency bought the Swan's property in 1994, when it had become vacant and blighted. In 1995, we sought a developer for the property and selected EBALDC. We entered into a development agreement with EBALDC in which the Agency contributed: (1) the property (worth \$2.4 million) at no cost; (2) \$1.9 million in low interest loans (3-6%); and (3) \$200,000 for brick sidewalks outside the marketplace.

The Agency required: (1) 80% of the historic structure to be preserved; (2) 18 of the housing units to be affordable (i.e. less than 60% of median income); (3) street retail spaces and a courtyard to strengthen pedestrian life in the neighborhood; (4) an extensive community input process that involved over 20 public meetings; and (5) strict compliance with the City's design guidelines and zoning laws for this historic district.

2. How was this project intended to benefit your city? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?

We wanted this project to: (1) reactivate a landmark building that had stood vacant for 20 years; (2) preserve the historic architecture of the building; (3) add more downtown housing, in support of Mayor Jerry Brown's vision to repopulate the downtown; (4) improve retail, culture, and other pedestrian activity in a strategic part of downtown; (5) strengthen the Old Oakland neighborhood as a center for food, retail, culture, and housing; and (7) use the Agency's investment to leverage other funding sources. All of these objectives were achieved.

Swan's Market is located at the center of Oakland's best known historic district, Old Oakland. Old Oakland has a strategic location that links the Oakland Convention Center, Chinatown, City Center, and Jack London Waterfront. Because of its central location and elegant architecture, Old Oakland has the potential to become a major destination for arts, retail, and fine dining. For this reason, Swan's Market played a key role in the City's downtown strategy.

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on the neighborhood and the city. Please attach relevant data where available.

The project has: (1) preserved a landmark historic building; (2) provided a venue for cultural and performing arts, such as regular salsa and blues concerts as well as exhibitions by the Museum of Children's Art; (3) Added 38 housing units to a strategic part of the downtown, thus supporting Mayor Jerry Brown's "10-K" downtown housing initiative; (4) added 30,000 sq. ft. of retail to create a "critical mass" of food uses at 9th & Washington; (5) supported adjacent existing shops, such as the historic Ratto's Italian Grocery; (6) catalyzed the attraction of five additional restaurants to the area, thereby establishing Old Oakland as a destination for fine dining; (7) increased day- and night-time pedestrian activity (which has indirectly helped to reduce crime in the neighborhood by 18% since the project opened); and (8) increased the public's awareness and popularity of the Old Oakland district.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

The Developer and the Redevelopment Agency worked in close partnership to develop innovative solutions to overcome several complicated obstacles:

- *Financing:* To make the financing work, the project had to be split into four separate (but interrelated) projects, each with its own set of financing. Almost 20 different funding sources were used, ranging from conventional loans to various government loans and grants.
- *Real Estate:* A complex legal arrangement of deeds and easements was needed to allow multiple uses to be developed adjacent to (and on top of) each other.
- *Design:* To secure historic tax credits, the project had to adhere to strict design guidelines. But to be commercially viable, the project had to find innovative ways to redesign small, awkward spaces to be commercially leasable to modern tenants.
- *Construction:* The historic rehab presented huge risks to the project budget.
- *Politics:* Because of the sentimental attachments to the old Swan's Market, this became a high-profile project that attracted dozens of "stakeholders" to the public involvement process.

5. What do you consider to be the most and least successful aspects of this project?

The two most successful aspects are (1) design and (2) impact on economic development. The design transforms an awkward, obsolete facility into a dynamic mixed-use center with live-work housing, retail, office, and cultural uses. Some of the historic architecture, such as the terra cotta work and steel trusses, have been reused as artistic elements of the new development. Banners, awnings, brick sidewalks, tasteful signs, and small-scale storefronts are all used to integrate the building into the surrounding historic neighborhood. The courtyard and gardens provide a public venue for regular salsa and blues concerts, cultural events, displays from the Museum of Children's Art, and other events that help build a sense of community.

As mentioned above, the project has played a key role in downtown economic development. It has strengthened the core of Old Oakland and catalyzed more housing and retail growth in the surrounding 10-block area. The project has also encouraged more mixed-use projects in Oakland

No aspect of this project was unsuccessful.

Nov-16-2000 11:50am From-National Equity Fund

T-527 P.002/003 F-224

PUBLIC AGENCY PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Todd Fabian	Title	Acquisitions Manager
Organization	CALIFORNIA EQUITY FUND	Telephone	(213) 250-9550
Address	1055 Wilshire Boulevard, #1600	City/State/ZIP	Los Angeles, CA 90017
Fax	(213) 250-0014	E-mail	

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The California Equity Fund ("CEF") is the tax credit investor for Swans Market development. The Swans Market development reflects an equity investment of over \$3.5 million dollars.

Underwriting requirements were very conservative because the Swans Market represents the first large commercial investment for CEF. Large capitalized reserve deposits and annual contributions into the reserve accounts are being made to ensure long term security for the development. Higher than normal operating expenses and vacancy rate assumptions were also used to underwrite the project. Due to these conservative assumptions, East Bay Local Asian Neighborhood Corporation "EBALDC" was required to be very creative in their financing structure. The Swans Market pulls eleven different funding sources (private and public) to make the project complete. EBALDC's creative financing structure and conservative underwriting insures the success of the Swans Market development and is an example of resourceful and creative community development.

2. How was this project intended to benefit your city? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?

The Swans Market project has been a challenging development for all of the departments at CEF, but the partnership structure for the Swans Market is extremely complex and required the CEF Legal Department to change and compromise standard practices while maintaining investor requirements.

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on the neighborhood and the city. Please attach relevant data where available.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

The methodology and partnership structure has been a model that CEF staff is sharing with all of its national counterparts. CEF is a fund within the National Equity Fund "NEF" which is the largest non-profit syndicator of tax credits in the country. The California staff is sharing all of the valuable legal and tax advice that was a result of the Swans Market investment and as a result, NEF is completing a similar historic development in Texas.

5. What do you consider to be the most and least successful aspects of this project?

The Swans Market development represents community development unlike anything else. It energized the neighborhood and attracted private-sector dollars to the downtown Oakland area. The Swans Market development is about far more than housing and commercial space, it represents the return of neighborhood retailers, the return of downtown affordable living space and the accessibility of services and jobs. The Swans Market investment is a premier development in the CEF portfolio and has been showcased to many of our investors.

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name Steade R. Craigo, FAIA Title Sr. Restoration Architect

Organization State Office of Historic Pres Telephone 916, 653-9028

Address P.O. Box 942896 City/State/ZIP Sacramento, CA 94296-0001

Fax (916) 653-9824 E-mail scrai@ohp.parks.ca.gov

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature *Steade R. Craigo*

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The project's developer applied for the federal 20% investment tax credits available for the rehabilitation of historic commercial, depreciable properties, such as the Swan's Market. The financial incentive program requires that the project conform to the Secretary of the Interior's Standards for Rehabilitation. The certificate process necessitates review and comments by this office prior to approval by the National Park Service. This financial incentive program has been one of the most successful federal programs for the revitalization of central city cores, as well as preserving historic buildings.

2. How was this project intended to benefit your city? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?

The project provides much needed affordable housing in central Oakland, utilizing existing transportation facilities and social services. Providing housing is a critical need in rural and urban areas of California. The Swan Market was damaged and vacated after the 1989 Loma Prieta Earthquake. The adaptive re-use of the building to a mixed use of residential and commercial was a challenging fit within the historic building. Compliance to the Standards provided difficult challenges to retain significant historic elements on both the building's interior and the exterior. This office provided technical assistance and guidance to the project architects to help the project conform to the Standards.

3. Describe the project's impact on the neighborhood and the city. Please attach relevant data where available.

The project will have a significant impact on Oakland's central core by providing affordable housing units and retail businesses in the vacant building. The new uses help to revitalize this historic area of downtown Oakland adjacent to the city's commercial and governmental centers. It will also support a city goal of increasing housing units in the city center. Further, it retains an important existing local landmark.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

This project is an excellent model of sensitive sustainability and smart growth initiatives, which support the revitalization and redevelopment of Oakland. Further, the project is a highly significant example of the compatibility of affordable programmatic housing needs with historic buildings.

5. What do you consider to be the most and least successful aspects of this project?

Dec 01 00 08:57a

City of Oakland

5102382226

p. 2

Sent By: EBALDC REAL ESTATE DEV;

5102381349;

Nov-30-00 5:49;

Page 2/4

PUBLIC AGENCY PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name Mark Beratta Title Urban Economic Coordinator
 Organization Oakland Redevelopment Agency Telephone (510) 238-6657
 Address 250 Frank Ogawa Plaza, 3rd Floor City/State/ZIP Oakland, CA 94612
 Fax 510 238-3691 E-mail MTBeratta@Oaklandnet.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Mark Beratta

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The City of Oakland and EBALDC were co-applicants for a successful \$1.7 million Economic Development Administration (EDA) grant for construction of the plaza and parking areas. EDA grants contain stringent job generation, public benefit, construction management and financial requirements. The primary EDA goal for Swan's Marketplace was to create and retain 135 permanent jobs. To date, 120 jobs have been created or retained and approximately 25 additional jobs will be created in the two new restaurants and retail space currently under construction. This project also had significant public benefits by providing entry level jobs to disadvantaged individuals and providing vitally needed food and related items to a low-income community. A major City goal, which has been met, was the preservation and reuse of an historic landmark and the elimination of blight. All City and EDA goals were surpassed. EDA considers this project to be a model for public/private partnership due to the coordination required between the EBALDC, the City of Oakland, EDA and the ten additional private and public lenders required to finance the project.

2. How was this project intended to benefit your city? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?

Intended project benefits include (1) creation and retention of jobs for low and moderate income persons (2) historic preservation and blight elimination and (3) provision of needed goods and services in an under served neighborhood. EBALDC also provides technical assistance to tenants and has made the Swan's Marketplace Courtyard an art, music and community gathering place.

Escalating construction costs, which were caused by historic preservation requirements, made compromises necessary. EBALDC and the City agreed to reduce the on-site parking without reducing parking in the area by reconfiguring the on-street parking spaces. The City also waived its grant administration fee in order to fund a fountain in the courtyard. Also, many of the funders had specific and unique conditions. EBALDC conducted numerous meetings with the public and private participants in order to gain consensus on key deal points. All parties had to compromise to ensure project financing and construction.

Dec 01 00 08:57a

City of Oakland

5102382226

p. 3

Sent By: EBALDC REAL ESTATE DEV;

5102381349;

Nov-30-00 5:50;

Page 3/4

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on the neighborhood and the city. Please attach relevant data where available.

Swan's Market has become a model for historical rehabilitation and reuse. It is a true mixed-use project with well-designed and coordinated housing, retail and office uses. Many area residents rely on Swan's for their meat, produce, fish and grocery needs. The project also retained long-standing Oakland businesses and their employees, and generated new jobs for unskilled workers. All commercial tenants have agreed to give first priority to local low and moderate income persons for new and turn over positions. This project has also been a catalyst for new development in the area. Since the restoration was begun, major housing and commercial construction projects have been initiated in the immediate area. These projects will transform the area into a major residential/retail/entertainment center.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

This project demonstrated that a non-profit development corporation could carry out a tremendously complex historic restoration project utilizing public and private funding. EDA representatives have stated that this project is the most complex grant project ever undertaken in EDA Region 6. This region covers California, Alaska, Arizona, Hawaii, Idaho, Nevada, Oregon, Washington, and the Pacific Islands. EBALDC was successful in meeting the varied goals and requirements of The City of Oakland, The Oakland Redevelopment Agency (ORA) (the land was sold to EBALDC by the ORA), EDA, The Federal Department of Health & Human Services (HHS), Alameda County, California Housing Finance Agency, Fannie Mae, CitiBank, Wells Fargo Bank, StanCorp Mortgage Investors (the investment arm of an insurance company), California Equity Fund and numerous donors. City Staff and EBALDC maintained constant contact in order to react to historic restoration requirements, tax credit requirements, and increasing construction costs. EBALDC also worked tirelessly with the Housewives Market tenants in order to successfully relocate them to Swan's. This technical assistance was vital in retaining these businesses. This technical assistance continues as an ongoing part of property management.

5. What do you consider to be the most and least successful aspects of this project?

Swan's Marketplace provides needed goods and services to an under served community, while retaining food related businesses and attracting new businesses. These businesses have created and retained 120 employees. 25 additional jobs will be created in the two new restaurants and retail space under construction. These jobs are available to low and moderate income persons. This project also saved an historic landmark that had remained empty and deteriorating for decades and created a community meeting place. The Courtyard is used for craft fairs, farmers markets, educational events and concerts. I can honestly state that the project has been successful beyond our highest expectations. It is difficult to identify the least successful aspect.

Dec-01-00 11:34A eda church

408 5355552

P.02

PUBLIC AGENCY PERSPECTIVE

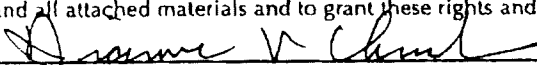
Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name Dianne V. Church Title Economic Development Repre.
 Organization Economic Development Admin Telephone (408) 535-5550
 Address 280 S. 1st St, # 135-B City/State/ZIP San Jose CA 95113
 Fax (408) 535-5552 E-mail DChurch@doc.gov

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature



1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The Economic Development Administration (EDA) awarded a grant for \$1,700,000 in 1997 for construction of parking and the outdoor plaza for the Swans Market in downtown Oakland. EDA's primary eligibility criteria is based on distress (per capita income, high unemployment) and is tied directly to the number of private sector jobs created as a result of the project. The impact of the project has been wide reaching in the downtown area of Oakland.

In 1994, when EDA opened a temporary office in the Oakland Federal Building, Swans Market was boarded up and a real blight on the entire area. Now people are sitting outdoors for lunch and coffee, walking the streets shopping and safely enjoying the ambience of the area.

The project was a complex one, due to the number of funding sources. For example, EDA requires that our grantee own any construction accomplished with EDA funds. Because of the number of private funding sources, it took ingenuity and cooperation on the part of EDA and EBALDC to create a project in which EDA could participate. Because EDA had participated in projects with EBALDC in the past, we had confidence that the non-profit organization could carry out its goals.

2. How was this project intended to benefit your city? What tradeoffs and compromises were required to implement the project? How did your agency participate in making them?

EDA awarded a grant for a small portion of the construction needs for the development of Swans Market. The market occupies a whole city block and has sat boarded up for many years. With the construction of housing, shops, condos, and restaurants the people who work and live in the area could participate in the community more fully. It opened up the entire area in a more community minded way, bringing people into the city to live and shop. It expanded the city's housing market as well as the atmosphere of safety, success and friendliness.

The greatest difficulties were legal ones on the part of EDA: making the project comply with EDA regulations and federal law in such a way that we could participate. It required months of negotiations between private and public sectors to work out the details and make it possible for EDA to take part in the development.

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on the neighborhood and the city. Please attach relevant data where available.

Completion of Swans Market has made an economic and psychological difference to downtown Oakland. The new development of condos, affordable housing, and shops definitely help the economy, and inspire more people to feel safe in moving to the downtown area to live. Housing in Oakland is tight and transportation and gasoline increasingly expensive. The attractiveness of living in the area in which you work is growing in California and this project has made it possible for people to live and work downtown.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

Due to the complexity of the project, with multiple participants and funding sources, the burden of working out the details was on the applicant, EBALDC and EDA to bring some creative skills into to play to help the project succeed. While the process was not an easy one, the efforts more than paid off in the excellent results of the completed project.

5. What do you consider to be the most and least successful aspects of this project?

Most successful:

- Cooperation between public and private sectors to create a unique benefit to downtown Oakland
- Development of abandoned site that was unsafe and an eyesore into a model development project in a downtown area
- Creation of new development in an old city, one that has suffered many years from high unemployment, crime, and downtown blight
- The opportunity to participate in something new, as well as the ability to help save a historical structure, one that has been a fixture in Oakland for many years, turning it into something the city can be very proud of.

Least successful:

- I truly cannot think of a down side to this project. It is a model EDA project of everything the agency strives to achieve in urban areas.

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name Linn Warren Title Director of Programs
 Organization California Housing Finance Agency Telephone 916-327-3022
 Address 1121 "L" Street City/State/ZIP Sacramento, CA 95814-3974
 Fax () 916-327-5115 E-mail lwarren@chfa.ca.gov

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature *Linn Warren*

1. How did you, or the organization you represent, become involved in this project? What role did you play?

The California Housing Finance Agency (CHFA) was asked by the sponsor, East Bay Asian Local Development Corporation, and their consultant, Community Economics, to make a tax-exempt permanent loan on the rental housing portion of the project.

CHFA is a large participant in the tax-exempt bond market, and because of our capacity, we are able to make loans on small, affordable housing developments, at below market rates, without having to pass through to the borrower what would otherwise be prohibitive costs for the bond transaction. This project needed tax exempt financing to be able to access about \$800,000 made available through the four percent (4%) Low Income Housing Tax Credits (LIHTC) program. To be able to use the LIHTC, the tax exempt loan had to be sized large enough to cover 50% of the development costs (eligible basis). CHFA ultimately made three tax-exempt loans to the project, totaling \$1,745,000, to enable the project to meet the 50% bond test, and qualify for tax credits. Three loans were necessary because the cash flow from the housing could only support a small permanent loan. The structure of the Agency loans are as follows:

- * a 40 year permanent loan of \$775,000, with a fixed interest rate of 6.75%. This loan was insured through the HUD risk share program.
- * a 4 year \$730,000 bridge loan to the tax credit equity with an fixed interest rate of 6.75%, and
- * a 40 year, residual receipts loan \$240,000, at a 3% simple interest rate.

Because of the complexity of the project, the construction costs came in higher than expected, and CHFA had to reunderwrite our loans twice. The first time we increased the total loan amount by 7% to pay for cost overruns. This increase was structured as a residual receipts loan because the project could not handle any increase in conventional debt. The second time, we allocated more of the loan to permanent debt, and decreased the bridge loan debt so that the project had more cash to pay for cost overruns. As a condition of funding, CHFA required that twenty percent (20%) of the units be

Swans Market
Rudy Bruner Award
11/29/00

available to families who are classified as very low-income (50% of the area median income) for forty (40) years.

2. From the (State's) community point of view, what were the major issues concerning this project?

* Long Term, Deed Restricted, Affordable Housing. The project provides 18 units of new, family, affordable housing in an extremely well located, and attractive site in downtown Oakland. The Tax Credit Allocation Committee required that 100% of the units be reserved for low income families whose incomes were at or below 60% of the Area Median Income for 55 years (60% AMI is considered low income). CHFA deepened the affordability of 20% of the units (4 units) to 50% AMI, and the County HOPWA loan further restricts four (4) of the units to individuals or families where a family member has disabling HIV/AIDS and whose income is at approximately 20% of area median income.

* Significant Locality Support for the Project CHFA is interested in participating in projects which have significant local participation. The City of Oakland donated the land to the EBALDC and loaned the housing portion of the project \$600,000. Alameda County loaned the rental housing project \$500,000.

*Historic Preservation and Urban Revitalization. The project restored a derelict, historic, building in downtown Oakland in an urban revitalization area. The building itself is a important historic landmark, and the final product preserved not just the building, but added housing, urban amenities, and preserved the historic market-place in the building.

*Shared Parking. The project allowed for shared parking between the rental residential users and the commercial businesses. Residents have first rights to the parking allocated to the residential units, but receive a substantial rental concession if they opt not to use their parking space. The excess parking is leased at market rates to the commercial businesses in the complex.

*Track Record of the Sponsor. EBALDC is a community based non-profit with a strong and responsive management team. They have a track record of developing and maintaining vibrant mixed use projects that include both affordable housing and community serving retail shops and businesses. CHFA was please to work with them on this project.

3. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

Most of the tradeoffs revolved around costs. CHFA has design guidelines that we require for new construction projects to make sure that the projects we participate in are high quality, both in terms of livability and construction for the term of our loan. We participated in the design discussions with the architect, and made trade-offs to reduce costs, for example, reducing the amount of recreation space within the building, and "replacing" it with shared enclosed public "mall" space in the complex. We also agreed to reduce the amenities in the courtyard area because of cost constraints. (EBALDC obtained grants to restore most of the walkway amenities).

Swans Market
Rudy Bruner Award
11/29/00

The other tradeoff was the physical separation of the the rental housing and the parking designated for the rental housing. The inconvenience to the tenants of having cross the walk-street to access their parking was offset by the amenities provided by the pedestrian walkway, which links the various components of the development into an integrated whole, and provides the spacial opportunity for dynamic interaction of the tenants and the public.

4. Has this project made the community a better place to live or work? If so, how?

Yes. Swans Market occupies an entire block in downtown Oakland near the Oakland City Hall. Swans Market's renovation compliments and extends the historic renovation that has already been completed on several of the adjacent blocks and has been a catalayst for a new mixed income housing development on the next block which is currently in the construction. Swans market added 38 new housing units to the downtown area. The addition of housing is especially important in downtown urban areas because it helps to create a "24 hour" community which stimulate social and economic activities after traditional business hours.

Swans Market is an attractive renovation of a formerly derelict historic property. The facade of the building and historic urban market were preserved. The remainder of the property was renovated into a variety of new residential, office and retail uses. The new building contains both 20 market rate co-housing units and 18 affordable units, providing for a mix of middle income and low income people and middle income people in the same complex. The pedestrian mall "street" in the project operates as a spine linking the the two housing complexes, and market space, the square, the offices and coffee shop, resulting in a very dynamic environment.

5. What would you change about the project, or the process that you went through?

CHFA was very pleased with the project. The rental housing component is well designed, well located, appealing, and fits into the Swans Market community extremely well.

The only thing that we would change in our process is that we would have require a much larger construction contingency. The very complexity of the project, with four discrete parcels, each of which was financed seperately, created delays. The delays resulted in higher construction costs, and the cost increases required re-underwriting.

Swans Market
Rudy Bruner Award
11/29/00

DEVELOPER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name Joshua Simon Title Sr. Project Manager

Organization East Bay Asian Local Development Corp. Telephone () 510-287-5353 x567

Address 310 8th Street, Suite 200 City/State/ZIP Oakland, CA 94607

Fax () 514-763-4143 E-mail JSIMON@EBALDC.COM

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature 

1. What role did you or your organization play in the development of this project? Describe the scope of involvement?

East Bay Asian Local Development Corporation (EBALDC), as the Project Sponsor, formulated to project concept, assembled the development team, secured all financing and, provided the support required by its affiliate corporations to complete the development. EBALDC is the property manager and has provided construction management, and other development services. EBALDC's Neighborhood and Economic Development (NED) Department provided employment and small business consulting to tenants. EBALDC also managed the Capital Campaign that was required to raise funds for Swans Marketplace.

2. What, if any, modifications were made to the original proposal as the project was developed? What Tradeoffs or compromises were required during the development of the project?

The original design had extensive retail parking on a garage level that was eliminated due to cost constraints. There was also an interior light well originally designed into the Housewives Market, which was eliminated to provide additional net leasable area to support a larger loan. The restaurant space in building I at Clay Street was planned as a two story restaurant, but, when no tenants were interested in this, we had the office space in building II expanded into the Building I space. This not only provided needed additional income, but the office space acts as an acoustical buffer to insulate the noise of the restaurant from the adjacent restaurant.

Trade-offs to meet the Secretary of the Interior's Standards for Historic Preservation, included preservation of trusses over the courtyard and Cohousing Condominium garden, reconstruction of the crumbling facade at 9th street and creation of a two-story high common house for the condominiums to preserve the structure's sense of volume.

3. How was the project financed? What, if any, innovative financing were used?

The site was sold for five dollars by the Oakland Redevelopment Agency (ORA) to three affiliate corporations formed by EBALDC. EBALDC worked with the Agency to divide the site into five separate dis-contiguous air-rights parcels.

Parcels 1 and 2 are the public space (EDA parcel) and commercial/retail parcel respectively. They are owned by the Swans Marketplace Partnership, L.P.. Through this partnership, Historic Tax Credits were obtained. Since EDA would not provide funds on a site with a first mortgage, Parcel 1 is financed with EDA, ORA and Grant funds. Parcel two has a first mortgage from an Insurance company (which was their second loan in the State), a deferred payment second from ORA and a grant from the Federal department of Health and Human Services, Office of Community Services program for employment creation. A further innovation was the use of a capital campaign to not only raise funds for common space and rental housing, but also to build support and interest in the rebirth of the Old Oakland neighborhood. This was supported by a challenge grant from Kresge Foundation. Other financing included ORA facade and street improvement funds and County lead remediation funds.

Parcel 3, the rental housing (color coded yellow on the floor plan), is owned by a separate limited partnership, which has tax credit investments for both Low Income Housing Tax Credits (for the new housing structure) and Historic Tax Credits (for the rental housing parking in building I. Other financing innovations included a Program Related Investment construction loan of \$200,000 from Fannie Mae Foundation, a Federal Home Loan Bank grant-through CitiBank, of \$90,000, an Alameda County loan to include 4 units for People Living with AIDS, and a California Housing Finance Agency loan described in their Public Agency Perspective.

Parcel 4, the condominiums were Innovative in so far as the future owners of the Cohousing group formed a Limited Liability Corporation (LLC) to loan \$315,000 for construction. ORA also provided a below interest rate loan of \$750,000.

Parcel 5 is a ground parcel located under portions of the Commercial/Retail Parcel 2. Its innovation is to act as a shock absorber to the cost of buying the development from the tax credit investors when the limited partnership is concluded in 5 years.

DEVELOPER PERSPECTIVE (CONT'D)

4. How did the financial benefits and economic impacts of this project compare with or differ from other projects you have been involved in?

Both the risk and potential rewards from operations of the retail space are substantially greater than most of the developments that our private nonprofit organization has taken on. The risks are greater due to the fact that retail uses are more vulnerable to downturns in the market. This would also impact the employment potential of the tenant businesses. If downtown Oakland continues to boom, the financial rewards could eventually be significant.

Although the financial rewards for working with the Cohousing condominium group are similar to the fees that we receive for affordable housing development, the risks due to potential condominium association law suits is greater. EBALDC has gambled that the cooperative development process inherent in Cohousing development will discourage the 20 unit condominium association from solving their long-term maintenance problems through legal action.

5. What about this project would be instructive to other developers?

Many of the aspects of this development are useful tools for other developers. To name a few specifically, the use of multi-parcel financing with multiple first deeds of trust, combination of housing and historic tax credits, use of federal infrastructure loans and grants (EDA & OCS) for spurring job creation in stagnant retail districts, targeted leasing in stagnant retail districts, capital campaigns as community building tools for Historic Preservation, and use of arts organizations to anchor a tenant mix.

Lead remediation was a major cost throughout construction. Due to the difficulties involved in Historic Preservation of buildings with lead paint to meet the new 1999 HUD standards, I will be reluctant to take on such developments in the future without additional lead remediation funding.

Swan's Marketplace has brought new life to the Old Oakland neighborhood by providing a concentration of neighborhood serving uses to an area that was blighted by its lack of use. More importantly, as the area's improvement leads to inevitable gentrification, Swan's has become an island of affordability and opportunity for individuals and businesses that generally are left behind by redevelopment.

6. What are the most and least successful aspects of this project?

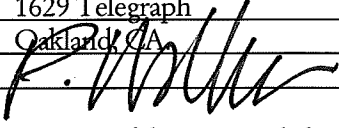
The most successful aspects of Swan's have been the impact on the community and the synergy of the retail tenants.

With success has come an increasingly difficult parking problem for the area. With 20/20 hindsight, I would have fought harder for funding to keep the underground parking. We are still working with the City to increase parking resources in the area.

One of the tradeoffs during leasing was to give exclusive use agreements to several tenants. This included an exclusive on sales of cappuccino style coffee sold to go. The exclusives were needed to convince tenants to commit to leases so that the construction lenders' leasing requirement could be met prior to the start of construction. Due to the coffee exclusive, we later lost the chance to lease to a bread bakery that would have significant increased employment. Although it may have also made the cafe's survival difficult, I would avoid such exclusives in the future.

In terms of Urban Excellence, our organization has received more positive attention and acclamation for Swans than for any other development in our 25-year history. We have already been asked by other Cities to consider a Swan's in their downtown and the lessons from development and operation of Swans will strengthen our ability to convert other white elephant properties into urban gems.

ARCHITECT PERSPECTIVE

Name:	Peter Waller	Title:	Project Architect
Organization:	Pyatok Associates, Architects	Telephone:	(510) 465-7010
Address:	1629 Telegraph Oakland, CA	Fax:	(510) 465-8575
Signature:		E-Mail:	pwaller@pyatok.com

1. Describe the design concept of the project, including urban design considerations, choice of materials, scale, etc.

Preservation of Existing Fabric: The starting point for our design work was to retain as much of the existing building fabric as possible. This was critical in obtaining local support for the project, particularly from the Oakland Heritage Alliance, and in qualifying for the Historic Tax Credits that were an essential part of the funding. By working within the existing shell to the greatest degree possible and preserving the undulating roof line and clerestory windows, we were able to accommodate this dramatic change in use while remaining in the tradition of Swans Market. Where we did need to remove portions of original structure, we did so by a careful subtractive process, removing no more than was necessary to accomplish the purpose. Where light, air and open space were required, only the roof was removed, leaving in place the original supporting structure.

Inner-connection of Uses: The other critical design challenge was to create a pattern of open spaces and circulation to interconnect the uses on site. It would have been much easier (and less expensive) to divide the existing block into separate uses, each entered directly from the street, with no internal connections. But the project team understood that these pieces would be much less significant standing on their own. For Swans to be restored as a regional destination, this collection of small uses needed to inner-connect as larger vibrant whole, so that a visitor to the Market could also discover MOCHA, the art galleries, and get a glimpse of new downtown living possibilities. Swans Court was the focus of as much coming and going as possible. All the residential units, as well as office space, galleries and the Market Hall have main entries from the court. Swans Way provides a link to Clay Street, and a short cut for the lunch time office crowd coming from City Center.

2. Describe the most important social and programmatic functions of the design.

Within this overall goal of relating the uses to one another, we had to constantly struggle with how to best accommodate each without infringing on neighboring uses. While the overlap of the uses makes the project rich, none of the individual uses could afford to sacrifice basic practical requirements, or to give up control of their immediate territory.

- For the Affordable Units we needed the most economic construction possible, and adequate outdoor play space for children. This led to the decision to construct a new building fronting Swans Way, which was made wide enough to function as a protected play space, as well as a mid-block passage and an address for the art galleries.
- The Cohousing group wanted a strong sense of being part of the project, but also a more private space that would be a focus for their own community. As a result, the Common House and Garden directly front on Swans Court, while the Cohousing walk provides a more protected open space.
- The Market Hall needed to function as an anchor for the development, and to attract as many walk-in customers as possible. The Market also needed direct access to parking and service areas. The solution was a crossing circulation pattern that included a through passage from Washington Street to Swans Court and an open plan that allowed the café and restaurants on Washington Street to become part of the Market Hall.
- MOCHA required a large volume, inexpensive space for children's activities, a gift shop with a strong public presence and an defined outdoor area for art projects. The raised platform at Swans Court provides the outdoor activity space, with the Gift shop placed adjacent, projecting into Swans Court and facing the Clay Street entry. A large open stair connects to the main activity space at the second floor.

3. Describe the major challenges of designing this project and any design tradeoffs or compromises required to complete the project.

Meeting the needs of each separate use without sacrificing the inner-connection was the most difficult aspect of the design, and some compromises were necessary in this regard. The Cohousing Group sought more shared facilities with the Affordable Housing, but this proved difficult because of security concerns, and practical issues of ownership and maintenance. The Market Hall needed more parking and more storage. Incorporating the café and sushi bar into the

market has created problems with smells. As a result of these and other design compromises, there is a heavier burden on the management staff and community to keep the project running smoothly.

It was disappointing not to be able to save more of the open interior spaces that characterized the original market. Unfortunately, the ultimate mix of uses did not support these spaces. On the other hand, Swans Market has been subdivided and reconfigured many times in its history. The basic building shell remains largely intact, these large open may be revealed again when a future tenants removes the partitions we have added.

We also were forced by cost considerations to fill the existing basement under the market hall, which actually dated from the earlier 19th century building and included beautiful brick vaults. This could have been a marvelous subterranean world, but the modern issues of accessibility and seismic bracing made re-use prohibitive.

4. Describe the way in which the project relates to the urban context.

To follow the design decisions, it is necessary to understand the evolution of the block in relation to the urban context. Originally, Washington Street was the premier retail street in downtown Oakland, beginning at the waterfront, passing the railway station at 4th Street, and terminating on axis with City Hall at 14th Street. The original Oakland Free Market was located on the north half of block fronting 10th Street with major entries facing the corner at Washington and Clay Streets, and the produce stands spilling out on the long north facing façade. As Swans grew, additions reached out to 9th Street for storage and service areas but the main activity remained on 10th and Washington Streets. The new two story building constructed in 1940 presented a blank brick façade to 9th street, concealing the incinerator and other services, and placed an almost windowless bar at the corner of 9th and Washington.

With the advent of urban renewal, downtown Oakland was re-worked to create the City Center Office Complex organized around the new BART station at 12th Street. To accomplish this, Washington Street was terminated at 10th Street, and a new convention center built, presenting a 600 foot long blank front to Swans Market and Old Oakland, relieved only by a single entry at Washington Street. In addition, 10th Street was terminated at Broadway to make room for a another new office development. These changes completely deadened 10th Street and reduced Washington Street to a truncated stump, leaving Swans Market with no viable front door. The only street left with strong commercial potential was 9th Street, which links across Broadway to the thriving Oakland Chinatown, and is flanked between Broadway and Washington Streets by renovated 19th Century commercial structures of Victorian Row.

As a result of these changes to the urban pattern, we had no choice but to flip the basic orientation of Swans Market. Housewives Market, Swans Court, and other primary uses were oriented towards 9th Street, accessed by large new openings in the originally blank facades. The original 10th Street façade, facing the Convention Center, became the service side, providing entries to garages, with the new loft Cohousing units above. The original corner entries at Clay and Washington Street were retained to serve major retail tenants. To support this re-orientation the City allowed the Developer to narrow 9th street and provide diagonal parking for a two-block stretch from Jefferson and Washington Streets. This re-orientation has made 9th Street the new heart of the Old Oakland Neighborhood.

5. Describe the strengths and weaknesses of the projects' design and architecture.

By preserving 80% of the existing building perimeter and shaping the new affordable housing to continue the scale and rhythm of the original façade, the disparate parts are unified into a whole, maintaining sense of continuity for the entire block. The new facades on the interior create a more intimate world, complimentary to the original architecture. Some of the junctures of old and new construction are awkward, such as the overlap of the Swans Court façade with the new affordable housing behind, and the new materials cannot match the beauty and integrity of the original glazed brick and terra cotta.

The most successful aspect of the design from out point of view are the open spaces, particularly Swans Court. A good deal of attention went into the practical aspects of these spaces, circulation, solar access, accessibility, security, lighting, nighttime verses daytime function. But the visual richness and intimacy of these places comes as something of a pleasant surprise. We attribute the success of these spaces, and the success of the overall development, to the participatory process, the care in handling the existing fabric, and the developer's commitment to making an incredibly rich and interactive urban environment.

PROFESSIONAL CONSULTANT PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.


Name ALAN R. DREYFUSS Title PRINCIPAL

Organization ALAN DREYFUSS, AIA & ASSOC. Telephone 510 835 5334

Address 1735 6TH AVE. City/State/ZIP OAKLAND, CA 94606

Fax 510 835 5335 E-mail adreyfuss@jps.net

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature 

1. What role did you or your organization play in the development of this project?

2. From your perspective, how was the project intended to benefit the urban environment?

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these impacts? Attach supplementary material as appropriate.

(Alan Dreyfuss)

1. What role did you or your organization play in the development of this project?

Alan R. Dreyfuss, AIA and Associates acted as Historic Preservation Architect on the project. Our main role was to secure the federal preservation tax credits for the rehabilitation effort. We prepared the documentation that established the National Register eligibility of Swan's Market, a criterion for project eligibility under the program. We were involved in the design process to assure conformance with the Secretary of the Interior's Standards for the Treatment of Historic Properties and were responsible for obtaining project certification from the State Office of Historic Preservation and the National Park Service.

2. From your perspective, how was the project intended to benefit the urban environment?

Swan's Market is the only local surviving example of a public market, significant in the commercial development of many cities, and an important part of the development of Oakland. Since Swan's occupies an entire block, its revitalization had the potential to affect a large surrounding area. From my perspective, the project had two major goals, the preservation of an important historic resource and the revitalization of one of the oldest surviving areas of downtown Oakland.

3. Describe the project's impact on the people in the area.

The new Swan's Market has become a focal point for the area, providing a link between existing commercial and new residential development. It is providing much needed housing and retail establishments that bring both day and night time traffic to the area. The project maximizes the interaction with the street through open storefronts, courtyards and throughways. The shell of the historic market, has been preserved and rehabilitated, and returned to its prominent role as a central gathering place for the neighborhood and the greater downtown.

4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

The adaptive reuse of a historic resource requires compromise in the level of preservation that can be accomplished. In the case of Swan's, what had originally been an open warehouse was redesigned to accommodate multiple levels of housing. Parking had to be provided for the residences, which required the conversion of some of the original storefronts, and portions of the roof were removed to provide natural light and ventilation. The establishment of Swan's Court, an important element in the design, also required the demolition of a portion of the market.

The budget also constrained the approach to the market's rehabilitation. There were not sufficient funds available to completely restore the exterior glazed brick and terra cotta ornament, and so the effort was targeted at an achievable level. This meant that a façade that had been destroyed in an earlier earthquake could not be reconstructed in the original material, but was instead rebuilt in a simpler, compatible style. Some missing or damaged terra cotta ornament was not replaced, and damaged glazed brick in some areas was recoated rather than replaced.

Our office was involved in every design decision involving historic material, and helped establish the areas in which compromise was possible. We were also responsible for getting approval for the decisions from the bodies responsible for certification of the tax credits, the State Office of Historic Preservation and the National Park Service.

(Alan Dreyfuss)

5. What are the most and least successful aspects of this project?

The project was a success in returning a neglected and damaged building to a full and useful life as a historic and community resource. The overall impact of the exterior rehabilitation is spectacular. The storefronts along Washington, which had been lost in a previous remodel, have been restored to the street, and the missing terra cotta and brick replaced. Warehouse entrances along 9th Street have been opened to the public and provide a lively interface with the Street. The surviving original glazed brick and ornamental terracotta has been repaired and cleaned.

The exterior rehabilitation is not a complete success only in that it could have been better. The budget constraints prohibited the replacement of all the missing terracotta ornament, and the complete restoration of portions of the façade.

6. How might this project be instructive to others in your profession?

Swan's was an extremely difficult preservation project. Typical preservation approaches were not always applicable or affordable and the program demands and budget constraints required significant compromise and innovation. My office and Pyatok Associates worked closely to develop new solutions that would meet the overall preservation goals, and still provide an affordable and functional facility. The project could not have succeeded without the close cooperation and flexibility of all the project participants.

NDU-16-2000 17:40

PYATOK ASSOCIATES

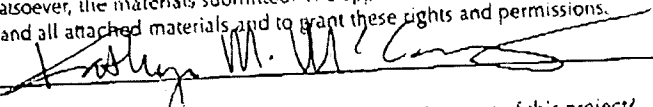
PROFESSIONAL CONSULTANT PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

Name Kathryn McCamant Title Principal
 Organization The CoHousing Company Telephone (510 549-9980
 Address 1250 Addison Street #113 City/State/ZIP Berkeley, CA 94702
 Fax (510 549-2140 E-mail coho@cohousingco.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials, and to grant these rights and permissions.

Signature 

1. What role did you or your organization play in the development of this project?

See attached.

2. From your perspective, how was the project intended to benefit the urban environment?

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these impacts? Attach supplementary material as appropriate.

Memo re Bruner Award
November 29, 2000
Page 2

Rudy Bruner Award: Professional Consultant Perspective
The CoHousing Company

Response to Questions

1. What role did you or your organization play in the development of this project?

Our firm acted as consulting architects for the cohousing portion of the project. We worked with the future residents to develop the program and schematic designs for the 20-unit cohousing community. We also consulted with the residents and developer on other aspects of cohousing development.

2. From your perspective, how was the project intended to benefit the urban environment?

The project brings a mix of commercial and residential uses to a neglected neighborhood in the downtown area. This mixture is critical to recreating a 24-hour life in an urban environment that had, for the last several decades, been "dead" after 5:00 PM. Careful attention was given to how the buildings interact with the street front in order to bring vitality to the street level. The project also helped to catalyze other new development in the area.

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that documents these impacts?

The project brings new homeownership into the Old Oakland Neighborhood for the first time in more than fifty years. The 20 households who purchased units in the cohousing community know each other from working together to create their community. The internal courtyard and activities in the community's "common house" support ongoing discussion and long term relationships between neighbors. This in turn keeps these residents better informed of larger neighborhood issues and encourages them to be involved in neighborhood activities. Cohousing residents are involved in neighborhood politics, the housing committee and local churches, in addition to supporting local businesses. Neighborhoods like Old Oakland need residents who will play an active role in formulating solutions to concerns of urban neighborhoods—cohousing communities provide a lot of bang for the buck in this arena.

The project as a whole brings back a vibrant block in the middle of long neglected neighborhood. The combination of commercial and residential uses makes it a hub of activity that attracts shoppers and discourages crime.

4. What trade offs and compromises were required during the development of the project? How did your organization participate in making them?

The cohousing residents wanted a design with more opportunity for integration with the adjacent affordable rental units. The requirements of various financial institutions required clear physical boundaries between the two housing components of the project. We explored various ways to encourage more connection between the two communities—bridges, location of mail boxes, shared entrances—little of which was able to be incorporated in the final design.

As with most urban development projects, the project involved constant tradeoffs and prioritizing to juggle tight budgets and the concerns of the many agencies and institutions who had to approve

Memo re Bruner Award
November 29, 2000
Page 3

the project. Sometimes the requirements of agencies conflicted with homebuyers concerns for long term livability. For instance, the State Historic Agency had restrictions on the restoration of the windows that prevented the use of better sound insulating glass even within the similar looking window frames. The juggling of the many agency requirements sometimes left those closest to the project—developer, architect, and future residents—feeling they had little influence over its outcome and that they spent much of their time just maneuvering through the many hurdles. This added considerable time to the development period. Our firm's role in this was helping the cohousing residents to understand the limitations of their input as well as the opportunities.

5. What are the most and least successful aspects of this project?

The most amazing aspect of the project is that it was built at all. Already it has changed the very nature of the neighborhood, bringing new life back to a site that once was vibrant part of Downtown Oakland but had been long neglected. As a neighborhood just beginning to improve, the project's commercial component is likely to take some time to prove its long term viability. The project required enormous patience and persistence on the part of the developer.

I believe that it is only over time—five, ten years from now—that we will really understand what were the least successful aspects of the project.

6. How might this project be instructive to others in your profession?

There are dozens of lessons to be learned with the Swan's Market Project regarding what is required to do a successful mixed use project in a blighted neighborhood. With specific regard to the cohousing component of the project, Swan's Market shows that you can attract market rate buyers from nice single family neighborhoods to blighted downtown area by creating a place with a strong sense of community. The project's close proximity to public transit was also a strong attraction for homebuyers.

The cohousing community contributed in a number of unique ways to the project. Cohousing residents were involved from the initial stages of the project planning and provided a constituency to speak for the project before city officials and neighborhood organizations. Initially, there was concern as to whether any project at that location could attract market rate buyers. The early involvement of cohousing residents allayed those concerns by identifying actual buyers early in the planning process. Residents did all their own recruitment and marketing for the twenty cohousing condominiums. Cohousing residents were also financial investors in the project, investing over \$300,000 of their own resources in as equity before the start of construction.

The project also shows the important role that non-profit developers play in helping to stabilize neighborhoods before for-profit investment can be attracted. Only an ambitious non-profit developer with incredible creativity in putting together a complex financial package could successfully develop a project so "people-centered."

RUDY BRUNER AWARD, 2001

PROFESSIONAL CONSULTANT PERSPECTIVE

Name: Cathy Garrett

Title: Partner

Organization: Pattillo & Garrett Associates, Landscape Architects

Address: 337 17th Street, Suite 214, Oakland, CA 94612

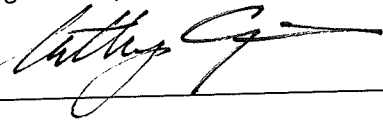
Telephone: (510) 465 1284

Fax: (510) 465 1256

E-mail: Garrett@PGAdesign.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature:



1. What role did you or your organization play in the development of this project?

Pattillo & Garrett Associates (PGA) provided landscape architectural services for the project as a whole. Within that framework the project was divided into two pieces. Firstly, PGA designed the public landscape including the street frontage on four sides of the block and Swan's Court, Lane, and Terrace. Secondly, we designed the ground-level garden and upper-level Swan's Walk of the co-housing portion of the project. For these two pieces we were contracted with Pyatok Associates and the Co-housing Construction Committee, respectively. Cathy Garrett served as principal and Gloria Ramirez was the project manager.

2. From your perspective, how was the project intended to benefit the urban environment?

This project contributes to the much-needed repopulation of downtown Oakland. By being a mixed use development it also provides for needs associated with urban housing such as a grocery store, market spaces, café and local culture (dance studios, Museum of Children's Art). By offering several types of housing, (co-housing, apartments) a diverse range of people are attracted.

Space is used efficiently and effectively on what is a tightly woven site. Swan's Court is a quiet sunny courtyard, visible and accessible to the street but is set just out of the corridor of movement. Apartments facing on to Swan Lane enjoy a small semi-public space large enough to play in but intimate enough to encourage neighborliness between adjacent residents. Combined with the pedestrian-friendly sidewalk treatment, the variety of publicly accessible spaces lends a richness to the pedestrian experience that is emblematic of memorable cities.

3. Describe the project's impact on its surroundings and the people in the area. Do you have data that document these impacts? Attach supplementary material as appropriate.

Commercial enterprises invite people, comfortable urban spaces invites them to stay a while, and housing means that there is activity beyond business hours. An increased sense of security results from the presence of people and so a good place becomes self-reinforcing. Swan's Market is doing this for Oakland.

This project has enlivened a part of town that is adjacent to the relatively vibrant Old Oakland and the very lively Chinatown, effectively extending the zone of comfortable and attractive pedestrian movement.

4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

The budget for construction for both the street-level public project and the co-housing portion of the project was limited. As construction progressed and the economy flourished, it became increasingly tight. Items were deleted and compromises were made.

In relation to the co-housing portion of the project, PGA contributed to Construction Committee meetings to discuss and decide on priorities, items to delete, and phasing of installation. The input of all was sought, integrated and balanced to guide decisions. The integration of the Co-housing Committee's comments materially affected and improved the design.

5. What are the most and least successful aspects of this project?

That a non-profit organization successfully completed this complex project deserves mention as an achievement. This project had complexity in its funding, architectural design, technical aspects of reusing an existing building, and bringing together a diverse range of residents and tenants. EBALDC kept the character of the old "Housewives Market" alive while giving an historic building a new life.

Other successful elements are the integration of uses, types of housing, and public open spaces into one development. Spatially, it is a successful three dimensional puzzle. The involvement of the co-housing residents has meant significant time invested into the planning process and a genuine commitment to living downtown that gives this project a depth that is not commonly seen in new downtown housing. There is a devotion and connection with this project and this site as an adaptive reuse of an historic building.

Tight budgets necessarily meant less money was spent on some elements than would be optimal. It is not that finishes need to be expensive, but more that some items were deleted (fountain, planter walls, and benches) and others made more economical (widespread use of concrete) than the spaces deserve.

6. How might this project be instructive to others in your profession?

Even before the design process began, there were hurdles that could easily have stopped the project. EBALDC, Pyatok Associates, and all involved, persevered, sticking with the vision of the project. The result is a project whose rewards are now just beginning to prove themselves. "Don't give up" is the lesson.

The complex marriage of elements at Swan's Market, means more time was spent in the process of design. The project has a physical form we can all see, but it also has an intangible quality that is based on the investment of all involved, that Swan's Market would benefit the city as a whole. Collectively, we were committed to success.

PROFESSIONAL CONSULTANT PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

Name Arthur S. Goldman Title Vice President
Organization Ritchie Commercial Telephone () 510-834-6464
Address 1940 Webster Street City/State/ZIP Oakland, CA 94612
Fax () 510-834-6590 E-mail agoldman@ritchiecommercial.com

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Arthur S. Goldman

1. What role did you or your organization play in the development of this project?

Ritchie Commercial was the commercial broker in charge of leasing most of the commercial and office space at Swans Marketplace.

2. From your perspective, how was the project intended to benefit the urban environment?

The project is totally unique in providing a wide range of housing, retail and office uses in one sensitively designed development. Terrific reuse of an historic landmark is significant for this urban environment.

3. Describe the project's impact on its surroundings and on the people in the area. Do you have data that document these impacts? Attach supplementary material as appropriate.

Swans Marketplace allows people to live, work and shop within one urban complex and affords similar amenities to the surrounding neighborhood. Colorful banners, outdoor eating areas and an open plaza all add to the good urban ambiance.

PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them?

The owners had to face implications for keeping the project's goals for providing retail space in the entire ground floor area. During the final leasing phase, a skyrocketing office space demand in Oakland and in the Swan's Marketplace area could have been financially enticing. But original retail objectives were adhered to.

5. What are the most and least successful aspects of this project?

Most successful:

- urban in character
- colorful
- pleasant environment
- good mix of uses and good balance
- ability of the owners to stick with original project land use objectives, especially when a change of direction might have been more financially rewarding.

6. How might this project be instructive to others in your profession?

Great need to be patient in a changing market and in a market that is not active as related to some project objectives. In the particular case of Swan's, the retail market has been and continues to be very slow. Principals must understand the "balancing act" possibly required between project objectives and real estate market reality.

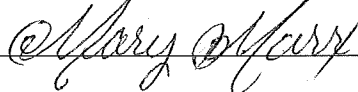
OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

<u>Name</u> Mary Marx	<u>Title</u> Executive Director
<u>Organization</u> Museum of Children's Art (MOCHA)	<u>Telephone</u> (510)465-8313
<u>Address</u> 538 Ninth Street, Suite 210	<u>City/State/Zip</u> Oakland, CA 94607
<u>Fax</u> (510)465-0772	<u>E-mail</u> mmarx@mocha.org

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature _____



1. What role did you play in the development of this project?

MOCHA's board and staff have been involved in the development of the Swan's Market Project since 1997. As early partners in the project we were able to work with the Pyatok & Associates and the East Bay Asian Local Development Corporation (EBALDC) in determining the appropriate location for MOCHA's new facility within Swans, shaping the space, and problem solving some of the design and construction features that were unique to our facility. These included:

- The need for a large yet affordable facility with a low monthly overhead.
- The need for a portion of the facility to be retail accessible.
- The need for high street visibility coupled with a need to establish a sense of an "off-street" locale.
- The need for access to outdoor space.

In order to accommodate these varied and often conflicting needs MOCHA's board and staff worked closely with the architect on design features and EBALDC on innovative fundraising and creative leasing concepts. We also worked closely with the architects and the developer to establish a sense of community within the complex – from color schemes and the location of plants, to the identification of co-housing residents to serve on the organization's board of directors.

2. Describe the impact that this project has had on the neighborhood and the city. Include any data or supplementary materials that support your conclusions.

MOCHA's mission is to make the arts accessible to all children and we make a significant effort to reach out to children that are not traditionally served by the arts – children from low-income communities and children with English as a second language. Among the most significant impact of our new location, central to both Chinatown and West Oakland, is the access to new constituencies for our programs and services. We have initiated a collaboration with a pre-school and a middle school in West Oakland that brings children from this low-income neighborhood to downtown Oakland, and we have developed an open studio program at Swans that serves the Chinatown neighborhood. We have also been able to make use of the courtyard at Swans as a community access venue by providing children's programs and performances for the public in this location. By locating within the Swans Market Development MOCHA has been able to provide a safe and accessible community venue for families with children from varying socio-economic backgrounds in a neighborhood that was once feared by these same families. This has also had an impact on the surrounding environs. MOCHA uses the neighborhood park, at 9th and Jefferson Streets, as an outdoor location and over time more and more children and families who would not otherwise use these facilities begin to see them as safe and accessible.

OTHER PERSPECTIVE (cont'd)

3. What tradeoffs and compromises were required during the development of the project? Did you participate in making them?

As discussed in question #1 MOCHA was faced with varied and often conflicting requirements for our facility and the project's development, from our perspective, involved some unique design and construction tradeoffs and compromises to achieve them. Specifically, we needed a large amount of space (4,000-6,000 sq. ft.) but also needed to keep our monthly overhead costs low. To accommodate these two needs we were able to compromise by designing our space in a portion of the building that was less suitable to offices, so that we could secure 4,000 sq. ft. and to negotiate an extremely favorable long term lease (21 yrs. at \$0.78/sq. ft.) in exchange for doing the \$350,000 worth of tenant improvement work. We were also able to compromise with respect to the need for a larger footprint by developing a mezzanine that increased office and storage space, while at the same time retained and augmented the historic nature of the building. Other design tradeoffs and compromises included our need for retail and outdoor access. By working with the architect and developer we were able to create a ground level retail space, with the bulk of the facility on the second floor, and retain access to the courtyard as an outdoor facility. We were able to work extremely collaboratively with Pyatok & Associates and EBALDC to reach these design and facility compromises.

4. What are the most and least successful aspects of the project?

For our organization there were many successful aspects of the project. These include:

- The terms and conditions of the lease. It is well documented that among the most significant challenges facing non-profit arts organizations in the Bay Area today is the issue of affordable and accessible facilities. Working with EBALDC MOCHA was able to secure an extremely favorable lease (21-years at \$0.78/sq. ft) as well as an extremely favorable construction loan (3% interest for 3-years) to develop the space;
- A new facility that was specifically designed for our program needs, including flexible multi-uses spaces and that reflected the organization's philosophy of respecting and valuing children and their work;
- Access to new constituents in neighborhoods bordering Swans Market as well as access to public transportation and downtown for our existing clientele;
- The proximity of other arts venues in Swans and the immediate neighborhood;
- And most importantly, the ability to provide a location for children and families to interact in a variety of ways. By being located in a mixed-use facility parents are able to drop their children off at MOCHA for classes, have coffee, shop and return to pick them up.

The least successful aspects of the project include:

- The lack of other large retail entities to support smaller retail ventures and the lack of accessible parking in the surrounding environs.
- Our second floor location decreases our visibility from the street and limits the number of "walk by" customers we encounter.
- The inability of the agency to expand our current space in a contiguous manner.

Both the most and least successful aspects of the project for MOCHA are functions of a new space in a new location and require a long-term view of how neighborhoods and communities evolve. To build (or re-build) a community means bringing back a way of life based on neighbors, local shops, and public spaces in a place where people live, work, and shop, that combines affordable housing, new jobs, and knowing and interacting with people from different walks of life, of different ages, and different experiences. Although MOCHA has experienced both successes and failures in the short-term as a result of our new location we have taken a long-term view and look forward to working with the Swans community to analyze gaps and capitalize on opportunities in our new home .

OTHER PERSPECTIVE

Please answer questions in space provided. Applications should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Name	Corinne Innis	Title	Owner
Organization	Chi Gallery	Telephone	(510) 832-4244
address	912A Clay St	City/State/Zip	
FAX	(510) 832-2472	Email:	chi.art@worldnet.att.net

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by other, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature 

1. What role did you play in the development of this project?

I did not play any role in the development of this project. I leased a space after the project was developed.

2. Describe the impact that this project has had on the neighborhood and the city. include any data or supplementary materials that support your conclusions.

The project has helped to revitalize and spark interest in the neighborhood. It has brought many entrepreneurs to the neighborhood to speculate about the viability of opening future businesses in this area. It has added to the atmosphere of growth and urban renewal. The media attention also added to the notion that Oakland is undergoing many profound changes in the downtown area.

3. What tradeoffs and compromises were required during the development of the project? Did you participate in making them?

I am unaware of such details. I was not involved.

4. What are the most and least successful aspects of the project?

I think that the most successful aspect of the project is the mix of residents. There are low income residents sharing the courtyard with more middle class condo owners. Both residents have equal access to observe the growing art scene in this area. Many wonderful events in the courtyard as well as the weekly Arts & Crafts Market has added vitality to Clay Street.

The least successful aspect of this project is the lack of police presence at night. The neighborhood is still a bit unsafe. The City must help to correct this.

OTHER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided.

Name EUGENIA HARRISON Title OWNER
Organization ALLAN'S HAM & BACON Telephone (510) 893-9479
Address 907 WASHINGTON ST City/State/ZIP OAKLAND CA 94607
Fax (510) 893 2381 E-mail BMAEGIN@AOL.COM

The undersigned grants the Bruner Foundation permission to use, reproduce, or make available for reproduction or use by others, for any purpose whatsoever, the materials submitted. The applicant warrants that the applicant has full power and authority to submit the application and all attached materials and to grant these rights and permissions.

Signature Eugenia Harrison

1. What role did you play in the development of this project?

As a tenant of the Nonseason market for 35 yrs we were a part of the project from begins

2. Describe the impact that this project has had on the neighborhood and the city. Include any data or supplementary materials that support your conclusions.

As a long time merchant in the neighborhood we have seen it at its best and then at its worst, the Project has brought life and promise back to the community.

OTHER PERSPECTIVE (CONT'D)

3. What tradeoffs and compromises were required during the development of the project? Did you participate in making them?

Our compromises were space and parking
We had to give up both in order
to make the transit station but they
will work out when the redevelopment
is finished

4. What are the most and least successful aspects of the project?

The most successful is the housing
that has been brought into the area