

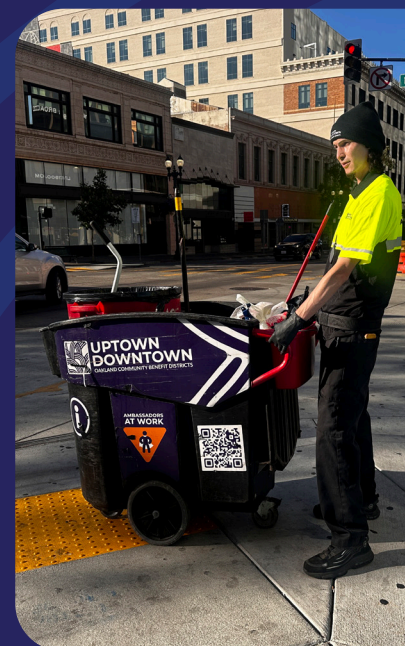
The Uptown Downtown Oakland Community Benefit Districts

2025 ANNUAL REPORT

THE POWER OF
PARTNERSHIP & INVESTMENT



**UPTOWN
DOWNTOWN**
OAKLAND COMMUNITY BENEFIT DISTRICTS



2025 Year in Review

THE POWER OF PARTNERSHIP & INVESTMENT

2025 marked a year of expansion, recalibration, and recommitment for the Uptown Downtown Oakland Community Benefit Districts (CBDs). Amid continued challenges and emerging opportunities for downtown Oakland, the CBDs and their partners took decisive action to strengthen the districts' recovery. The year centered on reaffirming the CBDs' mission, responding to evolving community needs, and refocusing efforts on a safer, cleaner, and more resilient downtown.

The most significant achievement of the year was the unprecedented investment in the CBDs' public safety and maintenance operations totalling \$3.5M, reflecting growing confidence in the organizations' capacity and leadership. These investments increased the CBDs' staffing to 63 full-time equivalents (FTEs)—more than double the number supported by assessment revenue alone and the largest team in the organizations' history. Assessment-funded baseline services supported 31 FTEs, providing essential daily cleaning, maintenance, hospitality, public realm management, and administrative leadership across the 83-block district. These teams remained the backbone of the CBDs' operations, ensuring consistent service, visibility, and hospitality throughout Uptown and Downtown.

At the heart of the CBDs is a firm belief that lasting progress is built through partnership. Our districts exemplify the power of

effective public-private collaboration, bringing together property owners, businesses, residents, cultural institutions, community-based organizations, philanthropic partners, and government agencies around shared goals. We serve as a trusted convener and implementer, translating collective investment into visible, on-the-ground results.

As 2025 came to a close, the Districts emerged stronger, more capable, and more deeply aligned with its stakeholders and partners, marking a critical turning point for the organization.

By refining our clean and safe strategy, strengthening our operational foundation, and reaffirming our commitment to the people and places we serve, we continue to build a downtown that is safer, more welcoming, economically resilient, and truly reflective of the community that makes downtown Oakland extraordinary.

In community,

Steve Snider, Chief Executive Officer

Sara de la Riva, Board President, Lake Merritt Uptown District Association

Mike Guerra, Board President, Downtown Oakland Association



CBD Administrative Staff. Bottom row left to right: Tori Decker (Director of Finance and Operations), Andrew Jones (Chief Operations Officer), Emily Cervantes (Administrative Coordinator). Top row left to right: Tamiko Garner (Marketing and Events Manager), Charles Taylor (District Services Manager), Steve Spidler (Chief Executive Officer).



Oakland Coffee Market



MISSION

The jointly-managed Downtown Oakland Association and Lake Merritt Uptown District Association, collectively known as The Uptown Downtown Oakland Community Benefit Districts (CBDs), launched in 2008, are committed to revitalizing Oakland's historic downtown by maintaining cleanliness and order in the public rights-of-way, promoting district identity, building community, promoting business attraction, fostering cultural opportunities, and creating and maintaining new public spaces as well as advocating on behalf of the district stakeholders.

VISION

The guiding vision of the Uptown Downtown CBDs is to create a thriving 24/7 business, retail, entertainment, and residential district in the heart of Oakland for the betterment of downtown Oakland and the greater Oakland community.

VALUES



Enhance and support
Oakland's diversity
and charm



Celebrate Oakland's
specific history and
legacy of multiculturalism



Facilitate economic
development and
community building



Leadership & Governance

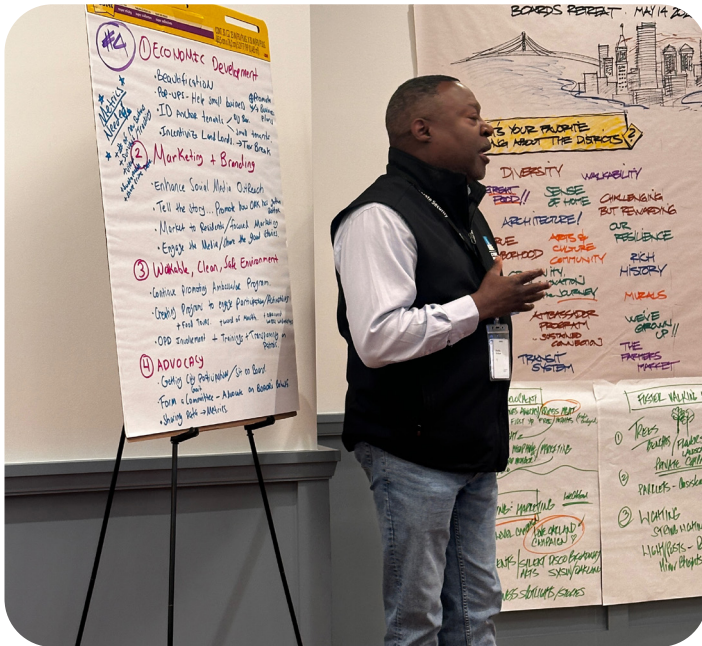
GUIDING THE DISTRICT FORWARD

In May 2025, the boards of the Uptown and Downtown Oakland CBDs, along with staff, convened for a half-day strategic planning session to align on a shared, forward-looking vision for downtown Oakland and to prepare for the upcoming district renewal process.

Through guided reflection, data-informed discussion, and collaborative visioning, participants affirmed downtown's core strengths — its walkability, cultural richness, creativity, and strong sense of community — while candidly addressing current challenges and opportunities in a post-pandemic context.

The session resulted in a clear strategic direction, with the boards and staff collectively identifying four key focus areas to guide governance, investment, and advocacy efforts: promoting economic development; strengthening marketing and branding; fostering a walkable, clean, and safe environment; and amplifying advocacy to advance policy and regulatory change.

This alignment provides a strong foundation for cohesive leadership, disciplined investment, and a compelling renewal framework as the organizations advance toward their 2028 district renewals.



LAKE MERRITT UPTOWN DISTRICT ASSOCIATION

Sara de la Riva

Rubicon Point Partners,
President

Kim Bardakian

BarCom, Vice President

Allison Davis

TMG Partners, Treasurer

Nicole Price

Starwood Capital Group,
Secretary

Isaac Abid

180 Grand

Puja Abid

Northlake

Deborah Boyer

Community-at-Large

Will Butilla

Pacific Gas & Electric
(PG&E)

Federal Glover

Kaiser Permanente

Seung-Yen Hong

BART

Guy Jakub

Pacific Gas & Electric
(PG&E)

Denise Pinkston

TMG Partners

Don Rogers

CIM Group

Gregor Thibodeaux

Cathedral of Christ
the Light

John Wayland

Holland Partners

DOWNTOWN OAKLAND ASSOCIATION

Mike Guerra

Lincoln University,
President

Jamie Flaherty-Evans

Chromata Retail, Vice
President

Carmen Benjamin

City Center, Secretary

Courtney Belanger

Shorenstein, Treasurer

Adam Chall

TMG Partners

Durell Coleman

Resident

Cortt Dunlap

Business Owner,
Awaken Cafe

William Goodman

Strada Investment
Group

Matt Klimerman

Tidewater Capital

Greg Pasquali

Carmel Partners

Myles Roebuck

Rubicon Point Partners

Anthony Severo

Property Owner, 1528
CoWork

Tamira Twilie

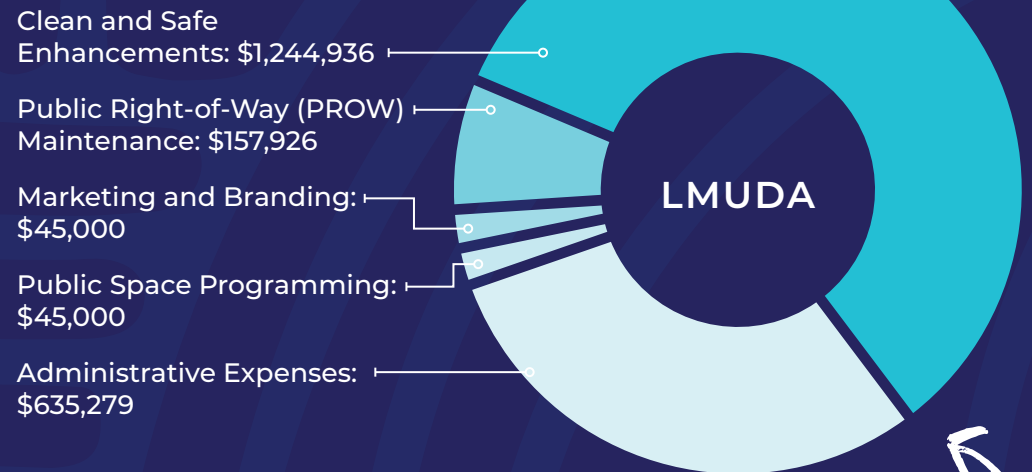
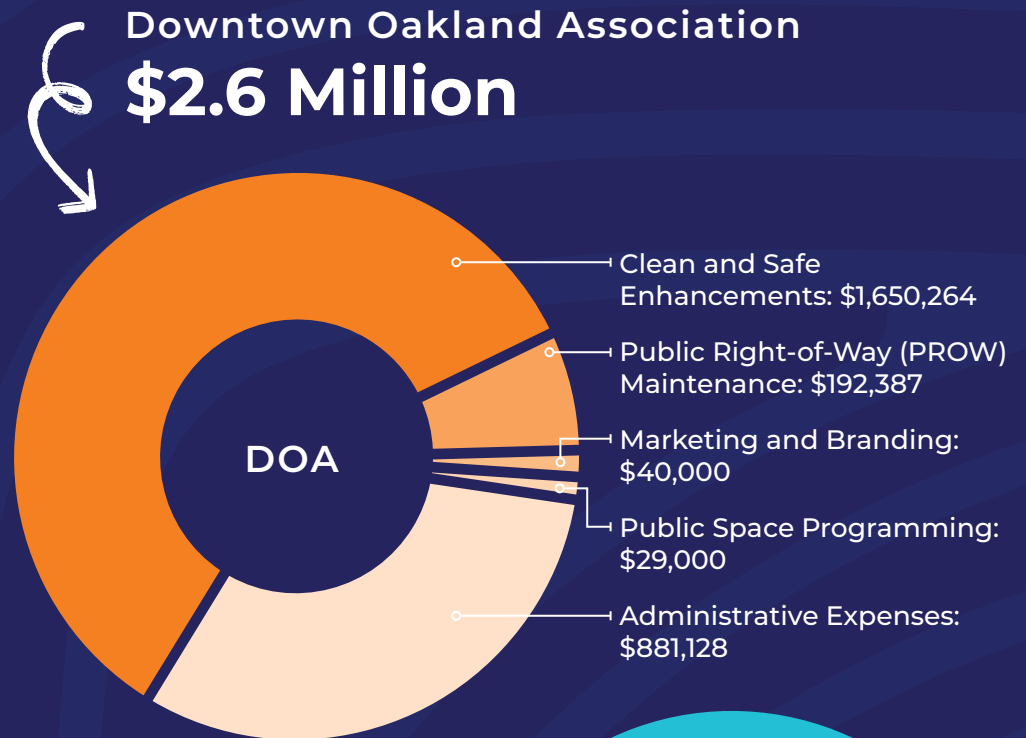
STG Asset Management

FINANCIAL FOUNDATION

Budget Overview

INVESTING IN DOWNTOWN

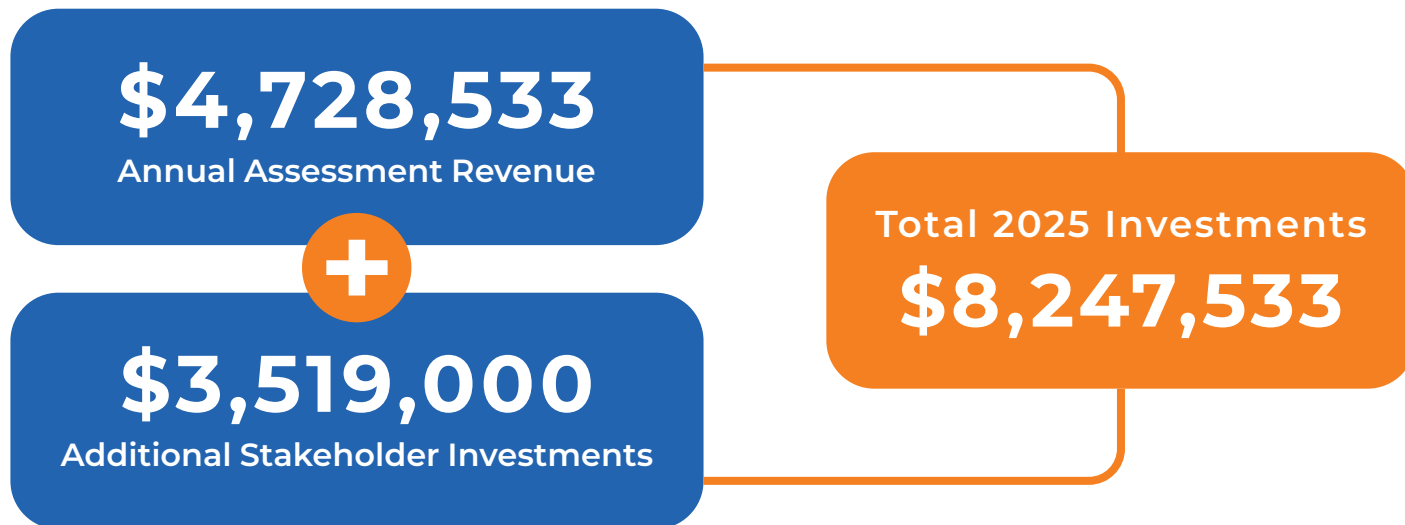
Each year, our budget is aligned with our work plan to ensure resources are focused on delivering the greatest benefit to our stakeholders. All investments support our core purpose: creating a vibrant, welcoming, and economically strong downtown. Funding is concentrated in two primary areas: Clean and Safe, and Marketing and Economic Enhancements. Clean and Safe services provide the foundation by maintaining a clean, attractive, and welcoming downtown environment. Marketing and Economic investments build on that foundation by supporting local businesses, attracting new investment, activating downtown as a shared community “living room,” and promoting arts, culture, and downtown’s overall image. Together, these coordinated investments help strengthen downtown’s overall vitality—supporting businesses, enhancing the experience for employees, residents, and visitors, and reinforcing downtown Oakland as a place where people want to be.



Lake Merritt Uptown District Association
\$2.1 Million

2025 Partnerships & Investments at Work

In 2025, a diverse group of public — and private-sector stakeholders, including Kaiser Permanente, PG&E, Blue Shield, Clorox, Rubicon Point Partners, East Bay Asian Local Development Corporation, 1111 Broadway, and Northlake District, made significant additional financial investments in the Uptown Downtown Oakland CBDs to advance shared priorities for downtown. These contributions reflect a collective commitment to creating a safer, more welcoming environment that supports employee confidence in public safety, encourages a return to office, and reinforces downtown as a place where people want to spend their time.



CORE OPERATIONS

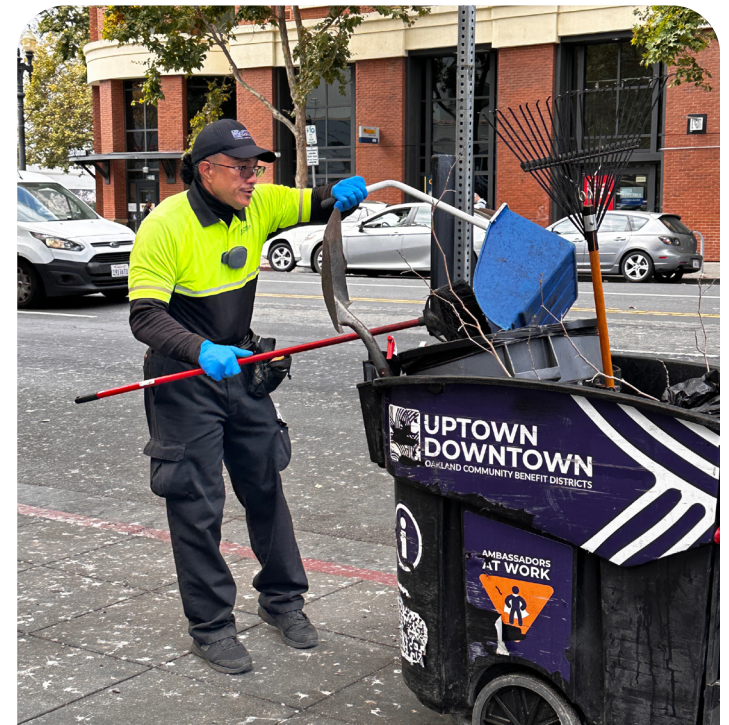
Clean & Safe Program

A STRONG FOUNDATION

The CBDs' Ambassador teams deliver the essential services that keep downtown Oakland clean, safe, and welcoming every day. Thanks to increased stakeholder investment, our Clean and Safe program expanded from 31 to 63 full-time staff, significantly strengthening our ability to serve the districts' needs.

Our Ambassador teams include maintenance and landscaping crews who care for streets and public spaces, outreach coordinators who connect individuals to resources, pressure washing teams who deep clean our sidewalks, public safety coordinators who provide visible patrols and real-time reporting, and dispatch technicians who coordinate daily operations across both districts.

Together, these teams work as a unified operation focused on revitalizing downtown Oakland, supporting local businesses, strengthening community, and advocating for the people and places that define the heart of the city.



Clean & Safe Program cont.



118,560

Ambassador
hours worked



128

Hanging plants
installed and
maintained



6,000 LF

Medians planted
and maintained
(linear feet)



19,984

Illegal dump sites
abated



29,670

Graffiti instances
abated



50,577 bags
1,264,425 lbs

Trash
collected

HOSPITALITY OUTREACH STATS

- Business check-ins: 67,421
- Welfare checks and outreach: 12,557
- Hospitality engagements (30-second engagements and directions provided): 115,825

“Seeing two
ambassadors walking
the streets between
the library and 19th &
Broadway made such a
difference for me walking
home alone in the dark.”

Lilly Oakland School for Arts, Staff

As we enter 2026, our Ambassador teams hold a clear focus on excellence, accountability, and impact. Through strong leadership, rigorous training, and shared values, Ambassadors are delivering a more coordinated, confident, and visible presence throughout downtown Oakland. This disciplined approach allows teams to respond in real time, work seamlessly across functions, and engage the public with professionalism and care.

Guided by a commitment to Oakland's diversity, history, and community, the Ambassador team is helping shape a vibrant 24/7 downtown where public spaces are well cared for, businesses are supported, and residents and visitors feel welcomed every day.



"Your staff — Alan, Rodrigo, Shay'anne, Kia, and KC — are so kind and professional, and our kids LOVE them. They have firefighter hero status, and a boy said to me yesterday, 'I am proud we have these heroes.'"

Juthrie St. Paul's Episcopal School, Staff

Beautification & Environmental Stewardship

2025 OPERATIONAL HIGHLIGHTS

In 2025, the CBDs completed 4,432 pressure-washing tasks with minimal equipment challenges and limited service disruption. This strong operational performance allowed our teams to respond quickly to property needs, including support for property tours, graffiti abatement, biohazard response, and hotspot mitigation — reinforcing the districts' commitment to clean, safe, and well-maintained public spaces.

Building on prior collaborations, the CBDs partnered with the Oakland-based ABG Art Group to implement an art-based strategy to disrupt repeated tagging. By introducing structured design patterns painted over existing graffiti, the approach reduced the blank-canvas effect that often leads to repeat incidents. This collaboration proved effective in deterring future tagging while maintaining a cleaner, more welcoming public realm. This demonstrates how partnership and innovation can support long-term district care.



Community Engagement & Events

PARTNERSHIP IN PRACTICE

Community engagement remained a core focus in 2025, driven by strategic investment and partnership. Through events we hosted and programs we sponsored — including approximately \$42,000 in sponsorship support — the CBDs created opportunities for people to gather and experience downtown Oakland, while supporting local partners and community-based programming.

In March, the CBDs supported the launch of the Town Care Café, a Pop-Up Care Village developed in partnership with Oakland MACRO, Family Bridges, and Bay Area Community Services (BACS), and spearheaded by Downtown Oakland board member, Cortt Dunlap of Awaken Cafe. The initiative provided access to basic needs, housing support, and health resources in a welcoming downtown setting for our unhoused community.

Together, these sponsorships and activations strengthened community connections and demonstrated how care-centered partnerships and investment translate into meaningful impact.





SPONSORSHIPS

Bandaloop	\$5,000
Old Oakland Stroll	\$4,000
Jazz on 9th Series	\$3,000
E14 Honoring Ancestors	\$3,000
Oakland Chinatown Night Market	\$10,000
Oaklash	\$1,500
Community Kitchen	\$5,000
CA for the Arts Community	\$500
Oakland Entrepreneur Retreat	\$2,500
Uptown Stroll	\$4,637
The Town Experience	\$1,500
Savor Oakland	\$500
African Restaurant Week	\$500
TOTAL	~\$42,000

PARTNERSHIPS

Mobile Assistance Community Responders
of Oakland (MACRO)

Family Bridges

Bay Area Community Services (BACS)





Marketing & Branding

VISIBILITY & STORYTELLING

Our marketing and branding efforts focused on increasing visibility for district businesses and events. Through social media and a weekly e-newsletter, the CBDs promoted more than 400 events and highlighted nearly 200 businesses, expanding awareness and reach across the community.

Our annual **Summer on the Plaza** event series included a sold-out Sip & Paint and Silent Disco at Frank H. Ogawa Plaza on the steps of City Hall. The Sip & Paint event coincided with Mayor Barbara Lee's 100 Days in Office celebration, highlighting downtown as a place where culture, community, and public life intersect. The first annual **Oakland Coffee Holiday Market** took place in the beautiful, historic Rotunda Building, sponsored in part by the CBDs, and closed out the year by highlighting local businesses and the power of collaboration. Moving forward in 2026, marketing efforts will strengthen storytelling through an updated website, refined social media strategy, deeper engagement with residential buildings, and continued promotion of district businesses.

Event Attendance

**SOLD
-OUT**

Summer on the
Plaza Sip & Paint



**SOLD
-OUT**

Summer on the
Plaza Silent Disco

1,000+
Oakland
Coffee Market



Public Space Creation & Urban Design

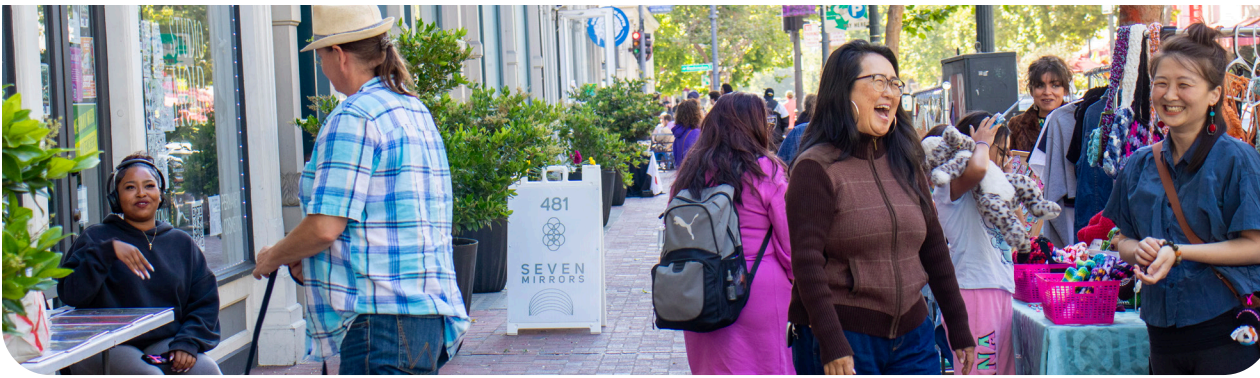
SHAPING DOWNTOWN PLACE

Public space activation supported economic development and neighborhood revitalization across downtown Oakland in 2025. Merchant-led initiatives such as the **Old Oakland Stroll** and the **Uptown Stroll** demonstrated how partnership and targeted investment can activate public spaces, strengthen commercial corridors, and encourage shared community experiences.

The Old Oakland Stroll ran monthly from June through October, while the Uptown Stroll ran from September through November, inviting visitors to explore restaurants, bars, and cultural spaces through a passport-style experience. The Uptown Downtown Oakland CBDs supported both efforts through planning assistance, ambassador services, permitting support, and financial investment — illustrating how partnership and investment can turn public spaces into engines for economic activity and district vitality.

In mid-2025, Northlake — a privately funded collaborative initiative led by local property owners — partnered with the CBDs and the City of Oakland to support long-term, positive change benefiting the broader city. In the Northlake area, Lot 2270 was transformed from a parking lot into an active plaza, now hosting a robust calendar of events including live music, yoga, and a Cardboard Drive-In Theater presented by State of Play.





ADVOCACY & COLLABORATION

Advocacy & Partnerships

WORKING TOGETHER FOR DOWNTOWN

In 2025, our advocacy efforts built on the momentum of 2024, demonstrating that consistent, thoughtful engagement delivers results. Through regular dialogue with City staff and elected officials — including direct meetings with Oakland Mayor Barbara Lee, key members of the Economic and Workforce Development Department, and Congresswoman Lateefah Simon — our messages on safety, activation, and downtown vitality are being heard and addressed.

This progress is reflected in tangible outcomes, such as the approval of continued funding for the Public Safety Ambassador program and support for enhancements that encourage evening activity, including enhanced lighting and entertainment district management.

We played a critical convening and advisory role — helping align partners, remove barriers, and amplify locally led efforts that brought people together and strengthened downtown's sense of place.



Strategy in Action

OUR APPROACH

Deliver strong core services, activate public life, and drive long-term transformation by strengthening how we operate, deepening community relationships, and expanding our capacity to serve.

STRATEGIC TIERS

FOCUS AREAS

2025 TO 2028 OUTCOMES

CORE

Clean and Safe
Public Realm

Clean, safe, and welcoming streets and public spaces delivered daily by highly trained Ambassador teams.

Focused on visibility, responsiveness, and accountability to support a walkable and inviting downtown.

- Clean public realm
- Safe and secure public spaces

ACTIVATION

Engaging Experiences
and Vibrant Spaces

Ambassadors, outreach, events, and constituent services work together to animate downtown, support businesses, and strengthen district identity.

This work deepens trust, increases foot traffic, and reinforces Oakland's culture and character.

- Events and activations
- Constituent services
- Streets and transportation support
- Public realm engagement

TRANSFORMATION

Economic Growth
and Advocacy

Partnerships, collaboration, and advocacy that support small businesses, attract investment, and advance long-term resilience.

Focused on shaping policy, strengthening relationships, and driving collective action.

- Diverse and resilient neighborhood
- Stakeholder collaboration and collective action



**UPTOWN
DOWNTOWN**
OAKLAND COMMUNITY BENEFIT DISTRICTS

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