

A Community Vision for Albany's Waterfront

Appendix

April 5, 2010

Fern Tiger Associates



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693 WATERFRONT VISIONING RFQ/FTA PROPOSAL

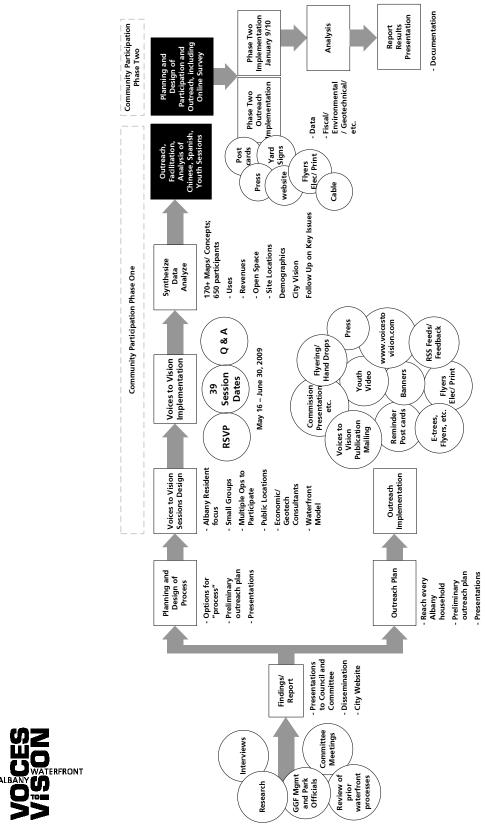
- Request for qualifications
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755 PRESENTATIONS TO CITY COUNCIL AND WATERFRONT COMMITTEE

Voices to Vision Process

Chart detailing all steps of the Voices to Vision process from May 2008 through March 2010

| 3

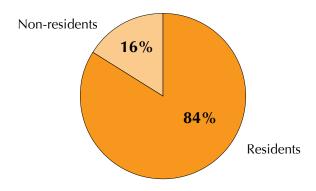


Interviews

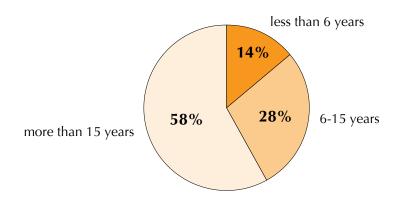
Interviewee Demographics by
resident; non-resident
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Interviews

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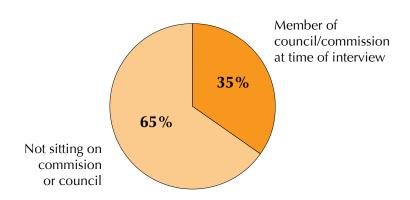
Residents: Years Lived in Albany



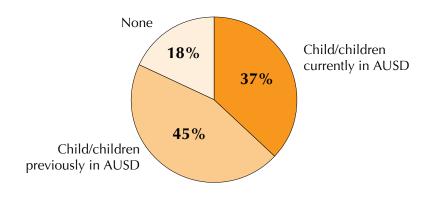
Women **54**% Men

Gender

Residents: Albany Commissioner or City Council

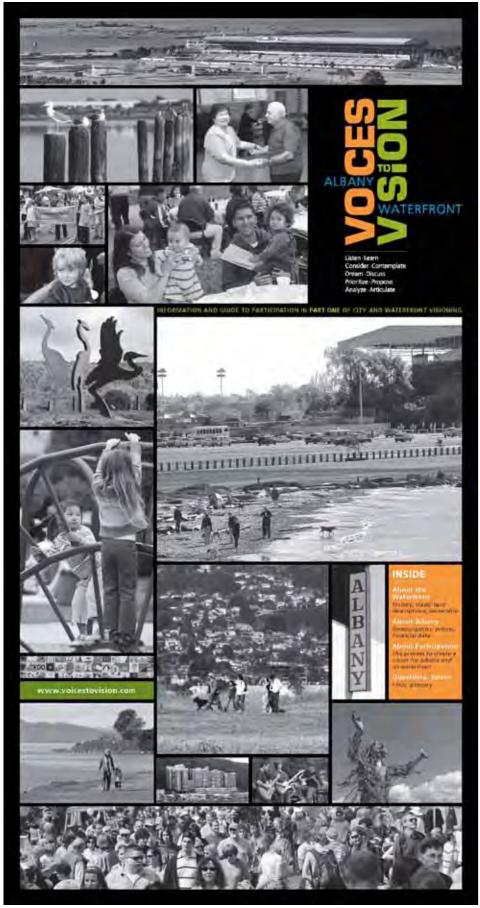


Relation to Albany Schools

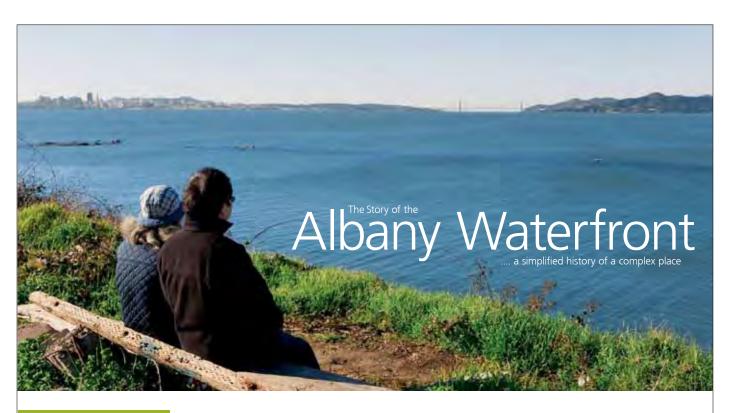


Phase One: Outreach

- Reproduction (small scale; original tabloid size) of 20-page publication mailed to all Albany addresses
- Samples of communications materials created to promote Voices to Vision throughout Albany
- Logo/Branding
- Flyers distributed throughout community and to Albany households to promote process; to encourage RSVPs and participation in Phase One sessions; and to reach out to Albany's diverse communities about the waterfront visioning process
- Letters to residents announcing sessions in Chinese and Spanish languages
- Information about the upcoming survey and Phase Two sessions
- Posters and banners hung in stores, public offices, on major thoroughfares
- Photos depicting outreach (including participant registration at Safeway on Solano Avenue)
- Model of the waterfront (placed inside community center/library)
- Voices to Vision T-shirt and buttons



Voices to Vision Tabloid



t the end of Buchanan Street, just west of Interstate 80, lies the Albany waterfront. The contradictions and complexities of the site are easily apparent. Breathtaking views of San Francisco, the Golden

Gate and San Francisco Bay bridges, Alcatraz, and Angel Island can all be seen from a shoreline that has changed little since its days as a landfill site for construction debris. The southern portion includes Golden Gate Fields Racetrack and its vast parking area - often empty as a result of changes in attendance over recent decades and the increased popularity of off-track betting. The land to the north is called the "Plateau." This large, flat, open area looks somewhat like the "overflow" parking lot it once was, but a portion is now fenced off to protect a recently-created habitat for burrowing owls. To the west is land, known as the "Bulb," which belongs to the city of Albany, but is planned to be incorporated into the Eastshore State Park - a park that includes, and protects, most of the undeveloped land on the Bay shoreline between the foot of the San Francisco Bay Bridge in Oakland and Richmond's Marina Bay neighborhood. On the Bulb, foot paths wind their way between large slabs of broken concrete. Volunteer plants are mixed in with fanciful anonymous art and homemade structures created by a small, dedicated community that loves this "wild," little peninsula.

Despite numerous efforts over more than four decades by both private and public owners to address the potential of this expansive and unique acreage, there have been only two transformative changes to the Albany waterfront acre the 1906s; in 1809 when the hyd ind and unique potential owns acrossed down, and in 2002 when the Earthore State Park was created. The latter exciton further protected the public lands (e.g., Patensa and northern part of the Albany shorelinn) from development. Tensions – between commercial and recreational uses, between public and private interests, and perhaps most important, between antibious asparations and limited resource — have de to what many call a community "stalemate" that has blocked attempts to remake the Albany waterform. Each of the three recent owners of the cidedic fixed Felds property (Status Fe Pacific Realty Corporation, Ladhowke Land Holdings, and Magas Entertainment Corporation) have advanced ideas that would require re-coining in order to build large-scale commercial developments on the property, and each time Albany residents have resisted, and ultimately those proposals were withdrawn.

Now, for the first time, the city of Albany has decided to stop reacting to private proposals, and instead to develop an independent vision for the kind of waterfront that residents will be proud to call their own — one vision created by many voices.

Early History: The Waterfront Takes Shape

The Virtee From: Lower Strappe

The Allowy waterfront is the result of a colorful history. It was first settled
by members of an Othone Indian tribe - the Huckins - who left behind shell
unusha and graditiones by Cerrito Creek at the base of Allowy Hill. The
Natire American population was displaced by Mexican and Spanish settlers
in the early 1800 when a large are of the Eart Ray including what is now
the Allowy waterfront - consisting mostly of a large sult musch and an island
Lell Clerrito di Sur - was granted to Lais Maria Parkal in 1820 by the
Spanish governor who controlled the region at the time. The Peralla family

sold the island (which is now the site of the Golden Gate Fields grandstand) to John Fleming and what is left of that parcel is known today as Fleming Point. In 1879, the Giant Powder Company, suppliers of dynamine to the gold and the Stern, scheder Pleming Point as the company) location after frequent accidental explosions made the company unwelcome in San Francisco Dynamine factories.

The 1900 Sear Francisco Earthquay waterfrowt until 1905 when they were replaced with less explosive chemical factories.

The 1900 Sear Francisco Earthquake brought thousands of displaced San Franciscons to the East Bay. In those years, Berkely residents used the edge of the marsh of Pleming Point as a garbeed quarth Plistory tells us that Albamy was incorporated as a Cuty to stop Berkeley from dumping its garbage there, making protection of the waterfrom critical to the founding of the city (originally incorporated as a Cean View in 1908, and renamed Administration of the San Franciscon and the Island Bayed, eliminating II Certrio del Sur, and creating what we know today as the Albamy waterfront.

Golden Gate Fields: Horse Racing Comes to Albany

Horsee Racing Comes to Albany

In 1909, Santa E Southern Pacific Corporation, which owned most of Albany's
usterfront, leasted about 130 acres to the Golden Gate Turf Clab to create the
Golden Gate Fields Racetrack (000 acres in Albany; 30 in Berkely). The track
as dominated the Albany waterfront and been an important part of the city
for the part 70 years. To create Golden Gate Fields, the top portion of Fleming
Flouts was removed and used as fill to build the track and partiag area. The
grandstand and clubbouse were built on the remaining part of Fleming Flout.
In 1944, the acteratives have allowed one overly the U.S. Nay and used as a
site to regait amphibious whiches and to house as many as 2,000 service men.
The Navy re-emplored the track area to support its regait work, and when
the land was returned to Golden Gate Fluir Clab, a new track was constructed.
Golden Gate Fluide re-opended in 1942, a data has been in continuous operation
as one of California's premier thoroughbred horse racing venues ever since.

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Over the next four decades, Save the Bay, Series CLIb, and later, Clitison for the Estather Stafe Past, successfully organized opposition to downs of proposals for commercial development on the 5.7 miles of instantion from Oaksland be Shimod an Intel 1970, park advocatine got the support of their Stafe Assemblyman Tom Battle and user able to pass successor exounds obtained or depoined bond measures to find the centerin of what six new known as the Easthore Stafe Past. Despite the aucress of the bond measures, the Californa Department of Past and Recension CCPRI was less than enfluxuastic about on urban pask no former launfill size and made the pask a loop princip Past advocates were able to get rigidation pasced in 1990, designating the East Bay Regional Park District (ISBO) the less dispressing to facilities the past slow princip for the Park. This effort created an unusual, but effective, collaboration between ESBOD and CCPRI received and the other purchase of the current pask funds. This effort created an unusual, but effective, collaboration between EBRPO and CDR Pital tell do the putchuse of the current park lands. Today, Eastshore State Park is comprised of 260 acres of dry land and 2,002 acres of tidelands, protecting most of the undeveloped shortenies sites from the foot of the 8ay Bridge in Oakland to the Marina Bay neighborhood in Richmond.

THE ADDITION OF MEASURE C

In 1989, Albary views approach Measure, the Citizens Waterfront
Approach initiative, which requires a majority vote of Albary
residents to change the land use and zoning regulations on any
property west of 30% 50% within the city of Albary, Amendments
to the Waterfront Muster Plan or any development agreement on
waterfront lands vould also require vices to approach.
Allowable uses (subject to use permits) include park and
recreation facilities, utilities (major, immo, and underground),
commercial recreation, including horse rearing, restaurants and
bars, marines, beat barshript rampe, parting (non-residentally),
and waterfornt and sports-related commercial sales and services.
Current and Muster ceners of any part of this property will need unar waven none and sports-related commercial sales and services. Current and future owners of any part of this property will need the approval of Albany voters for any uses other than those specifically described.

Sources: Eastshere State Park General Plan. 2002; Creating the Eastshere State Park: An Activist History. 2002. Norman La Force, Albany Municipal Gode: Zoning Onlinence. 2004.

Development vs. Preservation:

The Tug-of-War over the Albany Waterfront

Development vs. Preservation:
The fug-of-War over the Albany Waterfront
In the early 1906, environmental group, led by the newformed Save the Bay Association, were trying to top 61 (specialisms, the bay the special form of the present facts that part discountered to the production, were trying to top 61 (specialisms that had already drained and filled thirty percent of the bay and the second to ship content in 1906, the city of a filled many granted a kineme to a handful greater that permitted damping contractions deficit and gardest veniate into the grant ten for the present of the p

In 2002, after almost 40 years of citizen activism, Eastshore State Park was formally established — extending 8.5 miles along the shordine from Oxlaband to Richmond. The park designation protects most of the underedoped shordine India Canciding 200 cares of other June 2002. MCC attempted to develop the Golden Gate Fields property, while preserving the ractricat. The first proposal was called Rancho San Antonio - 650,000 sg. 6. of new treat, commercial, and entertainment development on the north and west sides of Pleming Point and additional development on the portion of its property that lies in Berkeley, MIC withdraw the proposal in 2004 when it failed to get a positive reception.

In 2005, working with southern California developer Caruso Affiliated, MIC advanced a conceptual past to develop a constitution of upucks Treat alctabilisments and related mixed use development, totaling up to 800,000 sg. ft on \$5 acres, primarily on the northern parking for of the Coldino Gate Fields properly, MIC and Caruso withdrew the proposed some Albany readents with their willingness to engage the community and incorporate open upon and community and incorporate open upon each adocumnately service facilities into their plans, but others were critical and despitical. After more than a year of concerted efforts, during which time several Albany seaterious focused groups emerged. MIC and Caruso withdrew the plans.

The MIC/Caruso process fit bitte feedings in its wale — with supporters and opponents of MICCs plans, each accusing the other origidity and mininformation. In 2005, asked of vice council candidates, opposed to the type and denity of developments and the process of the proposed, won a hotly-contested election in which the future of the waterfront was a significant issue.

Shaping the Future of the Waterfront

Searous Deeps of America Allowy, Exons Seresson and the Albary Hindrical Society 2027; Couring the Earthern Exist As Assisted States (1982) and Searous Land States (1982) and States (1982) and Searous Land States (1982) and Searous Land States (1982) and Searous Land States (1982) and States (1982) and Searous Land States (1982) and Searous Land States (1982) and Searous Land States (1982) and States (1982) an











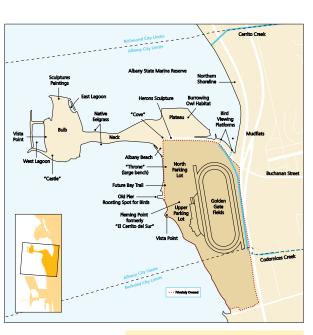






VOICES TO VISION: ALBANY WATERFRONT

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This series of maps is intended to provide a sense of the Albany waterfront in 2009, based on publicly-available data collected between 1989 and 2009. While some of the information is nearly 20 years old (geological characteristics and noise levels), other information is current (land use designations, ownership, zoning, access, and creeks, wetlands, and mudflats). In all instances, the information displayed here reflects the most currently available public data. In spite of the date of the older information, the maps, collectively, present an accurate and useful picture of the waterfront, with little known change to either the geological or noise references. Waterfront Points of Interest provides an overview of the distinct parts of the waterfront as well as some "less official" landmarks and points of note.

Herons Metal sculpture created by Mark Canepa; commissioned by city of Alban

udflats Bay mud area, north of Buchanan Street exposed at low tide; fed with fresh water Codornices, Marin, Village, and Cerrito creeks

Northern Shoreline Shore north of Buchanan Street to Richmond borde



Privately- and publicly-owned lands comprising the 190-acre waterfront (Note: Magna Entertainment Corporation [MEC] owns 102 acres at Alk waterfront blus additional acrease in Berkelev, where horses are stabled).













A Step-by-Step Guide to finding your time and location to participate in creating a Vision for Albany and its Waterfront





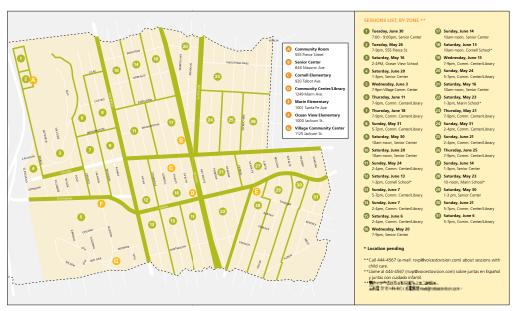
Please make every effort to attend the restion designated for your neighborhood come) as the number of facilitation of meeting once side and limited. If for yome has come to come on your date and time, or if you have special country to the come of your date and time, or if you have special requirements fampuage or child care, please call as soon as possible to discuss options that work for you and your family.



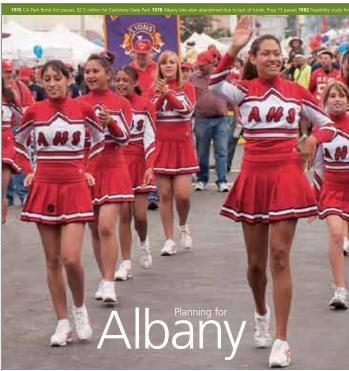


A process designed to engage the Albany community in an informed dialogue about its vision for the city and its waterfront

- numity in an innormed analogue about its for the city and its waterfrom. Albany readent and other concerned individuals Ahajbily participatory process with small groups Majbil through Jan 80 depreountantly de opportunities to participate and work—weekends and evenings—one sense of the participation of
- * Call 444-4567 (e-mail: rsvp@voicestovision.com) for information about session dates for local business owners, Albany youth, and for session dates for non-Albany regional stakeholders.



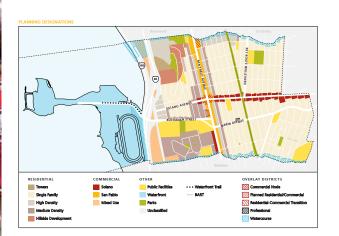
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s Albany works on a wide range of efforts to shape its future programs designed to both expand the city's economic viability and $\,$

retain an exceptional commitment to environmental sustainability

and attractiveness to families - it is beginning to create a framework for the next twenty years through the revision of the Albany General Plan. General plans are considered the foundation for decisionmaking about housing, business, and industrial development; locations for roads, parks, and infrastructure; environmental protection and conservation; and noise, density, and other land uses. They outline a city's vision for its future and create a comprehensive and internally-consistent set of policies to promote the realization of that vision. City-level general plans first appeared in 1927, when the California Legislature authorized them for incorporated cities. Over the years, numerous "elements" evolved as important components, and general plans - as we know them today have been required since 1971. Over the past three decades, state planning law has been revised to reflect current standards and best practices, requiring that development decisions be consistent with the general plan. Currently, there are seven required elements: land use, circulation, housing, conservation, open space, noise, and safety. Revising Albany's General Plan offers the opportunity to ensure that future development and decision making about land use build on the values of the community.



Albany "Prepares to Prepare" for the Next 20 Years

Albany's General Plan 1999 - 2000 was adopted in 1992; the land use clement was amended in 2000 to reletic new priorities and emerging opportunities.

To prepare a general plan, cities begin with a review of existing data and engage in research, community education, and gathering of public input. Coordination with regional and state agencies is required, resulting in an often lengthy process. For that reason, Albany is starting now — to develop General Plan 2000 2000, accounted that will gaile the city as it makes decisions that will affect the adult lives of our children and grandshildren.

Plant 2010-2010, a document that will guide the city as it makes decisions that will after the adult lives of our children and grandchildren.

Albany's current plan combines the seven staterquired "dements" into five broad sections: land use; circulation, bousing conservation, recreation, and open spacer, and community health and safety- with policies to support the goals of each section. Discussions about the bousing component – being led by the Planning and Zoning Commission – are already underway, including the challenge of finding locations for 276 new housing units (the number deemed necessary to accommodate anticipated changes in the local population).

As the general plan process unfolds, there will be opportunities for Albany residents to make negations about what the city should look like in years to come. A well-thought-out plant prescribes to order, patterns, and characteristics of future growth, based on data and the community's vision. For Albany, the core issues are wide ranging and includes maintaining the quality of life residents consider critical examing unstainfully and high standards for commercial and residential development; taking a leadership role in climate change policies, preserving and potentially expanding open space and areas for recreation, supporting first class education; reducing which entils traveled, maintaining commercial vitality, protecting ecologically-sensitive areas; increasing the saulability of affectable bousing ensuring subtical discipation and palsa intended to give direction on physicallapore on reflect values soon, while focusing primarily on Albany's waterfront, will create an opportunity for rededients to experts explorious shoot avision while focusing primarily on Albany's waterfront, will create an opportunity for rededients to express spotions shout a vision, while focusing primarily on Albany's waterfront, will create an opportunity for rededients to express spotions shout a vision, while focusing the reflection to express spotions shout a vision while focu





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What is "Volces to Visions" before to Visions and the Visions of Visions of Visions is process begun in 2008 to educate and engage the broad Albany community in a participatory series of activities to consider the future of the city's waterfront. It is doped that this process will result in community consensus and the development of guidelines and policies to shape and drive decisions about the development of Albany's waterfront. [See page 10 and 11.]

the waterfront?

Vicce to Vision is a city-driven process that is proactively seeking to craft a city-vide vision for the future of the waterfront without pre-conceived ideas about what might be possible in the coming years. Previous processes have focused on gathering community opinious on development proposals presented by private developers. They have been paid for by the developer and/or by the property owner.

The city, park officials, property owners, and private developers can use the results of this community dialogue as an indication of the types of proposals Albany residents will support.

How was the information in this publication gathered? The information included in this publication was written by Fern Tiger Associates (FTA) and reviewed by city of Albany staff. FTA utilized a wide variety of primary and secondary sources in an effort to provide comprehensive and useful information. Much of the data was taken from a review of more than 5,000 pages of environmental, etchnical, and historical reports about the waterfount, developed over the last 50 years. Wherever cited. FTA wedomes relevant additional information and corrections to any data presented. Once fact-thecked, new and corrected information will be posted on wavesoulcentrosina com.

OWNERSHIP

What parcels make up the Albany waterfound? The Albany waterfounds 190 acres of dry land plus the tidelands within the Albany city limits west of 1-80 and 1-80. There are five major parts of this property; Golden Galler Fledd Rasertack; the Easthore State Park, the Albany Bulb; the Albany Waterfount Trail (which parallels Buchanan Stere west of 1-80); the Bay Trail (which runs along the narrow strip of the northern shortline parallel to 1-800), and Buchanan Street and its extension onto the Bulb. [See page 27].

The area known as 'the Plateau' – the large, elevated section north of Buchanan Street; 'the Beach' where people frequently play with their dogs; the shorelines of 'the Neck' which connects the Bulb to the rest of the waterfront; the "middlast" that are fed by Codornices Creek; and the shoreline to the north along I-580 are all part of the Eastshore State Park.

The Easthern State Park (ESP) is owned jointly by the California Department of Parks and Recreation (CDPR) and the East Bay Regional Park District (EBRPD). While CDPR owns S8% and EBRPD owns the other 12%, EBRPD is the lead agency for acquisition, planning, and management. It coordinates its activities closely with CDPR.

GOLDEN GATE FIELDS RACETRACK

Who own Golden Cate Fields (GGF) is owned by Magna Entertainment Corporation (MEC), a Camidian company that is the largest owner and operator of horse carceracks in North America. MEC also own off franch ketting networks and other horse neing-related businesses, casinos, a television station, and a company that manufactures trave bedding for animals. Over the years, GGF has had several owners, including Stants Fe Pacific Realty Corp. and Ladbroke Land Holdings. The property title remains in Ladbroke's name, but MEC is currently the legal, effective owner of the accretacl property.

Who owns Magna Entertainment Corporation? Magna Entertainment Corporation is a publicly-traded company that is controlled by its founder, current chairman, and majority shareholder, Frank Stronach, Mr. Stronach also founded Magna International Inc. (Magna), one of the world's Isrget manufacturers of automotive parts and systems.

There are 1,425 horses stabled at GGF year-round. All of the stables are located on the portion of the property located in the city of Berkeley.

How many people work at Golden Gate Field More than 500 people are employed by GGF.

Why is the parking lot north of the racetrack frequently empty?

As recently as the 1980s, the GGB parking lost were often full. The Plateau north of Buchanan Street had to be used for overflow parking. Since then, attendance at GGF – and the need for parking – has decreased due in large part to the popularity of off-track sites where people can bet on live horse races via simulcast and also due to the increase in on-line wagering.

EASTSHORE STATE PARK (ESP)

The Eastshore State Park, which was formally established in 2002, includes a group of distinct park lands on the East Bay shortlene of the San Francisco Bay. The Park extends 8.5 miles from the foot of the Bay Bridge in Oakland to the Marina Bay neighborhood in Richmond, and contains 260 acres of dry land and 2,002 acres of tidelands. Some of the land that comprises the Albany waterfront is part of the Eastshore State Park. [See page 7.]

How did the Easthore State Park come about?

Easthore State Park is the result of decades of citizen efforts, starting in the
1996s, to stop garbage dumping in the Bays to oppose commercial
development on the shoreline and to preserve it for public use; and to create
environmental benefit on the shoreline. These efforts reveived crucial
support from voters, elected officials, the East Bay Regional Park District,
the Costat Conservancy, and other influential entities at key moments
leading to the State Park designation. [See page 4.]

hiking); and recreation foreas similable for higher intensity uses such as paking and facilities, I he morthern shordenies do signated as a preservation area. The Reach, Bulb, and shordlines of the Neck are designated as conservation areas. On the map included in the Easthore Star Park General Plant, the Plateau will be maintained and enigenated as a recreation area (poperts fields), however the plan explains that if an appropriate portent is not definited. The Plateau will be maintained and improved for informal recreation and/or conservation purposes. In 2008, a thousand of the plant of the pla

THE ALBANY NECK AND BULB

What and where is the Bulb?

The Bulb is the peninsulus of land extending more than half a mile into the Bay from the end of Buchanan Street. It is connected to the rest of the waterfront by a narrow spit of land called the Neck: The Bulb was created gradually from 1983 to 1983 by a landfil operation that placed construction debris progressively further out into the Bay: [See pages 4 and 5.]

Why han't the Bulb been incorporated into the Earthore State Park?
The California Department of Parks and Recreation (CDPR) has specific
requirements for land be to accepted any art of state park. Uneren ground,
protonling metal, off-leash day sulling, unregulated at projects, construction
debris, and homeone encampenent have been intend as obtained so having
the Bulb incorporated into the Bustathore State Park. But and must also be
managed according to state park standards prior to being accepted.

structures on the Bulb. In 1999, as part of the effort to incorporate the Bulb into the Eastshore State Park, Albany passed an ordinance banning camping on the property. The city gradually enforced the ban and moved many of the Bulb residents into shelters and temporary housing. Albany residents indicate they continue to see people living illegally on the Bulb, but the numbers appear to be small.

Is safety a problem at the fluib?

The waterfront is no less "safe" than other parts of Albany or nearby communities, But the waterfront is a unique area, because it is a remote communities. But the waterfront is a unique area, because it is a remote waterfront involve amb breakins or auto theft. Occasionally, there are waterfront involve amb breakins or auto theft. Occasionally, there are current parts of the part and the part and the calculation, current, animals, etc.). The Albany police parts the parts periodically during both daytime and neglitation bours, but the distances and upon of the area are vast, and officers might not see a person in need of assistance as easily as a ready do not ity streets. Public after younds have been created through most areas of the waterfront to aid emergency responders, but the condition of the roads and traits could have regione turns.

THE BAY TRAIL

Who manages the flay Trail?

The plan for the Bay Trail includes a 500-mile continuous bike and recreational path that will encircle the San Francisco and San Pablo bays. A little more than half of the trail has been completed. In Albany, it currently mas north of Bostana Street to the Kindmond city boundary, but doesn't yet connect to the portion in Berkeley. The Bay Trail as a whole is coordinated by the Association of Bay Area Governments (ABAG). The Albany section is maintained by the city of Albany.

be completed?

The East Bay Regional Park District has been in negotiations, for several years, with the owners of Golden Gate Fields to complete the trail along the abordine behind the Tack. IBRD is currently assessing potential locations for the trail. but the options involve substantial construction costs. To make this inventional, IBBDP requires a long term right of-oway agreement, which the owners of GGP have not yet granted. Currently, GGF allows cyclist and potentians to exeme the property to consent the two onds of the stand.

SITE/SURROUNDINGS

What is the nature of the waterfront land? Much of the area where 1-80 is located today was tidal marsh. The area was filled in to create the present shoreline. The only part of the original shoreline that still exists in Albany is the hill called Fleming Point, where the Golder Gate Fields grandstand sits.

How was the waterfront we see loday created?

From the 1880 to 1983, the Albany waterfront was shaped by landfill operations that replaced tidal marsh with solid ground. The area that is now the southern end of the reactrack was filled from the late 1880s to the early 1900s. To create the grandstand in the early 1900 which includes the northern part of the racetrack and the northern parking lot), the top of past on use tascriface and the normern parking lot), the top of Fleming Point was removed and used as fill material, Most of the area north of the Golden Gate Fields parking lot – now the Eastshore State Park and the Albany Bulb – was filled in the 1870s and early 80s, predominantly with construction and demolition debris. [See maps on pages 4-5.]

Are there plans for a ferry at the Albany waterfored?

The San Francisco Water Emergency Transit Authority (WETA) has plans to run a ferry system between the Betheley/labbary area and San Francisco. WETA has been looking at four possible sites: three in Berkeley and one in Albany; The Albany site in the Old Peri. In December 15, 2008 letter to WETA, the Albany City Council supported ferry service, but opposed building a ferry terminal at either the end of Gilman or Buchanas streets. Those locations would require dredging and would impact traffic and future land use.

The Bay Trail parallel to I-580 north of Buchanan Street and the 2,000-foot The Bay Trail parallel to 1-880 north of Buchanan Street and the 2,000-60cd. Albamy Waterform Trail parallel to Buchanan Street used 16 450 to just west of the "Cowe," are paved sections of the public waterfront. There are two wheelchair accessible viewing platforms that overlook the modifus, serving as prime bird-workship sports. The Plateau and Bulb both have wide fire roads, but they are currently unpaved and difficult for anyone who isn't a strong walker, [See page 7.]

Are three any creeks or streams on the Albany waterfoad!

Codomices Creek flows down from the bills above Albany, crosses beneath
1-2 bigs atouth of Tager, and turns north to flow between the racetrack and
the highway where it is joined by Village Creek, before emptying into the
gap through cubrets undersands Buckstan Street. The outloom of Cerrito
Creek marks the northern edge of the Albany waterfoat. Marin Creek also
emptys into the Bys undersands Buckstan Street.

Has Codornices Creek always followed the channel it follows today?

According to historic maps and Friends of Five Creeks, an environmental group dedicated to the protection and reach surface to the East Bay.

Codornice Creek dudit to originally flow into the Bay. It was absorbed by the origination of the Codornice Creek dudit to originally flow into the Bay. It was absorbed by the greetly find that before reaching the tollar mans and expect the Bay. The section of Codornice Creek on the waterfront is entirely mans made to entire the creek around the received. Reactional projects not partons of Codornices Creek around the received. Reactional projects not partons of Codornices Creek around the received. Reactional projects on partons of Codornices Creek around the received and are completed in both Albaysy and Berleley-Now or of those restoration projects are located were of 1580.

Is there collected or acothetic value to the votar found!

The 1989 Path Environmental Impact Seport (DEIR) states that "to known cultural resources are recorded within the site boundaries." This statement strikes many Albany residents and others who visit the vasterfront as inconceivable, but the statement may be technically correct. The finding of ma known cultural resources" means that there is nothing on the site that meets the legal definition of an "object of historical or architect significance" to trigger special protections under the california Environmental Quality

to trigger special protections under the California Environmental Quality Act (EGAQ) which governs the proparation of EIR report.

That said, the actehetic value of the waterfront land in Albany is appreciated by many who note the unique qualities of the tist, including the unrestricted and commanding views of the Golden Gate. Many people describe their experience at the Albany varietions as "sprintal"; albough some final it difficult to attribute cultural significance to the location of a other former landfall. And there are undeployed cultural and historic attributes. Fleming Point was a landmark for Spanish settlers in the Peraha period. The person of the location of a water-sais service that brought San Franciscans to Golden Gate Fields. Today, waterfront visitors find value in the creation and appreciation of the art on the Bulb; the pleasure of calin in a bectic urban landscape; and the serenity of watching shorebirds and wildlife.

concern about testing.

The concern about testing are a compared primarily to annuin, in terms concern about testing and the concern about testing testing the concern about the concern about the concern annual testing testing and the concern annual testing testing and the concern annual testing testing the consistent primarily of construction debut and landesque waters. In 2005, the Regional Water Doubly Control Board stated "no threat to water quality has been identified or its anticipated based on activities of the control testing monitoring and analysis" and did not require the size to be sealed or capped before being considered safe for human and wildlife context.

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Is there visibilité on the vasterfront?

Despite is proximit to a najour urban highway system, there is a surprising abundance and diversity of widilité on the waterfront. The 200 Easthore State Park Resource Simmany lists dozens of species of shore birds (including oyster carchers and term), raptors (including kites, harriers, and harr owds), and munerous small mamman, repites, and insects. At least 16 types of rare, threatened, or endangered widdlife have been observed in the Papes and Park, including the California least term, which was seen notesting in the Albuay muditats in 2000. The muditats are also home to American awords, and corronants are forond in the lapson on the waste end of the libration and corronants are forond in the lapson on the waste of the finellih. The ridal marches, ponds, and wetlands also contain a variety of marine life including barrancles, gour plant, pickleweed, and edgrass that is a critical component of habitato for small fish.

We yak there is many detail at the valerroam. The Buyk rate is on the Pacific Hyany of brandreds of thousands of birds. From mid-October to March, the Albany waterfront serves as resting and feeding grounds for numerous imparing high. Where and when brids rest on the waterfront depends on the wind and tides. The Old Pier is a favorite roosting specific brids at light lide, as its be west lagoon.

Are the plants on the waterfront native?

According to the Oil Estathore State Park Resource Summary, the vegetation on the Plateus and Bulb is designated as "ruderal scrub" (mostly non-native sturbs and grasses, and is dominated by cryotele-trub. French bosons and cotoneaster are also common, as are native grasses and wildflowers in varying demistics. The only "relatively native" vegetation community is a small area of northern coastal scrub on Fleming Point.

What happens to the waste from the horses at GGF?

Nearly all of the straw bedding containing solid waste is recycled at a northern California mushroom farm. Wastewater runoff from the barn area is sent through a series of chlorinated aeration ponds located in the infield of the racetrack.

What are the weather conditions at the waterfront!

Directly across from the Golden Gate, the Albany waterfront is buffeted by strong winds coming off the San Fancisco Bay. According to the 1989

Albany Waterfront Draft Environmental Impact Report (DEIR), daytime units are preclonimantly from the west and southwest, shifting to off-shore winds are preclonimantly from the west and southwest, shifting to off-shore winds from the east at night. The air is calm only ten precent of the time, with average wind speech from the countbest reaching 137 mph. While those who windourf or fly kites often take advantage of these atmospheric conditions, wallaser tend to bandle up, especially when the flog foils in, as it does during the summer months. Maximum temperatures average in the low-to mid-70 during summer and in them 450s in the winter. Air quality at the site is high with clean, cool air blowing in from the ocean.

How might climate change affect the Albary waterfront!

According to the San Francisco By Conservation and Development

Commission (BCDC), the Intergovernmental Parad on Climate Change, and

the 2006 report from the California Climate Action Toran, a mean sea level

rise between one and three feet is projected to occur within the next hundred

varva. A 1887 togographical map indicates that the lower areas of the

waterfront (Golden Gate Fields Racetrack and GGF northern parking lod

varvage front feet above as level. If the facts, Neck, and Bulba verage 106 feet above sea level. If the fact, Neck, and Bulba verage 106 feet above sea level. But flexa, Neck, and Bulba verage 106 feet above sea level. But flexa Neck, are shown when the control of th

What, if any, regulations constrain development on the waterfront?

There are numerous regulations that impact development at the waterfront.

(Ity zoning regulations retrict commercial uses; state and federal environmental regulations reported water and air quality, and declicate wildlife habitat; and the San Francisco By Conservation and Development Commission (BCDC) regulates development within 100 feet of the shoreline and Codornices Creek. Also, Allany's voter-approved Measure C ensures that any development which proposes change to current zoning requires a vote of the citizens.

What are the permitted zoning uses of the Golden Gate Fields property?

The GGF property is part of the Waterfrom District which restricts allowable uses (subject to appropriate use permits) to park and excercation facilities, utilities (major, minor and underground); bars; commercial recreation, including honer acting, marinas and boot launching ramps; parking (non-residential); restaurants; and waterfront- and sports-related commercial

Can the currently permitted uses (natingal) be changed?

Yee, The currently permitted uses in the Weterform District could be changed by a majority twice of Albary residents. This is a very unique situation. Ordinarity, the city council (following review by the planning commission) has the authority to change coning explaintons to accommodate development. In 1989. Albary residents, approved Measure C. (for page 4) which restricted the council's authority on this land. Measure C. 'froze' soming on the waterform at an equiested that any land use changes be approved directly by a vote of Albary residents.

What rights does MEC have to develop its swaterfront property. MEC has the right to develop the Golden Gate Felds property in a manner consistent with current zoning, Measure C, and planning and environmental regulations. MEC would have to comply with the same review process as all proposed developments in Albany.

development unet current anning? Failure to grant permits for a fully-compliant development proposal, or a change in regulations that drastically certails an owner's consonic use of the size could result in a low test against the city based on a "skings" claim. According to California Land Use Flaming Lanv Duniel J. Currint, "a taking "stain. According to California Land Use Flaming Lanv Duniel J. Currint," a basing the size algal finding that regulation of, or actions on, a particular property have the effect of depriving the proporty owner of fair usage of their land." If a court made such a ruling, the issuing agency would then be required to change the regulations and/or pay just compensation to the property owner.

suitable for development:

The Albany Waterfront Draft Environmental Impact Report (DEIR) of 1989 divides the waterfront into five areas – each with different degrees of geologic stability and suitability for large-scale development. [See map, page 7.]

What public agencies have juriediction over the Albary waterfront?
At least 15 state and regional agencies, public city of Albary, have some level of jurisdiction and responsibility for the waterfront, including, Association of Boy Arca Governments (JARGA), Bay Arca fiv Quality Management District (BAAQMD); Bay Conservation and Development Commission (BCDC), Colfismia Air Resources Bourk California Department of Trian potentiation (Caltrano, California Department of Trian and Game, California Department of Trian potentiation (Caltrano, California Department of Trian and Game, California Department of Parks and Recreation, California have Reaning Board, East Ray Municipal Unilary District (BMSUD); East Bay Regional Park District (BRPD); Federal Energency Management Agency (EMA); Mettoroplatin Transportation Commission (MTC); San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC); San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC); San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board; Sate Lands Commission (MTC), San Francisco Bay Regional Water Quality Control Board (MTC), San Francisco Bay Regional Water Quality Control Board (MTC), San Francisco Bay Regional Water Quality Control Board (MTC), San Francisco Bay Regional Water Quality Control Board (MTC), San Francisco Bay Regional

How big is Albamy's budget? In 2007-8, the overall city budget was \$23.8 million, including the \$13.9 million General Fund budget. Other major fund areas include Special Reserve, Debt Service, and Capital Projects.

What revenue sources tund the city's budgeft Revenues which fund the city's General Fund budget come from a number of sources including; property taxes; sales taxes; franchise and other taxes (including wageing taxes); licenses and permits; fines; investment earnings; service charges; and revenues from other agencies.

faced by many other communities. From time to time, taxpyers have decided to find capital and operations expenses to meet the needs and delires of the community. Like most cities, Albany faces bedget cathocks due to declining property; transfer, and aslest taxes, and other sources of revenue. Albany remains faculty sound by keeping expenses within revenues, but city officula are always concerned about the capacity to support existing and expanded services. The strength of the tax base depends on property sales, retail transactions, new development, and/or support for local tax measures.

How much tax revenue does Golden Gate Fields provide for the city?

In 2007-8, GGF (MEC) paid \$1,064,702 in taxes to the city of Albany. This represented approximately 7.7% of the city's General Fund budget.

What is the breakdown of tax revenue from Golden Gate Fields to the city?
Golden Gate Fields (MEC) 2007-8 tax revenues to the city of Albany:
Total Property Taxes \$637.5 [s for slowrum (\$183.578]; parel taxes \$473.767)];
Sales Taxes: \$69,000 (approximate); Wagering Taxes \$357,457

How much hax revenue does Golden Gale Fields provide for the schools? Tax revenue paid to the school district is based on property tax collections, and is separate from taxes paid to the city. In 2007-8, property tax revenue from GGF (MEC) paid to the school district was approximately \$640,000 (or two percent of the school district's budget).

That evenues that reads a fact that based on changes in assessed property value and changes in wagering and sale of merchandise at the racetrack. In recent years, attendance at racetracks around the country, including Golden Gate Fields, has decreased, leading lower tax revenues. [GGF believes that attendance will increase in 2009 due to the recent closure of the Bay Meadows racetrack.]

Is Golden Gate Fidds the largest tax payer in Albany?

According to the city's 2008 Comprehensive Annual Financial Review
(CAFR), and properly within the city comprises more than \$17\$ billion in
taxable assessed value. The GGF property is first in the list of "up tea"
taxapless; contributing 250% of total taxable assessed value (paper. 845
million). In Addition, GGF is the only commercial taxpuper in the city subject
to vager taxes, which are levied on best placed in person at the truly.

Who are the other big property tax payers in Albany? Several other property owners pay substantial property taxes. In 2008, Target Corporation was another large property taxpayer (1.71% of assessed value.) Other top taxpayers paid from 1% to 41% of total assessed value.

What is the value of the Golden Gate Fields property?

A property such as the UD-are tile owned by MEC (GGF) is difficult to value.

It includes a racetrack and open land, and is located directly on the San Francisco Bay, with views of the Golden Gate Bridge, Hesdlands, and surrounding cities. But the property has development and environmental outerations which the property where are based on recent sales or valuations of "comparable" properties. There are no properties in the Bay Area which match the description of GGF, and which need voter support to be developed in ways other than current zoning district current zoning district.

Is Golden Gate Fields for any part of the property) currently for saled Magna. Entertainment Corporation (MEC), the owners of Golden Gate Fields, filed for bankruptey oo Marks, 2000. In the initial films with the SEC, the company announced an agreement to sell some of its nectreaks, including Golden Gate Fields, for a combine total self 1995 million to Magna International Development (MID). The agreement is referred to as a "stalking town bed." membrang that other bidder could offer more than the MID bid for any or all of the properties. In various news reports, MID is quoted a saying that if it acquired the Golden Gate Fields property, it would "immediately commence seeking all required approvals to develop the property for commercial real estate uses." An auction is currently scheduled for July 2009.

Fleds for inclusion into the Easthore State Park?

Proposition 84 (2006) authorized 500 million for state parks across California, \$400 million for local and regional parks throughout the state, and 500 million for local and regional parks throughout the state, of the majority of those funds have not yet been distributed and are awarded competitively, Other large sources of funding include the recently-passed Measure WW (2008). This East Bay Regional Park District (EBRPD) bond measure includes 227 million for the Easthore State Park over the next 20 years. There are other sources for small amounts of funding, Despite the Bay Arc's support for park acquisition, the growthase of large tracts of privately-owned property could be challenging in the current financial climate.

How would construction and maintenance of a park be funded? Finding resources to develop and maintain parks is often more challenging than identifying sources for acquisition. Demolition, construction, restoration, and ongoing maintenance costs often exceed acquisition costs.

The city could enter into a "development agreement" (a contract, requiring negotiation of all aspects of development and use of the site) with a private landowner. A development agreement could stipulate that both land and funds be set aside for a park or open space, including funds for development and/or maintenance; in exchange, the landowner will request special rights

through job creation?

The employment most directly generated by parks in the early stages of development are in construction. Many long-term, on-site jobs are also created related to maintenance, gardening, park management, and security. Additional jobs are possible when a park offers other services such as recreation, food services, special events, and education programs. These jobs

businesses and residents?

Often the most substantial economic benefits of parks are indirect, such as improving air or water quality, or improving a community's quality of life. However, both residential non-residential real estate value is enhanced by proximity to attractive parks.

What are other indirect benefits of parks?

Parks can increase marketability and raise property values, thereby increasing property tax revenues. A park that attracts regional visitors also contributes to the local economy because visitors may shop in nearby neighborhoods (e.g. Solano and San Pablo avenues.)

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Acre/Acreage 43,500 square feet. Gross acreage total area within a parcel of land, net acreage total area within lot lines of a parcel after deduction of public street essentients and area reserved for public street.

Ad Valorum Tax Tax imposed annually on real property based on the assessed value of the property

Aesthetic Of or concerning the appreciation of beauty

Art, Public Visual work of art displayed in publicly-owned area or facility, or and in the property if installed or financed with public funds

Landfill Area used for disposal of non-toxic waste material on private property if installed or financed with public funds

Construction/Demolition_Landfill_Area_used_for_displayed

Buildable Area Space remaining on a lot after minimum open space, offset, and setback requirements have been met Buildable Land Land in urban areas suitable and available for residential, commercial, and/or industrial uses, including both vacant land and developed land that is likely to be redeveloped

Build-out Development of land to full potential as permitted under current planning or zoning regulations

CEQA (pronounced SEE-kwah) California Environmental Quality adopted in 1970; requires public agencies to study and minir environmental impacts before approving new project or program

City-maintained Land (Albany waterfront) The Bulb; Buchanan Street; Albany Waterfront Trail (along Buchanan Street); and center portion of Neck, also called Buchanan Street Extension [See map page 7.]

Conforming In compliance with zoning regulations

Cultural Resources Site or structure which is part of an area's cultural heritage and typifies a particular historical era of human activity in the area

Easement Authorization by property owner of a designated part of his or her property for use by another party

Environmental Impact Report (EIR) A professional study of a "project" that assesses existing conditions and effects that would result from the project; prepared in compliance with California Environmental Quality Act (CEQA)

Environmental Justice A social movement to eliminate or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on populations of color and low-income people and to ensure meaningful involvement of all people with respect to environmental laws, regulations, and policies

General Plan Document required by state law that serves as blueprint for all land use regulations

VOICES TO VISION: ALBANY WATERFRONT

Adverse Impact Negative consequence for the physical, social, or economic environment trauling from a human action or physical project

And the consequence for the physical, social, or economic physical, social, environmental, or economic conditions

In a full Production of the conomic conditions

In a full Productio

Appraisal/Valuation Systematic, professionally-licensed method to determine a property's market value

Infrastructure Basic facilities (e.g. roads, sewers, power plants, transportation, communication systems) that support a community

Lease Contractual agreement by which an owner of real property (lessor) gives right of possession to another (lessee) for specified period of time (term) Market Study Process of analyzing data relating to a proposed development, including population conditions, competition, and adequacy of site

Measure C Voter-approved initiative, passed in 1989 and enacted in 198 freezes existing zoning on Albany waterfront lands and requires changes zoning to be approved by voters [See page 4.]

Mitigation Measures to eliminate or minimize damage from development Native Species Plant or animal that is believed to originate in the local area

Natural Condition Condition that arises from or is found in nature and not modified by human intervention

Natural Feature A component or process which is present, or produced by nature, including soil types, geology, vegetation, climate, flood plain, aquatic life, wildlife

Noise Impact Extent to which noise levels interfere with land utilization

Open Space (Passive, Active) Land and water areas retained for recreational use or for resource protection in an essentially undeveloped state; active: open space that may be improved and used for recreational facilities; passive: open space that is essentially unimproved and set aside for public or private use Parcel A plot or tract of land defined by physical and contractual boundaries

Pari-mutuel Tax Tax imposed on money wagered on horse racing (Albany receives tax income from bets placed on-site at Golden Gate Fields); also called

Park Any public or private land designated for recreational, educat cultural, or aesthetic use. (Types of parks in Albany: community, linear, mini, neighborhood, open space, regional, as defined in Albany Parks and Recreation General Plan)

Community Park Designed for organized activities and sports requiring support facilities (parking, restrooms, and covered play areas); size ranges from 10-20 acres serving a one to two mile radius (e.g. Memorial Park)

Linear Park Developed landscaped areas that follow linear corridors (e.g. Ohlone Greenway, Waterfront Trail, Catherine's Walk, Manor Walk)

Mini-Park Small play lots designed primarily for use by young children (e.g. Dartmouth Tot Lot, San Gabriel Mini-Park)

Neighborhood Park. A combination of playground and park designed primarily for non-organized recreation activities, approximately five acres serving a half-mile radius (e.g. Ocean View Park, Terrace Park)

Open Space Area Undeveloped land primarily in a natural state; recreational uses as secondary objective to preservation from com development (e.g. Bulb, Albany Hill, Creekside Park).

Regional Park Recreational area serving multiple communities, often including specific uses or unique features (e.g. Eastshore State Park)

Pier General term including docks and similar structures consisting of fixed or floating platform extending from a shore over water

Recreation Area Defined by Eastshore State Park as a place that can accommodate recreation and the necessary parking, utilities, and infrastructure needed to support it

Remediation Measures taken by a property owner or a municipality to lessen, clean-up, remove, or mitigate the existence of hazardous materials on a property to meet applicable regulations

Riprap Layer, facing, or protective mound of rubble or stones placed to prevent erosion of a structure or embankment; stone used for this purpose

Setback Minimum distance by which a building or structure must be separated from lot line

Specific Plan Detailed policy plan or set of regulations that supports the General Plan in a specific geographic area or site

Sustainable Development Development that meets the needs of the present population without exhausting resources and compromising the ability of future generations to meet their own needs

Taking / Inverse Condemnation Any government action that denies economically viable use of property, or causes a "substantial" reduction in

Tax (See ad valorum tax, parcel tax, pari-mutuel tax, property tax, sales tax, transfer tax, wager tax)

Tax Increment Financing Tool, only used by redevelopment agencies, to fund development by "capturing" increased future property taxes ("the increment") in a designated atoon, which will be generated by the new development; only used for redevelopment of blighted areas

Traffic Impact Increase in congestion, worsening of level of service, or reductions in road safety and efficiency as a result of development

Transfer Tax Tax imposed when title to real property is transferred from one person (or entity) to another

Transit-Oriented Development Community comprised of multiple uses, rithin walking distance (average of 2,000 feet) of transit stop and core

Variance Adjustment of specific zoning regulations on particular piece of

Water-related Use Activities not directly dependent upon access to a body of water, but which provide goods and services directly associated with water-dependent or waterway uses

Wetland An area inundated or saturated by surface or groundwater at a frequency and duration sufficient to support vegetation adapted for life in saturated soil continons; includes swamps, marnhes, loogs; idal wetland: area inundated and saturated regularly by idal action of the ocean

Wetland Restoration Re-establishing wetland characteristics and habitats, which have been lost due to man-made alterations or catastrophic events

oning Division of a city or county by legislative regulations into areas hich specify allowable uses for real property, and size restrictions for tildings within these areas

Association of Bay Area Governments (ABAG)
Regional planning agency and local government service provider for the nine Bay
Area counties; members are city and county governments; www.abag.gov.ca

California Air Resources Board
Established by State Legislature in 1967 to attain and maintain healthy air quality,
to conduct research into the causes and solutions to pollution; and to address
pollution caused by motor vehicles; governor-appointed board; www.arb.ca.gov

California Department of Transportation (Caltrans)
Manage: California's highways; provides inter-dity rail services; and permits
publicuse airports and hospital heliports through its primary programs in
aeronautics, highway transportation, mass transportation, transportation
planning, and administration/lequipment service; www.od.ca.gov

California Department of Fish and Game
Provides habitat preservation and protection for native fish, plant species, and
wildlife throughout the state, including the Albany State Marine Reserve and
other aquatic communities in the Bay Delta region; www.dfg.ca.gov

California Department of Parks and Recreation
Responsible for wetlands restoration, preservation, acquisition and educational
exposure for the state, majority owner of Easthore State Park, coordinates
management with the East Bay Regional Park District, www.parks.ca.gov

California Horse Racing Board
Seem-member commission, appointed by the governor and charged with
protecting the betting public through pari-mutuel wagering regulation,
maximizing state tax revenues and promoting horse racing and breeding
industries; formed in 1933, by a constitutional amendment, wow.orb.vc.apo

South of Millindia, Season Park District (EBRPD)
Governed by elected board of directors, each representing geographic areas in Contra Costs and Alameda counties, manages more than 98,000 acres of parks, has minority, there of Easthore State Park, which it manages in coordination with California Department of Parks and Recreation; www.ebparks.org

East Bay Municipal Utility District (EBMUD)

FEMA (Federal Emergency Management Agency)
Formed by President Carter's fusion of fragmented disaster relief departn
responsible for preventing, ameliorating, and coordinating recovery fro
man-made and natural domestic disasters, including floods www.fema.gov

San Francisco Bay Regional Water Quality Control Board Reviews development plans to ensure they do not impair water quality; www.

State Lands Commission
Coordinates: energy resources, hazard management, oil spill prevention, administers Public Trust easement rights on California shoreline, and ensures that development plans are consistent with Public Trust guidelines; members include lieutenant governor, state controller, state director of finance, www.stc.ca.gov

U.S. Army Corps of Engineers
Provides engineering services (e.g., ecosystem restoration and clean-up of contamination from military activity); implements Clean Water Act; has jurisdiction over navigable waters including SF Bay; www.usace.army.mil

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See the Albany Waterfront — at the Community Center

A scale model of the Albany waterfront 1" = 100' is in the atrium of the Community Center/Library, 1249 Marin Avenue. Please stop by to view the model. It is one of the best ways to understand the relative sizes of each part of the waterfront, and to get a sense of the terrain and configuration of the site, before coming to your neighborhood visioning session.

Set your Bookmark — www.voicestovision.com

Visit www.voicestovision.com for updated information about the waterfront and the *Voices* to *Vision* process. The website includes expanded information on the topics covered in this publication and links to many reference documents and other resources and data relevant to the Albany waterfront. You can link to an RSVP to confirm your participation in one of the many facilitated, small group sessions that will take place in May and June. You can also submit information such as your ideas about great waterfronts you've visited or read about.

CONTACT INFORMATION FOR VOICES TO VISION

For questions about the process:

info@voicestovision.com

To RSVP for a session: rsvp@voicestovision.com

To speak with someone:

444-4567

For more information:

www.voicestovision.com



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This publication has been sent to all Albany addresses. We hope you will read it and participate in *Volces to Vision*, a unique opportunity to express your opinions and ideas about the future of Albany's waterfront.

Esta publicación ha sido enviada a todas las direcciones en Albany. Esperemos que la lea y participe en Volces to Vislon, una opotunidad única para expresar sus opiniones e ideas sobre el futuro del área a la orilla del mar de Albany. Para información en Español, por favor llame al (510) 444-4567.

語於實料已來完Abany用有的往往。希望在影經推實料及參說 語質書類(Volces to Viscos)。這是個國際的概實來表達型對於 Abany Wilestroot (水準備) 完字速量的是是及看法。 中文:描言電 (310) 444-4587。





ear Residents and Friends of Albany,

We are pleased to present this publication, which we hope will serve as an introduction to the citywide community process, appropriately titled *Voices to Vision* — where hundreds, and perhaps well over one thousand residents will engage in one of more than 50 participatory, small-group sessions focused on the future of the Albany waterfront and on the values that guide decisionmaking in our community.

It is our sincere hope that you will take the opportunity to read this information-packed newspaper and participate in *Voices to Vision*, which has been carefully planned to yield documented analysis of opinions, possible directions, and valuable insight for future planning. We are confident that the process will be informative and worthwhile and that it will result in a widely-embraced, timely, community-wide vision — for our waterfront specifically, and for our city more broadly.

Beginning mid-May, the most important part of this effort — the first phase of the community engagement process — will unfold. Its success depends on our participation. Sessions will encourage dialogue; consider creative, yet grounded ideas; and offer a series of interactive exercises intended to result in a vision for the waterfront and a set of city-wide values. Each session will be professionally facilitated; each session will have the same content; each resident will be allowed to participate only once, ideally at their "designated" time and place (see pages 10-11), with the option of attending a different session due to scheduling conflicts. Some sessions will provide child care; some will be offered in Chinese or Spanish, as necessary.

We invite you to read this publication, and hope you will begin to consider how the information impacts your ideas, hopes, and dreams for our waterfront and our community. We encourage you to participate in this important process, and look forward to hearing your voice become part of the Albany vision.

Hoping to see you at one of the sessions.

Marge Athrison Joanne Wile Fand James Robert Liber Leggy Thomee Mayor Marge Athinson, Vice-Mayor Joanne Wile, Councilmembers Farid Javendal, Robert Lieber, Peggy Thomsen

2008 Albany celebrates centennial; Measure WW approved - \$27M for Eastshore State Park; city initiates waterfront visioning 2009 Voices to Vision sessions begin

Bg XeBhgeXIV





Remember to RSMP

www.voicestovision.com or 444-4567

Reserve your space in your Voices to Vision neighborhood session. See the publication "Voices to Vision" centerfold or the website for a map showing your scheduled time, date, and location.

Looking forward to hearing your voice become part of Albany's vision.



Reminder Post card







VOICE YOUR VISION

Your chance to shape the future of Albany and its waterfront

- Look for the publication,

 Voices to Vision in your mailbox around May 1, 2009.
- Check the Sessions List to find the time and location for your neighborhood (p. 10-11).
- RSVP to rsvp@voicestovision.com or call (510) 444-4567.
- Come to the session, participate, and *voice your vision*, May 16 to June 30.



Beginning May 1, 2009 www.voicestovision.com

RSVP TODAY! www.voicestovision.com

VOICE YOUR VISION

WHO

Residents of Bayside Commons WHERE

Bayside Commons Clubhouse

WHAT

VOICES TO VISION, a community process

WHY

To discuss a vision for the future of Albany and its waterfront

WHEN

Wednesday, July 1 6:30-8:30pm

HOW

Small group sessions



For more information and to RSVP

www.voicestovision.com or (510) 444-4567

REGISTER NOW*

if you haven't participated or RSVP'ed yet for a Voices to Vision Session

IUNE 13

Saturday, 10am-noon, Cornell School

JUNE 13

Saturday, 1-3pm, Cornell School

IUNE 14

Sunday, 10am-noon, Senior Center

JUNE 14

Sunday, 1-3pm, Senior Center

IUNE 18

Thursday, 7-9pm, Community Center/Library

JUNE 20

Saturday, 10am-noon, Senior Center

IUNE 20

Saturday, 1-3pm, Senior Center

JUNE 21

Sunday, 2-4pm, Community Center/Library

IUNE 21

Sunday, 5-7pm, Community Center/Library

JUNE 25

Thursday, 7-9pm, Community Center/Library

IUNE 30

Tuesday, 7-9pm, Senior Center

* Albany residents who have not yet participated can register for any of these sessions.

VOICES TO VISION

a community process to discuss a vision for the future of Albany and its waterfront



For more information and to RSVP

www.voicestovision.com or (510) 444-4567



Final Dates for Voices to Vision

if you haven't participated in, or RSVP'ed for, a Voices to Vision session

IUNE 20

Saturday, 10am-noon, Senior Center

JUNE 20

Saturday, 1-3pm, Senior Center

JUNE 21

Sunday, 2-4pm, Community Center/Library

IUNE 21

Sunday, 5-7pm, Community Center/Library

JUNE 25

Thursday, 7-9pm, Community Center/ Library

IUNE 30

Tuesday, 7-9pm, Senior Center

BY POPULAR DEMAND!

JUNE 27 - NEW DATE

Saturday, 10am-noon, Senior Center

IUNE 27 - NEW DATE

Saturday, 1-3, Senior Center

JULY 1 - NEW DATE

Wednesday, 7-9pm, Senior Center

Albany residents who have not yet participated can register for any of these sessions.

***VOICES TO VISION**

a community process to discuss a vision for the future of Albany and its waterfront



For more information and to RSVP

www.voicestovision.com or (510) 444-4567







發表您的觀點

對象

Albany市居民

地點

Albany耆英中心

事件

Voices to Vision, 社區會議

原因

來一起討論 (水岸邊) 未來的 遠景及發展過程

時間

- 10月15日,星期四 晚間7點至9點和

- 10月18日,星期日 上午10點至12點 方式

提供中文服務的小型分組會議







VONCES VISATERRADON

如需更多的資料訊息以及預約會議: 請上網www.voicestovision.com 或打電話 510.444.4567







EXPRESA TU VISIÓN

QUIEN

Los residentes de Albany

DONDE

En el "Centro para Personas Mayores", "Senior Center" (en Inglés), 846 Masonic Avenue en Albany

QUE

VOICES TO VISION, un proceso comunitario

PORQUE

Para hablar sobre el futuro de Albany y del área a la orilla del mar

CUANDO

Domingo, Octubre 18, 1-3pmLunes, Octubre 19, 7-9pm

сомо

Juntas en grupos pequeños facilitadas en Español









Para más información y para confirmar tu asistencia: visite la página de internet **www.voicestovision.com**, llámenos al **(510) 444-4567**, o

envianos un correo electrónico a info@voicestovision.com



發表您的觀點

關於 Albany's Waterfront (水岸邊)的未來遠景

需要關於登記參 加華語或西語會議的信息

> 請電 (510) 444-4567

或電郵 rsvp@voicestovision.com



www.voicestovision.com



EXPRESA TU VISIÓN sobre el futuro de la área a la orilla del mar de Albany

Para recibir mas información sobre fechas y horario o para registrarte a la junta en Español

Por favor llame al **(510) 444-4567**

o escribanos a rsvp@voicestovision.com



www.voicestovision.com





Dear Albany resident,

Since the completion of nearly 40 *Voices to Vision* sessions that took place in May and June, the Voices to Vision team has been analyzing and synthesizing the ideas and data collected from the more than 650 Albany residents who participated. This data represents a collection of individual opinions, as well as shared values.

While we were extremely pleased to have exceeded our goals for participation, we had hoped for greater representation of Albany's diverse communities. To broaden the range of voices, we will reach out to the city's Chinese and Spanish speaking communities over the next month and will host community sessions in these languages. We offered sessions facilitated in Spanish and Chinese in May and June, but without targeted outreach in these languages, there was minimal participation.

The sessions to be facilitated in Spanish and Chinese will be identical to those held in May and June. Data gathered from these new sessions will be combined with the existing data prior to the launch of Phase Two of *Voices to Vision*. By gathering opinions from these communities, we hope to ensure that the broadest possible range of Albany residents' voices are considered.

In the spring, we also made numerous efforts to include the voices of Albany youth, but were constantly competing with school schedules, sports, and the busy lives of Albany's middle and high school age students. That said, the response of those youth who did participate was very positive. At this juncture, we are working to engage more young people so that we can incorporate their perspectives into subsequent phases and reports.

The next round of citywide participatory sessions (Phase Two), will be held in January and open to all Albany residents – regardless of whether or not they attended Phase One. These January sessions will review the collective waterfront scenarios that emerged from the summer sessions.

In the meantime, please visit the *Voices to Vision* website (www.voicestovision.com) where you can find answers to "In the Box" questions, photos from the sessions, general information about the Albany waterfront. In October, the *Voices to Vision* website will host a 15-minute questionnaire that will provide additional information for the design of the Phase Two sessions. If you have any questions, please do not hesitate to contact us at info@voicestovision.com or 510.444.4567

Thank you, The Voices to Vision team



親愛的阿爾巴尼居民,

自從在5月.6月完成了近40場 Voices To Vision 的會議後.Voices To Vision 團隊一直在 分析和綜合所有參 與會議的居民們所收集到 的數據和想法(超過650位)。這個收集來的數據不僅代表了個人意見也 是大家的共同價值觀。雖然我們非常高興居民的參與率能夠超出我們的 目標,但我們希望能有更多代表阿爾巴尼不同社區的聲音。為了擴大不 同聲音的範圍及延伸到這個城市的華裔社區及拉丁裔社區,

我們將使用華語及西班牙語來舉辦下月的會議。雖然我們5月和6月的會 議有提供西班牙語和華語的服務,但因為沒有針對這項服務做特別宣傳﹐ 參與率非常低。下個月使用華語及西語的會議將與5月和6月舉辦的會議 相同。在推出第二階段 Voices To Vision 之前,我們會將現有的數 據和這些新會議收集 的數據結 合一起。通過收集 不同社區的意見,我們希望盡可能確保所有阿爾巴尼居民的廣泛聲音都 能被列入考慮。今年春天,我們也作出了很多努力,包括聆聽阿爾巴尼 青年的聲音。雖然只能爭取安排

少有的時間因為需要不斷與阿爾巴尼初高中學生的繁忙生活,學校的課 業,及體育活動的時間競爭。儘管如此,參與青年們的反應是非常積極 正面的。在這個時刻,我們正進行安排接觸更多的年輕人,這樣我們可 以將他們的觀點納入後續的階段和報告。下一輪請全市參與的會議(第 二期),將於明年1月舉行,並開放給所有的阿爾巴尼居民,

不論是否參加了第一期的會議。明年1月的這些會議將審查自夏季會議 集體收集而來的Waterfront (水岸邊)未來風貌景色。在此期間,請閱覽 Voices To Vision 的網站 (<u>www.voicestovision.com</u>)。 可以找到"In the Box" 問題的答案,會議時的照片,一般性關於阿爾巴尼 Waterfront (水岸邊)的資訊。 10月時, Voices To Vision 的網站 的網站會登載一個15分鐘的問卷。這問卷將提供更多關於設計規劃第二 階段的會議的信息。如果您有任何問題,請與我們聯絡。

電郵:info@voicestovision.com 或 電話:510.444.4567 謝謝您,

VOICES TO VISION 團隊



Querido residente de Albany,

Desde la culminación de aproximadamente 40 *Voices to Vision* juntas que se hicieron en Mayo y Junio, el grupo de *Voices to Vision* ha estado analizando y sintetizando las ideas y los datos recogidos de mas de 650 residentes de Albany que participaron. Estos datos representan una colección de opiniones individuales al mismo que valores compartidos.

Aunque estamos contentos que hemos exidido nuestras metas de participación, esperábamos una representación más diversa de la comunidad de Albany. Para ampliar el rango de voces, nos estaremos enfocando en la comunidad que habla Chino y Español en el próximo mes y tendremos juntas en estas lenguas. Ofrecimos juntas en dichas lenguas en Mayo y en Junio pero sin informes dirigido en estas lenguas, hubo una participación minima.

Las juntas facilitadas en Chino y en Español serán idénticas a las otras juntas dadas en Ingles en Mayo y en Junio. Los datos recogidos en estas juntas nuevas serán combinados con los datos existentes y usados antes de lanzar la Fase 2 de *Voices to Vision*. Al obtener las opiniones de estas comunidades, esperemos asegurarnos que el más amplio rango posible de todos los residentes de Albany sean reconocidas.

En la primavera, también tratamos de incluir las voces de la juventud de Albany pero tuvimos una constante competición con los horarios de la escuela, los deportes, y la vida ocupada de los estudiantes de Preparatoria (High School) y Secundaria (Middle school). Esto dicho, la reacción de aquellos que participaron fue muy positiva. Ahora, también estamos tratando de atraer más juventud para poder incorporar sus perspectivas en las siguientes fases y reportes.

La siguiente ronda de juntas participativas (Fase 2) serán ofrecidas en Enero 2010 y abiertas a TODOS los residentes de Albany – aunque haiga o no haiga atendido Fase 1. Las juntas en Enero examinaran los escenarios que surgieron a través de las juntas ofrecidas en el Verano para la orilla del mar de Albany.

Mientras tanto, por favor visite la pagina de internet de *Voices to Vision* (www.voicestovision.com) donde podrá encontrar respuestas a preguntas hechas en las juntas "In the Box", fotos, información general sobre el área a la orilla del mar de Albany. En Octubre, la pagina de *Voices to Vision* estará haciendo un breve cuestionario de 15 minutos que proveerá información adicional para saber el estilo de las juntas de la Fase 2. Si usted tiene alguna pregunta, por favor no dude en contactarnos a info@voicestovision.com o al 510.444.4567

Gracias, El grupo de *Voices to Vision*



11x17 Poster





Model of the waterfront at the Albany Public Library





Information table at Safeway



Booth at Solano Stroll 2009



PRESORTED STANDARD PAID STEMONS MAILING SERVICE

Visit www.albanyca.org

Click on KALB Channel 33 and go to "City Council Rewind" to view live and archived Council meetings, or to watch your local cable TV station on your computer.

Postal Patron









www.albanyca.org

City of He

Albany's Economy Like all cities across America, Albany is feeling the pinch of challenging economic times. Not unexpectedly, revenue sources are down due to slower home, retail, and auto related sales, and city government implemented several small reductions in order to eliminate an anticipated deficit in the existing 2008/2009 budget. As of December, Albany has maintained a generally healthy commercial district, with a relatively low vacancy rate of 6-7%. Albany also continues to attract outside dollars in sectors including department stores, dising and districtions building materials and auto, stumbles and norts. Benember dining and drinking, building materials, and auto supplies and parts. Remember to Shop Local and bring your friends to Albany!

It is unclear at this time what the upcoming year will bring, and much depends upon the resolution of the State budget deficit. Given the magnitude of the economic crisis, it is unlikely the City's resources will go unscathed. The City anticipates that the 2009/2010 budget will prove more difficult for maintaining City services. As a small city with modest programs and services, any cuts will be challenging for City operations. Nevertheless, Albany remains a desirable place to live, based on our highly regarded school district, tight-knit community, and proximity to regional amentities and employment. The City is currently working with a team to regional amenities and employment. The City is currently working with a team of economic development consultants to develop our next steps in strengthening our commercial sector, and we are confident that Albany can and will ultimately

City of Albany ~ Planning Corner

BUCHANAN BICYCLE PATH Thanks to a grant from the Alameda County Transportation Improvement Program (ACTIA) design plans for a bicycle and pedestrian path along Buchanan, connecting Marin Avenue to the Bay Trail are now substantially underway. Three meetings with stakeholders have been held since February 2008 and currently, topographic and tree surveys are being conducted. Design alternatives were presented to the Traffic and Safety Commission in the fall and winter, муженть В Інференти

and the final design is scheduled for completion in April of 2009. The next step will be to apply for grant funds to complete the construction documents and to construct the project.

PROPOSED WHOLE FOODS/RETAIL AND SENIOR HOUSING PROJECT ON SAN PABLO AVENUE The University of California is proposing

a project to develop a grocery store, retail area, and senior housing on San Pablo Avenue, on both the north and south sides of Monroe. This area is currently vacant. Please check the City's website at www.albanyca.org for information regarding the initial proposal and the planning process.

OHLONE GREENWAY PLANNING PROCESS BART will soon be retrofitting the structural columns along the Richmond BART line. This project will disrupt the existing land-scape, but may present opportunities for enhancements, such as new replacement trees, along the Ohlone Greenway. Albany and El Cerrito and are working with BART and a landscape architecture firm to assess the changes that will occur due to the retrofit.

SAFEWAY Safeway would like to construct a new store at its 1500 Solano Avenue location. A preliminary plan was presented at a study session of the Planning and Zoning Commission in the summer of 2008. The Commission is awaiting revised plans at this time.

HOUSING ELEMENT Albany will be embarking upon the development of an updated Housing Element to the City's General Plan. A preliminary workshop was held over the summer. Check the Planning and Zoning Commission Agenda at www.albanyca.org for upcoming workshop or meeting dates.

GILLTRACT DESIGN TEAM Stakeholders met over the fall to discuss opportunities for cooperative use of the Gill Tract property, per the University of California Master Plan. Discussions include paths and trails, Little League fields, urban farming, the Albany Child Care Center, and relocation of the University Community Center. Check the City's website at www.albanyca.org for future meeting dates.

Our Temporary Locations

The City's Administration, Finance and Community Development Departments, and our Police and Fire Departments are temporarily re-located to:

Administration & Finance Administration: 528-5710 Finance: 528-5730 405 Kains Avenue Near El Cerrito Plaza

ACTIA

528-5760 979 San Pablo Avenue 2nd Floor Across from old location

Community Development Police & Fire (EMERGENCY: 911) Non-emergency police: 525-7300 Non-emergency Fire: 528-5770 1051 Monroe Street Enter Monroe from San Pablo

Waterfront Planning Process: Voices to Vision

Voices to Vision, the participatory process that will engage the Albany communi in discussions about the future of the waterfront, is expected to launch in early spring. Prior to the start of the community sessions that comprise the first part of the process, residents will receive a packet of information and a link to a new website that will contain additional data.

405 Kains Avenue, Albany, CA 94706 • 510 528 5710

The publication — Voices to Vision — is being designed to help residents better inderstand the challenges, history, planning issues, and opportunities related to the future of Albany's waterfront. Everyone in Albany is invited to participate in the small groups that will be facilitated to encourage innovative thinking and meaningful discussion. These sessions will run from March to June. Please join

your neighbors and make your voice heard as we move toward a citywide vision for this important place in Albany. Details about locations, dates, times for the sessions will be in the publication and posted on the website.

Albany Waterfront Committee meetings are held the second Monday of each month, 7:30 pm (and Fourth Monday if deemed necessary) at the Albany Community Center 1249 Marin Avenue, Please Check the City website at www.albanyca.org to confirm dates and times. Waterfront Committe meetings are televised live on Albany KALB TV, channel 33, and are re-broadcast during the week.



Community Calendar

FFRRUARY 7 Lunar New Year Festival & Parade 11 am - 4 nm Performance at Solano & Cornell. For more information check www.solanostroll.org.

26 Senior Winter Ball 12:30 pm, Senior Center

MARCH 21 Pancake Breakfast 9 am - 1 pm, Senior Center Friends of Albany Seniors Fundraiser

Albany Senior Resource Fair 10 am -1pm Senior Center, 846 Masonic

APRIL 19 Albany Earth Day Celebration 10 am - 1 pm & Clean-up Waterfront, foot of Buchanan Street 24 Arbor Day Celebration – Tree Planting

on 1000 -1100 blocks of Neilson Art and Music Festival 11 am – 4 pm Memorial Park

2 Senior Center White Elephant & Bake Sale 8 am - 2 pm.

Green Albany Day 23 2nd Annual Citywide Garage Sale

ONGOING January 11 – April 9

ΜΔΥ

Albany Community Center Foyer Paintings by Amy St. George



March 2 – April 13 6:30 - 8 pm Albany's "Low Carbon Diet" Learn How to Lowe Your Household Carbon

Footprint. Free educational series, go to



See page 2 for event de







Community Sessions May 16 – June 30 RSVP www.voicestovision.com

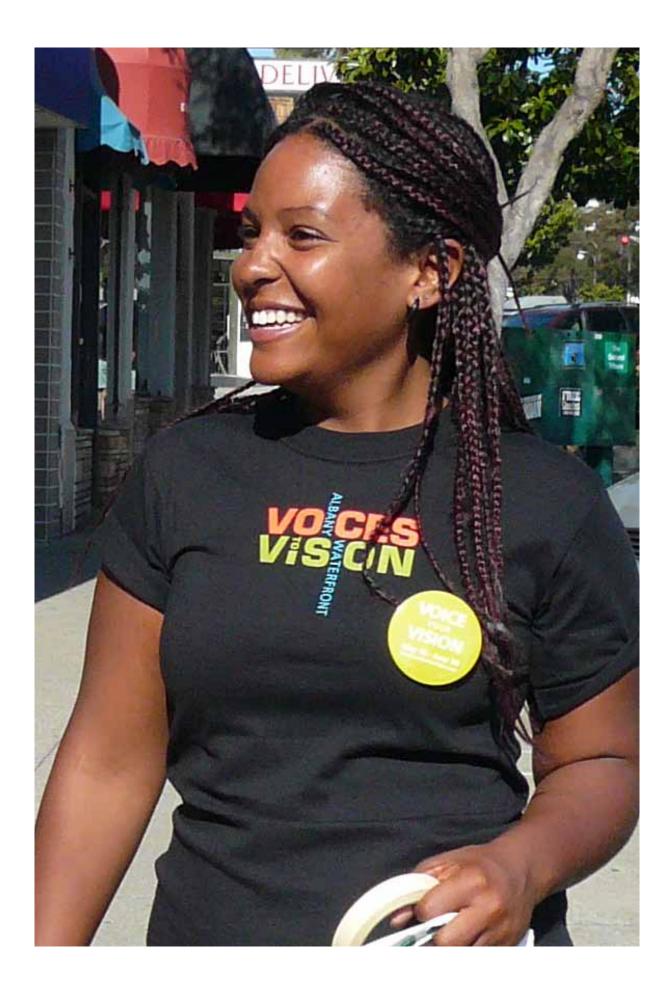
Banners: Library and Fence at City Hall

VOICES TO VISION

A process to discuss a vision for the future of Albany and its waterfront

www.voicestovision.com

Table Banner







Website

Screenshots of www.voicestovision.com, the website designed to inform the community about the history and features of the Albany waterfront, and to engage them in the visioning process. In addition to being an educational tool, the website offered individuals the opportunity to RSVP for the sessions, to sign up for waterfront tours, to follow up on questions submitted during sessions or by e-mail, and to submit inquiries. The website acted as a platform for announcing upcoming opportunities to participate as well as keep the community up to date on the Voices to Vision process.

Welcome to Voices to Vision!

A process designed to engage the Albany community in an informed dialogue about its vision for the city and its waterfront

WHO Albany residents and other concerned individuals.

WHAT A highly participatory process with small groups.

Click here to find your zone and session date.

WHEN May 16 through June 30 (approximately six opportunities to participate each week — weekends and evenings — one time only per person).

WHERE At public places such as the community center, schools, senior center; the city has been divided into 31 "zones" or mini-neighborhoods; each zone is invited to a particular session, although you can request alternate dates or times if necessary.

WHY To ensure maximum participation and meaningful discussion; to gather input from residents about their vision for Albany and its waterfront; and to educate and inform Albany residents about opportunities and challenges related to the Albany waterfront. (There are also sessions specially designated for local business owners, Albany youth, and regional stakeholders who do not live in Albany, but who would like to participate.

HOW Small group sessions — approximately two hours in length, professionally facilitated — featuring interactive, sequential activities designed to challenge participants to consider important information (facts and assumptions) and individual perceptions as they reflect on their own vision for the Albany waterfront, and how that vision matches or differs from others in the community. The process will be supported by data and visual materials, created specifically for these sessions, which have been designed to encourage participation. Sessions are divided into three main parts; Visions for Albany; Facts and Assumptions — Agreeing to Agree or Disagree; and Creating a Vision for the Albany waterfront.

Call 444-4567 for

Sessions with child care.

Information about session dates for local business owners, Albany youth, and for session dates for non-Albany regional stakeholders.

Español

Llame al 444-4567 sobre juntas en Español y juntas con cuidado infantil.

Chinese

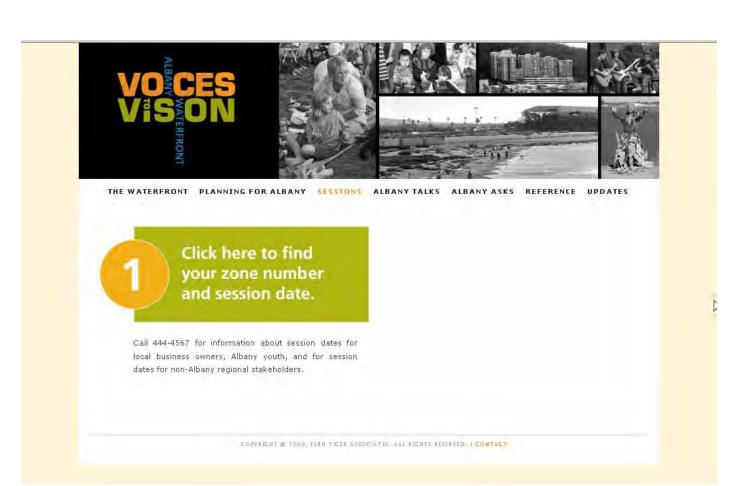
關於中文會體以及有託兒服務之會體的訊息, 請至電 (510) 444-4567 或電郵至 rsvp@voicestovision.com。

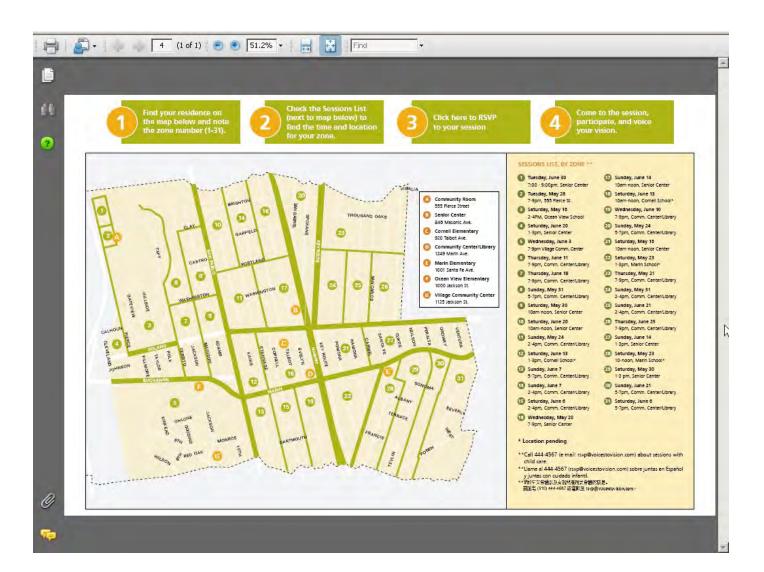
Get the Publication and other materials

Contact us



CORVAIGHT & 2009 FERN TIGER ASSOCIATES, ALL RIGHTS RESERVED. | CHITACT







RSVP TODAY!

Please fill out the form below and press the submit button only once. It may take a moment for the system to respond depending on your connection to the internet.

Choose a Session Date *	
C June 20, Saturday, 10am-noon, Senior Center	
C June 20, Saturday, 1-3pm, Senior Center	
C June 21, Sunday, 2-4pm, Community Center/Library	
C June 21, Sunday, 5-7pm, Community Center/Library	
🖍 June 25, Thursday, 7-9pm, Community Center/Library	
C June 27, Saturday, 10am-noon, Senior Center NEWLY ADDE	D
C June 27, Saturday, 1-3, Senior Center NEWLY ADDED	
C June 30, Tuesday, 7-9pm, Senior Center	
C July 1, Wednesday, 7-9pm, Senior Center NEWLY ADDED	
Name *	
7,500	
First Last	
Address *	
Phone Number *	
(***) *** ****	
Email Address *	
@	
The use of this information will only be used for correspondence from Voices to Vision.	
Comments or Questions	
Comments or Questions	

Call 444-4567 for

Sessions with child care.

Information about session dates for local business owners, Albany youth, and for session dates for non-Albany regional stakeholders.

Español

Llame al 444-4567 sobre juntas en Español y juntas con cuidado infantil.

Chinese

關於中文會讓以及有話兒服務之會讓的訊息, 請至電 (510) 444-4567 或電郵至 rsvp@voicestovision.com。

Get the Publication and other materials

Contact us

Welcome Albany Residents PSVP to Sessions



Thank You Albany...

for your thoughtful participation in Phase 1 of Voices to Vision and for your comments and responses to the online survey. Stay tuned for the final sessions to be held January 9 and 10. Please mark your calendar.

Click here to view images from some of the May and June Voices to Vision sessions.

Letter to the Albany Community

PDF of Letter

TO: The Albany Community FROM: Fern Tiger Associates DATE: July 10, 2009 RE: Voices to Vision Update

As you are aware, the community sessions phase of the Voices to Vision process concluded last week. Thus we thought this would be a good moment to provide you with a brief update on the project. First, I'd like to take this opportunity to thank each of you for participating in the community sessions and to offer a special thanks to those of you who helped with outreach efforts. For our staff the sessions proved gratifying, informative, energizing, and of course exhausting. We were impressed by the thoughtfulness of the participants, their innovative ideas, their willingness to spend two hours of their time on these issues and to express their true opinions to a group of neighbors and strangers, and their graciousness in expressing their appreciation to our staff for a chance to share their ideas in an honest and neutral forum. Indeed, more than 40% of those completing the evaluations took the time to thank us for running the session and/or for providing information to the community.

Summary of Project Activities

May 1 - July 1, 2009

- Disseminated "Voices to Vision" publication (approximately 9,500 copies) to all Albany addresses via first class mail
- Launched www.voicestovision.com
- Created electronic and phone access (in three languages) for information, communication, and RSVP process related to session participation.
- Displayed waterfront model (1"=100") at community center/library
- Announced community process through wide variety of outreach techniques and venues, including
 press, banners, poster, flyers and postcards distributed door to door (each residence receiving two
 separate hits), email lists and list-servs, tables at Safeway, Green Albany Day, etc.

Updates

Thank You! Non-residents RSVP Form Survey FAQ Session Photos

Letter to the Community 091509

English Spanish

Chinese NEW Waterfrom Tonn

1000050

Disney cons

- Facilitated 38 community sessions to maximize opportunities for participation by Albany residents
 and regional stakeholders (additionally offered sessions for businesses located in Albany as well as
 sessions to be conducted in Spanish and Chinese; child care was provided at select sessions)
- Developed and implemented process to ensure Albany residence, one-time only participation, RSVP confirmation, session follow up (including thank you and opportunity for "no-shows" to register for another session)

Selected Highlights (and miscellaneous information)

- Successful public education campaign through publication (including information about the history and context of waterfront development, information that addressed common questions, and detailed graphic maps and diagrams) sent to every address in Albany (approximately 9,200 addresses)
- Exceeded academically-credible 4% benchmark of participation (Rubin and Rubin, Community Organizing and Development) as well as early process goal of 600 unduplicated participants, with more than 650 session attendees, including more than 630 adult Albany residents (or 5.6% of the total Albany adult population, including University Village residents; 6.5% of the Albany adult population if University Village is not included in the total)
- A total of 589 residents RSVPed to attend a session; 165 registered "on site;" 114 were "no-shows;" (total 640 participants)
- Of those who completed the participant information form and/or the session evaluation form, our quick preliminary scan shows that:
 - · More than 60% had not engaged in previous waterfront public discussions
 - · 93% thought their session was better than they had expected
 - 98% thought their viewpoints were recognized
 - 92% felt they learned a lot from the session
 - 100% were actively engaged
 - 12% were age 40 or younger (excluding youth); 36% were between 41 and 55 years old; 52% were 55 and older
 - 18% have lived in Albany for less than 5 years; 13% for 6-10 years; 26% for 11-20 years; 20% for 21-30 years; 23% more than 30 years
- 25% of participants came to sessions held in the final week of the process (June 25 through July 1, which included the three previously unpublished, new dates) which we attribute primarily to word of mouth (and perhaps also to procrastination)
 - "I was not planning to attend as a result of the acrimonious processes held previously. Then I
 heard from two neighbors who bitterly opposed each other during the Caruso time. Both told
 me the process was worthwhile, logical, and respectful. So I came and I'm glad I did."
 - "My 19-year-old son reluctantly came with me, intending to leave within the hour, He stayed for the entire thing."
 - "I thought it would be boring, but it wasn't at all."
- More than 400 participants who completed the evaluation form stated they plan to participate again
 in the fall; less than 2% of those who filled out the evaluations stated they "might" participate
 again in the fall
- Amid the many comments such as "great community building;" "amazing facilitation;"well-presented and well thought out;" thanks for doing this, great job;"I have participated in many development discussions in other cities and in facilitated sessions at work, and this was the best by far;" and "consensus building was pleasant and not confrontational what a surprise;" "awesome;" there were some who were less enthusiastic: "the cost for this is high for a town our size;" "session was too ambitious for the time allotted;" "needed more time for discussion after the map part;" "should have served cookies;" "planning for property we don't own just doesn't make sense."
- Session participation ranged from one round with just 4 participants to several with more than 40 participants.
- There are many wonderful anecdotes to share once we've thoroughly reviewed all of the comments, but a few early ones stand out:

- One participant changed her session date because it coincided with her delivery date; she came to the session about 10 days after delivering a baby boy, with little Henry (the youngest attendee of Voices to Vision)
- One small group that worked together on their map exchanged emails and decided to stay in touch
- People got acquainted (or re-acquainted) With neighbors; local residents saw people they had not seen in years
- · We celebrated the last session with a big cake!

We hope this information is helpful and look forward to proceeding with the full evaluation, analysis, and preparation for the next and final phase of this project that will start up in the fall.

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We are facilitating sessions in Spanish and Chinese in October.

iRegistrate hoy!

請儘早預約!

Please fill out the form below to attend a session facilitated in Spanish or Chinese. Press the submit button only once. It may take a moment for the system to respond depending on your connection to the internet.

Por favor llene el formulario y oprima "submit" solamente una vez. Pueda que tome un poco de tiempo para que el sistema responda dependiendo del tipo de conexión al Internet que tenga.

請填寫以下問卷表格並按下"SUBMIT" (輸入) 按鈕一次(只需一次)。根據您網路的連接速度 這系統可能需要一些處理的時間。

Choose a session date. Escoja una fecha de junta. 會議日期選擇.* ○ 10月15日,星期四,晚間7點至9點,耆英中心 ○ 10月18日,星期日,上午10點至12點,耆英中心 ○ Octubre 18,Domingo 1-3pm, "Centro para personas de mayor edad", "Senior Center", en inglés ○ Octubre 19,Lunes 7-9pm, "Centro para personas de mayor edad", "Senior Center", en inglés Name Nombre 姓名 *

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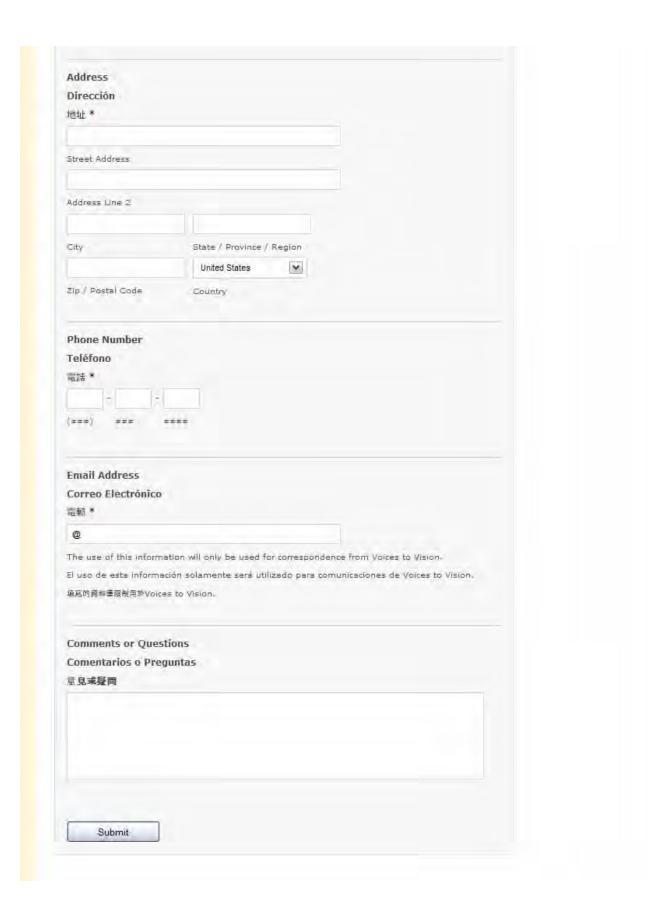
Spanish

Chinese

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Thank You





New Letter to Albany Residents September 15, 2009

PDF of Letter

Español William

Dear Albany resident,

Since the completion of nearly 40 Voices to Vision sessions that took place in May and June, the Voices to Vision team has been analyzing and synthesizing the ideas and data collected from the more than 650 Albany residents who participated, This data represents a collection of individual opinions, as well as shared values.

While we were extremely pleased to have exceeded our goals for participation, we had hoped for greater representation of Albany's diverse communities. To broaden the range of voices, we will reach out to the city's Chinese and Spanish speaking communities over the next month and will host community sessions in these languages. We offered sessions facilitated in Spanish and Chinese in May and June, but without targeted outreach in these languages, there was minimal participation.

The sessions to be facilitated in Spanish and Chinese will be identical to those held in May and June. Data gathered from these new sessions will be combined with the existing data prior to the launch of Phase Two of Voices to Vision. By gathering opinions from these communities, we hope to ensure that the broadest possible range of Albany residents' voices are considered.

In the spring, we also made numerous efforts to include the voices of Albany youth, but were constantly competing with school schedules, sports, and the busy lives of Albany's middle and high school age students. That said, the response of those youth who did participate was very positive. At this juncture, we are working to engage more young people so that we can incorporate their perspectives into subsequent phases and reports.

The next round of citywide participatory sessions (Phase Two), will be held in January and open to all Albany residents – regardless of whether or not they attended Phase One. These January sessions will review the collective waterfront scenarios that emerged from the summer sessions.

In the meantime, please visit the Voices to Vision website (www.voicestovision.com) where you can find answers to "In the Box" questions, photos from the sessions, general information about the Albany waterfront. In October, the Voices to Vision website will host a 15-minute questionnaire that will provide additional information for the design of the Phase Two sessions. If you have any questions, please do not hesitate to contact us at info@voicessovision.com or 510.444.4567

Thank you,

The Voices to Vision team

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Chinese

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給阿爾巴尼居民的新的信件 2009年9月15日

PDF格式的信 | PDF格式的侧草

English | Español

親愛的阿爾巴尼居民。

自從在5月.6月完成了近40場 Voices To Vision 的會議後 Voices To Vision 團隊一直在分析和綜合所有參與會議的居 民們所收集到的數據和想法(超過650位)。這個收集來的數據不僅代表了個人意見也是大家的共同價值觀。

雖然我們非常高興居民的參與率能夠超出我們的目標,但我們希望能有更多代表阿爾巴尼不同社區的聲音,為了擴大不同 聲音的範圍及延伸到這個城市的華裔社區及拉丁裔社區,我們將使用華語及西班牙語來學辨下月的會議。雖然我們5月和6 月的會議有提供西班牙語和華語的服務,但因為沒有針對這項服務做特別宣傳參與率非常低。

下個月使用華語及西語的會議將與5月和6月舉辦的會議相同。在推出第二階段 Voices To Vision之前,我們會將現有的數據和這些新會議收集的數據結合一起。通過收集不同社區的意見,我們希望盡可能確保所有阿爾巴尼居民的廣泛聲音都能納到3.考慮

今年春天,我們也作出了很多努力,包括聆聽阿爾巴尼青年的臺音。雖然只能爭取安排少有的時間因為需要不斷與阿爾巴尼初、高中學生的繁忙生活,學校的課業,及體育活動的時間競爭。儘管如此,參與青年們的反應是非常養極正面的。在這個時刻,我們正進行安排接觸更多的年輕人,這樣我們可以將他們的觀點納入後續的階段和報告。

下一輪請全市參與的會議(第二期),將於明年1月舉行,並開放給所有的阿爾巴尼居民,不論是否參加了第一期的會議。 明年1月的這些會議將審查自夏季會議業體收集而來的Waterfront (水岸邊)未來風貌景色。

在此期間,請閱覽 Voices To Vision 的網站(www.voicestovision.com)。在這裡你可以找到"In the Box"問題的答案會護時的照片,一般性關於阿爾巴尼Waterfront (水岸邊)的資訊。 10月時,Voices To Vision 的網站 的網站會登載一個

15分鐘的問卷。這問卷將提供更多關於設計規劃第二階段的會議的信息。如果您有任何問題,請與我們聯絡。電郵 Info@voicestovision.com 或 電話 510.444.4567

謝謝您,

VOICES TO VISION 國際

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Carta Nueva para los Residentes de Albany Septiembre 15, 2009

Carta en PDF | Cartel en PDF

English | Will

Querido residente de Albany,

Desde la culminación de aproximadamente 40 Voices to Vision juntas que se hicieron en Mayo y Junio, el grupo de Voices to Vision ha estado analizando y sintetizando las ideas y los datos recogidos de mas de 650 residentes de Albany que participaron. Estos datos representan una colección de opiniones individuales al mismo que valores compartidos.

Aunque estamos contentos que hemos exidido nuestras metas de participación, esperábamos una representación más diversa de la comunidad de Albany. Para ampliar el rango de voces, nos estaremos enfocando en la comunidad que habla Chino y Español en el próximo mes y tendremos juntas en estas lenguas. Ofrecimos juntas en dichas lenguas en Mayo y en Junio pero sin informes dirigido en estas lenguas, hubo una participación minima.

Las juntas facilitadas en Chino y en Español serán idénticas a las otras juntas dadas en Ingles en Mayo y en Junio. Los datos recogidos en estas juntas nuevas serán combinados con los datos existentes y usados antes de lanzar la Fase 2 de Voices to Vision. Al obtener las opiniones de estas comunidades, esperemos asegurarnos que el más amplio rango posible de todos los residentes de Albany sean reconocidas.

En la primavera, también tratamos de incluir las voces de la juventud de Albany pero tuvimos una constante competición con los horarios de la escuela, los deportes, y la vida ocupada de los estudiantes de Preparatoria (High School) y Secundaria (Middle school). Esto dicho, la reacción de aquellos que participaron fue muy positiva. Ahora, también estamos tratando de atraer más juventud para poder incorporar sus perspectivas en las siguientes fases y reportes.

La siguiente ronda de juntas participativas (Fase 2) serán ofrecidas en Enero 2010 y abiertas a TODOS los residentes de Albany – aunque haiga o no haiga atendido Fase 1. Las juntas en Enero examinaran los escenarios que surgieron a través de las juntas ofrecidas en el Verano para la orilla del mar de Albany.

Mientras tanto, por favor visite la pagina de internet de Voices to Vision (www.voicestovision.com) donde podrá encontrar respuestas a preguntas hechas en las juntas "In the Box", fotos, información general sobre el área a la orilla del mar de Albany. En Octubre, la pagina de Voices to Vision estará haciendo un breve cuestionario de 15 minutos que proveerá información adicional para saber el estilo de las juntas de la Fase 2. Si usted tiene alguna pregunta, por favor no dude en contactarnos a info@voicestovision.com o al 510.444.4567.

Gracias,

El grupo de Voices to Vision

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VOICE YOUR VISION on January 9 and 10.

Thank you for participating in the online survey.

For questions about the survey, refer to: Survey Frequently Asked Questions.

Voices to Vision will resume January 9 and 10, with a final round of community sessions, over the two-day period. All residents are invited to participate. The January sessions will include a summary of the results of both the spring sessions and the online survey, and will build on the information gathered thus far.

Watch your mailbox for information about participating in these January sessions. A report on the results of the entire Voices to Vision process will be presented in March.

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FINAL PHASE COMMUNITY SESSIONS JANUARY 9 - 10, 2010

RSVP TODAY!

Please fill out the form below. Press the submit button only once. It may take a moment for the system to respond depending on your connection to the Internet.

Choose a Session Date *	
O Saturday, January 9, 2010, 10am - Noon, Senior Center	
O Saturday, January 9, 2010, 2 - 4pm, Community Center	
O Sunday, January 10, 2010, 10am - Noon, Senior Center	
O Sunday, January 10, 2010, 2 - 4pm, Community Center	
O Sunday, January 10, 2010, 5 - 7pm, Community Center	
Name *	
Nume .	
First Last	
Address *	
Santa a	
Phone *	
(###) ### ####	
Email Address *	
@	
The use of this information will only be used for correspondence from Voices to V	/ision.
Did you participate in the Phase One of the Community Sessions? *	
O Yes	
O No	
Did you participate in the Online Survey? *	
O Yes	
O No	

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Survey FAQ

General Questions (12 entries)

- What is the purpose of Voices to Vision, and how does this survey fit into the process?
 Voices to Vision is a process begun in 2008 to educate and engage the broad Albany community in a participatory series of activities to consider the future of the city's waterfront. ...
- What do I do If I am unable to access the survey or am having difficulty logging in to the survey?
 Please call 444-4567. Staff is available to assist you Monday to Friday, 9 a.m. until 6 p.m. If you need assistance at other times, please leave a message on the voicemail ...
- Is is possible to receive a hard copy of the survey and submit my responses that way, instead
 of online?

Yes, please call 444-4567 to make arrangements to have a paper version of the survey mailed or faxed to you. You will need to have your postcard with your login information ...

Can more than one adult in a household complete the survey?

The username/passcode combination on your postcard can be used up to two times by adults in your household. If you have more than two adults in your household, please email info@voicestovision.com ...

 Why is it that even after I click "done." I'm able to go back into the survey and answer the questions again? Does this mean I'm being counted more than unice?

If you do not "log out" of the survey, you will be able to press the back arrow on your computer. It will appear that you are submitting a new survey, ...

Can only Albany residents respond to the survey?

The survey is designed for Albany residents. All Albany household addressed received passcodes and log-in information.

Are responses to the survey confidential?

Yes, The only identifying data Voices to Vision can see are the random alphanumeric passcodes. Voices to Vision does not have the corresponding list of addresses for these passcodes.

Can survey responders print out their answers?

You can print your own responses by clicking "Print Preview" in your browser and then printing from there so that the pages look like the pages on the screen.

Did doing the survey add to the consultant costs and fees?

The survey was included in the original scope, as a possible avenue to gather input from the community. The contract amount did not change as a result of the survey.

 How can you ensure that the survey jen't biased in favor of either commercial development or open space or retaining the race track?

Fern Tiger Associates made every effort to create a survey that followed up on issues and ideas raised at the May and June community sessions. The survey is one part of ...

What do I do if I have more comments than fit in the given areas of the survey?

If you have additional comments, please send an email to info@voicestovision.com or you can send a letter to: Fern Tiger Associates 201 Clay Street Suite 290 ...

How are you tracking to ensure that there is only one response per person?

The random digit passcode allows Voices to Vision to track the usage of each passcode, ensuring to the best of our ability, that the survey is not abused. It's ...

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Thank You!

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IMAGES OF ALBANY
FAVORITE WATERFRONTS

THANKS for your thoughtful participation in Voices to Vision!

Thanks to the more 1,100 residents* who participated in the Voices to Vision process. The results of your thinking will form the basis for the guidelines and report to be presented to the city and community in March. If you are on the email list, we will notify you of the date.

Please check back in March when the final report will be released.

Fern Tiger Associates

*This represents an "unduplicated" participation number, e.g. residents who attended sessions one <u>and</u> session two are counted only once; residents who attended sessions <u>and</u> also answered the online survey are only counted once.

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THE WATERFRONT PLANNING FOR ALBANY TALKS REFERENCE UPDATES CONTACT























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Thank You! Session Photos

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NON- RESIDENT FINAL PHASE COMMUNITY SESSION IS FULL

JANUARY 19, 2010

Please fill out the form below. Press the submit button only once. It may take a moment for the system to respond depending on your connection to the Internet.

0 = 1	
O Tuesday, January 19	3, 2010, 6 - 8pm, Community Center/Library
Name *	
First Last	
Address *	
Address *	
Phone *	
(***) *** ***	
(117) 777 221	
Email Address *	
@	
The use of this information wi	I only be used for correspondence from Voices to Vision.
Did you participate in Pha	se One of the Community Sessions (May/June 2009)? *
O Yes	
O No	

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THE WATERFRUNT PLANNING FOR ALBANY SESSIONS ALBANY TALKS ALBANY ASKS REFERENCE UPDATES

The Story of the Albany Waterfront... a Simplified History of a Complex Place

At the end of Buchanan Street, just west of Interstate 80, lies the Albany waterfront. The contradictions and complexities of the site are easily apparent. Breathtaking views of San Francisco, the Golden Gate and San Francisco Bay bridges, Alcatraz, and Angel Island can all be seen from a shoreline that has changed little since its days as a landfill site for construction debris. The southern portion includes Golden Gate Fields Racetrack and its vast parking area – often empty as a result of changes in attendance over recent decades and the increased popularity of off-track betting. The land to the north is called the "Plateau." This large, flat, open area looks somewhat like the "overflow" parking lot it once was, but a portion is now fenced off to protect a recently-created habitat for burrowing owls. To the west is land, known as the "Bulb," which belongs to the city of Albany, but is planned to be incorporated into the Eastshore State Park — a park that includes, and protects, most of the undeveloped land on the Bay shoreline between the foot of the San Francisco Bay Bridge in Oakland and Richmond's Marina Bay neighborhood. On the Bulb, foot paths wind their way between large slabs of broken concrete. Volunteer plants are mixed in with fanciful anonymous art and homemade structures created by a small, dedicated community that loves this "wild," little peninsula.

Despite numerous efforts over more than four decades by both private and public owners to address the potential of this expansive and unique acreage, there have been only two transformative changes to the Albany waterfront since the 1960s; in 1983 when the Bay fill and dumping operation was closed down, and in 2002 when the Eastshore State Park was created. The latter action further protected the public lands (e.g., Plateau and northern part of the Albany shoreline) from development. Tensions – between commercial and recreational uses, between public and private interests, and perhaps most important, between ambitious aspirations and limited resources – have led to what many call a community "stalemate" that has blocked attempts to remake the Albany waterfront. Each of the three recent owners of the Golden Gate Fields property (Santa Fe Pacific Realty Corporation, Ladbroke Land Holdings, and Magna Entertainment Corporation) have advanced ideas that would require re-zoning in order to build large-scale commercial developments on the property, and each time Albany residents have resisted, and ultimately those proposals were withdrawn. Now, for the first time, the city of Albany has decided to stop reacting to private proposals, and instead to develop an independent vision for the kind of waterfront that residents will be proud to call their own – one vision created by many voices.

Early History: The Waterfront Takes Shape

The Albany waterfront is the result of a colorful history. It was first settled by members of an Ohlone Indian tribe - the Huchiun - who left behind shell mounds and grindstones by Cerrito Creek at the base of Albany Hill. The Native American population was displaced by Mexican and Spanish settlers in the early 1800s when a large area of the East Bay, including what is now the Albany waterfront - consisting mostly of a large salt marsh and an island called El Cerrito del Sur - was granted to Luís María Peralta in 1820 by the Spanish governor who controlled the region at the time. The Peralta family sold the island (which is now the site of the Golden Gate Fields grandstand) to John Fleming and what is left of that parcel is known today as Fleming Point. In 1879, the Giant Powder Company, suppliers of dynamite to the gold miners of the Sierra, selected Fleming Point as the company's location after frequent accidental explosions made the company unwelcome in San Francisco. Dynamite factories dominated the Albany Waterfront until 1905 when they were replaced with less explosive chemical factories.

Albany Waterfront

Maps Historic Maps Measure C Creation of Eastshore State Park Comparative Land Acreage

N

The 1906 San Francisco Earthquake brought thousands of displaced San Franciscans to the East Bay. In those years, Berkeley residents used the edge of the marsh at Fleming Point as a garbage dump. History tells us that Albany was incorporated as a city to stop Berkeley from dumping its garbage there, making protection of the waterfront critical to the founding of the city (originally incorporated as Ocean View in 1908, and renamed Albany, in 1909.) Over time, the area between the shore and the island fused, eliminating El Cerrito del Sur, and creating what we know today as the Albany waterfront.

Golden Gate Fields: Horse Racing Comes to Albany

In 1939, Santa Fe Southern Pacific Corporation, which owned most of Albany's waterfront, leased about 130 acres to the Golden Gate Turf Club to create the Golden Gate Fields Racetrack (100 acres in Albany; 30 in Berkeley). The track has dominated the Albany waterfront and been an important part of the city for the past 70 years. To create Golden Gate Fields, the top portion of Fleming Point was removed and used as fill to build the track and parking area. The grandstand and clubhouse were built on the remaining part of Fleming Point. In 1944, the racetrack was taken over by the U.S. Navy and used as a site to repair amphibious vehicles and to house as many as 3,000 service men. The Navy re-engineered the track area to support its repair work, and when the land was returned to Golden Gate Turf Club, a new track was constructed. Golden Gate Fields re-opened in 1947, and has been in continuous operation as one of California's premier thoroughbred horse racing venues ever since.

Development vs. Preservation: The Tug-of-War over the Albany Waterfront

In the early 1960s, environmental groups, led by the newly-formed Save the Bay Association, were trying to stop fill operations that had already drained and filled thirty percent of the Bay and threatened another forty percent. In the face of this opposition, in 1963, the city of Albany granted a license to a landfill operator that permitted dumping construction debris and garden Waste into the Bay at the end of Buchanan Street, north of the racetrack. In 1965, Save the Bay led the effort to create the Bay Conservation and Development Commission (BCDC), a state agency that regulates fill and development on the San Francisco Bay shoreline. BCDC sued the city of Albany in 1966 to stop the landfill operation, but they were unsuccessful and the fill continued until 1983. (Ironically, it is the landfill that created most of what has become the 88 acres of public park at the waterfront, including the areas we know as the Plateau, Neck, and Bulb.)

In 1985, the Sierra Club, Save the Bay, and others created Citizens for the Eastshore State Park, later renamed Citizens for East Shore Parks (CESP) – a group dedicated to the preservation of waterfront land and to the creation of a state park, along the shore from Oakland to Richmond. In the same year, Santa Fe Pacific Realty Corp. (Santa Fe), then owners of Golden Gate Fields, authorized the preparation of a "program EIR" with six scenarios, ranging from a park to 3.7 million square feet of hotel, office, commercial, and residential development, and 61 acres of parks and open space (including what we now call the Plateau and part of the Neck.) Throughout this period, support for a state park was building and money was allocated from several agencies for this purpose. In 1985, Albany secured a lease agreement to incorporate the Bulb into the future Eastshore State Park, Santa Fe – in its efforts at commercial development – was fighting an uphill battle.

In 1988, the movement to create Eastshore State Park got a major boost with the passage of bond measures for land acquisition along the shoreline, sponsored by California Department of Parks and Recreation (CDPR) and East Bay Regional Park District (EBRPD). Funding was now available to bring to reality the long-standing dream of a shoreline park. During the four years (1985 to 1989) that Santa Fe's development proposal was under formal environmental review, it became obvious to the company that it didn't have the community support it needed to complete the development. Santa Fe withdrew its proposal in 1989 and sold Golden Gate Fields to Ladbroke Land Holdings (Ladbroke), a British-based company.

Soon after the sale, Albany citizens passed Measure C (see sidebar story) which created the additional step of voter approval to any decisions about waterfront zoning. With the enactment of Measure C in 1990 (and still in place today), any change to waterfront land use regulations requires direct approval by a majority of Albany voters. In 1996, the city of Albany built the Albany Waterfront Trail (a segment of the Bay Trail) with a grant from the Coastal Conservancy. The Trail parallels Buchanan Street and provides wheelchair-accessible bird watching platforms that overlook the Albany State Marine Reserve to the north. Two years later, the potential for an Eastshore State Park at the waterfront greatly increased when California Department of Parks and Recreation acquired the 30-acre Plateau property. A year later, in 1999, Ladbroke sold Golden Gate Fields to Magna Entertainment Corporation (MEC), a horse racing group.

founded by Canadian auto parts entrepreneur Frank Stronach,

•

In 2002, after almost 40 years of citizen activism, Eastshore State Park was formally established - extending 8.5 miles along the shoreline from Oakland to Richmond. The park designation protects most of the undeveloped shoreline land, including 260 acres of dry land and 2,002 acres of tidelands.

Beginning in 2002, MEC attempted to develop the Golden Gate Fields property, while preserving the racetrack. The first proposal was called Rancho San Antonio – 650,000 sq. ft. of new retail, commercial, and entertainment development on the north and west sides of Fleming Point and additional development on the portion of its property that lies in Berkeley. MEC withdrew the proposal in 2004 when it failed to get a positive reception.

In 2005, working with southern California developer Caruso Affiliated, MEC advanced a conceptual plan to develop a constellation of upscale retail establishments and related mixed-use development, totaling up to 800,000 sq. ft. on 45 acres, primarily on the northern parking lot of the Golden Gate Fields property. MEC and Caruso impressed some Albany residents with their willingness to engage the community and incorporate open space and community service facilities into their plans, but others were critical and skeptical. After more than a year of concerted efforts, during which time several Albany waterfront-focused groups emerged, MEC and Caruso withdrew the plan.

The MEC/Caruso process left bitter feelings in its wake — with supporters and opponents of MEC's plans, each accusing the other of rigidity and misinformation. In 2006, a slate of city council candidates, opposed to the type and density of development that MEC had proposed, won a hotly-contested election in which the future of the waterfront was a significant issue.

Voices to Vision: Shaping the Future of the Waterfront

In 2007, Albany decided to engage residents in a process that it hoped would help heal the divisions that have emerged over site development issues in recent years, and also engage a broad cross-section of residents to come together to develop a shared vision for the waterfront. To create this vision, in the Spring of 2008 the city of Albany, through its Waterfront Committee, selected Fern Tiger Associates to design and implement a program to involve the broad Albany community in a participatory process through which the voices of Albany residents will formulate a clear and strategic vision for the future of the city's shoreline.

Sources: Images of America; Alpany, Karen Sorensen and the Albany Historical Society, 2007; Creating the Bastanore State Rant, An Activitis History, Norman La Foice. 2002; The Green Loos & Abstrachment Vision for the Albany Waterform. Such in Motor. 2005; mostly lynam section-reading 1995 sold Visione Nasconnection. Land, Dorth Emindmental Insect Report. 1995, Sectione Source Service Summany. 2007; Paris and an activities of Albany Landful, Albany Waterform. Lands. Dorth Emindmental Insect Report. 1995, Sectione Source Service Summany. 2007; Paris and a retorn Section From Albany, Service of Emindmental Insect Report. 1995; Sectione Source Service Servic

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The Adoption of Measure C

In 1989, Albany voters approved Measure C, the Citizens Waterfront Approval Initiative, which requires a majority vote of Albany residents to change the land use and zoning regulations on any property west of I-80/I-580 within the city of Albany. Amendments to the Waterfront Master Plan or any development agreement on waterfront lands would also require voter approval. Allowable uses (subject to use permits) include park and recreation facilities; utilities (major, minor, and underground); commercial recreation, including horse racing; restaurants and bars; marinas, boat-launching ramps; parking (non-residential); and waterfront- and sports-related commercial sales and services. Current and future owners of any part of this property will need the approval of Albany voters for any uses other than those specifically described.

Sources: Eastshore State Park General Plan. 2002; Creating the Eastshore State Park: An Activist History. 2002. Norman La Force: Albany Municipal Code: Zoning Ordinance. 2004.

Albany Waterfront

Maps

Historic Maps

Measure C

Creation of Eastshore State Park

Comparative Land Acreage



THE WATERFRONT PLANNING FOR ALBANY SESSIONS ALBANY TALKS ALBANY ASKS REFERENCE UPDATES

The Creation of Eastshore State Park

In 1961, Save the Bay was founded by Sylvia McLaughlin, Esther Gulick, and Kay Kerr to stop the wide-spread practice of dumping garbage and fill materials into the shallow edges of the San Francisco Bay. These early efforts grew into a movement to preserve the shoreline and to provide permanent access to it by creating a shoreline park. Over the next four decades, Save the Bay, Sierra Club, and later, Citizens for the Eastshore State Park, successfully organized opposition to dozens of proposals for commercial development on the 8.5 miles of waterfront from Oakland to Richmond. In the 1970s, park advocates got the support of then-State Assemblyman Tom Bates and were able to pass successive rounds of state and regional bond measures to fund the creation of what is now known as the Eastshore State Park. Despite the success of the bond measures, the California Department of Parks and Recreation (CDPR) was less than enthusiastic about an urban park on former landfill sites and made the park a low priority. Park advocates were able to get legislation passed in 1992, designating the East Bay Regional Park District (EBRPD) the lead agency for acquisition and planning for the Park. This effort created an unusual, but effective, collaboration between EBRPD and CDPR that led to the purchase of the current park lands. Today, Eastshore State Park is comprised of 260 acres of dry land and 2,002 acres of tidelands, protecting most of the undeveloped shoreline sites from the foot of the Bay Bridge in Oakland to the Marina Bay neighborhood in Richmond.

Sources: Basts none Park Project: Resource Summary, 2001; Basts none State Park General Plan. 2002; Creating the Basts none State Park: An Activist History, 2002. Norman La Roice.

Albany Waterfront

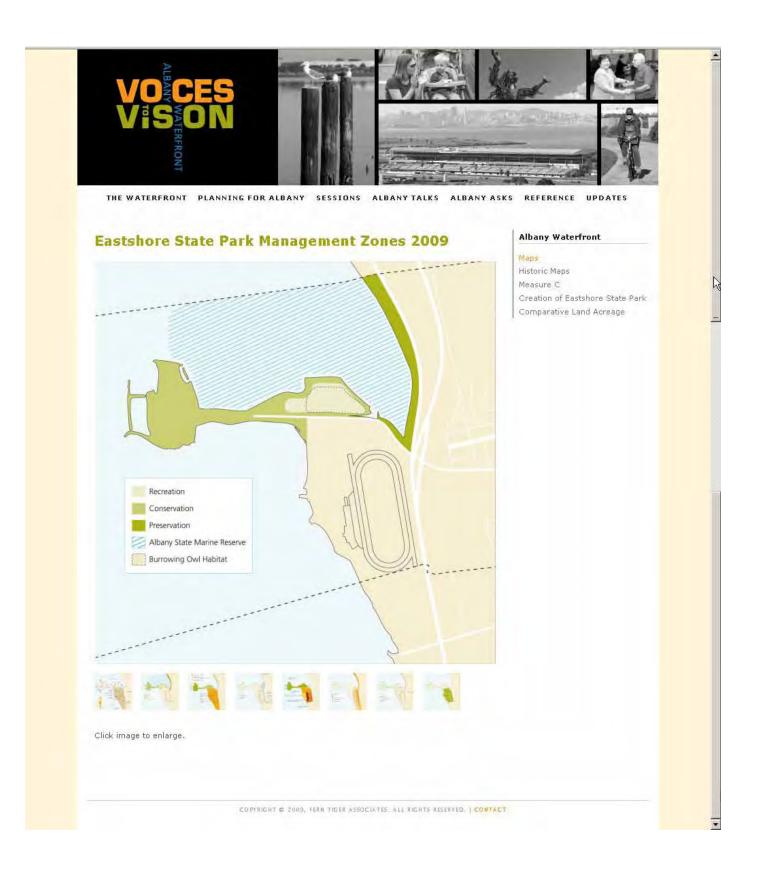
Maps

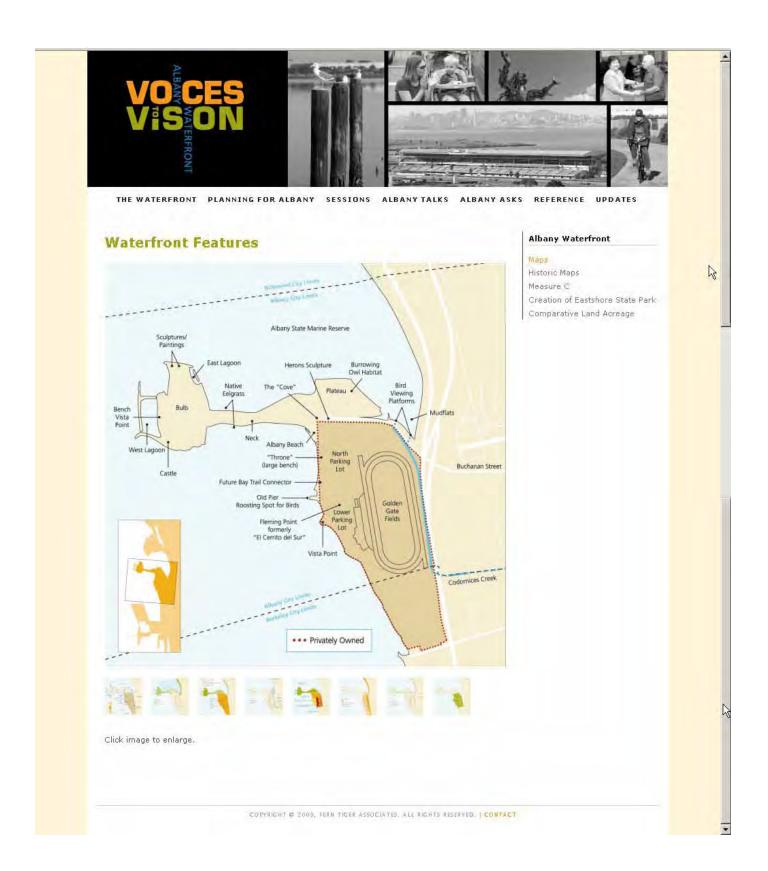
Historic Maps

Measure C

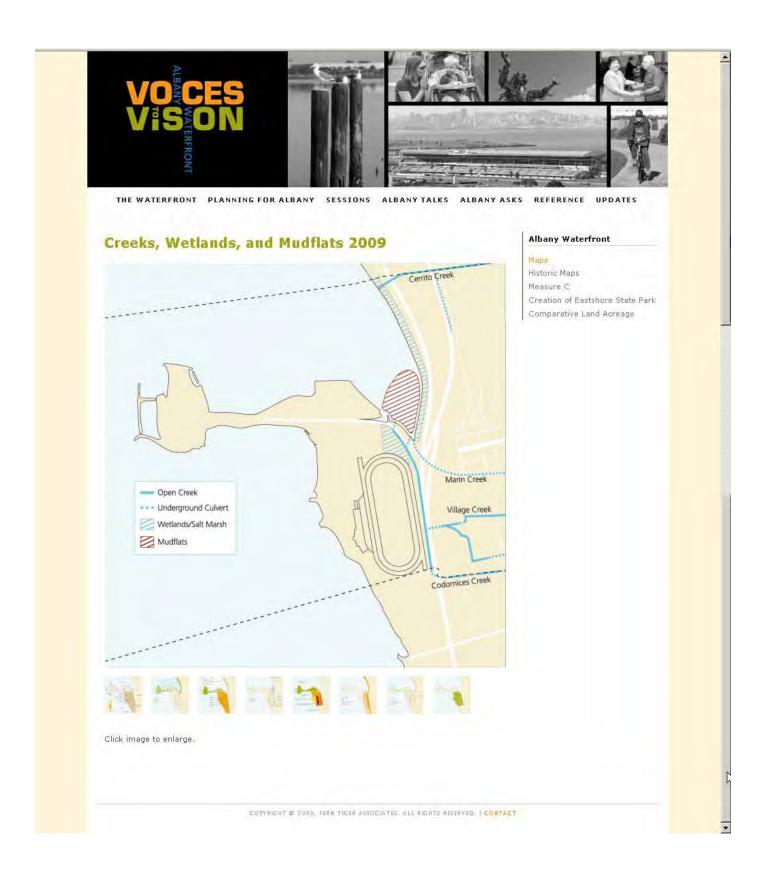
Creation of Eastshore State Fant

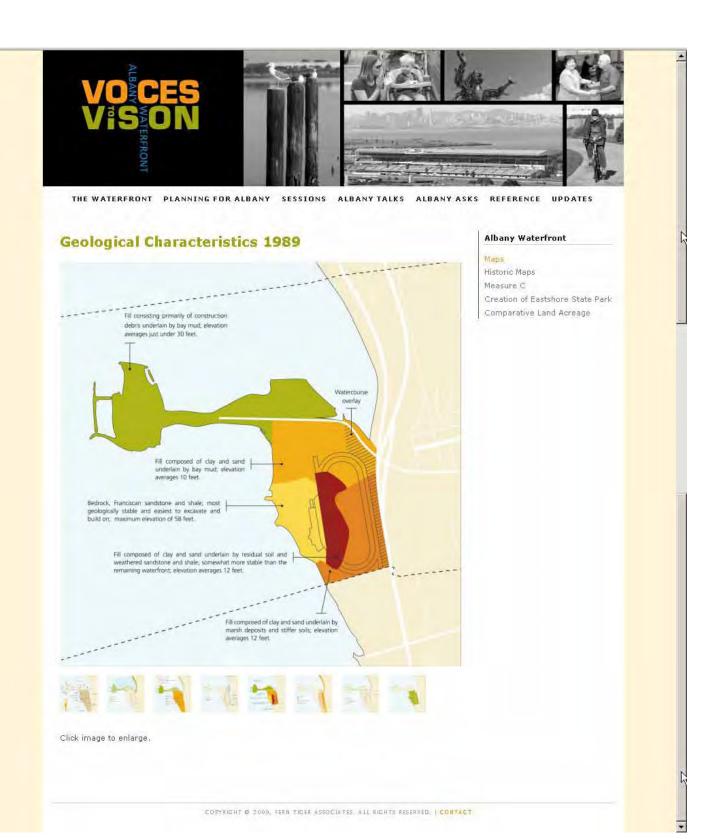
Comparative Land Acreage

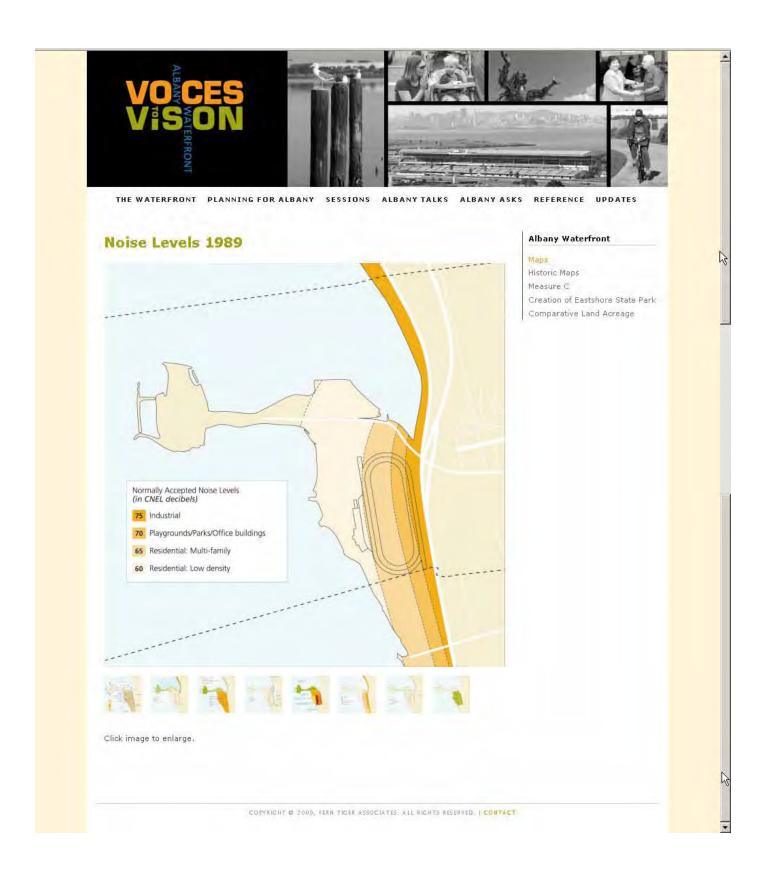


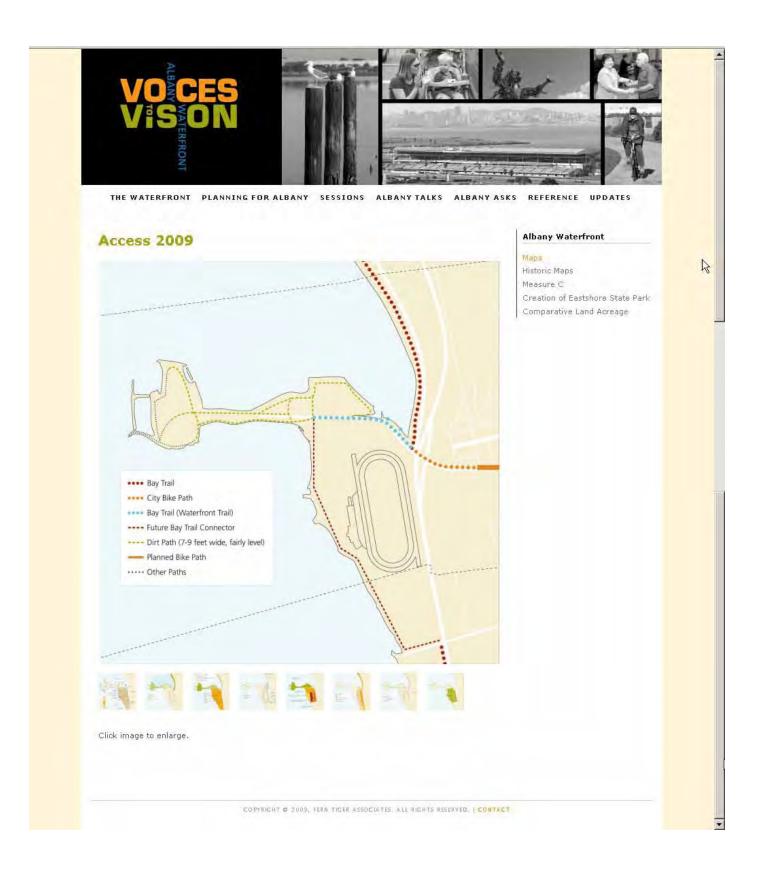


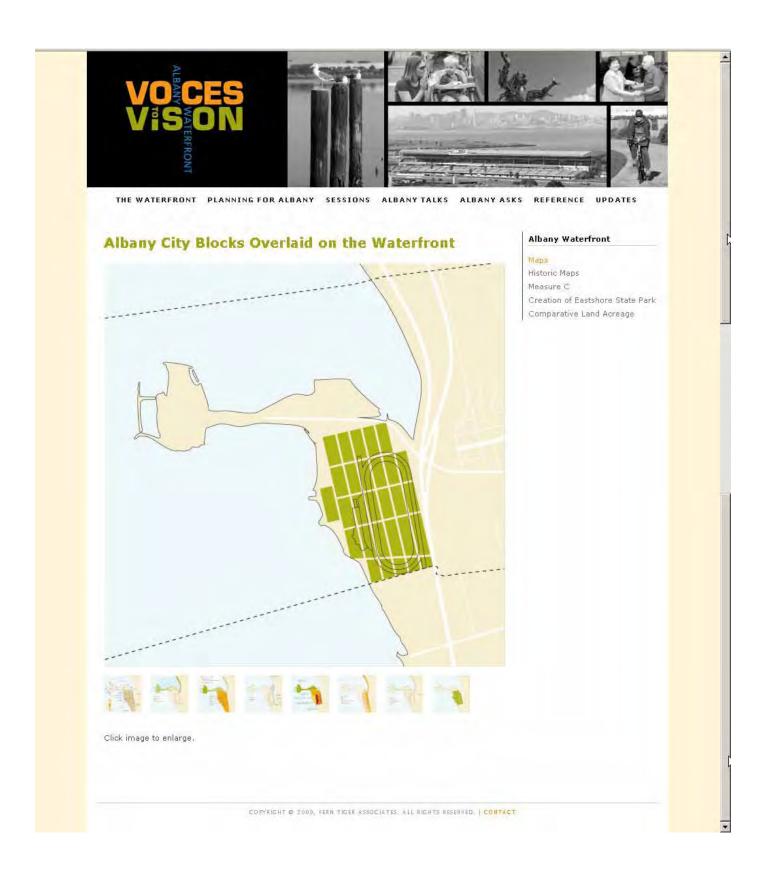


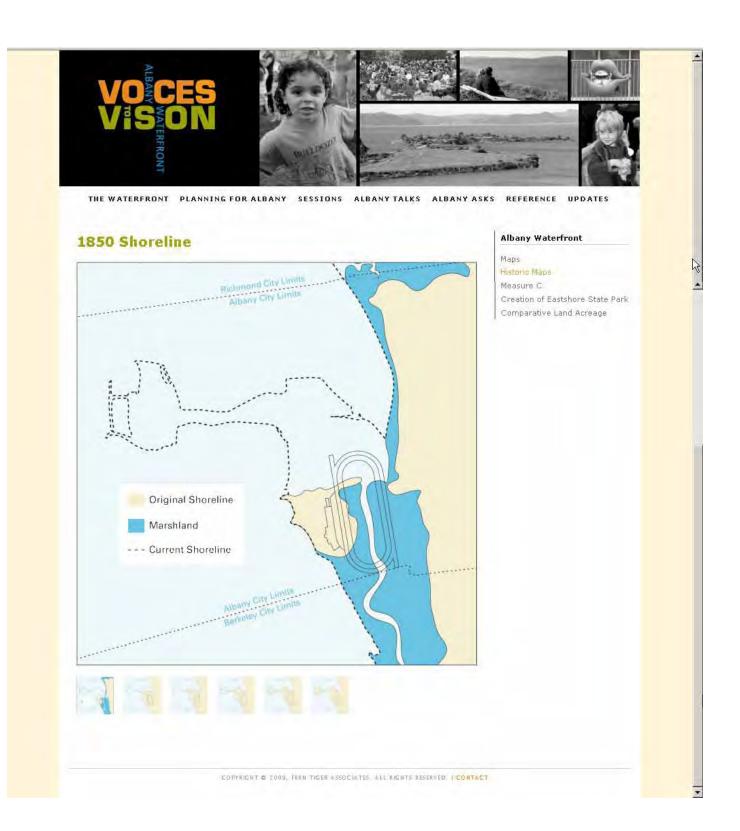


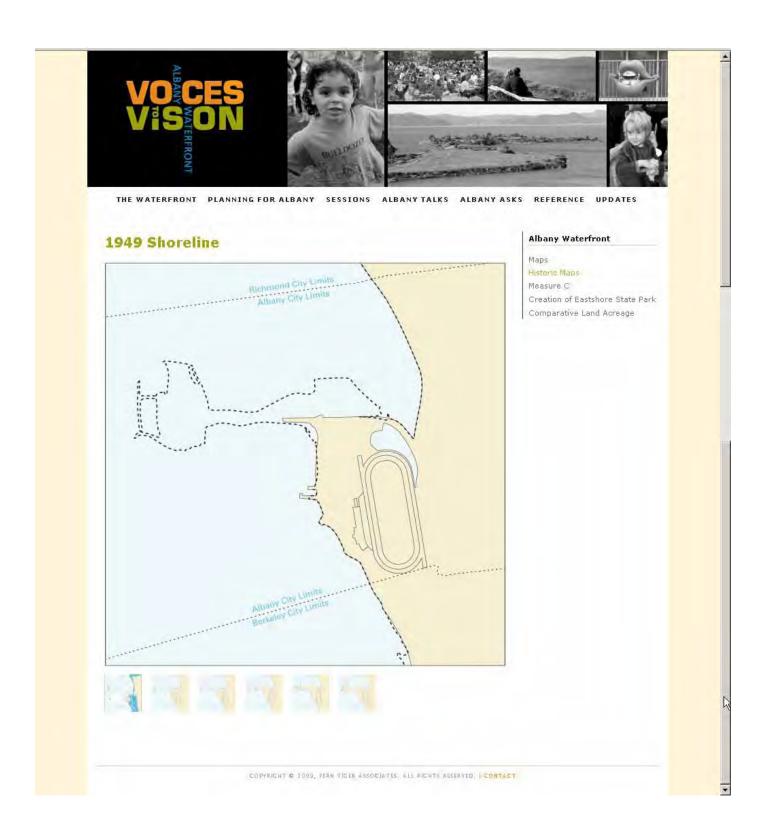


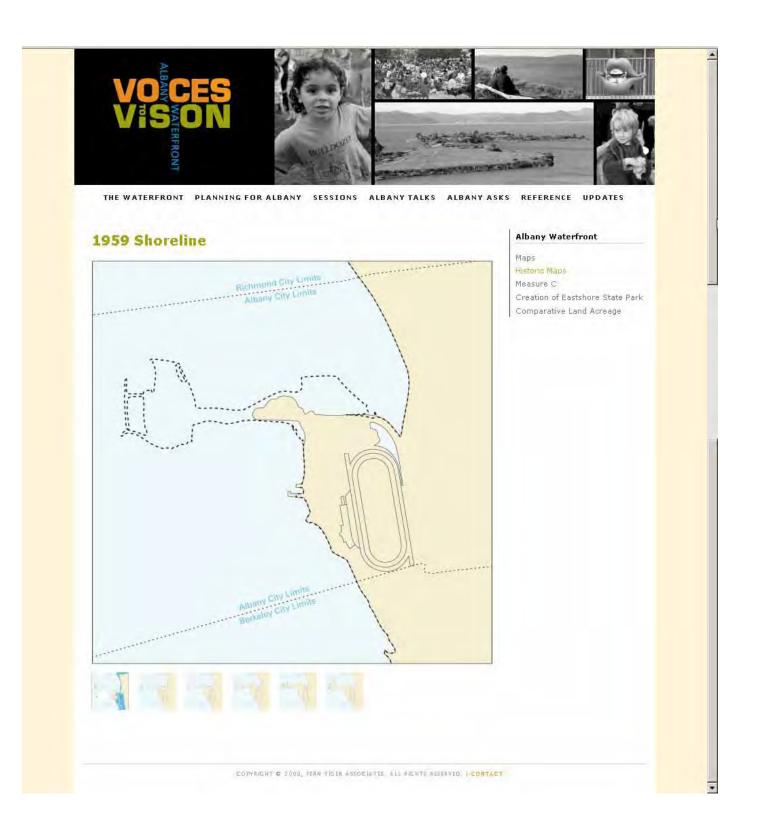


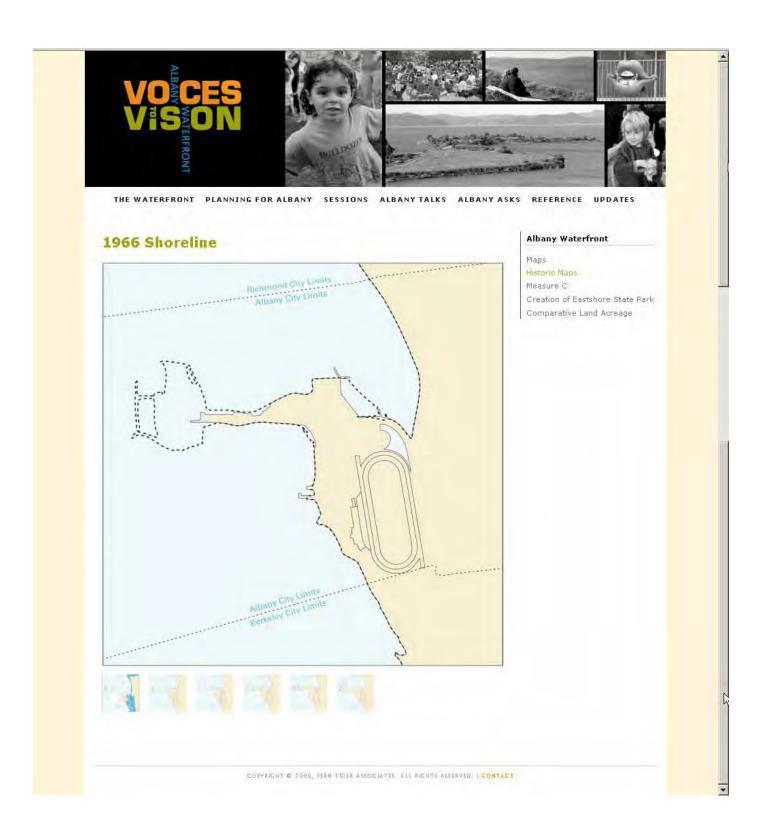


















Planning for Albany

As Albany works on a wide range of efforts to shape its future – programs designed to both expand the city's economic viability and retain an exceptional commitment to environmental sustainability and attractiveness to families – it is beginning to create a framework for the next twenty years through the revision of the Albany General Plan. General plans are considered the foundation for decisionmaking about housing, business, and industrial development; locations for roads, parks, and infrastructure; environmental protection and conservation; and noise, density, and other land uses. They outline a city's vision for its future and create a comprehensive and internally-consistent set of policies to promote the realization of that vision. City-level general plans first appeared in 1927, when the California Legislature authorized them for incorporated cities. Over the years, numerous "elements" evolved as important components, and general plans – as we know them today – have been required since 1971. Over the past three decades, state planning law has been revised to reflect current standards and best practices, requiring that development decisions be consistent with the general plan. Currently, there are seven required elements: land use, circulation, housing, conservation, open space, noise, and safety. Revising Albany's General Plan offers the opportunity to ensure that future development and decisionmaking about land use build on the values of the community.

Albany "Prepares to Prepare" for the Next 20 Years

Albany's General Plan 1990 - 2010 was adopted in 1992; the land use element was amended in 2004 to reflect new priorities and emerging opportunities.

To prepare a general plan, cities begin with a review of existing data and engage in research, community education, and gathering of public input, Coordination with regional and state agencies is required, resulting in an often lengthy process. For that reason, Albany is starting now — to develop General Plan 2010-2030, a document that will guide the city as it makes decisions that will affect the adult lives of our children and grandchildren.

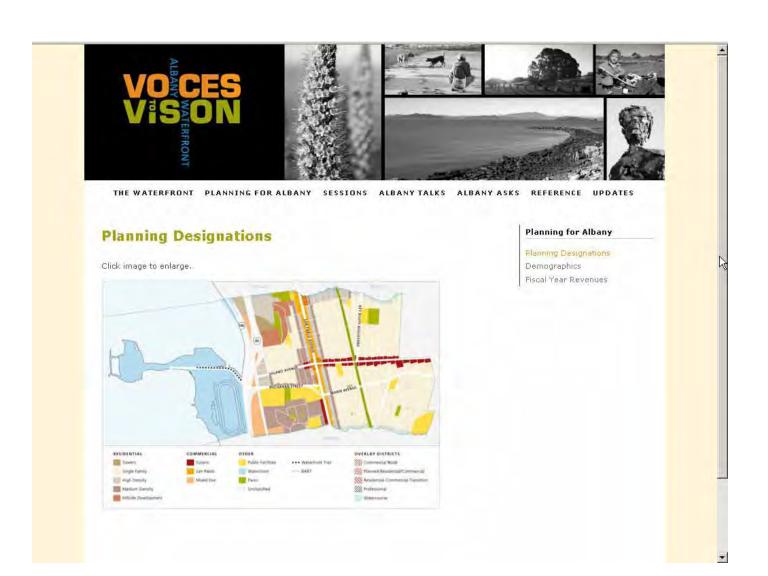
Albany's current plan combines the seven staterequired "elements" into five broad sections: land use; circulation; housing; conservation, recreation, and open space; and community health and safety — with policies to support the goals of each section. Discussions about the housing component — being led by the Planning and Zoning Commission — are already underway, including the challenge of finding locations for 276 new housing units (the number deemed necessary to accommodate anticipated changes in the local population).

As the general plan process unfolds, there will be opportunities for Albany residents to make suggestions about what the city should look like in years to come. A well-thoughtout plan prescribes the order, patterns, and characteristics of future growth, based on data and the community's Vision. For Albany, the core issues are wide ranging and include: maintaining the quality of life residents consider critical; ensuring sustainability and high standards for commercial and residential development; taking a leadership role in climate change policies; preserving and potentially expanding open space and areas for recreation; supporting first-class education; reducing vehicle miles traveled; maintaining commercial vitality; protecting ecologically-sensitive areas; increasing the availability of affordable housing; ensuring public safety; and supporting municipal fiscal stability.

The new plan will reflect residents' needs and desires, prompting some to ask how a plan intended to give direction on physical layout can reflect values such as reduction of vehicle miles traveled or economic strategies. But Albany residents would say: "It must, if it is to be the right plan for Albany." It is hoped that Voices to Vision, while focusing primarily on Albany's waterfront, will create an opportunity for residents to express opinions about a vision that lays a foundation for strategic decisionmaking and planning by the city – reflecting the values and spirit of the Albany community.

Planning for Albany

Planning Designations Demographics Fiscal Year Revenues







Albany Demographics

Click image to enlarge.

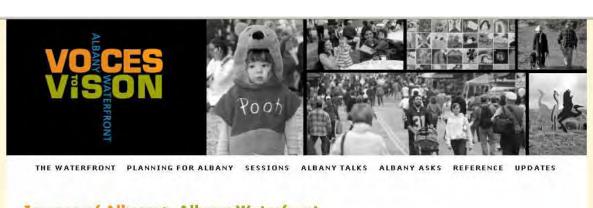
	POPULATION	
16,444	High school graduate or higher 10,854 (94%)	
Median age 36.3	17 years and under 23%	65 and over 11%
	HOUSEHOLD INCOME	
\$54,91		\$41,994
	EMPLOYMENT	
8,859 (67.	10.2.000 mm	647 (56%)
	OWNER VERSUS RENTER OCC	TOTAL
50.6%		49.4%
	COMMUTING TO WORK	
33 minu		54%
Carpool with others 12%	Take public transit	9%
	CITY AREA IN SQUARE MI	LES
1.7		Without Waterfront District
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	ch on voting records on environme	rkeley #2) "greenest cry" in Californi intal issuet, environmentally-preferab
	OCEAN VIEW OR ALBAN	Y
Albany schosen in honor of its fi		with other towns of the same name hares its name with more than 30 citis States.

Planning for Albany

Planning Designations
Demographics

Fiscal Year Revenues





Images of Albany > Albany Waterfront









B





Favorite Waterfronts

Add your favorite Waterfront to the list below with a link to an image of the location.

Chicago Lakefront

http://h3.ggpht.com/_3MZEweqkQxY/SaGNkFixYht/AAAAAAACIo/oRydTibYP2L

/Chicago+Feb+2009+038 JPG

May 26, 2009 | 🖶 Community Interview

San Diego, CA

http://www.sdreeyslers.org/albums/5April2009/23_5797_Waterfront.jpg

May 26, 2009 | Gramunity Interview

Helsinki, Finland

http://www.rivierareporter.com/images/stories/travel/helsinki_E.jpg

May 26, 2009 | P Community Interview

Stockholm, Sweden

http://www.travaladvantures.org/continants/europe/images/stockholm-waterfront08.jpg

May 26, 2009 | 🖶 Community Interview

Worlds End, MA

http://www.thetrustees.org/images/full/4265.jpg

May 26, 2009 | Community Interview

Granville Island, Vancouver, BC, Canada

http://canada.skiponover.com/images/granville-island-vancouver-bc-canada-by-zhatt-publ1.jpg

May 26, 2009 | 🖶 Visioning Session

Charleston Waterfront Park, SC

http://pics4.city-data.com/cpicc/cfiles26430.jpg

May 26, 2009 | Gommunity Interview





Albany Asks

Search questions and answers:

*

In the Box (19 entries)

Answers to questions from the Voices to Vision sessions.

- How will information from regional sessions be incorporated into the community vision?
 The views of all participants will be rigorously analyzed and included in the report to the city. That said, the views of Albany residents will form the basis of the community ...
- What is the "Tidelands Trust;"
 For information about the Tidelands Trust, please see http://www.slc.ca.gov.
- Are GGF employees employed year-round or are they seasonal employees? If both, what is the
 percent in each category?

GGF employes approximately 500 people during live racing and 250 during non-racing months.

- What percent of GGF employees live in Albany?
 Approximately 5% of GGF employees reside in Albany;
- How many seats are there in GGF's grandstand and what is the occupancy capacity?
 There are 13,000 seats and the building has held as many as 30,000 people in past years.
- How tall is GGF's grandstand (What is the height of the grandstand)?
 According to GGF, the height of the grandstand depends on whether you measure the east side or the west side. They believe the height is between 50 and 100 feet ...
- What is the current status of the ownership of GGF?
 GGF continues to be owned by Magna Entertainment Corporation (MEC), a publicly-traded Canadian company. The property was originally listed in a stalking horse bid, but was later
- What is the situation with the dachshund race that was held at GGF recertity?
 GGF hosted a dachsund race that brought more than 11,000 people to the track -- the larges number of people at GGF in more than two decades. There is no wagering ...
- Are all the horses stabled at GGF? Are they stabled year round at GGF?
 There are 1,350 horses stabled at GGF, year round. The stables are on GGF's property in Berkeley (not in the Albany section). Alameda County Fair has the capacity to stable 700 ...
- What is one acre equal to?
 One acre is the equivalent of eight (8) tennis courts.

removed from the group ...

- Are other forms of gambling (other than horse racing) allowed at the waterfront?
 Horse racing is the only form of gambling sanctioned at the waterfront by the city of Albany and the state of California.
- What is the status of the ferry? Originally there was consideration of a site at the Albany waterfront for a ferry to San Francisco.

The Water Emergency Transportation Authority (WETA) is a state agency that is exploring a location for a ferry in the Berkeley/Albany area. The Draft Environmental Impact Report (DEIR) is studying four ...

• What is the current Albany budget deficit for FY2009 and what is the projected budget deficit for FY2010?

There are no deficits anticipated at the present time in either fiscal year.

. What does the city say about the status of the Bay Trail in Albany?

The city of Albany supports the establishment of a Bay Trail along the Albany waterfront, and has been supportive of the negotiations taking place between East Bay Regional Park District and ...

• Is it true that Golden Gate Fields has not paid its 2009 property taxes?

Magna Entertainment Corporation (MEC), the owners of Golden Gate Field, sent partial payment in May 2009, for the second installment of fiscal year 2008-9 property taxes that were due on April ...

 Are large wind turbines allowed within the current zoning at the waterfront (would they be considered "utilitites," which are allowed?

Wind turbines are not included in the land use definitions within the zoning ordinance, The closest definition would be "utilities" which are permitted in the Waterfront District.

- Does the city believe that a hotel fits the current waterfront zoning?
 No.
- Would a "boatel" fit the current waterfront district zoning?

The city of Albany does not have a land use definition in the zoning ordinance for a "boatel." The closest zoning ordinance definition would be a hotel or a motel, and \dots

Is the Golden Gate Field Club House a historic structure?

There is no official historical designation for the GGF Club House.

Other (9 entries)

Answers to questions that have been recieved via email, etc.

- What do 1 do if I never received the publication that was mailed to every Albany household?
 Please email info@voicestovision.com or call 444-4567 with your address, to receive a copy of the publication. You can also read the publication and download it from the website, Please note that ...
- What are the dates for the "regional stakeholder" sessions? Are they the same as the sessions for Albany residents?

Sessions for non-Albany residents who are interested in voicing their thoughts about the Albany waterfront, are being held Thursday, June 4 from 7 - 8:30 pm at the Albany Community Center/Library ...

 What is the anticipated impact of rising Bay water levels (in 50 years +/-) be on the Albany waterfront?

Global warming poses a threat to significant portions of the Bay Area. According to the Intergovernmental Panel on Climate Change (IPCC) and the California Climate Action Team, sea level may rise ...

 Can individuals who are part of organizations "represent" more than their own personal view at the Voices to Vision sessions?

Voices to Vision is committed to hearing the voices and ideas of all participants, but people need to be present and to participate directly in the session activities so that all \dots

 When is the next opportunity for Albany business owners who do not live in Albany to participate in Voices to Vision?

The session for Albany business owners who do not live in Albany is Saturday, June 27th, 10 - Noon at the Albany Senior Center. Please remember to RSVP if you intend \dots

 Why wasn't the "plan" for the future of the Albany waterfront included in the Voices to Vision publication?

The goal of the Voices to Vision publication was to provide adequate background data so that the community would be able to create a vision that would be based on solid ...

How much did the Voices to Vision publication cost the city?

The printing of the Voices to Vision publication (20 oversized pages) was approximately \$21,000 (or about \$1.75 per copy; 12,000 copies were printed). The information included in the publication and all ...

Is Voices to Vision a developer-driven process?

Voices to Vision is NOT developer driven. It is sponsored by the city of Albany to gain information about the perceptions and vision Albany residents have about the future of the ...

• Is there a way for participants to submit comments after the session?

Feel free to contact info@voicestovision.com with any post-session thoughts you might have.

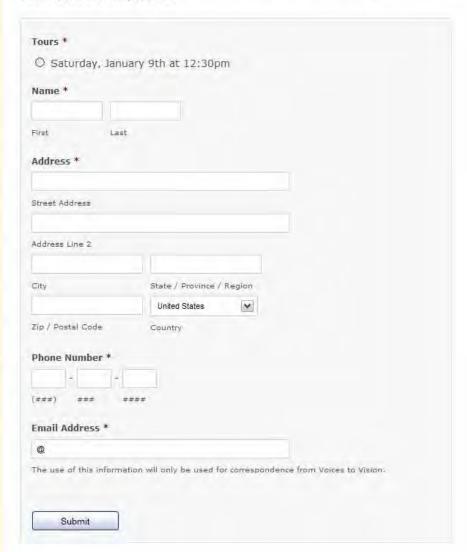


Waterfront Tour

- Free tour led by Patty Donald, Berkeley Waterfront Naturalist, with 30 years experience on the East Shore
- When? Tuesday, December 22nd at 9:30am and Saturday, January 9th at 12:30pm
- · Starts at the bird sculpture (near porta-potties)
- · Appropriate for all ages
- · Approximately 1 hour in length
- Limited to 15 people (requiring RSVP* below or at 444-4567)
- Wear sturdy walking shoes (no clogs or sandals), dress in layers, bring hat, sunscreen, and water in non-disposable bottle

*PLEASE NOTE: There is enough time for you to attend the waterfront tour and one of the Voices to Vision sessions on January 9th, 2010.







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FAQ's > Voices to Vision (4 entries)

Search the FAQ for entries containing:

*

What is "Voices to Vision"

Voices to Vision is a process begun in 2008 to educate and engage the broad Albany community in a participatory series of activities to consider the future of the city's waterfront. ...

How does this process differ from earlier public workshops focused on the waterfront?

Voices to Vision is a city-driven process that is proactively seeking to craft a citywide vision for the future of the waterfront without pre-conceived ideas about what might be possible in \dots

■ Who will use the results of Voices to Vision?

The city, park officials, property owners, and private developers can use the results of this community dialogue as an indication of the types of proposals Albany residents will support.

· How was the information in this publication gathered?

The information included in this publication was written by Fern Tiger Associates (FTA) and reviewed by city of Albany staff. FTA utilized a wide variety of primary and secondary sources in ...



THE WATERFRONT PLANNING FOR ALBANY SESSIONS ALBANY TALKS ALBANY ASKS REFERENCE UPDATES

FAQ's > The Bay Trail (2 entries)

Search the FAQ for entries containing:

*

Who manages the Bay Trail?

The plan for the Bay Trail includes a 500-mile continuous bike and recreational path that will encircle the San Francisco and San Pablo bays. A little more than half of the ...

When will the gap in the Bay Trail between Buchanan and Gilman streets be completed?

The East Bay Regional Park District has been in negotiations, for several years, with the owners of Golden Gate Fields to complete the trail along the shoreline behind the track. EBRPD ...

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FAQ's > Ownership (4 entries)

Search the FAQ for entries containing:

_*

What pancels make up the Albany waterfront?

The Albany waterfront includes approximately 190 acres of dry land plus the tidelands within the Albany city limits west of I-80 and I-580. There are five major parts of this property:

· What parcels comprise the Eastshore State Park?

The area known as "the Plateau" - the large, elevated section north of Buchanan Street; "the Beach" where people frequently play with their dogs; the shorelines of "the Neck" which connects ...

· Who owns Eastshore State Park?

The Eastshore State Park (ESP) is owned jointly by the California Department of Parks and Recreation (CDPR) and the East Bay Regional Park District (EBRPD). While CDPR owns 88% and EBRPD....

· Who owns the Bulb?

The city of Albany owns the Bulb. In 1985, an agreement was signed with the state to enable this parcel to be incorporated into the Eastshore State Park.



THE WATERFRONT PLANNING FOR ALBANY SESSIONS ALBANY TALKS ALBANY ASKS REFERENCE UPDATES

FAQ's > Eastshore State Park (2 entries)

Search the FAQ for entries containing:

>

What is the Eastshore State Park?

The Eastshore State Park, which was formally established in 2002, includes a group of distinct park lands on the East Bay shoreline of the San Francisco Bay. The Park extends 8.5 ...

· How did the Eastshore State Park come about

Eastshore State Park is the result of decades of citizen efforts, starting in the 1960s, to stop garbage dumping in the Bay; to oppose commercial development on the shoreline and to ...



FAQ's > Environmental (9 entries)

Search the FAQ for entries containing:

Since the Albany waterfront is comprised primarily of landfill, is there a concern about toxins?

The 1989 Environmental Impact Report (EIR) found elevated levels of some environmental toxins (particularly ammonia, consistent with degrading organic waste), but not in concentrations known to be harmful to life in ...

· Are there any wildlife preserves on the waterfront?

The small bay off the northern Albany shoreline is designated as the Albany State Marine Reserve. In this bird sanctuary, boat traffic and human contact is restricted to protect wildlife, especially ...

. Is there wildlife on the waterfront?

Despite its proximity to a major urban highway system, there is a surprising abundance and diversity of wildlife on the waterfront. The 2001 Eastshore State Park Resource Summary lists dozens of ...

· Why are there so many birds at the waterfront?

The Bay Area is on the Pacific flyway for hundreds of thousands of birds. From mid-October to March, the Albany waterfront serves as resting and feeding grounds for numerous migrating birds, \dots

Why are there so many birds at the waterfront?

The Bay Area is on the Pacific flyway for hundreds of thousands of birds. From mid-October to March, the Albany waterfront serves as resting and feeding grounds for numerous migrating birds. ...

When is the best time to see birds at the waterfront?

The best time to see birds at the waterfront is 20 minutes after high tide in the mudflats at the mouths of Codornices and Marin creeks, from the viewing platforms on ...

· Are the plants on the waterfront native?

According to the 2001 Eastshore State Park Resource Summary, the vegetation on the Plateau and Bulb is designated as "ruderal scrub" (mostly non-native shrubs and grasses), and is dominated by coyote-brush. ...

What happens to the waste from the horses at GGF?

Nearly all of the straw bedding containing solid waste is recycled at a northern California mushroom farm. Wastewater runoff from the barn area is sent through a series of chlorinated aeration ...

• What are the weather conditions at the waterfront?

Directly across from the Golden Gate, the Albany waterfront is buffeted by strong winds coming off the San Francisco Bay. According to the 1989 Albany Waterfront Draft Environmental Impact Report (DEIR),

How might climate change affect the Albany waterfront?

According to the San Francisco Bay Conservation and Development Commission (BCDC), the Intergovernmental Panel on Climate Change, and the 2006 report from the California Climate Action Team, a mean sea level ...

FAQ's > Golden Gate Fields Racetrack (6 entries)

Search the FAQ for entries containing:

• Who owns Golden Gate Fields?

Golden Gate Fields (GGF) is owned by Magna Entertainment Corporation (MEC), a Canadian company that is the largest owner and operator of horse racetracks in North America. MEC also owns off-track ...

Who owns Magna Entertainment Corporation?

Magna Entertainment Corporation is a publicly-traded company that is controlled by its founder, current chairman, and majority shareholder, Frank Stronach. Mr. Stronach also founded Magna International Inc. (Magna), one of the ...

· How many racing days does Golden Gate Fields sponsor?

In 2008, there were 127 racing days. With the recent closure of Bay Meadows Racetrack south of San Francisco, Golden Gate Fields is projecting 181 racing days in 2009.

How many horses are stabled at Golden Gate Fields?

There are 1,425 horses stabled at GGF year-round. All of the stables are located on the portion of the property located in the city of Berkeley.

How many people work at Golden Gate Fields?

More than 500 people are employed by GGF.

. Why is the parking lot north of the racetrack frequently empty?

As recently as the 1980s, the GGF parking lots were often full. The Plateau north of Buchanan Street had to be used for overflow parking. Since then, attendance at GGF – \dots

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FAQ's > Site/Surroundings (7 entries)

Search the FAQ for entries containing:

<u>*</u>

■ What is the nature of the Waterfront land?

Much of the area where I-80 is located today was tidal marsh. The area was filled in to create the present shoreline. The only part of the original shoreline that still \dots

· How was the waterfront we see today created?

From the 1880s to 1983, the Albany waterfront was shaped by landfill operations that replaced tidal marsh with solid ground. The area that is now the southern end of the racetrack ...

• Are there plans for a ferry at the Albany waterfront?

The San Francisco Water Emergency Transit Authority (WETA) has plans to run a ferry system between the Berkeley/Albany area and San Francisco. WETA has been looking at four possible sites: three ...

. How accessible is the Albany waterfront to wheelchairs and people who have difficulty walking?

The Bay Trail parallel to I-580 north of Buchanan Street and the 2,000-foot Albany Waterfront Trail parallel to Buchanan Street west of I-80 to just west of the "Cove," are paved ...

· Are there any creeks or streams on the Albany waterfront?

Codornices Creek flows down from the hills above Albany, crosses beneath I-80 just south of Target, and turns north to flow between the racetrack and the highway where it is joined ...

Has Codornices Creek always followed the channel it follows today?

According to historic maps and Friends of Five Creeks, an environmental group dedicated to the protection and restoration of creeks in the East Bay, Codornices Creek didn't originally flow into the ...

. Is there cultural or aesthetic value to the waterfront?

The 1989 Draft Environmental Impact Report (DEIR) states that "no known cultural resources are recorded within the site's boundaries." This statement strikes many Albany residents and others who visit the waterfront ...

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FAQ's > Albany Neck and Bulb (7 entries)

Search the FAQ for entries containing:

Are different parts of ESP designated for different uses?

The Albany section of the ESP includes "management zones" that identify areas designated for preservation (sensitive areas not suitable for regular human contact); conservation (areas suitable for low-intensity uses such as ...

· What and where is the Bulb?

The Bulb is the peninsula of land extending more than half a mile into the Bay from the end of Buchanan Street, It is connected to the rest of the waterfront ...

· Is the Bulb part of the waterfront?

Yes, Albany's Waterfront District and Voices to Vision define the waterfront as the land west of highways I-80/I-580 within the city limits.

. Who creates the art on the Bulb?

Most of the sculptures, paintings, and structures concentrated on the northern shore of the Bulb have been created using objects and materials found at the site. Osha Neumann, an attorney and ...

Why hasn't the Bulb been incorporated into the Eastshore State Park?

The California Department of Parks and Recreation (CDPR) has specific requirements for land to be accepted as part of a state park. Uneven ground, protruding metal, off-leash dog walking, unregulated art ...

• Are there homeless people living on the Bulb"

In the mid-1990s, there were more than 75 people living in homemade structures on the Bulb. In 1999, as part of the effort to incorporate the Bulb into the Eastshore State \dots

. Is safety a problem at the Bulb?

The waterfront is no less "safe" than other parts of Albany or nearby communities. But the waterfront is a unique area, because it is a remote location within the city limits, ...

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FAQ's > Legal/Land Use (7 entries)

Search the FAQ for entries containing:

. What, if any, regulations constrain development on the Waterfront?

There are numerous regulations that impact development at the waterfront. City zoning regulations restrict commercial uses; state and federal environmental regulations protect water and air quality, and delicate wildlife habitat; ...

What are the permitted zoning uses of the Golden Gate Fields property?

The GGF property is part of the Waterfront District which restricts allowable uses (subject to appropriate use permits) to: park and recreation facilities; utilities (major, minor and underground); bars; commercial recreation, ...

· Can the currently permitted uses (zoning) be changed?

Yes. The currently-permitted uses in the Waterfront District could be changed by a majority vote of Albany residents. This is a very unique situation. Ordinarily, the city council (following review by ...

· What rights does MEC have to devalop its waterfront property?

MEC has the right to develop the Golden Gate Fields property in a manner consistent with current zoning, Measure C, and planning and environmental regulations. MEC would have to comply with ...

• Could the city block development at Golden Gate Fields if the proposed development met current zoning?

Failure to grant permits for a fully-compliant development proposal, or a change in regulations that drastically curtails an owner's economic use of the site could result in a law suit against ...

Are areas of the privately-owned portion of the waterfront physically suitable for development?

The Albany Waterfront Draft Environmental Impact Report (DEIR) of 1989 divides the waterfront into five areas – each with different degrees of geologic stability and suitability for large-scale development.

• What public agencies have jurisdiction over the Albany waterfront?

At least 15 state and regional agencies, plus the city of Albany, have some level of jurisdiction and responsibility for the waterfront, including: Association of Bay Area Governments (ABAG); Bay Area ...

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FAQ's > Financial (15 entries)

Search the FAQ for entries containing:

How big is Albany's budget?

In 2007-8, the overall city budget was \$23.8 million, including the \$13.9 million General Fund budget. Other major fund areas include Special Reserve, Debt Service, and Capital Projects.

· What revenue sources fund the city's budget?

Revenues which fund the city's General Fund budget come from a number of sources including: property taxes; sales taxes; franchise and other taxes (including wagering taxes); licenses and permits; fines; investment ...

Is Albany financially healthy?

Albany has long had a modest and stable budget, without the fiscal swings faced by many other communities. From time to time, taxpayers have elected to fund capital and operations expenses ...

• What are the biggest sources of tax revenue to the city?

The biggest source of tax revenue, overall, comes from property taxes, which are generated from both residential and commercial properties. Property taxes contributed 35% of General Fund revenue in 2008, Other ...

■ How much tax revenue does Golden Gate Fields provide for the city?

In 2007-8, GGF (MEC) paid \$1,064,702 in taxes to the city of Albany. This represented approximately 7.7% of the city's General Fund budget.

How does Golden Gate Fields generate revenue for the city?

Golden Gate Fields (MEC) generates taxes for the city through property taxes, sales tax, business license fees, and wager taxes. There are two types of property taxes: ad valorum and parcel ...

What is the breakdown of tax revenue from Golden Gate Fields to the city?

Golden Gate Fields (MEC) 2007-8 tax revenues to the city of Albany: Total Property Taxes: \$637,745 [ad valorum (\$163,978); parcel taxes (\$473,767)]; Sales Taxes: \$69,000 (approximate); Wagering Taxes: \$357,457

How much tax revenue does Golden Gate Fields provide for the schools?

Tax revenue paid to the school district is based on property tax collections, and is separate from taxes paid to the city. In 2007-8, property tax revenue from GGF (MEC) paid ...

How much tax revenue from Golden Gate Fields goes to the library?

In 2007-8, Golden Gate Fields (MEC) paid parcel taxes of \$87,474 (included in total parcel taxes noted above) to fund the library.

Have Golden Gate Fields' tax revenues to the city changed over time?

Tax revenues fluctuate based on changes in assessed property value and changes in wagering and sale of merchandise at the racetrack. In recent years, attendance at racetracks around the country, including ...

Is Golden Gate Fields the largest tax payer in Albany?

According to the city's 2008 Comprehensive Annual Financial Review (CAFR), real property within the city comprises more than \$1.7 billion in taxable assessed value. The GGF property is first in the ...

Who are the other big property tax payers in Albany?

Several other property owners pay substantial property taxes. In 2008, Target Corporation was another large property taxpayer (1.71% of assessed value.) Other top taxpayers paid from .1% to .41% of total ...

If attendance, and thus, on-site wagering has been declining at Golden Gate Fields, won't that impact wagering tax revenues?

Yes. Declining attendance does have an impact on wagering tax revenues, though these taxes have fluctuated over the years. In 1995, wagering tax revenues to the city of Albany were more \dots

• What is the value of the Golden Gate Fields property?

A property such as the 102-acre site owned by MEC (GGF) is difficult to value. It includes a racetrack and open land, and is located directly on the San Francisco Bay, ...

Is Golden Gate Fields (or any part of the property) currently for sale?

Magna Entertainment Corporation (MEC), the owners of Golden Gate Fields, filed for bankruptcy on March 5, 2009. In the initial filing with the SEC, the company announced an agreement to sell ...

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FAQ's > Funding of Parks (3 entries)

Search the FAQ for entries containing:

*

 Are there public funds available to purchase property such as Golden Gate Fields for Inclusion into the Eastshore State Park?

Proposition 84 (2006) authorized \$400 million for state parks across California; \$400 million for local and regional parks throughout the state; and \$108 million for Coastal Conservancy projects in the Bay ...

How would construction and maintenance of a park be funded?

Finding resources to develop and maintain parks is often more challenging than identifying sources for acquisition. Demolition, construction, restoration, and ongoing maintenance costs often exceed acquisition costs.

· Are there other ways to ensure open space on the waterfront?

The city could enter into a "development agreement" (a contract, requiring negotiation of all aspects of development and use of the site) with a private landowner. A development agreement could stipulate ...



THE WATERFRONT PLANNING FOR ALBANY SESSIONS ALBANY TALKS ALBANY ASKS REFERENCE UPDATES

FAQ's > Parks and Economic Development (3 entries)

Search the FAQ for entries containing:

*

. Could the development of a park at the Albany waterfront benefit the city through job creation?

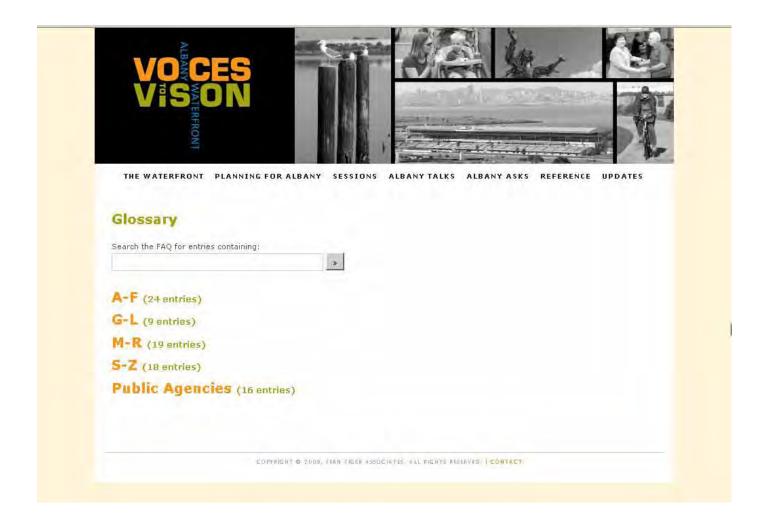
The employment most directly generated by parks in the early stages of development are in construction. Many long-term, on-site jobs are also created related to maintenance, gardening, park management, and security. ...

Would creation of a park be a market advantage to existing Albany businesses and residents?

Often the most substantial economic benefits of parks are indirect, such as improving air or water quality, or improving a community's quality of life, However, both residential and non-residential real estate ...

What are other indirect benefits of parks?

Parks can increase marketability and raise property values, thereby increasing property tax revenues. A park that attracts regional visitors also contributes to the local economy because visitors may shop in nearby





Glossary > A-F (24 entries)

Search the FAQ for entries containing:

· Acre/Acreage

43,560 square feet. Gross acreage: total area within a parcel of land; net acreage: total area within lot lines of a parcel after deduction of public street easements and areas reserved ...

• Orl Valorum Tax

Tax imposed annually on real property based on the assessed value of the property.

· Adverse Impact

Negative consequence for the physical, social, or economic environment resulting from a human action or physical project

Aesthetic

Of or concerning the appreciation of beauty

Appraisal/Valuation

Systematic, professionally-licensed method to determine a property's market value

· Art, Public

Visual work of art displayed in publicly-owned area or facility, or on private property if installed or financed with public funds

Brownfield

Abandoned, idled, or under-used industrial and/or commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination

Buildable Area

Space remaining on a lot after minimum open space, offset, and setback requirements have been met

Buildable Land

Land in urban areas suitable and available for residential, commercial, and/or industrial uses, including both vacant land and developed land that is likely to be redeveloped

Build-out

Development of land to full potential as permitted under current planning or zoning regulations

• CEQA (pronounced SEE-kwah)

California Environmental Quality Act, adopted in 1970; requires public agencies to study and minimize environmental impacts before approving new project or program

· City-maintained Land (Albany waterfront)

The Bulb; Buchanan Street; Albany Waterfront Trail (along Buchanan Street); and center portion of Neck, also called Buchanan Street Extension

Community Character

Image of a community, defined by built environment, natural features and open space; type of housing; infrastructure; and type and quality of public facilities and services

Conforming

In compliance with zoning regulations

• Conservation Area

Defined by Eastshore State Park as *an area whose natural habitat values will be protected while allowing lower intensity recreation" (e.g. Albany Neck and Bulb)

■ Contextual Zoning

Zoning that regulates height and bulk of new buildings, setbacks from street line, and width along street frontage - to conform with the character of the neighborhood

· Cost-Benefit Analysis

Analytic method to measure actual and hidden costs of a proposed project against benefits to be created

Cultural Resources

Site or structure which is part of an area's cultural heritage and typifies a particular historical era of human activity in the area

Density

Number of dwelling units or principal buildings or uses permitted per acre of land

Development

Any human-caused change to improved or unimproved real estate that requires a permit or approval

• Easement

Authorization by property owner of a designated part of his or her property for use by another party

· Eminent Domain

Authority of government to take, or to authorize the taking of, private property for public use, upon payment of just compensation

• Environmental Impact Report (EIR)

A professional study of a "project" that assesses existing conditions and effects that would result from the project; prepared in compliance with California Environmental Quality Act (CEQA)

Environmental Justice

A social movement to eliminate or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on populations of color and low-income people and to ensure ...

Glossary > G-L (9 entries)

Search the FAQ for entries containing:

General Fund

Fund used to account for all financial resources except those required to be accounted for in another fund; usually an agency's largest fund

· General Plan

Document required by state law that serves as blueprint for all land use regulations

Handla

Total amount of money wagered on races - traditionally measured daily as the sum wagered on all races

Hazardous Material

Substances that pose a substantial present or potential hazard to human health or the environment

impact

Effect of man-made actions, directly or indirectly, on existing physical, social, environmental, or economic conditions

Infill Development:

Development of vacant parcel(s) or redevelopment in built-up areas

• Infrastructura

Basic facilities (e.g. roads, sewers, power plants, transportation, communication systems) that support a community

· Landfill

Area used for disposal of non-toxic waste material Construction/Demolition Landfill Area used for disposal of nonbiodegradable waste from construction, remodeling, repair, or demolition

■ Lease

Contractual agreement by which an owner of real property (lessor) gives right of possession to another (lessee) for specified period of time (term)

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Glossary > M-R (19 entries)

Search the FAQ for entries containing:

Market Stride

Process of analyzing data relating to a proposed development, including population conditions, competition, and adequacy of site

Massire I

Voter-approved initiative, passed in 1989 and enacted in 1990; freezes existing zoning on Albany waterfront lands and requires changes in zoning to be approved by voters

· Mitigation

Measures to eliminate or minimize damage from development

Native Species

Plant or animal that is believed to originate in the local area

· Natural Condition

Condition that arises from or is found in nature and not modified by human intervention

· Natural Feature

A component or process which is present, or produced by nature, including soil types, geology, vegetation, climate, flood plain, aquatic life, wildlife

Noise Impact

Extent to which noise levels interfere with land utilization

. Open Space (Passive, Active)

Open Space (Passive, Active) Land and water areas retained for recreational use or for resource protection in an essentially undeveloped state; active: open space that may be improved and used for ...

■ Parce

A plot or tract of land defined by physical and contractual boundaries

• Farcel Tax

Type of property tax that is approved by voters and generally assessed by a special district; assessed as a fee and paid annually by property owners to support particular services

Pan-mutuel Tax

Tax imposed on money wagered on horse racing (Albany receives tax income from bets placed on-site at Golden Gate Fields); also called wager tax

· Fark

Any public or private land designated for recreational, educational, cultural, or aesthetic use. (Types of parks in Albany: community, linear, mini, neighborhood, open space, regional, as defined in Albany Parks and ...

· Pie

General term including docks and similar structures consisting of fixed or floating platform extending from a shore over water

Preservation Area

Defined by Eastshore State Park as an area with a unique or fragile habitat and resource values that need to be protected and preserved (e.g. Albany Mudflats)

· Property Tax

Tax paid by owners of real property in a given jurisdiction (e.g. ad valorum and parcel taxes)

■ Racetrack

Measured course where animals or vehicles are entered in competition against one another

· Recreation Area

Defined by Eastshore State Park as a place that can accommodate recreation and the necessary parking, utilities, and infrastructure needed to support it

• Remediation

Measures taken by a property owner or a municipality to lessen, clean-up, remove, or mitigate the existence of hazardous materials on a property to meet applicable regulations

· Riprac

Layer, facing, or protective mound of rubble or stones placed to prevent erosion of a structure or rembankment; stone used for this purpose

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Glossary > S-Z (18 entries)

Search the FAQ for entries containing:

· Sales Tax

Tax on retail products and some services based on a percentage of the purchase price

Setback

Minimum distance by which a building or structure must be separated from lot line

· Smart Growth

Urban planning model that concentrates development in city centers and around public transportation, emphasizing pedestrian-friendly, higher density, mixed-use development

Specific Plan

Detailed policy plan or set of regulations that supports the General Plan in a specific geographic area or site

· Sustainable Development

Development that meets the needs of the present population without exhausting resources and compromising the ability of future generations to meet their own needs

Taking / Inverse Condemnation

Any government action that denies economically viable use of property, or causes a "substantial" reduction in property values

Tas

See ad valorum tax, parcel tax, pari-mutuel tax, property tax, sales tax, transfer tax, wager tax)

Tas Increment Financing

Tool, only used by redevelopment agencies, to fund development by "capturing" increased future property taxes ("the increment") in a designated zone, which will be generated by the new development; only used ...

· Traffic Impact

Increase in congestion, worsening of level of service, or reductions in road safety and efficiency as a result of development

Transfer Tax

Tax imposed when title to real property is transferred from one person (or entity) to another

Transit-Oriented Development

Community comprised of multiple uses, within walking distance (average of 2,000 feet) of transit stop and core commercial area

Variange

Adjustment of specific zoning regulations on particular piece of property

Wager Tax

See "pari-mutuel tax"

Water-related Use

Activities not directly dependent upon access to a body of water, but which provide goods and services directly associated with waterdependent or waterway uses

1

Wattand

An area inundated or saturated by surface or groundwater at a frequency and duration sufficient to support vegetation adapted for life in saturated soil conditions; includes swamps, marshes, bogs; tidal wetland:

· Wildlife Habitat

Lands that contain sufficient food, water, or cover for native terrestrial and aquatic species of animals

· Boning

Division of a city or county by legislative regulations into areas, which specify allowable uses for real property, and size restrictions for buildings within these areas

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Glossary > Public Agencies (16 entries)

Search the FAQ for entries containing:

_*

Association of Bay Area Governments (ABAG)

Regional planning agency and local government service provider for the nine Bay Area counties; members are city and county governments; www.abag.ca.gov

Bay Area Air Quality Management District (BAAQMD)

Regional agency that regulates sources of air pollution within the Bay Area; board comprised of mayors, supervisors, and councilmembers; www.baaqmd.gov

Bay Conservation and Development Commission (BCDC)

Performs and supervises specialized research and policy development; has jurisdiction over all matters pertaining to San Francisco Bay, including fill and other development within 100 feet inland from high tide line; ...

California Air Resources Board

Established by State Legislature in 1967 to attain and maintain healthy air quality; to conduct research into the causes and solutions to pollution; and to address pollution caused by motor vehicles; ...

· California Department of Transportation (Caltrans)

Manages California's highways; provides inter-city rail services; and permits public-use airports and hospital heliports through its primary programs in aeronautics, highway transportation, mass transportation, transportation planning, and administration/equipment service; www.dot.ca.gov

California Department of Fish and Game

Provides habitat preservation and protection for native fish, plant species, and wildlife throughout the state, including the Albany State Marine Reserve and other aquatic communities in the Bay Delta region; www.dfg.ca.gov ...

· California Department of Parks and Recreation

Responsible for wetlands restoration, preservation, acquisition and educational exposure for the state; majority owner of Eastshore State Park, coordinates management with the East Bay Regional Park District; www.parks.ca.gov

· California Herse Racing Briard

Seven-member commission, appointed by the governor and charged with protecting the betting public through pari-mutual wagering regulation, maximizing state tax revenues and promoting horse racing and breading industries; formed in 1933,

Gify of Albany

Charter city With five-member elected council; located north of Berkeley and south of Richmond, CA; approximately 17,000 residents; www.albanyca.org

Bast Bay Regional Park District (EBRPD)

Governed by elected board of directors, each representing geographic areas in Contra Costa and Alameda counties; manages more than 98,000 acres of parks; has minority share of Eastshore State Park, which ...

• East Bay Municipal Utility District (EBMUD)

Publicly-owned utility, seven-member, elected board of directors from Alameda and Contra Costa counties; provides wastewater treatment; supplies water; controls water connections for development at waterfront; www.ebmud.com

FEMA (Federal Emergency Management Agency)

Formed by President Carter's fusion of fragmented disaster relief departments; responsible for preventing, ameliorating, and coordinating recovery from all man-made and natural domestic disasters, including floods www.fema.gov

Metropolitan Transportation Commission (MTC)

Transportation planning, coordinating, and financing agency for the nine-county Bay Area; responsible for amending and advancing regional transportation plan; governed by 19-member policy board, composed primarily of commissioners appointed by locally-elected ...

· San Francisco Bay Reginnal Water Quality Control Buard

Reviews development plans to ensure they do not impair water quality; www.waterboards.ca.gov/sanfranciscobay

State Lands Commission

Coordinates energy resources, hazard management, oil spill prevention; administers Public Trust easement rights on California shoreline; and ensures that development plans are consistent with Public Trust guidelines; members include lieutenant governor, ...

U.S. Army Carps of Engineers

Provides engineering services (e.g. ecosystem restoration and clean-up of contamination from military activity); implements Clean Water Act; has jurisdiction over navigable waters including SF Bay; www.usace.army.mil

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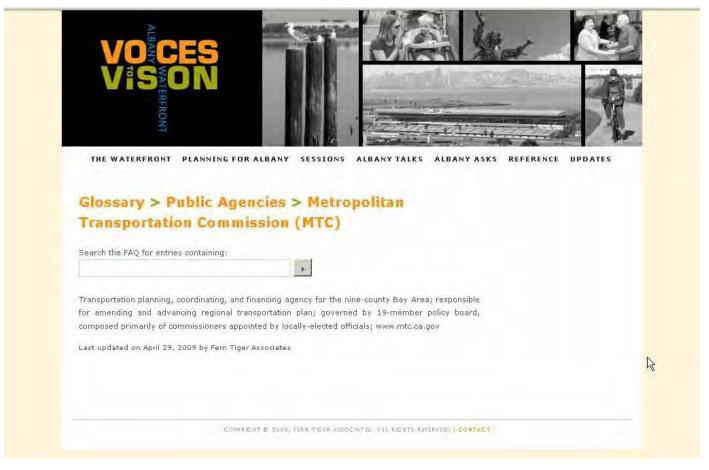
















Website Updates

WEDNESDAY, DECEMBER 16, 2009 AT 3:33PM | FERN TIGER ASSOCIATES

NEW RSVP FORM ADDED FOR WATERFRONT TOUR

Take a tour of the Waterfront before the Final Phase sessions.

COMMENTS OFF | C SHARE ARTICLE

WEDNESDAY, DECEMBER 15, 2009 AT 3:31PM | FERNITIGER ASSOCIATES

NEW RSVP FORM ADDED FOR FINAL PHASE SESSIONS IN JANUARY 2010

RSVP to the Final Phase of the Voices to Vision sessions.

COMMENTS OFF | SHARE ARTICLE

MONDAY, NOVEMBER 16, 2009 AT 2:12PM | FER! TIGER ASSOCIATES

SURVEY FAQ SECTION ADDED

Frequently asked questions about the survey have been added and updated.

COMMENTS OFF | C SHARE ARTICLE

SUNDAY, NOVEMBER 8, 2009 AT 8103PM | FERN TIGER ASSOCIATES

SURVEY UP AND RUNNING

Voices to Vision survey has been repaired. Contact info@voicestovision.com if there are problems.

COMMENTS OFF | C SHARE ARTICLE

WEDNESDAY, SEPTEMBER 30, 2009 AT 3:57PM | FERRITIGER ASSOCIATES

RSVP FORM ADDED FOR SPANISH AND CHINESE SESSIONS

RSVP form added in Spanish and Chinese for Spanish and Chinese sessions.

COMMENTS OFF | SHARE ARTICLE

Updates

Thank Your Non-residents RSVP Form Survey FAQ

Session Photos

Dession Frieds

Letter to the Community 091509

English

Spanish

Chinese

RSS

Download Materials

THURSDAY, SEPTEMBER 17, 2009 AT 9:42AM | FEAN TIGER 4550CLATES NEW LETTER AND FLYER IN SPANISH AND CHINESE ADDED COMMENTS OFF | C SHARE ARTICLE THURSDAY, SEPTEMBER 17, 2009 AT 9:42AM | FERN TIGER ASSOCIATES CITY OF ALBANY PROPERTY TAX TABLE ADDED COMMENTS OFF | & SHARE ARTICLE THURSDAY, JUNE 11, 2009 AT 2:21PM | FERN TIGER ASSOCIATES ALBANY ASKS PAGE UPDATED COMMENTS OFF | C SHARE ARTICLE TUESDAY, MAY 26, 2009 AT 4:59PM | FERN TIGER ASSOCIATES ALBANY ASKS PAGE UPDATED COMMENTS OFF | C SHARE ARTICLE TUESDAY, MAY 26, 2009 AT 4:20PM | FERN TIGER ASSOCIATES ADDED FAVORITE WATERFRONTS PAGE TO SITE Allows viewers to add their own favorite waterfronts to a running list. COMMENTS OFF | C SHARE ARTICLE THURSDAY, MAY 21, 2009 AT 11:00AM | FER! TIGER ASSOCIATES ADDED ADDITIONAL BANNERS TO SITE COMMENTS OFF | C SHARE ARTICLE MONDAY, MAY 18, 2009 AT 3:08PM | FERN TIGER ASSOCIATES ADDED "ALBANY ASKS" SECTION This section addresses questions that have been received in the Voices to Visions sessions ("In the Box") and the website. COMMENTS OFF | C SHARE ARTICLE

MONDAY, MAY 18, 2009 AT 2130PM | FERN TIGER ASSOCIATES DUE DATE FOR AHS VIDEO CONTEST EXTENDED The due date for the AHS Video Contest has been extended 10 days to May 25th. COMMENTS OFF | SHARE ARTICLE WEDNESDAY, MAY 13, 2009 AT 2:46PM | FERNITIGER ASSOCIATES ADDED AHS VIDEO CONTEST GUIDELINES COMMENTS OFF I & SHARE ARTICLE TUESDAY, MAY 12, 2009 AT 1:58PM | FERRITIGER ASSOCIATES DOWNLOAD MATERIALS PAGE ADDED Who What Why flyer available for download. COMMENTS OFF | C SHARE ARTICLE MONDAY, MAY 11, 2009 AT 5:30PM | FERN TIGER ASSOCIATES RSS FEED ADDED Now available for this page. COMMENTS OFF | C SHAPE ARTICLE MONDAY, MAY 11, 2009 AT 4:43PM | FERM TIGER ASSOCIATES GALLERIES ADDED Two new galleries have been added: Albany Waterfront and Around Town. COMMENTS OFF | C SHARE AFTICLE COPYRIGHT B 2809, FERN TICER ASSOCIATES ALL RIGHTS RESERVED. CONTACT



Links

- · City of Albany
- Waterfront Visioning Process (from City of Albany website)
- Waterfront Committee

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THE WATERFRONT PLANNING FOR ALBANY SESSIONS ALBANY TALKS ALBANY ASKS REFERENCE UPDATES

RSS

This site syndicates content via RSS (Really Simple Syndication) — which is an XML-based format for sharing and distributing Web content. Using an RSS reader, you can view data feeds from various news sources and blog sites in a central location.

How do I sign up for RSS feeds? What is an RSS reader?

To subscribe to RSS feeds, you need an RSS Reader (or Feed/News Aggregator). These programs (and services) will download and display RSS feeds for you. A number of free and commercial News Aggregators are available for download.

Many aggregators are separate, "stand-alone" programs; other services will let you add RSS feeds to a Web page: Try this google search to find a RSS reader that suits you a

What are the RSS feed(s) for this site?

Updates RSS

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Download Materials

- Chinese Flyer.pdf (262K)
- Chinese Letter on Letterhead FINAL pdf (822K)
- English Letter on Letterhead FINAL pdf (47K)
- January 2010 Presentation.pdf (3.4M)
- Spanish Flyer.pdf (188K)
- Spanish Letter on Letterhead FINAL.pdf (49K)
- Voices to Vision Publication (6.7M)
- Who What When flyer (764K)

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AHS Video Contest Guidelines

About the Contest

The purpose of this contest is to engage Albany high school students in developing videos that will encourage all Albany residents to participate in Voices to Vision (see attached description of Voices to Vision), a unique opportunity to express opinions and ideas about the future of the city and its waterfront.

Deadline: Midnight on May 15th 25th

How to Submit Video: Post video on YouTube and send URL to info@voicestovision.com with your name, video title, email address, and phone number

Video Guidelines, Rules, and Regulations

- Videos should not feature a particular opinion about the future development of the waterfront area, rather videos should promote the importance of participating in the Voices to Vision process.
- 2. Videos must incorporate the Voices to Vision website (www.voicestovision.com).
- 3. Videos should be 30 seconds to one-minute in length.
- 4. Winners will be announced on May 16th on a first, second, and third place basis. Winners will be notified via email; you can work individually or in groups, however, there will only be one prize awarded per winning submission.
- Winners will be featured on the Voices to Vision website and Facebook page; all submitted videos will have links on www.voicestovision.com; a press release will be issued.
- 6. Submissions must be created by high school students who live in Albany.
- 7. Background materials, information, and graphics can be found on voicestovision.com. If you need additional information, feel free to email info@voicestovision.com or call 510.444.4567. The City of Albany and Fern Tiger Associates have the right to use, reproduce, promote, and feature submitted videos in their online marketing and communications materials.
- 8. Videos must not include any profanity, XXX (search for copy here)
- 9. Remember, be creative and have fun!

Judges

Videos will be judged by a panel made of up representatives of the city of Albany and staff from Fern Tiger Associates.

Videos will be judged in three main categories:

- creativity
- · effectiveness in promoting the Voices to Vision process
- how well the video communicates the importance of the waterfront to the greater Albany community

Prizes

First Place: FlipCam (\$130 value)
Second Place: \$50 iTunes gift certificate
Third Place: \$25 gift certificate to Albany Bowl

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Contact



Phase One: Session Tools

- Posters for session rooms
- "The Albany Waterfront Game" materials and handouts
- "I Voiced My Vision" buttons distributed to participants
- Photos of materials, tools, and participants playing the Waterfront Game
- Facilitator Script
- Handouts



Agenda

Check in and Questionnaire

5 minutes

Introductions

and Overview 15+/- minutes

Visions for Albany 25+/- minutes

The Albany Waterfront

Game 60+/- minutes

Presentations of

Game Boards 10 minutes

Wrap up 5 minutes



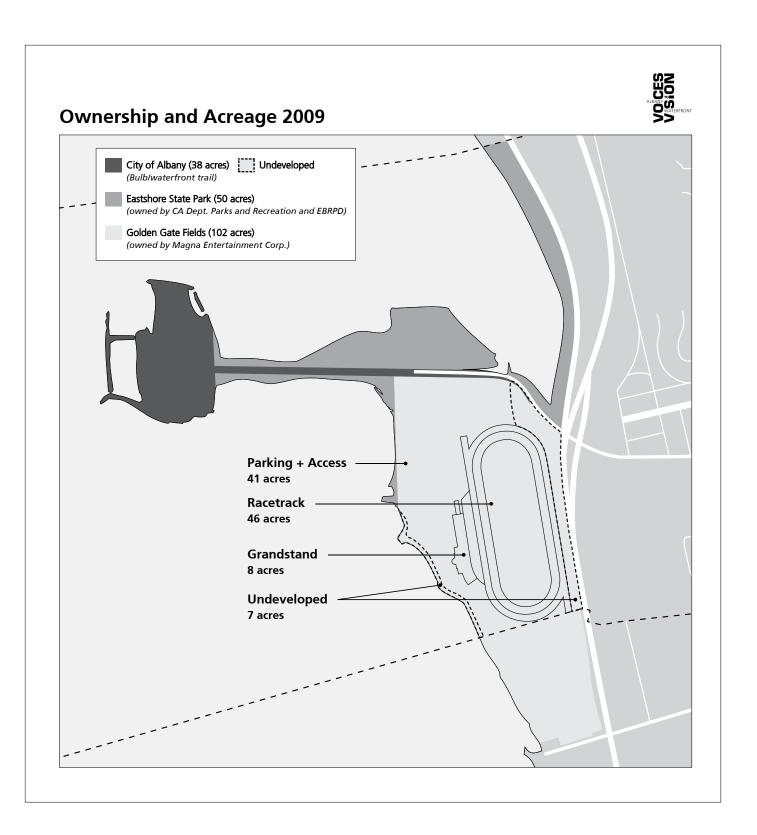
Albany Waterfront: FACTS

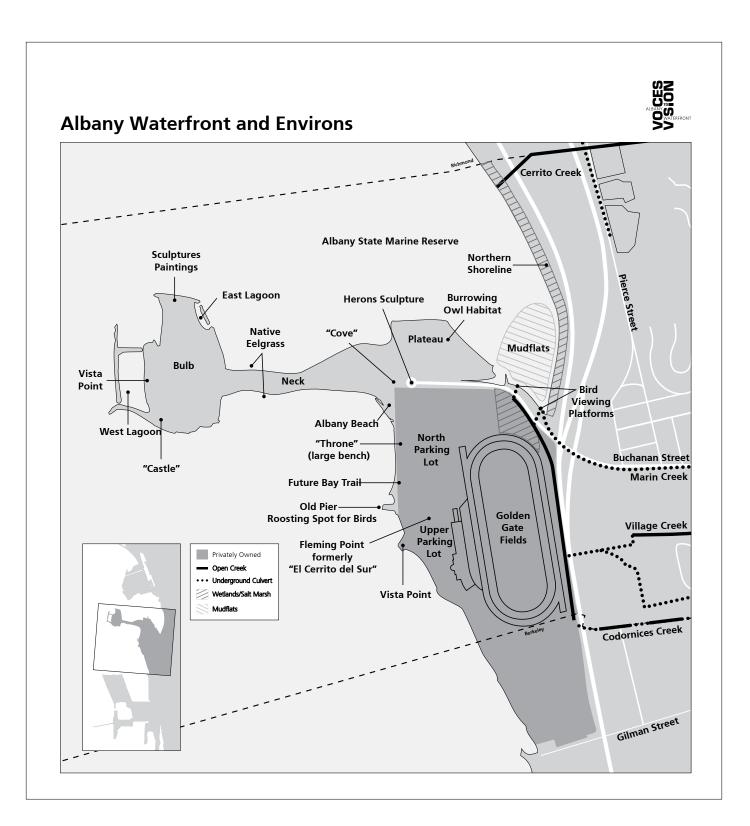
- 190 acres + tidelands, west of I-80/I-580
- Albany owns 38 acres (Bulb + Buchanan St.
 Ext.); State/EBRPD owns 50 acres (Plateau + northern shoreline); MEC owns 102 acres (GGF)
- Much of area "filled" to create present shoreline; bedrock – only Fleming Point; site varies in "buildability"
- Strong winds from the bay
- Climate change could increase sea level
- Four creeks, underground culverts, wetlands, and mudflats
- GGF pays \$1.7 million (tax revenues, FY-2007-08); accounts for 7.7% of Albany General Fund budget and 2% of school district budget
- Current waterfront zoning: park and rec facilities; utilities; bars; commercial recreation; parking; restaurants; and waterfront- and sports-related commercial sales and services
- Measure C requires majority vote of residents to change waterfront zoning
- Eastshore State Park General Plan (2002) includes all publicly-owned land at Albany waterfront
- GGF parking areas not often filled to capacity
- Gaining additional tax revenue from development does not always provide "net" gain for city
- Development (inc. "open space") can provide benefits beyond revenue

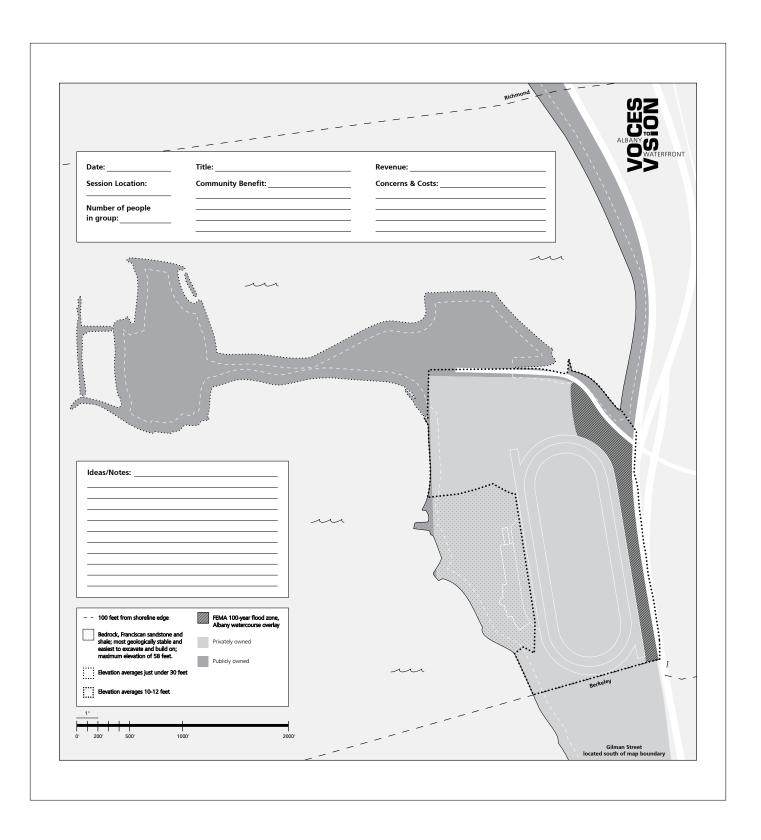


Game Rules

- 1. Look over the Waterfront Site Map
- 2. Discuss opportunities, constraints, ideas
- 3. Review the "game pieces" spread them out on the table
- 4. Discuss how to develop the site
- 5. Work as a team to position game pieces on the map
- 6. Think about any community benefits your approach creates beyond tax revenue, as well as any costs to the city or other concerns about "uses"
- 7. Discuss any "announcements"
- 8. Make notes on site map
- 9. Outline pieces on your map with the color markers and make notes
- 10. Complete the "title box" on the map with all key information







The Waterfront Game

Ten Steps to Creating a Land Use and Location Diagram for the Albany Waterfront

Instructions

- 1. Look over the Waterfront Site Map (scale: 1'' = 200')
- 2. Discuss opportunities, constraints, and ideas for what you'd like to see at Albany's Waterfront
- 3. Review the "pieces" and background information on Handout 1

a. Colored Game Pieces

- Each color represents a particular land use, sized to indicate the area of use at the 1"=200' scale (includes parking, circulation, landscape, and/or other support needs for that use)
- Buildings are all abstracted into square format but actual "footprint" or shape of building will not necessarily be square; for example, the 9 acre piece representing a 5 story office building could be long and narrow, curved, etc.
- Pieces do not represent building height, but uses that are 5+ stories are shown with a "bump" that approximates the built portion of the site; actual shape and/or building configuration not represented by game piece.
- Each game piece is described in text on the piece with building type; related site uses; acreage; and potential tax revenue from that use; as well as particular restrictions (e.g., one hotel only; minimum of 3 retail pieces)
- Some uses, such as parks and nonprofit/education pieces, do not indicate an assumed amount of "revenue."
- Each team has a set of "clear" pieces without any text describing the use; these are for "bright ideas," which each team is encouraged to use and describe.
- Public benefits inherent in particular uses, beyond tax revenue, are important to consider in thinking about the future.
- Costs to the city are important (that may result in lower "net revenue gain") are important to consider.
- 4. **Discuss how to develop the site**, including types of uses and locations.
- 5. Work as a team to position game pieces on map to best reflect your ideas and your goals for the site. It will be assumed that if you leave any publicly-owned area "blank" (without pieces) that you want the use to be consistent with the current situation. (Remember: game pieces do not represent a "specific site plan" but rather suggest relative uses and proportional uses.)
- 6. Think about any community benefits your approach creates beyond tax revenue, as well as any costs to the city or other concerns that your approach may generate.
- 7. **Discuss any "announcements"** that might be made in terms of impact on your approach.
- 8. **Make notes** on your site map with any ideas related to configuration (for example, no development at water side of property, only open space) and any other thoughts.
- 9. Outline your pieces with color markers and make sure all of your key ideas are noted.
- 10. **Complete "title box" with all key information** (title, known revenue, financial projections for unknown revenue, community benefits beyond revenue, costs and concerns).

Handout 1: Background Information for the "Waterfront Game"

Additional Information (for uses with corresponding game pieces)	Piece Color	Approx. Acreage	Notes
Five story office	light pink	9	Assumes single large building with surface parking; building lot coverage approx. 10%; includes some convenience retail
Low-rise campus-type office (3 stories)	dark pink	34	Assumes 8 buildings with surface parking; building lot coverage approx. 10%; includes some convenience retail
Retail/ restaurant (high end) (1 story)	brick red	8	Assumes single story buildings with surface parking; building lot coverage approx. 25%; approximately 85,000 sq. ft. retail; 3 piece minimum (Note: area between 3 rd St, 5 th St., Cedar St., and University Ave., Berkeley is approx. 31 acres.)
Ten story hotel/ conference center	orange	5	Assumes 300 room hotel with surface parking; full conference facilities; building lot coverage approx. 12%
Three story boutique hotel	yellow	8.5	Assumes 100 room hotel with surface parking; meeting rooms and event space; building lot coverage approx. 25% (Note: Cavallo Point, Sausalito roughly 45 acres; includes 142 guest rooms, space for meetings and special events, spa, restaurant.)
Low- and medium-density townhouse (2 and 3 stories)	blue	9	Assumes mix of 15 units per acre and 25 units per acre; approx. 180 townhouse units with enclosed parking; includes some convenience retail; building lot coverage approx. 20-25%
Five story condominium	purple	5	Assumes around 200 condo units in one or two buildings; multi-level parking podium/ detached parking structure; building lot coverage approx. 25%
Golden Gate Fields Racetrack	white	54	
Golden Gate Fields Parking	white	5	Could be stacked to create multi-story parking garage
Aquarium or Museum	beige	3-4	DeYoung Museum, Japanese Tea Gardens, and Academy of Sciences area of Golden Park (including open space/ amphitheater) measures approx. 47 acres (includes some below ground and some surface parking)
Outdoor theater (seating around 17,000)	light brown	20	Based on Hollywood Bowl (Note: Greek Theater in Berkeley seats around 6,000. Shoreline Amphitheater in Mountain View seats around 22,000; roughly 10 acre amphitheater and 25 acres of parking)
Private high school campus	dark brown	10	Based on Marin Academy (Note: Head Royce, Oakland roughly 14 acres; College Prep, Oakland roughly 6 acres; Park Day School, Oakland roughly 4 acres; Athenian School, Danville roughly 75 acres; St. Mary's High School, Albany roughly 13 acres)
Open space: "pristine"	dk. green	10	
Open space: "recreational"	lt. green	10	

Open Space Examples (without corresponding game pieces)	Approx. Acreage	Notes
"Pristine"		
Garber Park (part of Claremont Canyon Regional Preserve)	13	Oakbay woodland located south of Claremont Avenue, owned by City of Oakland
Huckleberry Botanic Regional Preserve	240	East Bay Regional Park District
"Recreational"		
Regional waterfront open space (based on Crissy Field, SF and Cesar Chavez Park, Berkeley)	100	Includes above ground parking
Botanical Gardens (based on botanical gardens in Golden Gate Park)	50	Does not include above ground parking
Community Park (based on Memorial Park, Albany)	7	Does not include above ground parking
Baseball fields (2 fields; based on University Village site)	2.5	Does not include above ground parking
Outdoor basketball courts (10)	1	Does not include above ground parking
Outdoor tennis courts (8)	1	Does not include above ground parking
Marina	120	Based on Berkeley Marina; incl. boat docking + parking

















GAME CHIP	LEGEND
CC Hotel	Conference Center Hotel
Eco Hotel	
	Boutique Hotel
GGF	Golden Gate Fields
Parking	Parking
Housing	Housing
Condos	Condominiums
Museum	
Aqarium	Museum / Aquarium
Theater	Amphitheater
	Retail / Restaurant
Office	
Campus	Campus Style Office
5-Story	
Office	5-Story Office
Water Rec	Water-Based Recreational Activity
Resto	Restaurant
Alt En	Alternative Energy
Edu.	Educational Facility
Market	Farmer's or Flea Marketplace
Small Thtr.	Small Theater
Café	Snack Bar / Café
Marina	Marina
Culture	
Center	Cultural Center
Pier	Pier
Fitness	
Center	Fitness Center
Ferry	Ferry
Transit	Transportation to greater Albany
GGF Reuse	GGF structure adapted for new use
Comm	
Garden	Community Garden
	•



Albany, CA

Voices to Vision

Facilitator Script

Spring 2009

Revised: May 19, 2009

SCRIPT EXPLANATIONS

Blue: materials and tools to have on hand

Red: "stage directions" or instructions.

Black: facilitator speaking (over time, personalize slightly)

BOLD CAPITALS: name of the activity

Time allotments are noted for each section. They are approximate. Keep process moving; some groups will move more quickly than others; time noted is maximum time for each section in order to complete the session in two hours (or maximum 2 hours and 15 minutes). If you go longer on any section, you will need to adjust subsequent sections, so it is best to stay as close as possible to the recommended time allocations.

Script may be adapted for facilitator's personal style, but basic content and ideas must remain the same, and be presented and discussed in the order and format noted in this "script.".

FACILITATORS and CO-FACILITATORS:

REMEMBER

- Wear your Voices to Vision T-Shirt (see appendix)
- Wear your Voice Your Vision Button (see appendix)
- Make sure you have all the materials on hand in the necessary quantities, plus sufficient "extras" - to run the session.

Materials (List to be redone and distributed as inserts for binders)

- ✓ Script
- ✓ Participant Check-In Sheet (Specific Database List for Each Session
- ✓ Participant Questionnaires
- ✓ Participant Evaluations
- ✓ Flow Chart of Voices to Vision Process
- ✓ Site Map for Hanging on Wall
- ✓ Table Site Maps
- ✓ Waterfront Game Playing Pieces
- ✓ Waterfront Game Instructions
- ✓ Waterfront Game Handouts (Worksheets)
- ✓ Index Cards (Two Different Colors in Batches for Different Uses)
- ✓ Key Factor Cards for Game Grouping
- ✓ Signage (Entry and Directions)
- ✓ Voices to Vision Sign for Check in Table
- ✓ for Walls: Blow-ups with Logo
- ✓ "Ground Rules"
 - ✓ Flow Chart of Process
 - ✓ Albany and Environs (4 Mounted; 20 Unmounted)
 - ✓ Ownership
 - ✓ Facts
 - ✓ Game Instructions (Abbreviated)
 - ✓ Key Maps from Tabloid + Flood Map
- ✓ Pens or Pencils (Enough for Each Participant)
- ✓ Vision Cards ("Key Words/phrases") (Sets)

- ✓ Tape
- ✓ Markers for Facilitator
- For Waterfront Game
 - ✓ Factor Cards Sets ((Bring 50 Sets))
 - ✓ Site Map (Bring 10 to Each Session)
 - ✓ Game Pieces with Labels, in Trays (Bring 8 Sets to Each Session)
 - ✓ Instructions (100)
 - ✓ Handout (Background Info) (100) + Handout (Complete If Extra Time) (100)
 - ✓ Colored Markers to Outline Site Diagram and Annotate
 - ✓ Digital Cameras
- ✓ Watch or Timer
- ✓ Waters
- ✓ Garbage Bags (For School Sites)
- ✓ Copies of Tabloid Voices to Vision Publication
- ✓ "In the Box" Tags
- ✓ Buttons "I Voiced My Vision"
- ✓ "Baskets"
- ✓ Table Number Signs
- ✓ Bell
- ✓ Voices to Vision Address Database
- ✓ "Session Envelope"
- ✓ Facilitator Background Info
- ✓ Map Handout Packet
- ✓ Post-it Notes

Materials will be put into "sets" by FTA prior to each session.

Pre-meeting (Allow one hour for set up)

This script is designed for a "Facilitator" who will conduct the session and a "Co-Facilitator" who will take notes, record data points, handle set-up and transitions throughout each session, and assist as needed. (Facilitator will also work on assembly and "strike," but will likely need to talk with participants as they arrive and manage comments and lingering questions at end of session, so Co-Facilitator should be prepared to take lead on set up and strike.)

ITEMS NEEDED

- Participant Check-in Sheet (Database list for each session with extra lines for "walk ins")
- Voices to Vision Database(s)
 - to check "walk ins"
 - to confirm if person has already participated (sorted by name)
 - full list of Albany addresses
- Participant Questionnaires (50/ session)
- Script Binder
- Background info for facilitator
- Name tags
- Timer/ watch
- Waters
- Garbage bags(s) for schools
- Blow Ups for walls
- Buttons to distribute at end ("I voiced my vision")

Series One

- Agenda
- Ground Rules
- Flow Chart

Series Two

- Fact Sheet
- Ownership Map
- Waterfront and Environs

Series Three

- Game Rules
- Small box on each table for "extra cards"
- Table numbers

Remember to wear your Voices to Vision T-Shirt and Button (Voice Your Vision!)

PRE-MEETING INSTRUCTIONS FOR FACILITATOR/ CO-FACILITATOR

(shared responsibilities, with co-facilitator as lead for set up)

- Arrive approximately 60 minutes prior to each session to set up room with tables/chairs, posters; arrange materials, hang direction signs, handle logistic issues – unlock/ check bathrooms; ensure recycle bin and garbage bin, etc. (see drawing of sample room arrangement)
- Set up sign-in area (RSVP list; database binder; clipboard; pens; name tags; questionnaire; markers for name tags; map pack)
- Greet participants as they arrive, and invite them to verify participant attendance on data base sheet; hand out map packet
- As participants arrive, encourage them go inside; fill out name tag; find a seat; at the table; and to complete participant questionnaire
 - Note special instructions (at training session) re: what to do if multiple sessions in same building at same time
- Tell participants locations of restrooms
- Co-Facilitator should collect "questionnaires" as they are completed; encourage completion; suggest participants walk around room to look at the information on the walls and the handouts (map packets)
- Strive to start on time; before session begins, take a quick count of all attendees (note # of attendees, update with any late arrivals).

Session Room Set-up

Tape Blow Ups on walls

Series One (can be off to side)

- Agenda
- Ground Rules
- Flow Chart
- In the Bin (slip on large post-it sheet)

Series Two (easy for participants to see)

- Fact Sheet (tape up so can't be read until later)
- Ownership Map
- Waterfront and Environs

Series Three (tape up so can't be read until later)

Game Rules

Series Four (accessible so participants can come up and place cards)

Four blank post-it sheets (to be used for visioning section)

Participant table groups (4-6 per table)

- Index card/pens, one for each +/-
- "I voiced my vision" pins, one for each +/-
- "Extras" box (one per table)
- Waters, one for each +/-
- Table numbers (1-5; if only need 4 tables, use #1-4 and keep #5)

Co-facilitator Table

- Eight (8) game boxes and individually rolled table maps on side table, ready to distribute (these might go on separate table if not enough room)
- Vision card decks (30) in long box
- WF Game "Driver" card sets
- Bel
- "news flash" envelopes (8)
- Folder with evaluations (30)
- Folder with handout 2 (30/ optional)
- Pink index cards (30)
- Extra rubberbands, clips, tape, etc.
- Binder with script/ instructions

Facilitator Table

- Markers and script

INTRODUCTIONS AND OVERVIEW MATERIALS NEEDED:

- Script
- Blue index cards (one per person)
- Pens

1. INTRODUCTIONS AND OVERVIEW (Script and Instructions)

(Approximate time: 15 minutes total)

Start Time: 00:0	07
1A. Introductions (Approximately 10 minutes)	
Invite participants to take their seats and thank them for coming.	
Hi, my name is and this is my co-facilitator, We want to welcome you to this Voices to Vision session.	. •
Before we get started, I'd like us all to get acquainted. Please use the index can at your seat Please complete the sentence: "The best thing about Albany (about living in Albany) is"	
Please be brief and write as clearly as possible. Please write what comes to mir most quickly Wait until most people are finished.	nd
Is everyone finished? Wait a few more moments, if necessary. Okay, now, payour card to the person on your right. If you are the last person at a table, pay to the person at the next table, so that no one has their own card.	
Now, let's get acquainted. Please introduce your neighbor (See name tag) artell us what that person likes most about AlbanyCould you get us started? Point to first person to start	
Well, once again, welcome! We're glad you came It's going to be an intenst two hours – hopefully fun as well as informative	se

The main focus of the morning (afternoon/ evening) will be the "Albany Waterfront Game".. but before we get there we have a few short exercises that

will help us prepare for that portion of today's session.

During this exercise, co-facilitator counts participants and puts up correct number of sets of 4 tapes for visioning session (see below)

Final configuration

(note: groups of 3 narrow to 6 cards; if they stay together, on the next round they go to 4; if they combine with pair, next round the "five- or six-some" must narrow to 4)

#of people	Posting: On	ne Set						
5 6	XXX/ XX XX/ XX/ X	v						
0	\\\/ \\\/ \\	^						
	Posting: Tv	vo Sets						
7	XXX	XX/ XX						
8	XX/XX	XX/XX						
9	XX/XX	XX/XXX						
10	XX/XX	XX/XX/XX						
	Posting: Th	ree Sets						
11	XXX	XX/XX	XX/XX					
12	XX/XX	XX/XX	XX/XX					
13	XX/XX	XX/XX	XX/XXX					
14	XX/XX	XX/XX	XX/XX/X	X				
	Posting: Four Sets							
15	XX/XX	XX/XX	XX/XX	XXX				
16	XX/XX	XX/XX	XX/XX	XX/XX				
17	XX/XX	XX/XX	XX/XX	XX/XXX				
18	XX/XX	XX/XX	XX/XX	XX/XX/XX				
	Posting: Fi	ve Sets						
19	XX/XX	XX/XX	XX/XX	XX/XX	XXX			
20	XX/XX	XX/XX	XX/XX	XX/XX	XX/XX			
21	XX/XX	XX/XX	XX/XX	XX/XX	XX/XXX			
22	XX/XX	XX/XX	XX/XX	XX/XX	XX/XX/XX			
	Posting: Six Sets							
23	XX/XX	XX/XX	XX/XX	XX/XX	XX/XX	XXX		
24	XX/XX	XX/XX	XX/XX	XX/XX	XX/XX	XX/XX		
25	XX/XX	XX/XX	XX/XX	XX/XX	XX/XX	XX/XXX		
26	XX/XX	XX/XX	XX/XX	XX/XX	XX/XX	XX/XX/XX		

1B. OVERVIEW (Approximately 5 minutes)

Now, just a little background information.

Co Facilitator collects the index cards from the previous exercise while the Facilitator sets stage for this next section.

I'm a staff member at (or I'm working with) Fern Tiger Associates, the firm that is leading Voices to Vision.. If you want to know more about the firm, please check our website.

Today's session is one of about 40 community sessions taking place in Albany over a six-week period in May and June. Everyone who lives in Albany has been invited to attend, but you can only attend once! And while there are a few sessions

Each session will be identical to this one today – in terms of format and activities. – but each session will be unique because of what you bring to it. It's important to remember that this series of sessions is but one part of the Voices to Vision process.

And I'd like to point out that this is not the only time that you will have the opportunity to participate.. In the fall there will be another component of the process...

Refer to graphic of flow chart. Point to where we are today..

Hopefully, you've had a chance to look at the Rules of the Day.. point to chart ... The most important ones are to turn off your cell phones, and to be respectful of each other. Hopefully, we can all live with these "rules?"

Oh.. I also want to be sure to mention... and point out the "In the Box" pad (Point to Blow Up and pad) – While we will discuss many things today, most likely there will be some issues that you want to talk about that will go "beyond" what we are prepared to discuss today... or maybe you'll have some questions that I will not have answers for... or maybe I will have the answers but it would take too much time to get to that level of detail today... So when those things come up, I'm going to list them here on this sheet that we're calling "In the Box"... and I promise that I'll get back to you with the answer or lead you to the answer, and we'll make certain it gets up on the website.... in the section marked Albany Talks...

OK.. Let's get going.. Here's what the afternoon (morning/ evening) will be like... Point to Agenda.. As you can see the main focus is the WF Game, but we also have a short component that looks at the city as a whole...

Quick poll:

How many of you have lived in Albany for less than 5 years?

More than 5 years?

Keep your hand up if you've lived in Albany for more than 10 years..

Keep it up if it's been more than 20 years..

Do we have any 30 or more year veterans?

Make comment, as appropriate e.g. "Wow, so many of you!"

Well – As you may know, the city is beginning the General Plan process... The General Plan is the foundation for decisionmaking about housing, business and industrial development, locations for roads, parks, and infrastructure; environmental protection and conservation; and noise, density, and other land uses.... It's a plan that guides the city for the next 20 years..

Since Voices to Vision was already bringing people together to discuss the waterfront, the city asked us to collect some information about the community's visions for the city's future.

So, the first activity we'll do today will be very fast-paced.. and it's focused on what you want to see in the Albany of the future... what you envision or hope for Albany in 20, maybe 30 years..

We just heard what you think is great about Albany or what you like most about the city today... Now we're going to look into the future..

Co-facilitator passes out decks of vision cards, one per participant

2. VISIONS FOR ALBANY (Approximately 25 minutes) ITEMS NEEDED:

- Decks of vision cards
- Tape (masking/ lift off should already be on the newsprint)
- Markers (for facilitator or co-facilitator)
- Markers for participants (already on table)
- Newsprint pad (lift off) on the wall (should already be hanging)
- "In the Box" Sheet (should already be hanging)

VISIONS FOR ALBANY

Co Facilitator should have previously (pre-session) hung blank newsprint on wall – 2-4 sheets depending on size of group and put up tape based on number of participants; finishes passing out decks of vision cards

Each of you now have a deck of cards.. Don't open them yet.. There are 24 cards in each deck... and the decks are identical.. Each card has a word or phrase on it, and there is one blank card in each "deck." The words and phrases on the cards came from interviews with community members and other research we did about Albany...

Around: 00:20

Once you open your deck.. you should look at the cards.. maybe spread them out in front of you.. and select four (4).. just 4 that you think most accurately describe what you hope for Albany in the future.. the way you'd hope it would be to live here .. and the way you hope others will see and describe the city in the future..

I'm going to give you just 5 minutes for this.. It should be quick gut level responses...

If you think there is a very important word that is missing, write it on the blank card in your deck. If you use the blank then that will be one of your four cards.

Around: 00:25

About 5 minutes later...

OK.. now hold onto your 4 cards... and put the rubber band back on the others and place in the basket at your table ... (co-facilitator collects and put in extras basket at co-facilitator table)

Now you are going to partner with the person next to you... and together you now have 8 cards.. (Facilitator – Note: special instructions if there is a group of three people rather than just two – due to odd number of participants**; see page 9 for groupings)

Some of the cards might be the same.. and that might make your conversation easier... but you might have different ones...

I'm going to give you a little time to talk and to narrow the 8 cards down to four... Remember you need to wind up with just 4... (or 6 if it's a team of three)

(If there is an odd number of participants, then make one group have 3 people.. and they should narrow down from 12 cards to just 6 cards...)

About 2 minutes later OK just one more minute to get to the 4 After one minute OK now you and your partner need to pair up with another team the one next to you or across from you – so that there are 4 of you working together (or 5 if there was an odd number)		
OK just one more minute to get to the 4 After one minute OK now you and your partner need to pair up with another team the one next to you or across from you – so that there are 4 of you working together (or 5 if		
OK just one more minute to get to the 4 After one minute OK now you and your partner need to pair up with another team the one next to you or across from you – so that there are 4 of you working together (or 5 if		
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	to you or across from you – so that there are 4 of you working together (or 5 in	
Community Sessions Script May 19, 2009 16	Community Sessions Script May 19, 2009 1.	6

About: 00:29

Look at the 8 (or 10) cards you now have.. and talk together for a few minutes and then narrow your choices back to four cards (as a team)...

About: 00:32

About 5 minutes later...

OK – just one more minute...

So let's see what we have.. Let's put them up on the wall...

Each group goes up to the newsprint on the wall– and puts up their cards on tape, in groups... (already placed by co-facilitator)..

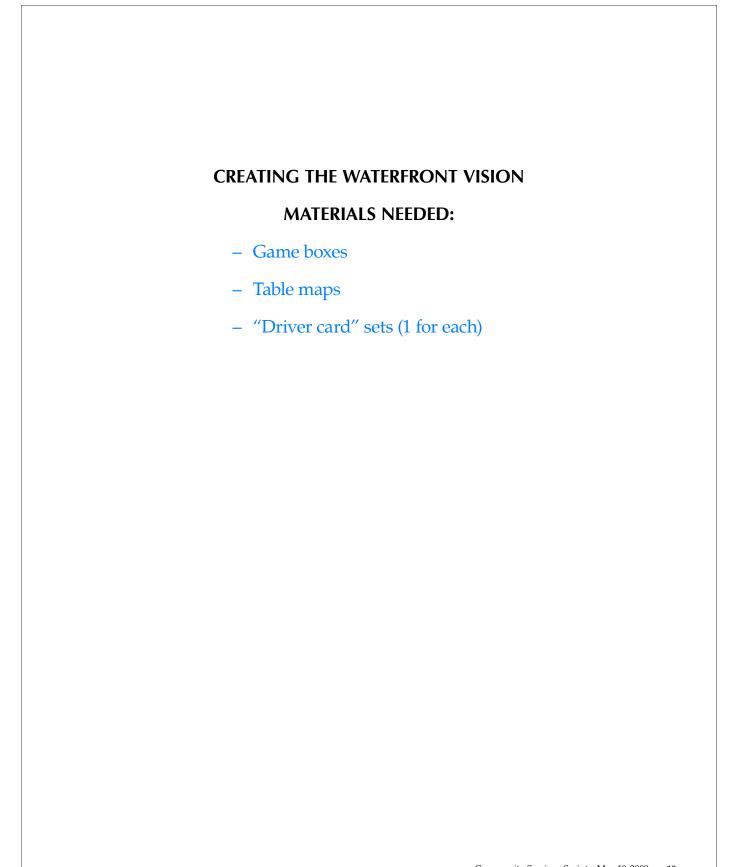
Let's take a look and see what we have... (Facilitator should circle duplicates or similar words... mark up the newsprint as necessary... Ad lib)

Is anything missing?

Do these words together convey how you hope Albany will be described in the future? Should we add anything?

OK.. Now that we have a sense of how Albany should be in the future, let's move on to the Waterfront... Hopefully some of the thinking you did about the future of the city will help guide your thinking about the waterfront...

Co Facilitator: While facilitator is transitioning to this next part: take the sheets with the cards taped on them down; fold, label with session number and date. Collect all unused cards, as best as possible... Put in single "extras" bin on cofacilitator table



Facilitator:

Quick poll: Raise your hand if you have ever been to Albany's waterfront. Take a count of hands – make note of count.

How many of you have been there in the last six months? Take another count of hands and make note.

If session is not at library....

Have any of you had a chance to go to the library to see the model of the site? If not, the model gives you a very good sense – and an overview, literally – of what the site looks like.....

Now, over the next hour or so, we're going to envision the future of the waterfront.

3. CREATING A VISION FOR THE WATERFRONT (Approximately 1 Hour)

Some may ask, "Why are we talking about this?".. As you all know – over the last 40 years, there have been numerous proposals to change the way the waterfront looks.. The city decided it was time to be proactive and to find out what the community really wants at the waterfront... rather than continuing to have to react to proposals from others...

You might also ask, "How is this different from the many other times we've talked about what we hope for the waterfront?"

The answer to that question is...

- This is the first time people are coming together after having received a good deal of facts and information (publication and website)
- The sessions are open to ideas that come directly from the community instead of the community reacting to external proposals
- It's a fair process everyone gets to participate equally and to voice their ideas and concerns once.. in small groups of just Albany residents
- And this process as you will see looks at both what people "want" at the
 waterfront and also what uses provide benefits to the community.. financial,
 but also many benefits that might be less tangible...

So now we are going to jump right in and begin....

We've done our best in pilot sessions and in the first sessions in Albany to work out the "kinks"...but we hope you'll bear with us if we come up against questions or "in-play" situations which we have not anticipated...

3A. SMALL GROUP FORMATION (5 minutes)

For most of the next hour, you'll be working in small groups of about 4 to 6 people... And here's how we are going to figure out the groups...

You should each now have a set of 5 cards (co-facilitator pass out waterfront deck... then unroll "facts" blow-up)...

Each card has a single word or phrase on it... Please look at the 5 cards and pick the one with the word that you think is the MOST important factor that should inform a vision for the future of Albany's waterfront... Very quickly – just your first thought.. (But also please think about what would be your second choice...) This is just a starting point... We know that these five factors are NOT mutually exclusive – Don't get hung up on weighing the options... you'll have lots of time for that...

Put the four cards that you are not selecting into the box at your table

Okay – if you chose "open space" – go to **table one** –

If you chose "economic development" – go to table two –

If you chose "regional asset" – go to table three –

If you chose "ideal place for families" – go to table four –

If you chose "racetrack stays" – go to **table five** – (set up if needed)

Co Facilitator - Pick up all cards; then go back and collect "extras" boxes from table.. keep separate (selected cards go in folder; extras stay out in co-facilitator table extras box)

3B. AGREEING TO AGREE/OR DISAGREE

Script and Instructions (7+/- minutes)

Co Facilitator: Un-tape game instructions blow-up and pass out game sets and rolled up table maps, one per table group

As we begin to think about the future of the Albany waterfront, we'd like to begin by reviewing just a few key "facts".. Clearly there are many others that could be listed, but we tried to note the ones that seemed most relevant to thinking about the future of the waterfront..

Point to list and go through each quickly..

Any concern about these "facts?" Is there any other pressing fact that you think is really critical to list here? If so, we'll take a vote and if the majority agrees, we'll add it..

Note any fact that is raised by writing on the sheet... and ask for vote if people want to see it listed.. If majority wants it on the list, keep it up.. if not circle it... for "in the box"

Okay, this list is going to stay right here as we start the game. Refer to it from time to time...

3C. CREATING A VISION FOR THE ALBANY WATERFRONT

Script and Instructions (approximately 40 minutes)

Now we'll move into the main part of our session... you have game boxes in front of you, but please keep them closed for a few minutes while I explain what's going to happen.... (use a game box from closest table for example pieces)

Here's how we suggest you use your time... Point to poster that shows this information (Note to Facilitator: Poster is less detailed than script, so try to point but give more information than what is on poster)

- 1. Look over the site map (scale is 1'' = 200') GGF is outlined.. but you can decide if it should stay or go..
- 2. Talk as a group about what you'd like to see at the site.. think about permanent things (park, buildings, types of activities, types of users) also think about temporary things (farmers markets, flea markets, Cirque de Soleil)... Think about opportunities, constraints, ideas...
- 3. Review the "game pieces" and the background information list ("Handout One" that is in the game box)
 - Each piece represents a use and a size (acres) that is appropriate for that use, including area for parking and circulation
 - Uses that are 5 or 10 stories (there are very few like that) show the relative height (hold up one of them) – and the relative area that would be the 5 or 10 story part...
 - Each piece notes any potential "known" tax revenue and any "economically driven constraints"
 - We only note tax revenue not development or land acquisition costs

at this point... even though revenue is but one factor to think about, as we noted earlier.. Remember some developments are costly to cities and the revenues may not accurately reflect net gain... The goal is to be realistic, but we could not get too complicated for the time we have together today.. In phase 2 of this process.. in the fall, we will be looking more deeply at these other costs..

- Some nonprofit or educational uses and open space (there are game pieces for those uses) will likely generate revenue (either on their own or by complementing other uses; e.g. users could be more likely to eat at local restaurants if they visit a park or museum..) but these revenues are more complicated to analyze at this point, and thus are not designated here.. For now you can make your own assumptions about possible revenue for these uses... but try to be realistic.. and remember you would be assuming tax revenue, not just revenue..
- Remember the pieces are abstracted into square shapes.. but since we are not creating a site plan but rather an idea diagram don't think of these pieces as if they are building footprints..
- There are some pieces that are clear.. Use at least one of them for a "bright idea" opportunity
- 4. Make decisions about how to "develop" the site
- 5. Use the playing pieces to reflect your ideas and your goals for the site
- 6. Think about any community benefits your approach creates beyond tax revenue, as well as costs to the city or concerns
- 7. After about 20 minutes you might be getting a news flash.. which could alter your thinking so be ready.
- 8. Annotate your map as much as possible with your thinking and ideas.. If the announcement impacts your thinking, note that in the notes section

- 9. As we approach about 30 minutes +/- we will remind you to:
 - Give your solution a title
 - Add up the known revenue from the pieces or your teams financial projections for unknown revenues
 - List the community benefits beyond revenues and make sure you're getting any critical notes down...

Then we'll have each group present and everyone can ask questions..

Whatever ideas or information that your group wants to be sure gets into the analysis that leads to Phase Two.. Will be taken from what's shown and written on your map.. short statements please.. The final map should be the group's thinking.. remember the rules of the day... be respectful...

Start to work on game around: 01:05

Five min warning til presentations around: 01:35

Presentations: 01:40

Team Presentations (10 minutes total)

Go around room, starting with Table One and have each team present. Time each presentation for 2 minutes. As each team presents... or at conclusion of each team's presentation... stand on chair... and take photo... first take "Title block" and then one to three of the whole... don't shoot anything in between.. next table.. start with title block.. etc. Applaud each group.

During this time co-facilitator passes out index cards and evaluations (pink) to each table; both facilitators answer questions from table groups

Announcements with bell

Newsflash around: 01:25

Five min. warning to get all pieces down on map around: 01:30

"All pieces should be down on map": 01:30

Facilitator Comments and/or Facilitated Discussion (5 minutes)

Okay, thank you so much for sharing your visions. Great ideas.

Please outline where you put your pieces using a marker; if possible use colors similar to the pieces. And finally remove the pieces from your map and make sure that all the information you want to share is on the map.

Everyone sits back down...

We're nearing the end... but there's one final question to answer.

What is the one thing important for us to remember as this process moves to the next phase? (Note your comment will not be shared with the group.. it's guidance for us...)

Please jot down a short answer... so we can make sure we take this into consideration as we plan for phase two of this process which will take place in the fall... Just a sentence or two...

Co Facilitator – collect..

Great – You've been a real pleasure to work with.

Thanks for all of your thoughtful comments and ideas – and for taking time from your busy schedule...

We have an evaluation form that we'd like you to complete...we're passing it out. And also please be sure that your maps have all of your comments on them...

If you have any more questions or comments in the coming weeks, please feel free to contact us by phone or through the website

We'll be analyzing all the data this summer and getting ready for the next phase of public input in the fall. You can get updated information on the project from the website... You can also contact us with any questions or additional information you'd like to share with us.

Thanks again for coming today. We've really enjoyed working with you!

Remember to tell your friends to RSVP... and to come and voice their visions... wear your buttons... etc.

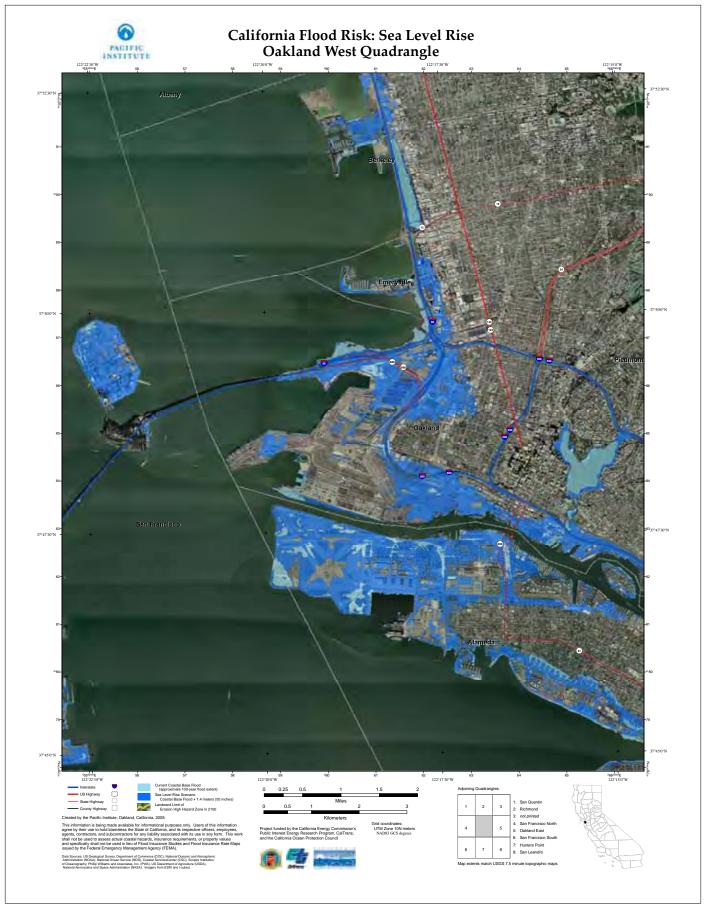
PACIFIC INSTITUTE

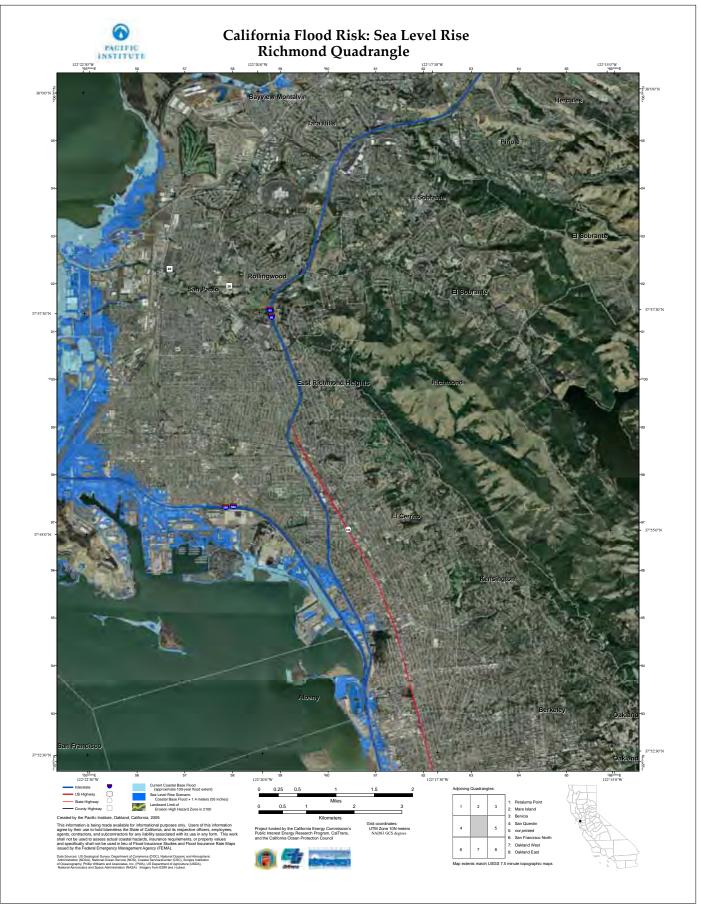


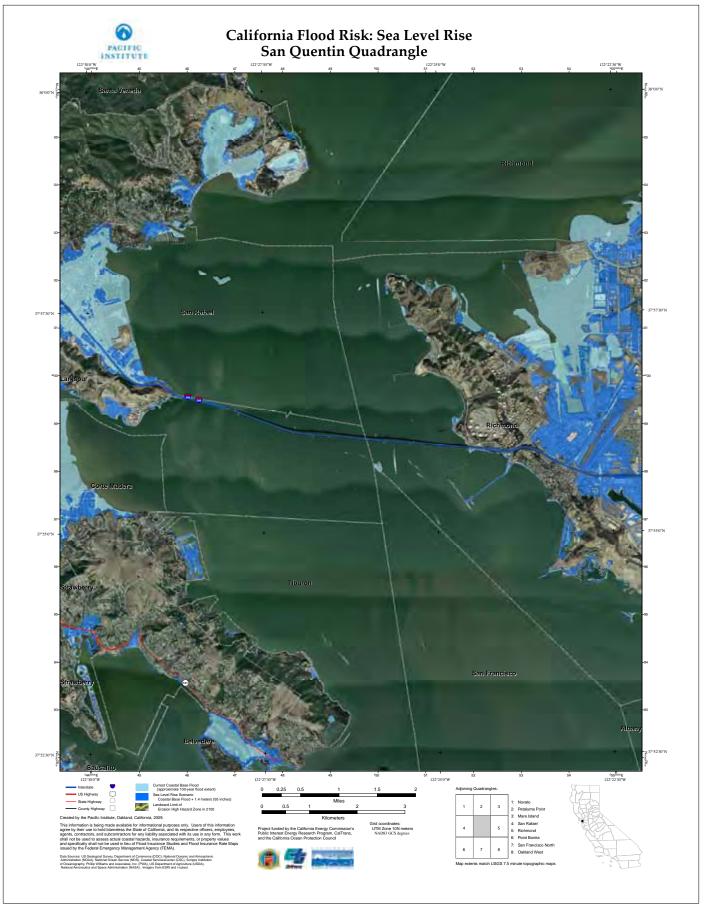
Session Handout

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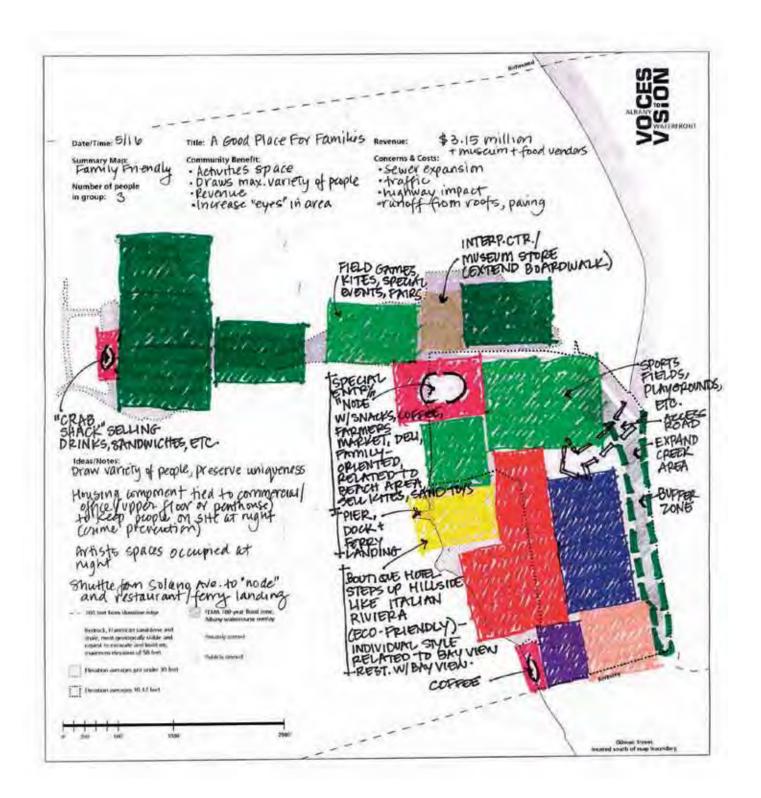


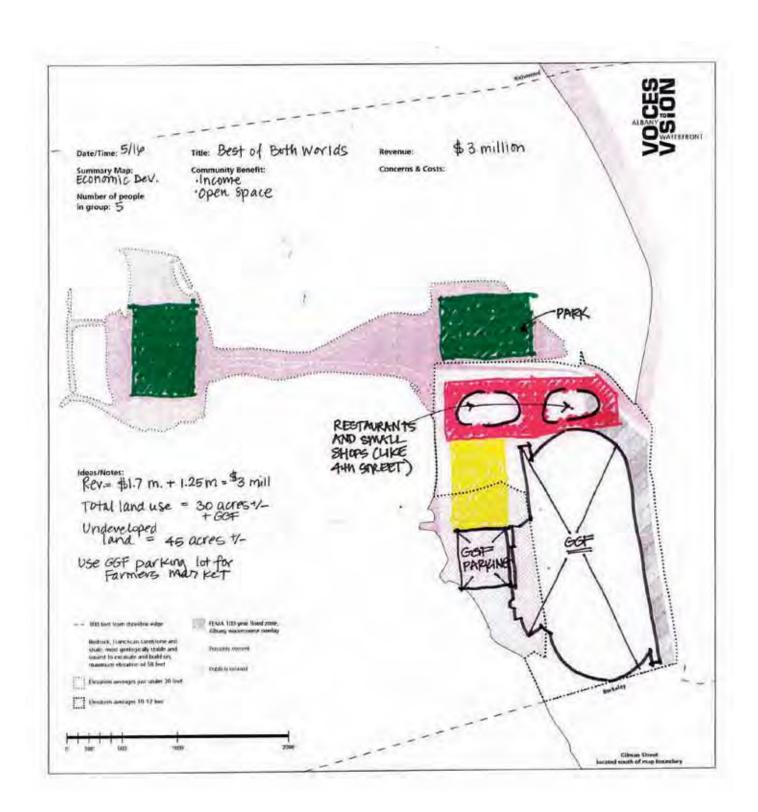


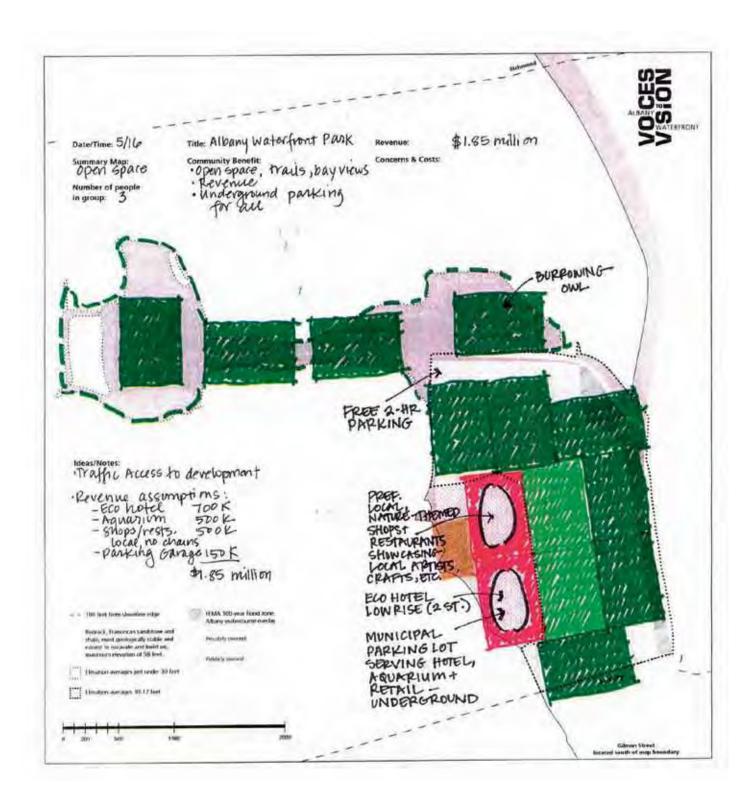
Community-generated Maps

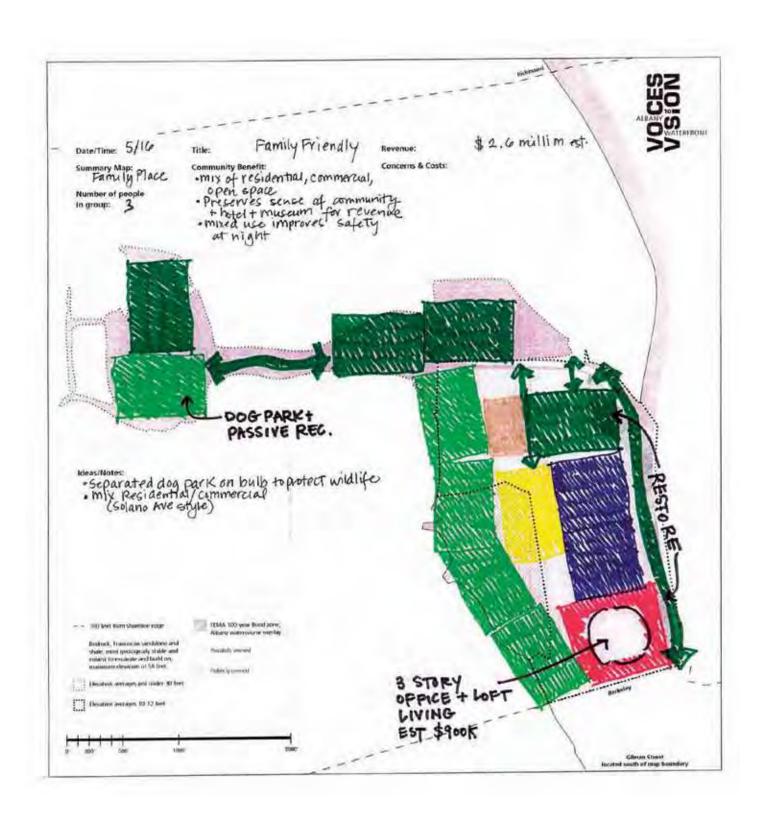
- During each Phase One session, participants worked in small groups (five or less at each table) to create "site concepts" for their ideal waterfront, using game pieces that represented different uses, tax revenues, and other features. Residents collaborated to create unique site maps. Each group titled their plan, calculated potential revenue, determined amount of open space, made detailed notes directly on the maps, and the presented their "schemes" to the other teams. After the presentations (and after the facilitators photographed every map), team members color coded their maps, outlines the uses, and filled in the "title block."
- Fern Tiger Associates recreated each map to ensure consistency of colors representing uses and to
 ensure legibility of the drawings and notes. Every annotation on the original map was transferred
 to the new smaller size diagrams. The FTA versions (11x17) were then reproduced at 8.5 x 11" for
 duplication into this report.
- Every one of the 199 maps created during the sessions is included in this appendix.

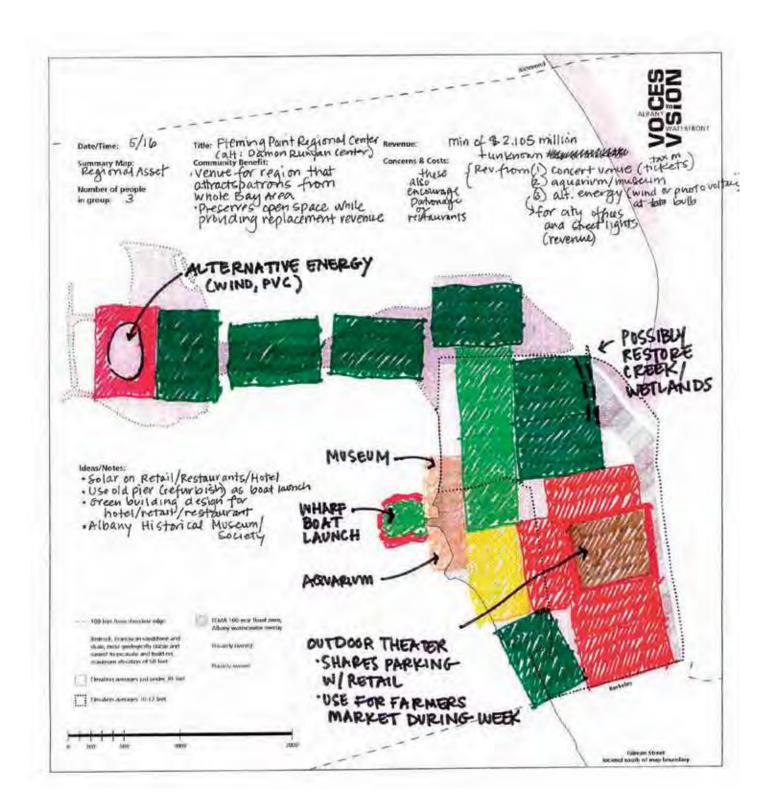


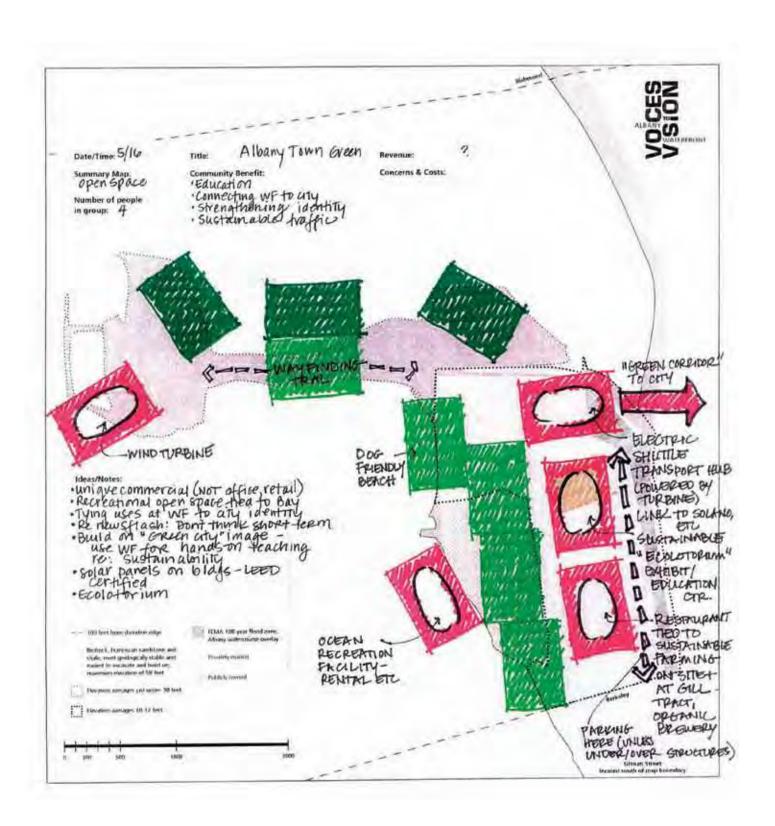


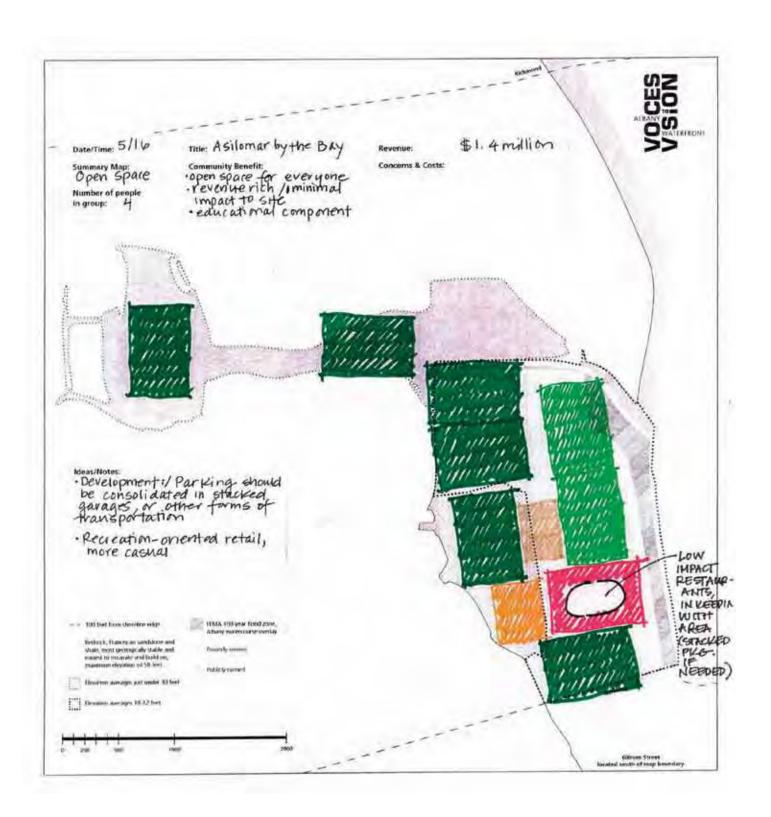


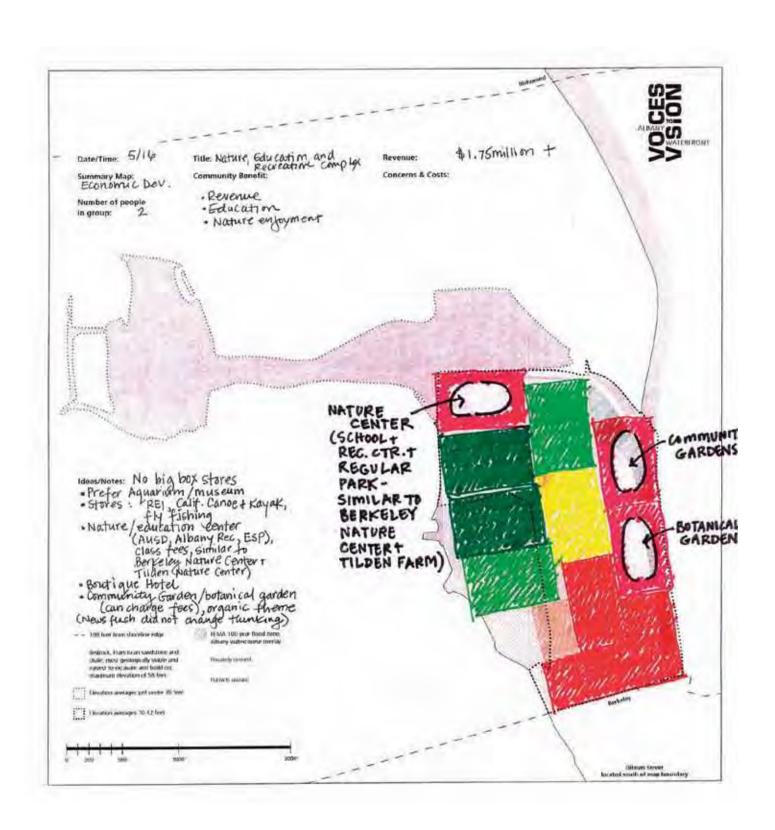


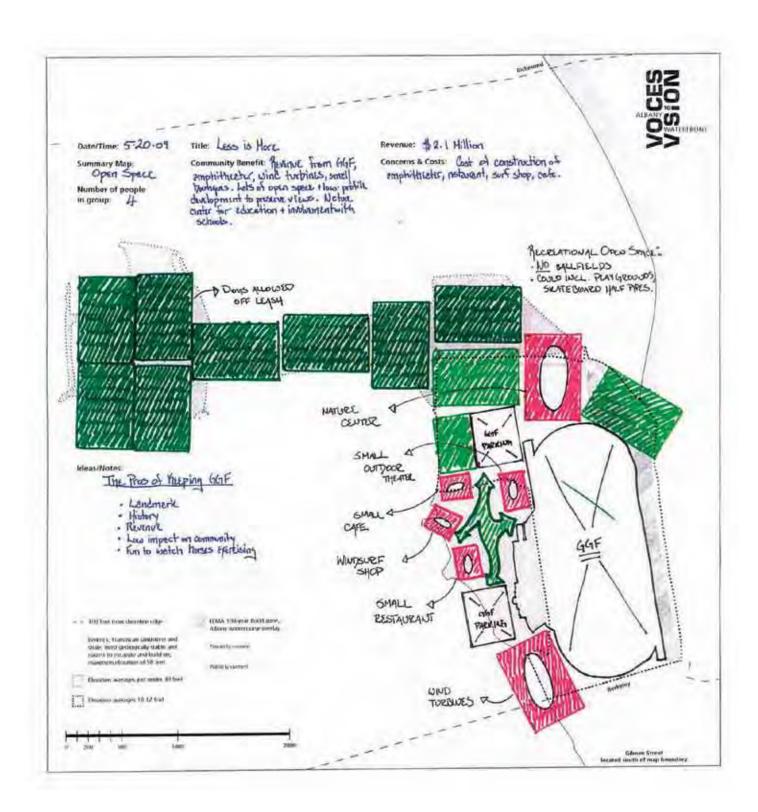


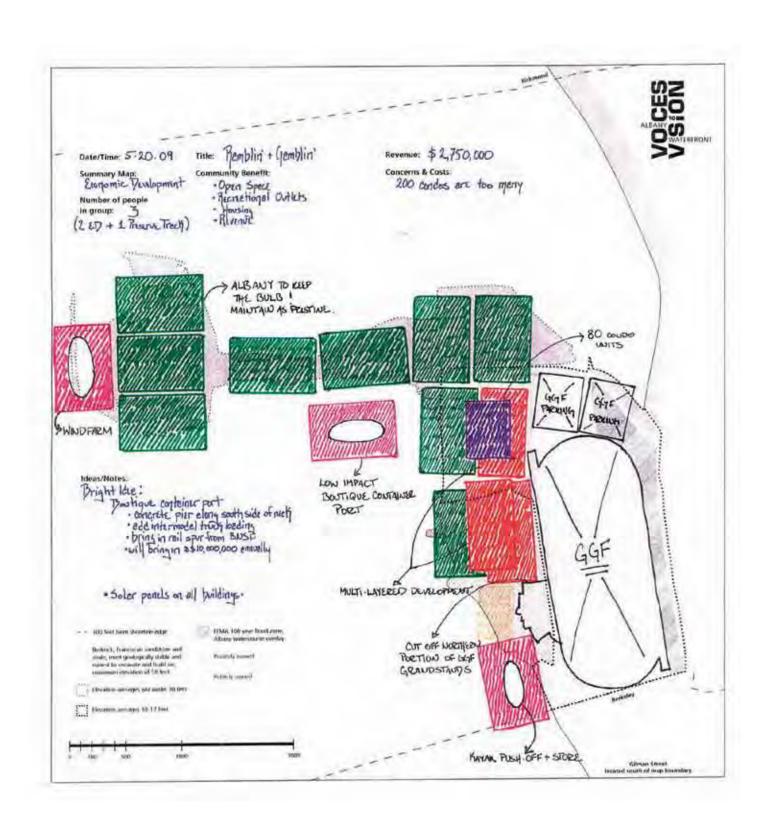


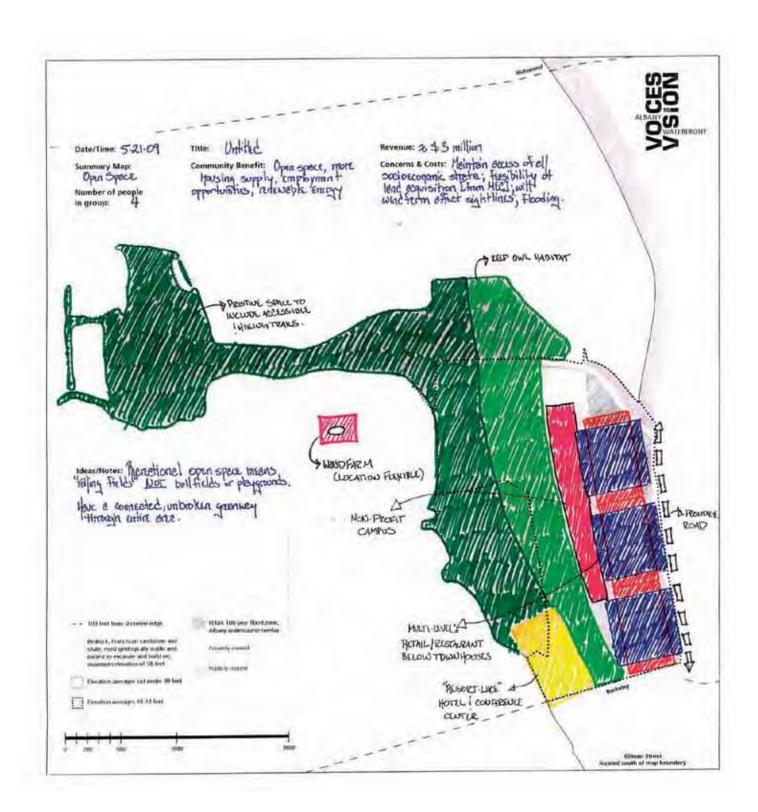


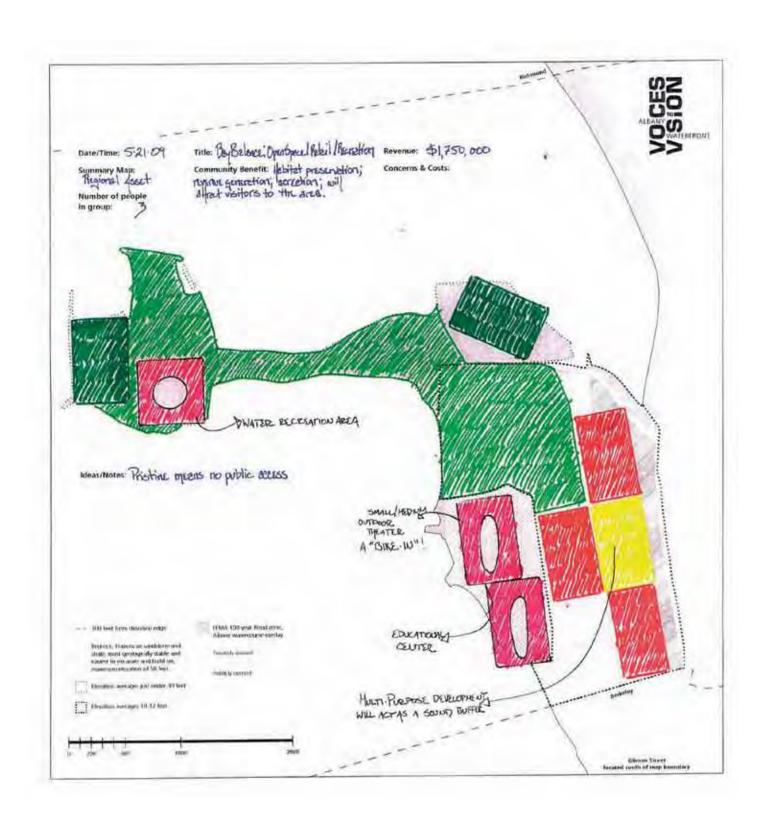


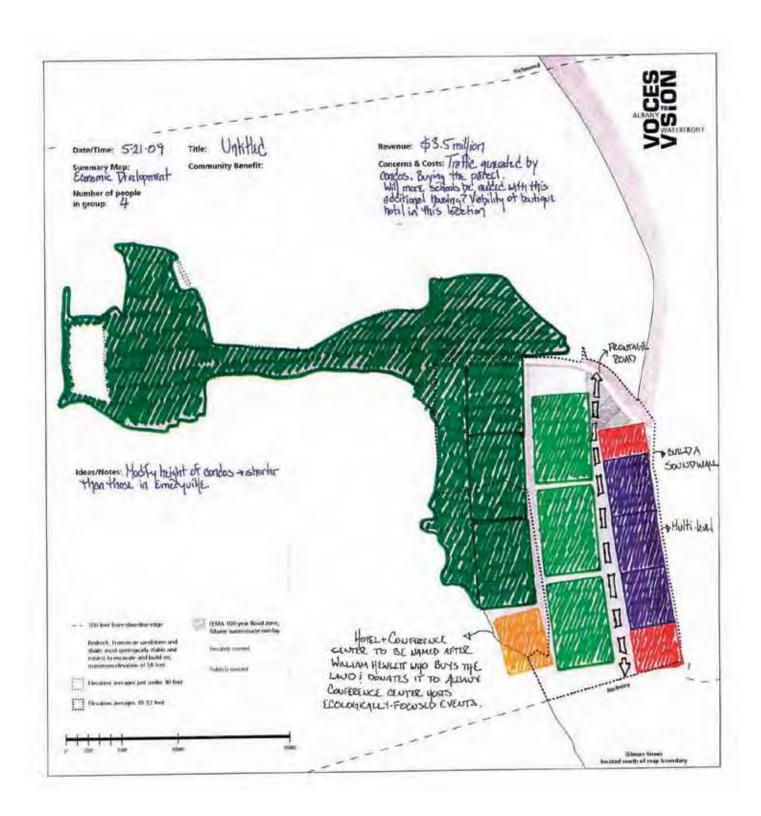


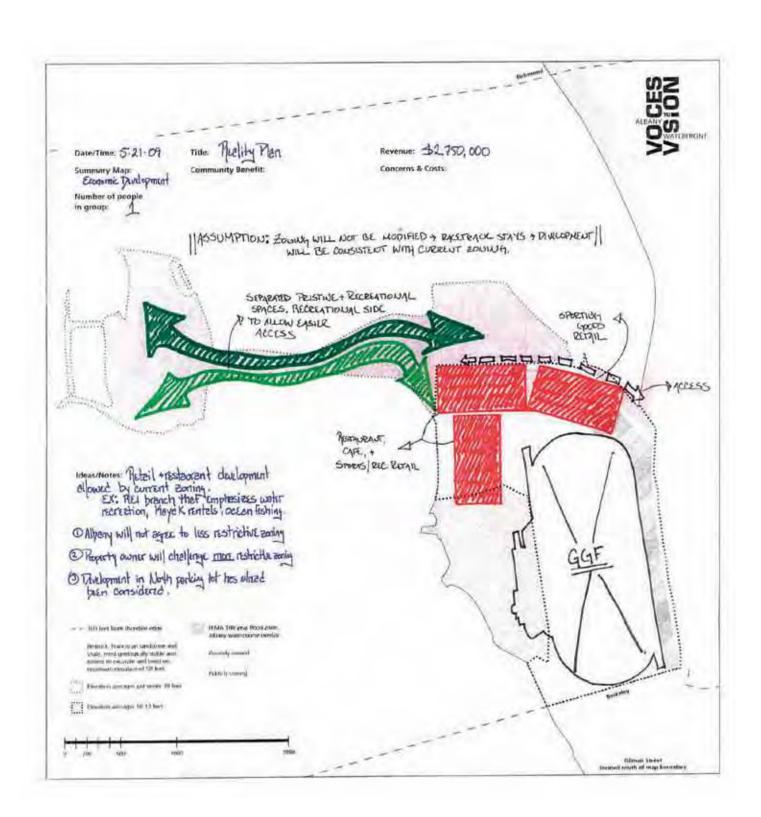




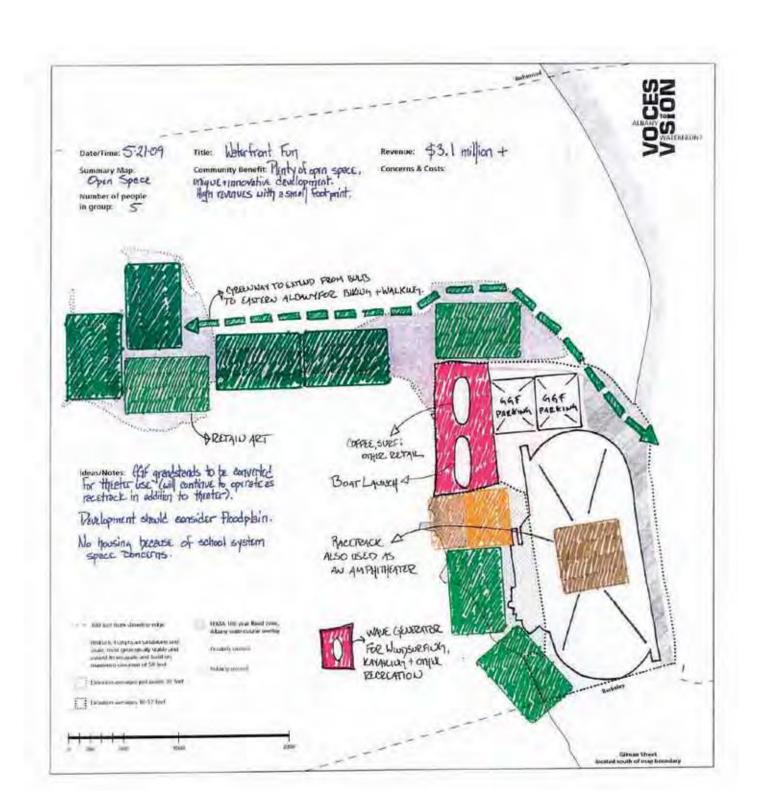


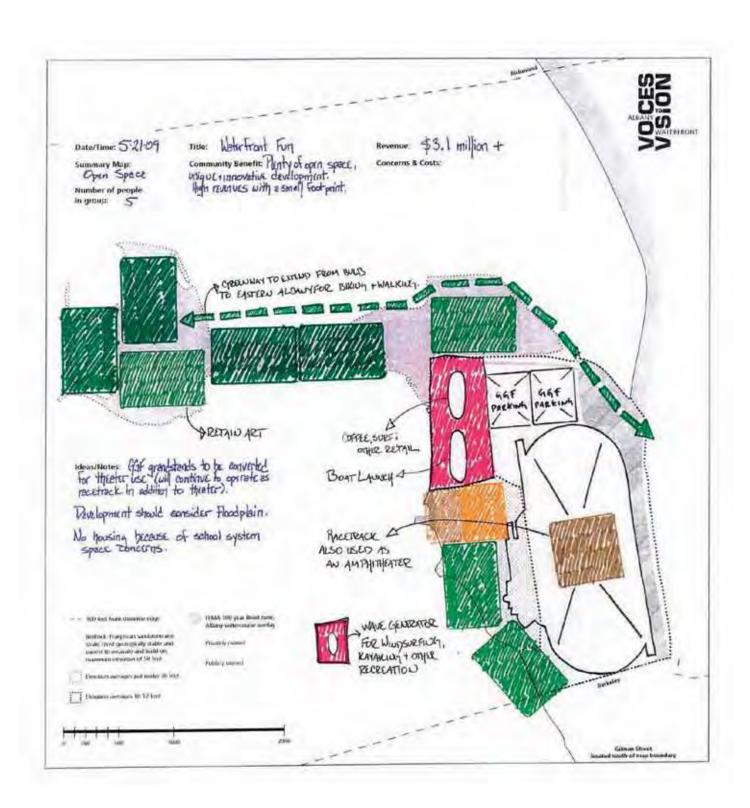


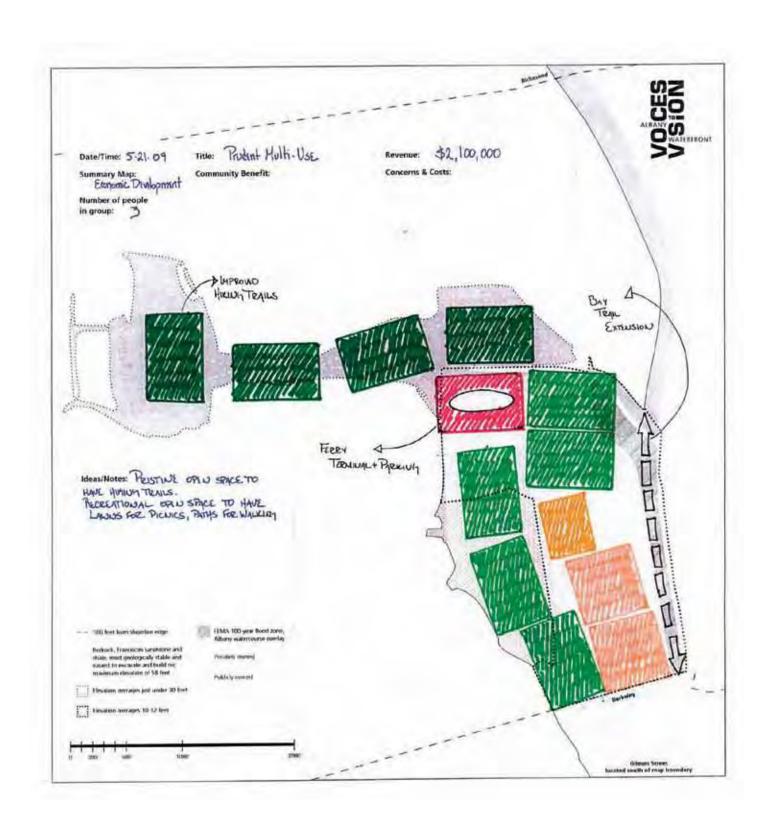


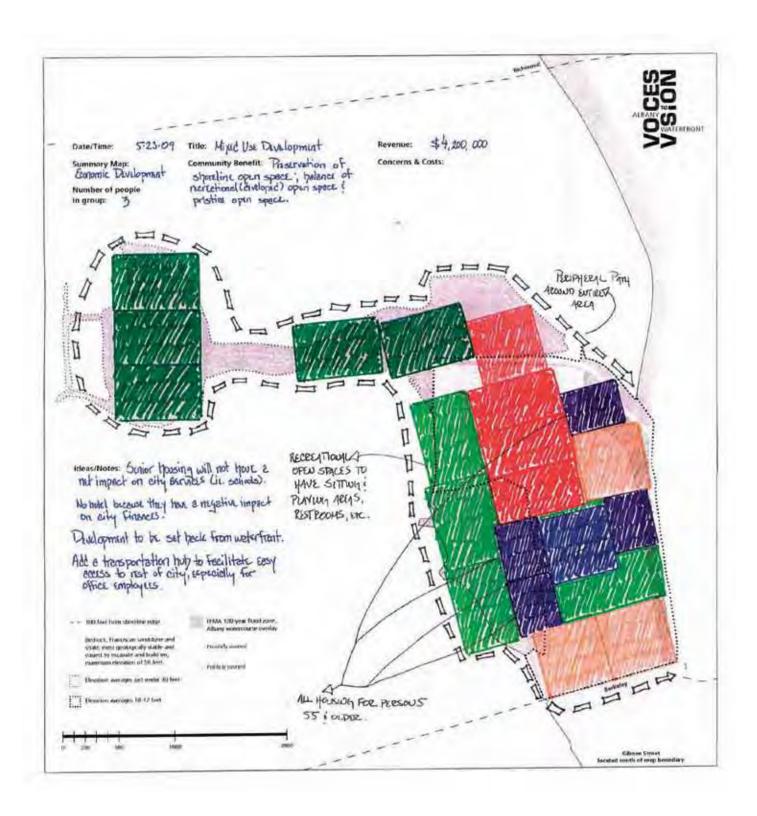


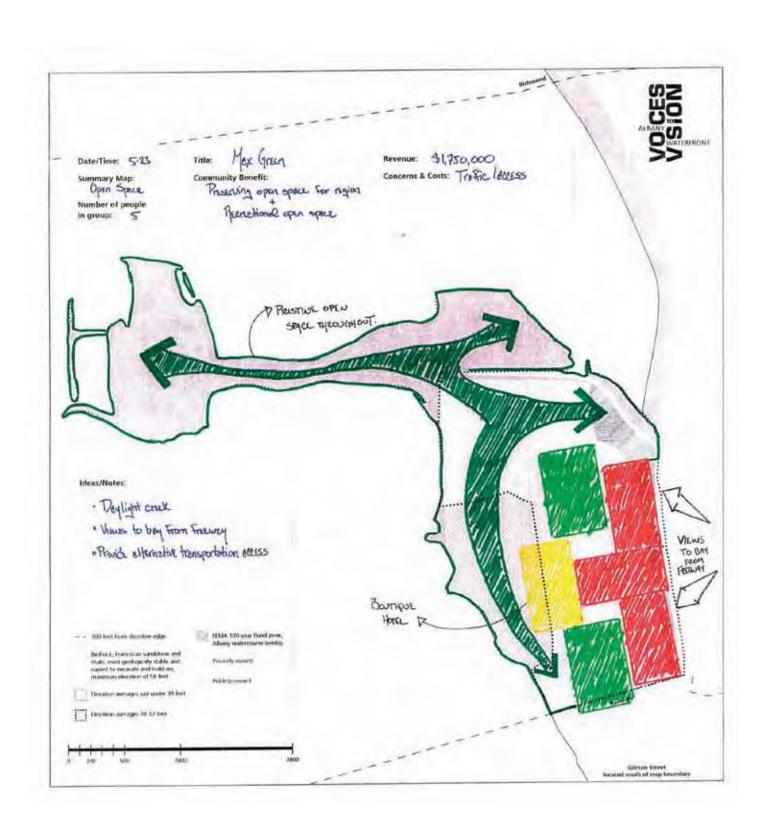


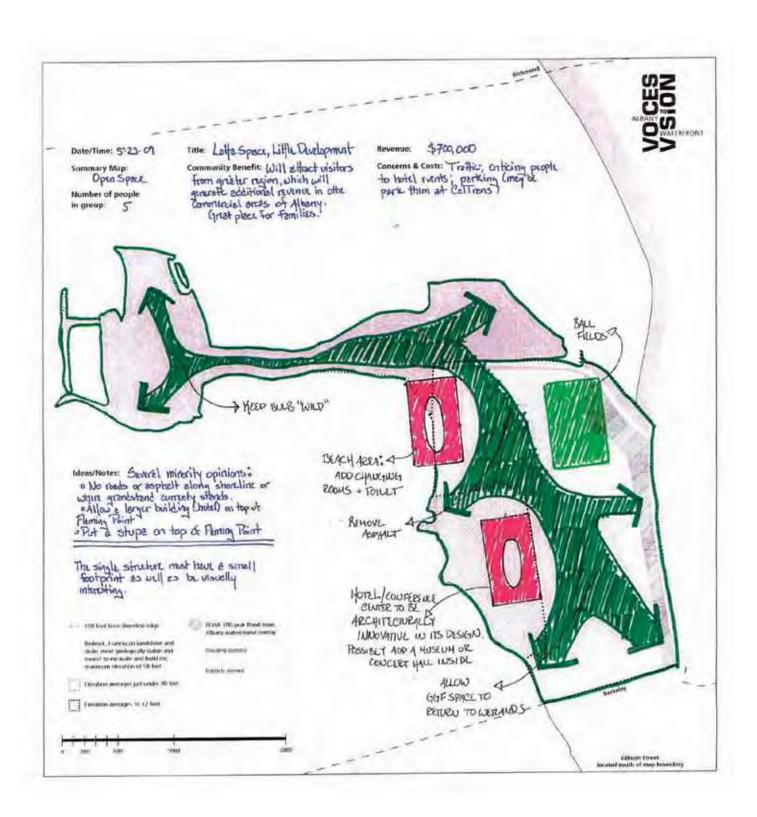


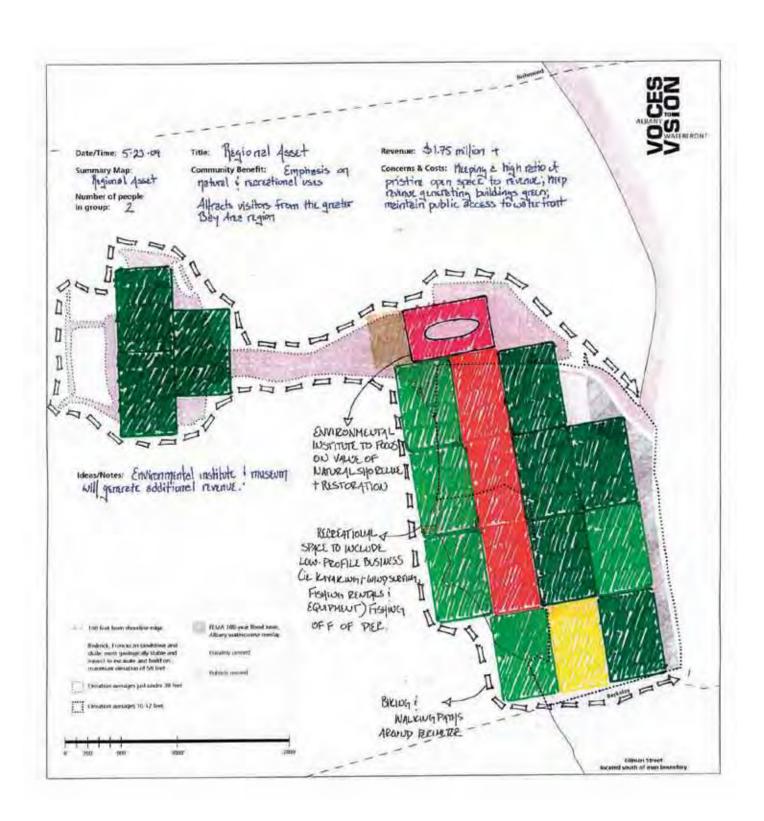


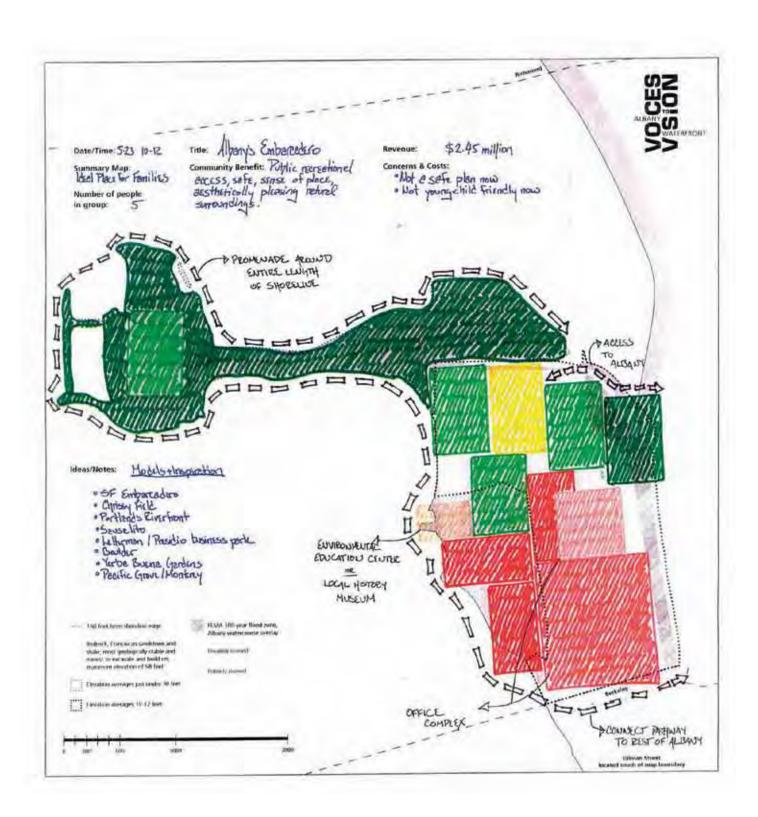


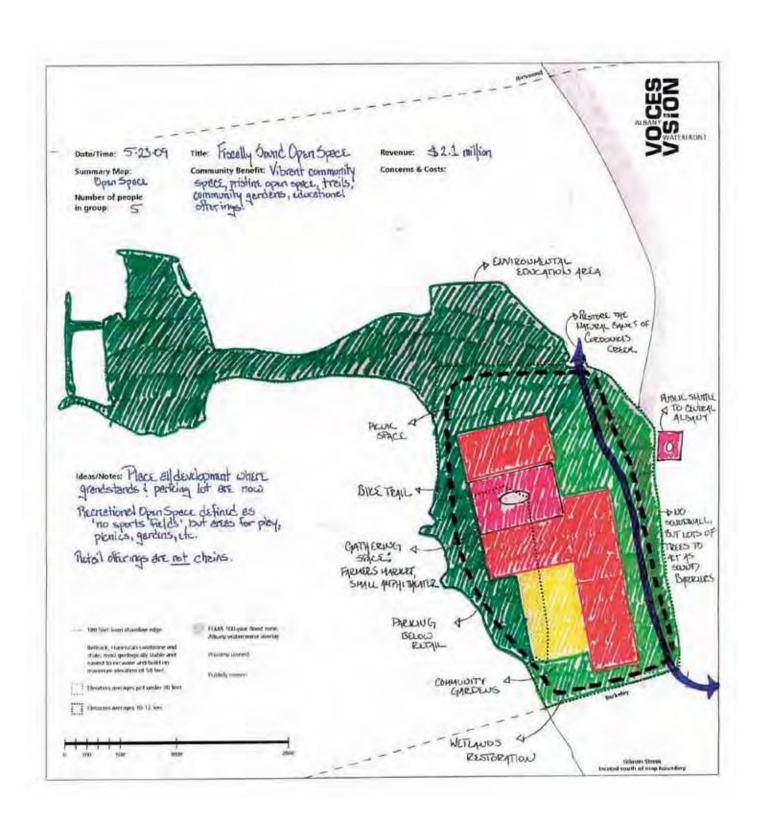


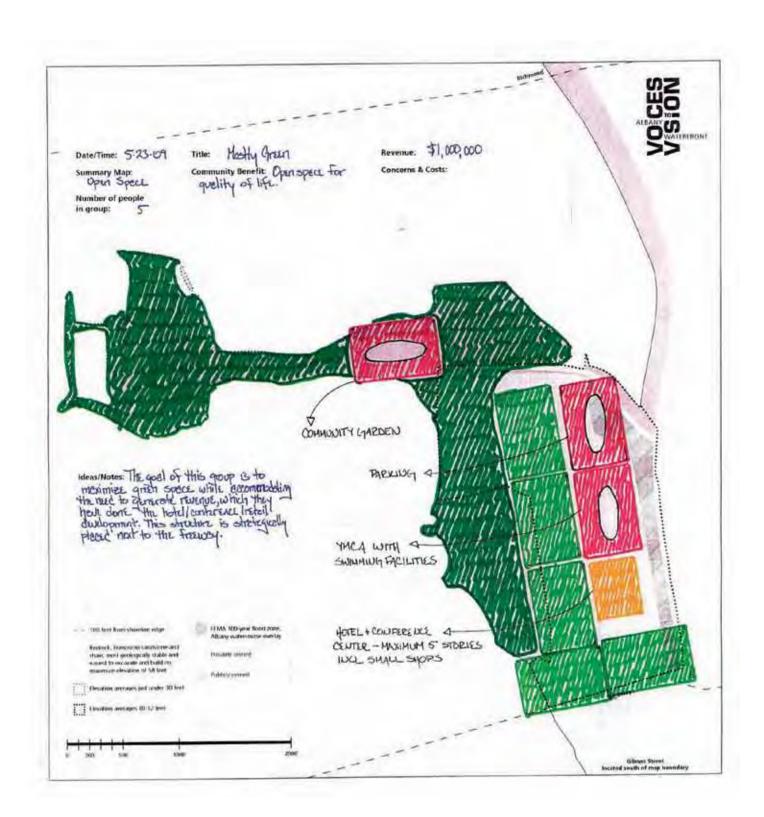


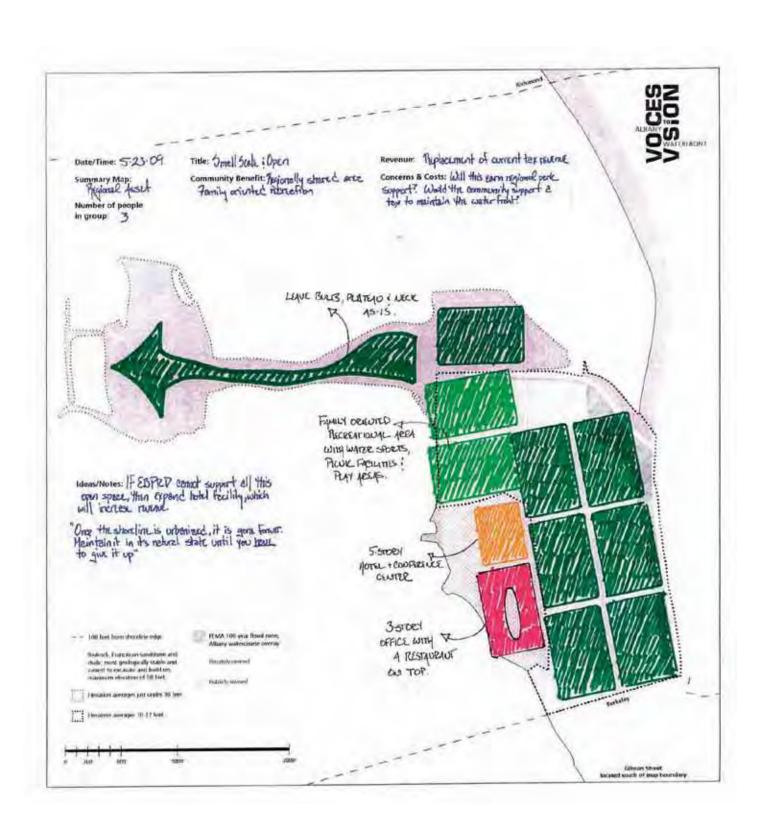


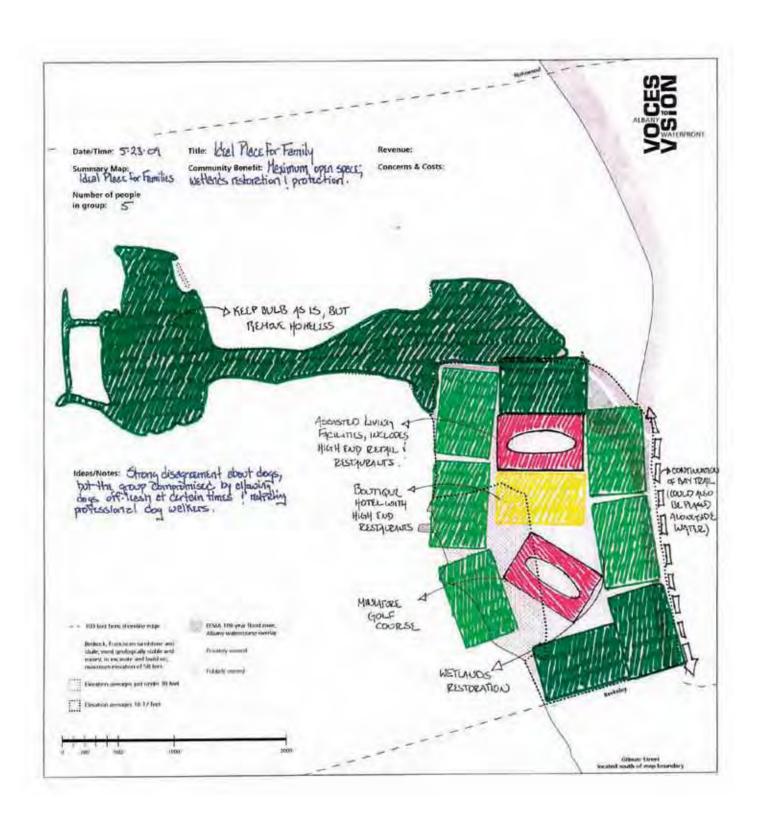


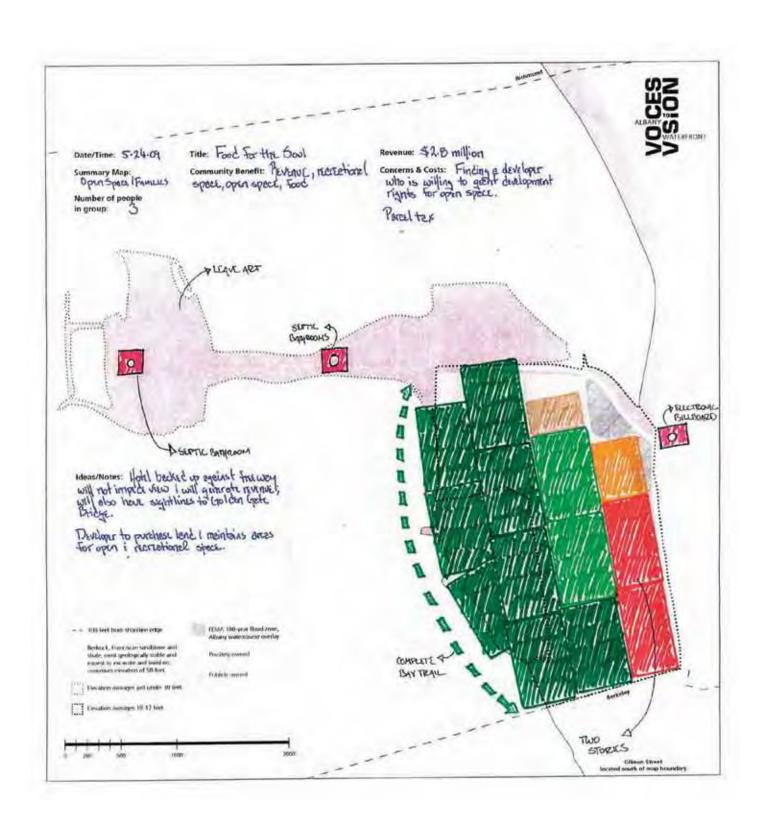


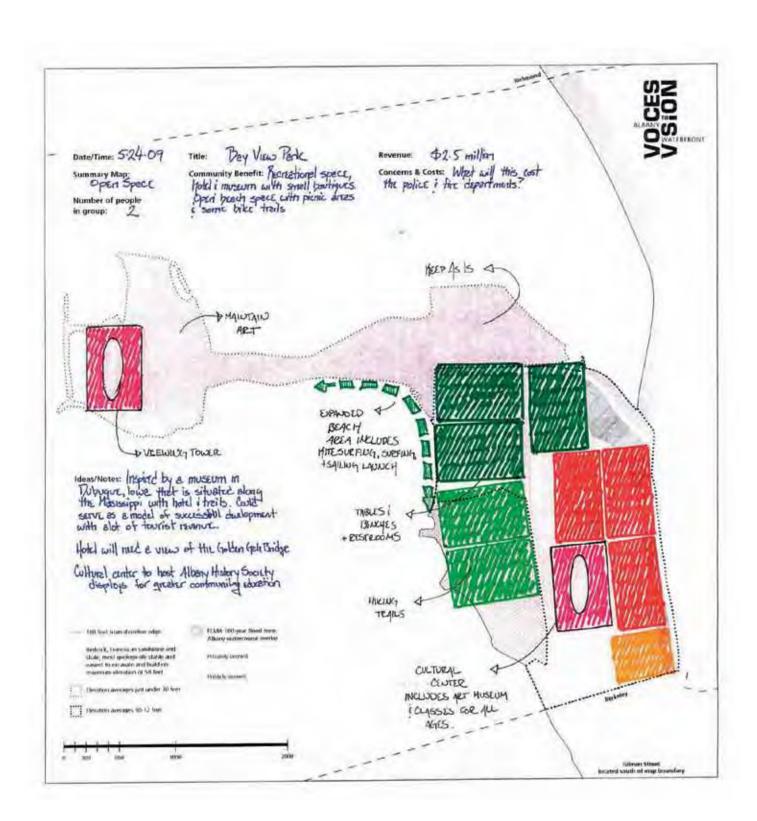


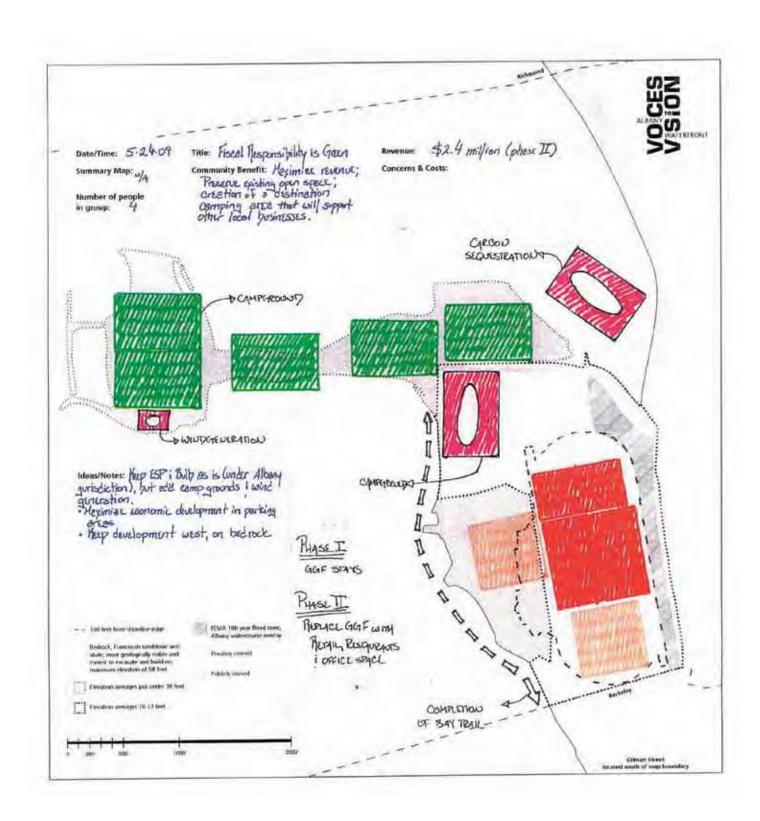


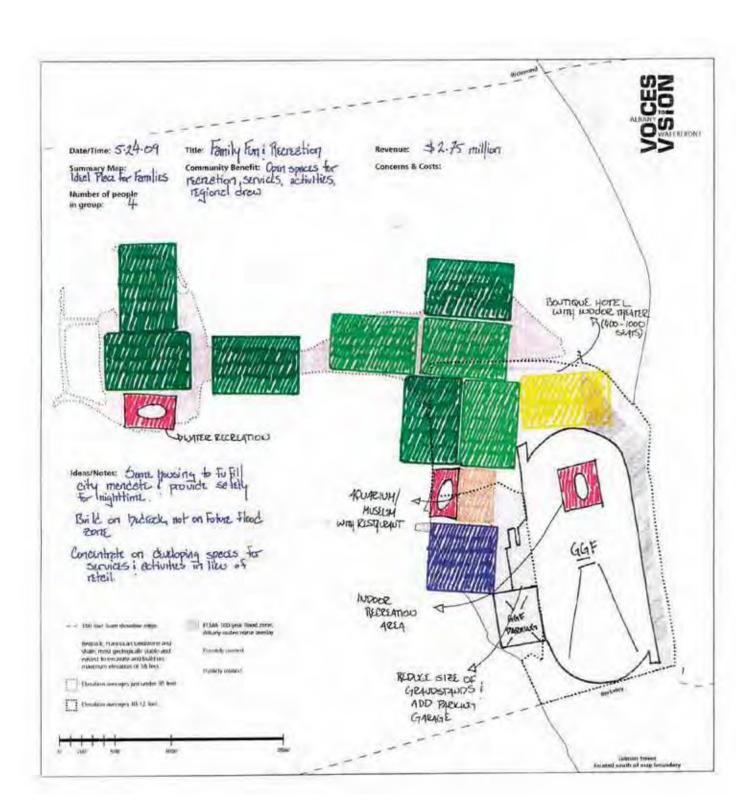


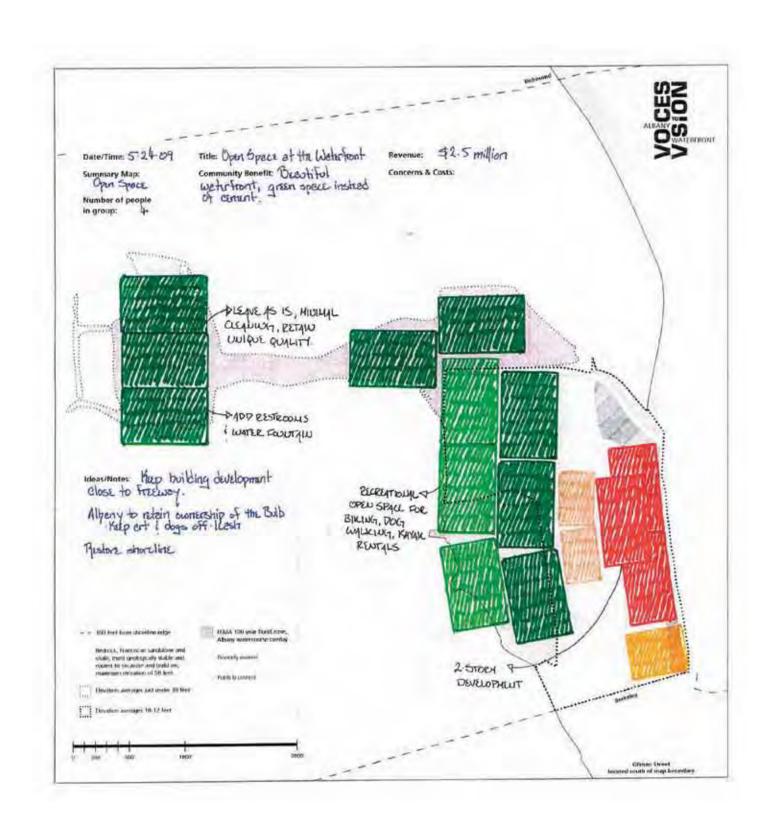


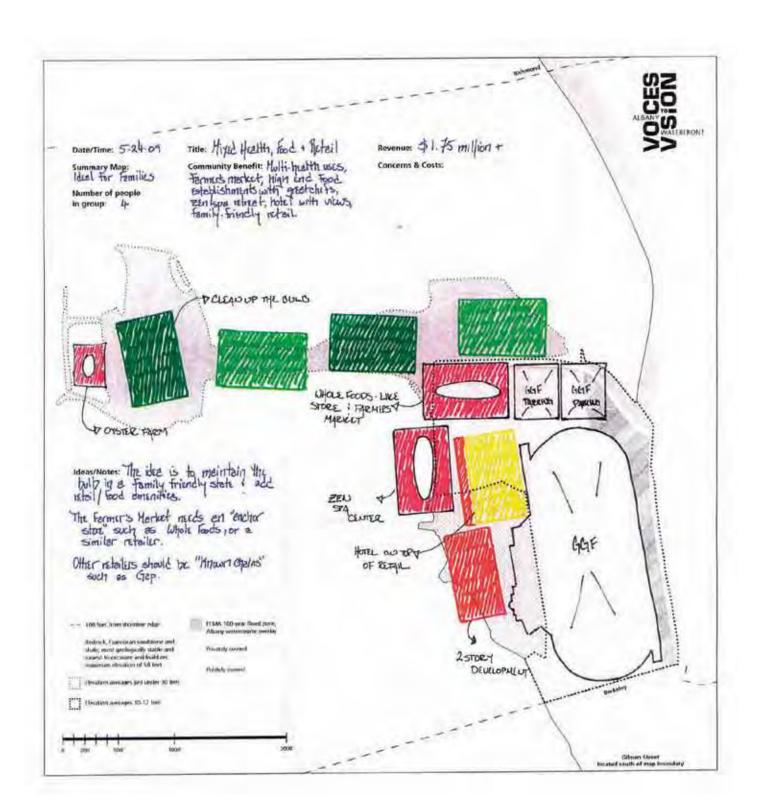


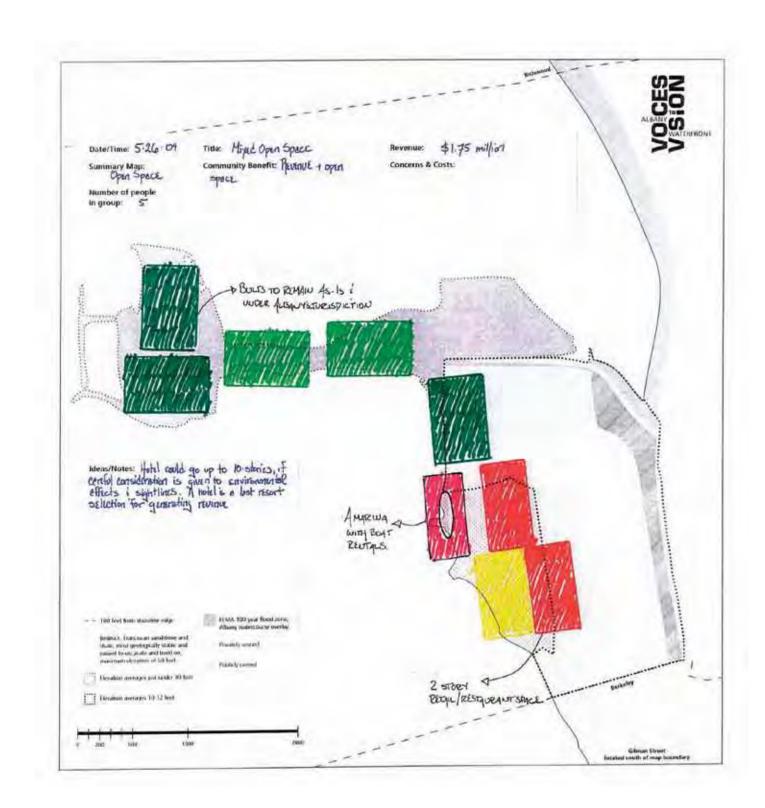


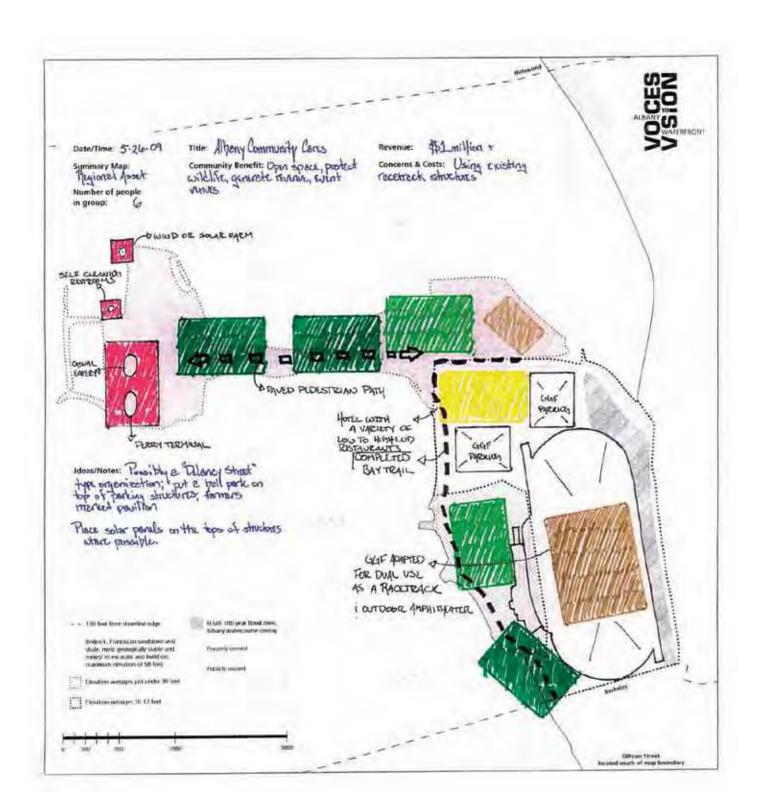


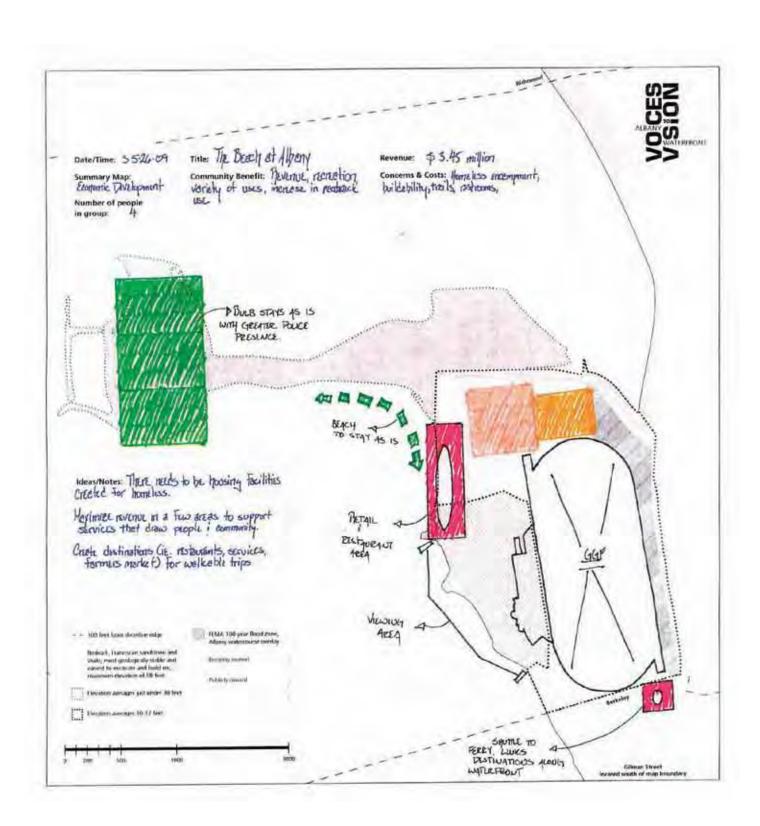


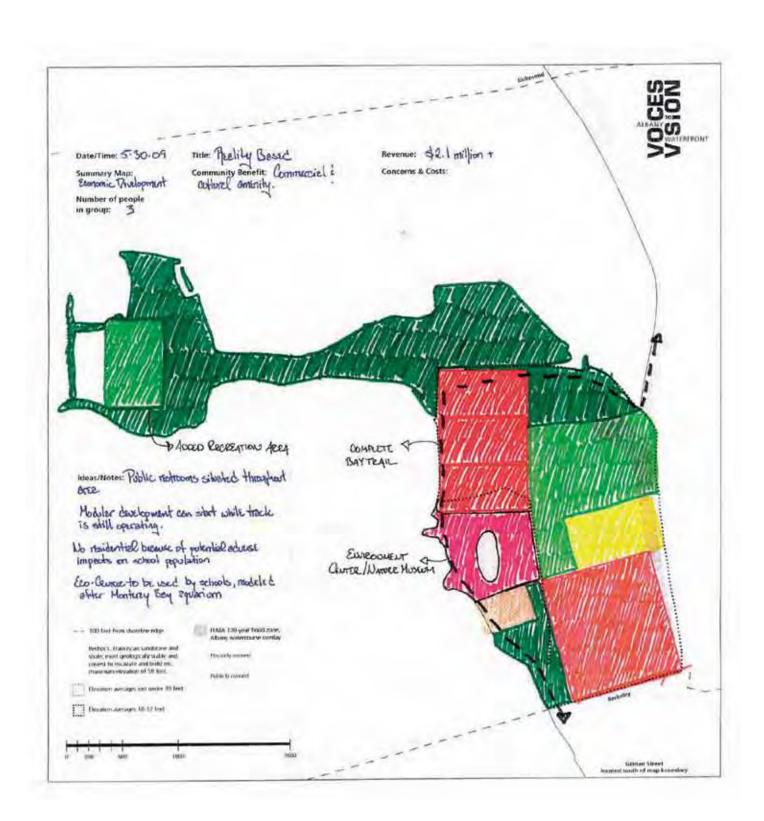


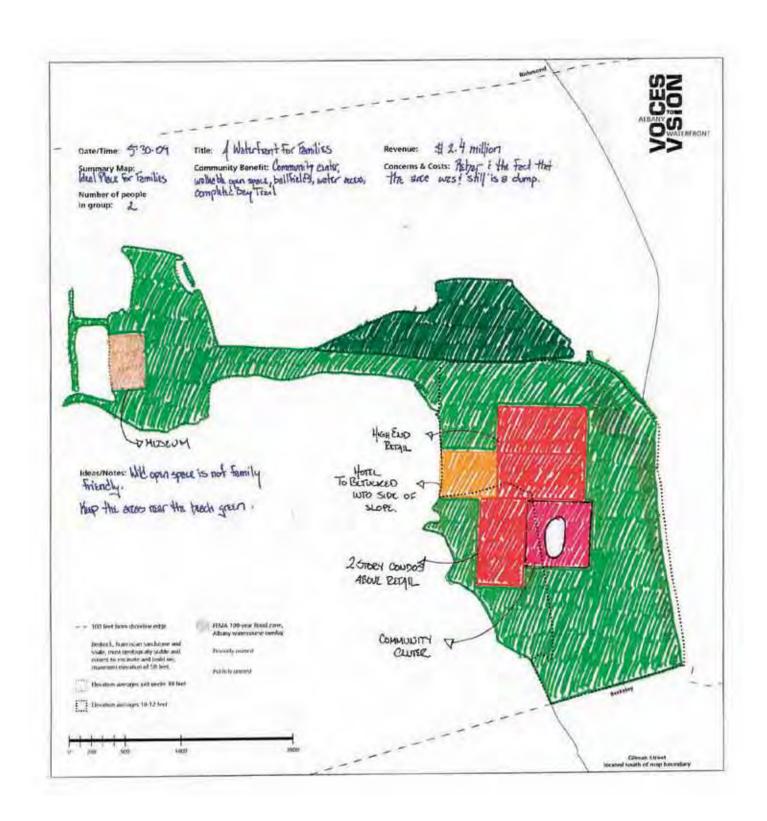


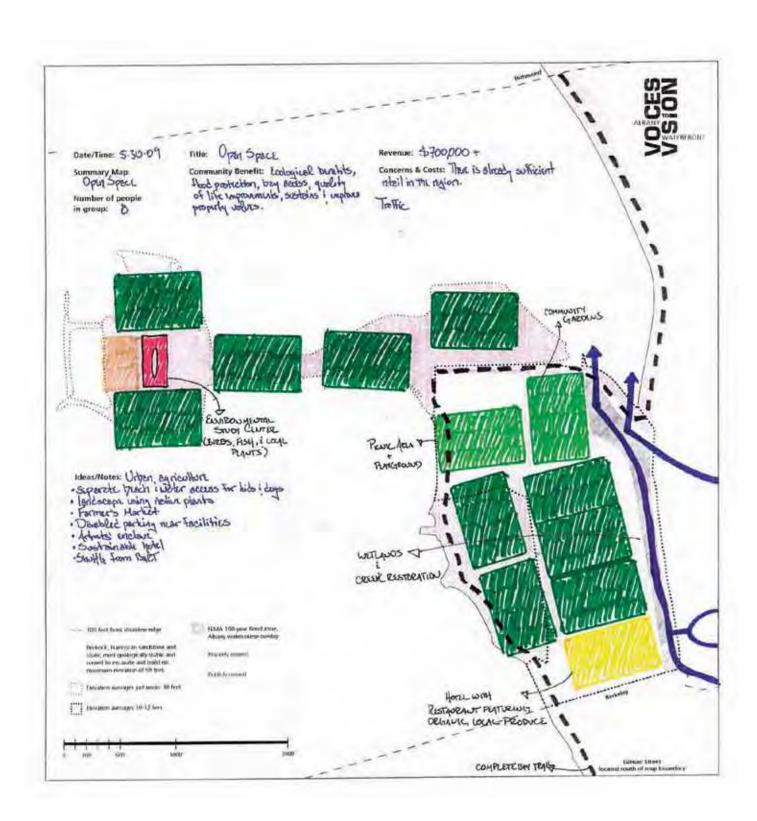


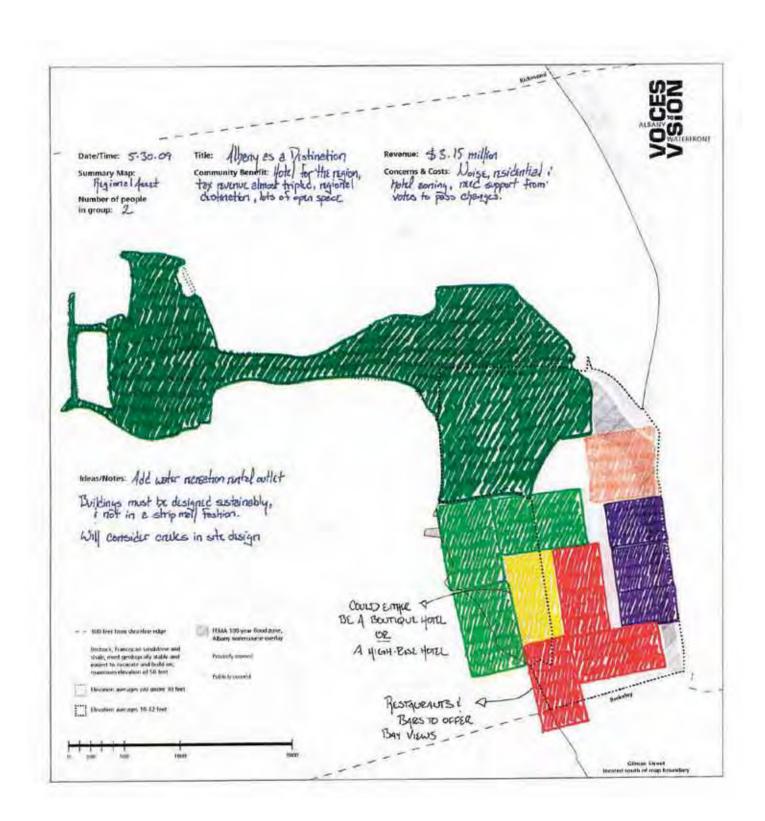


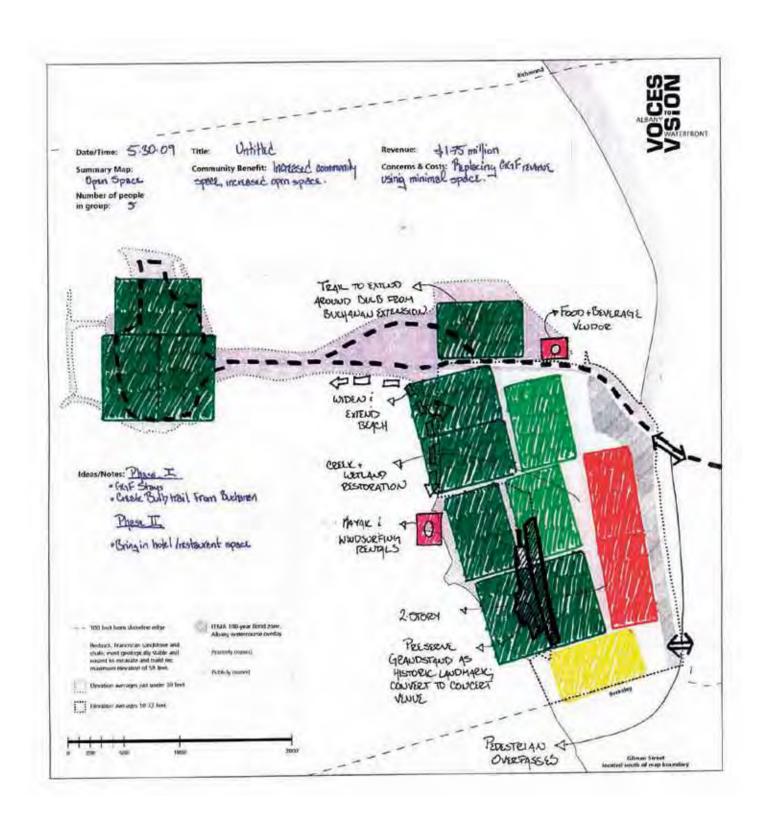


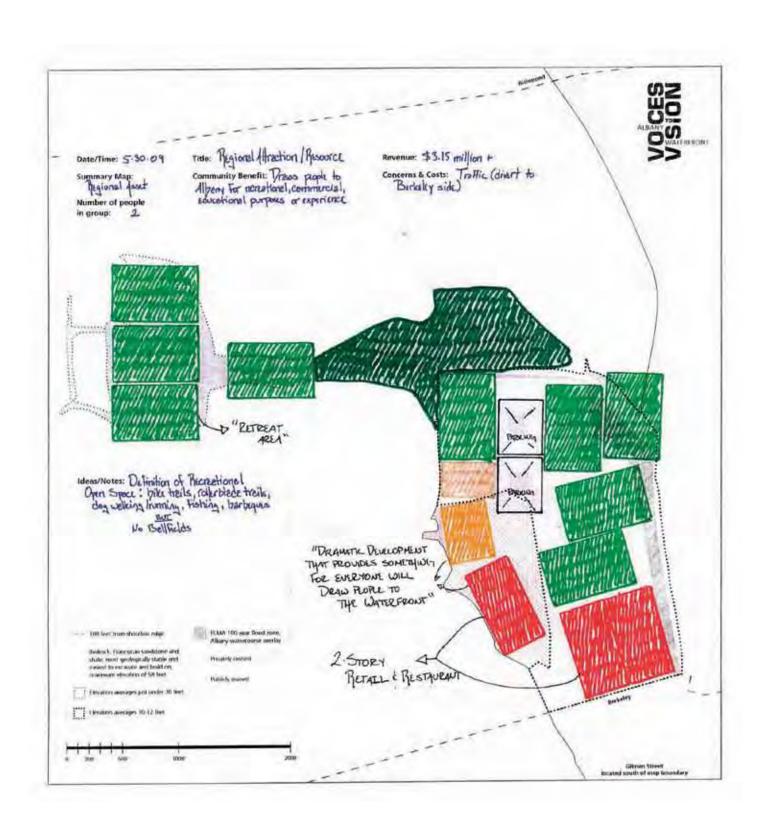


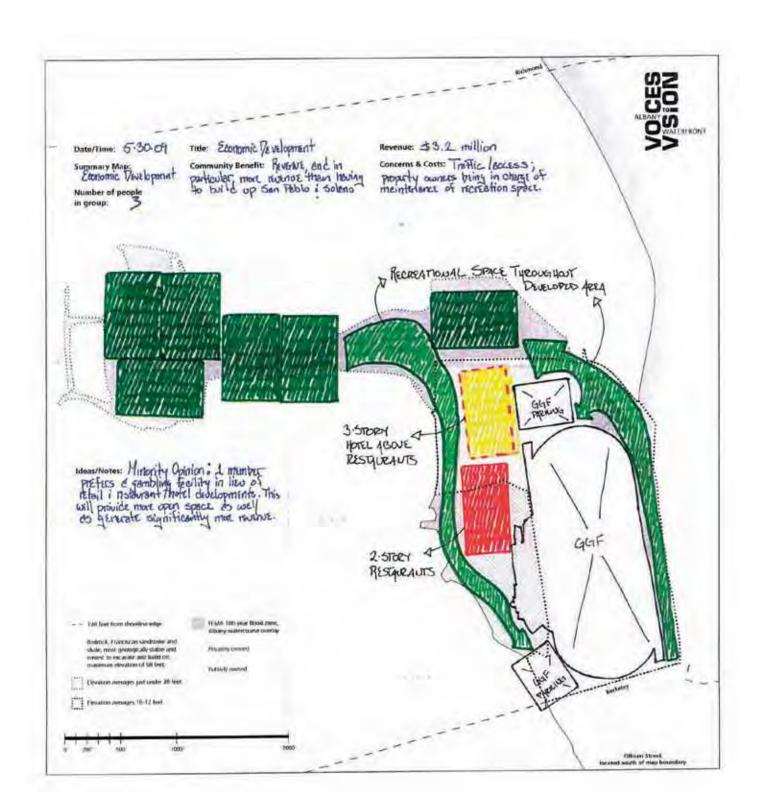


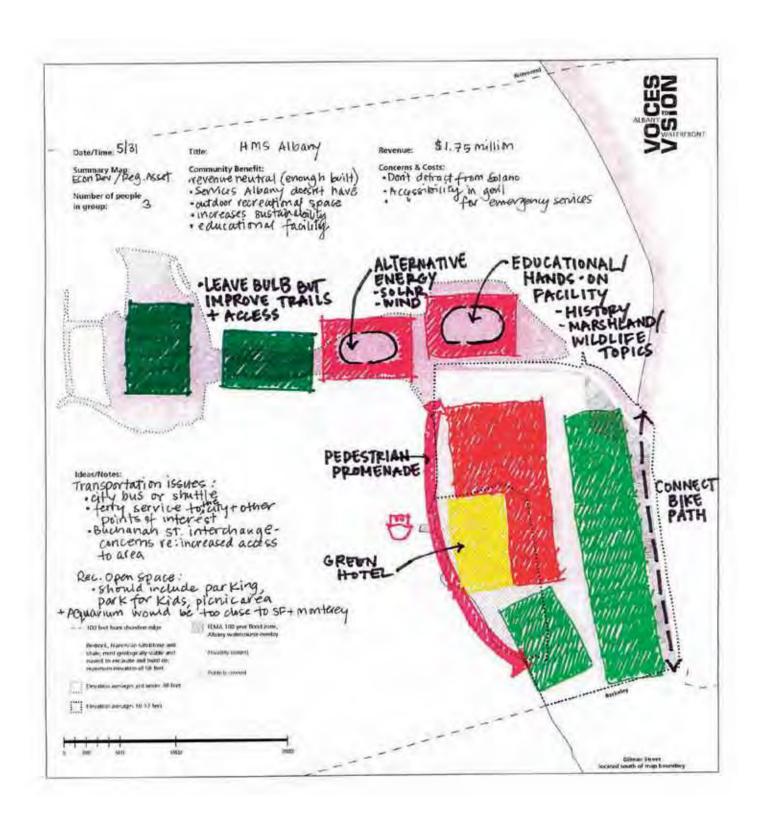


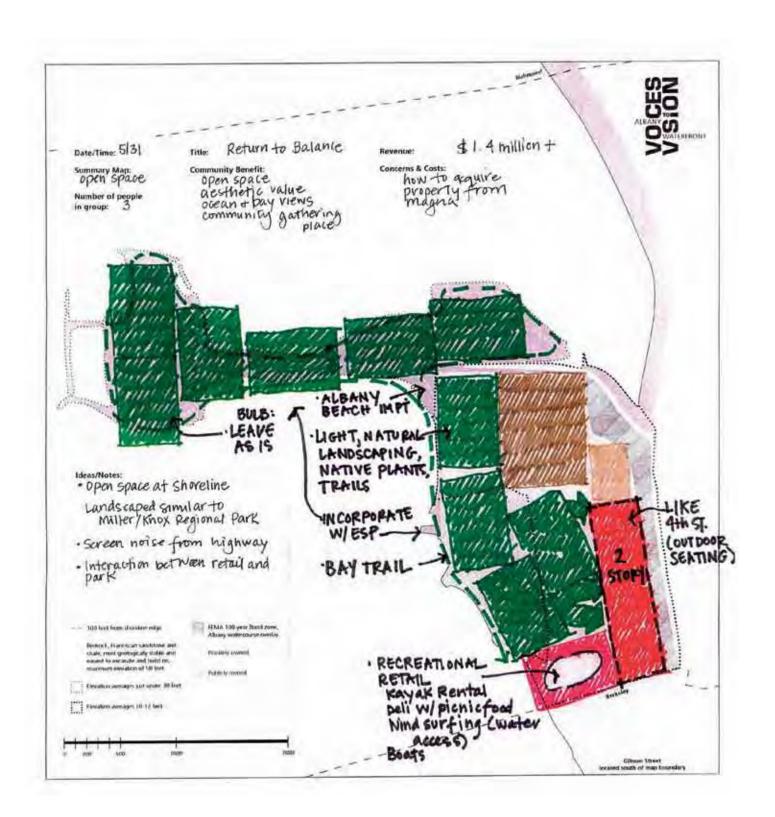


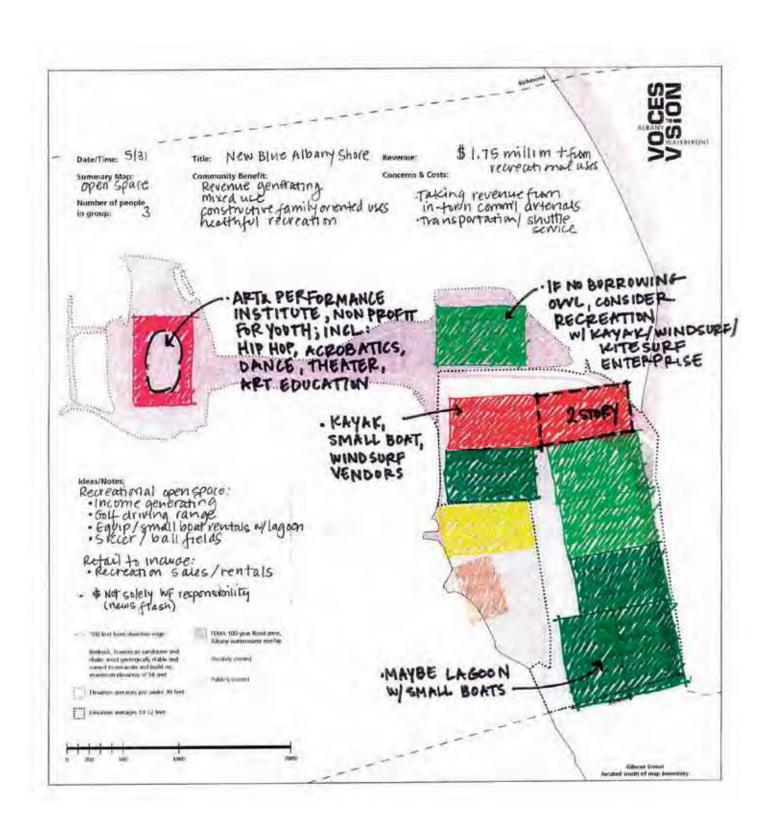


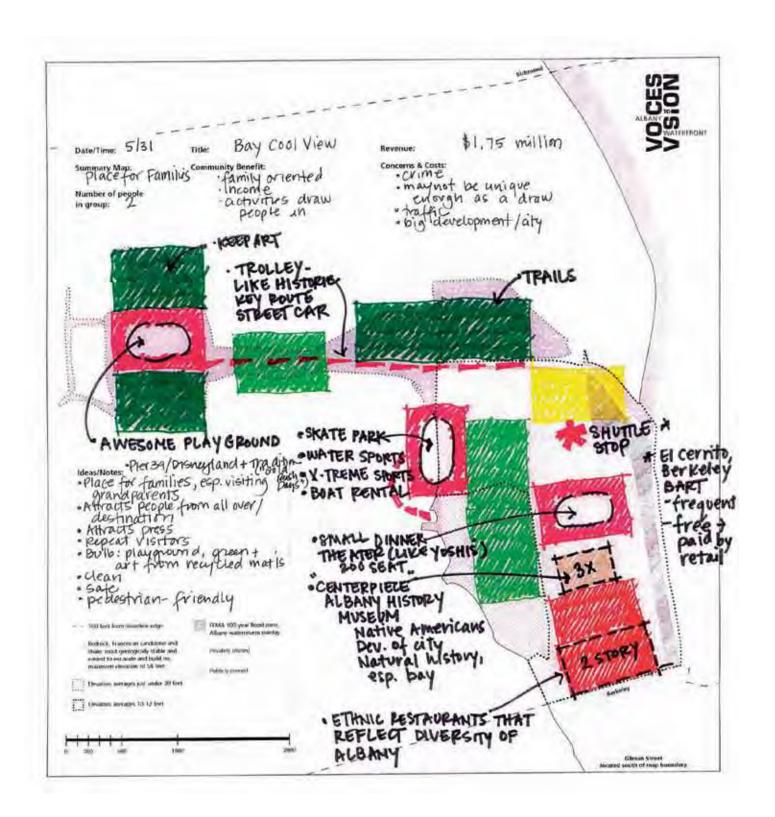


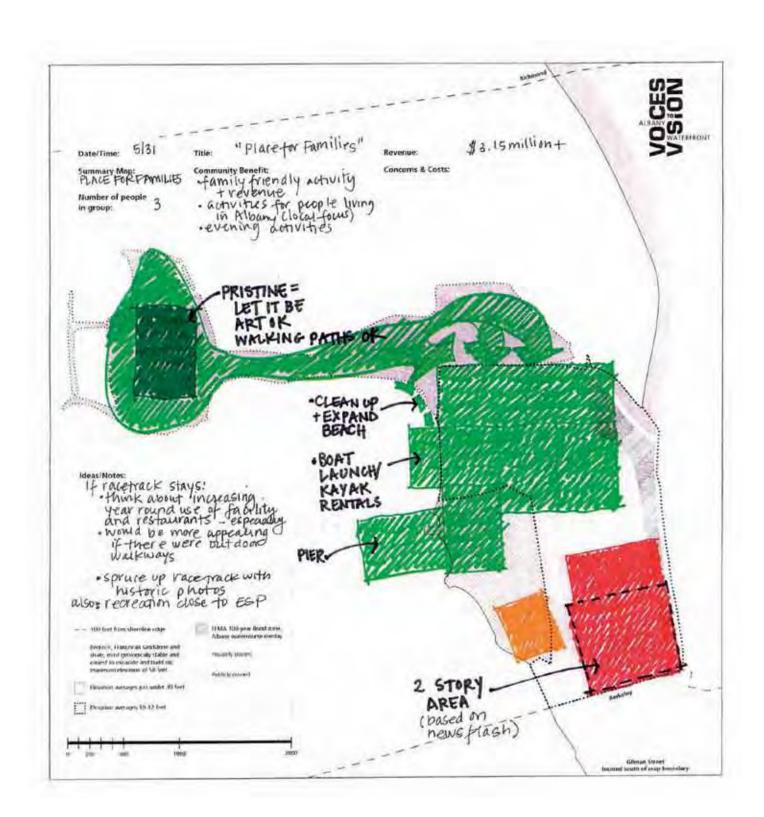


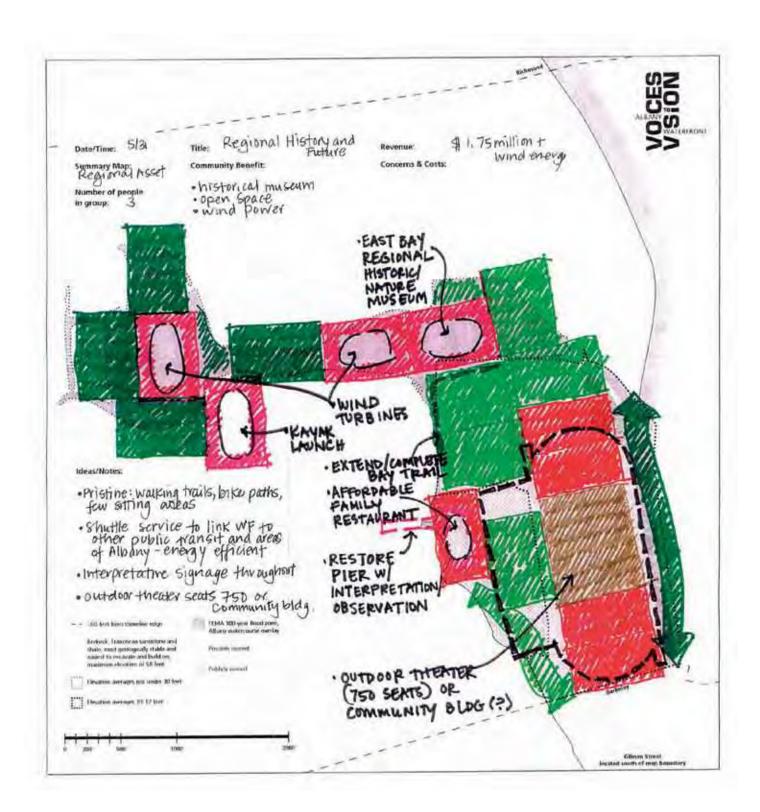


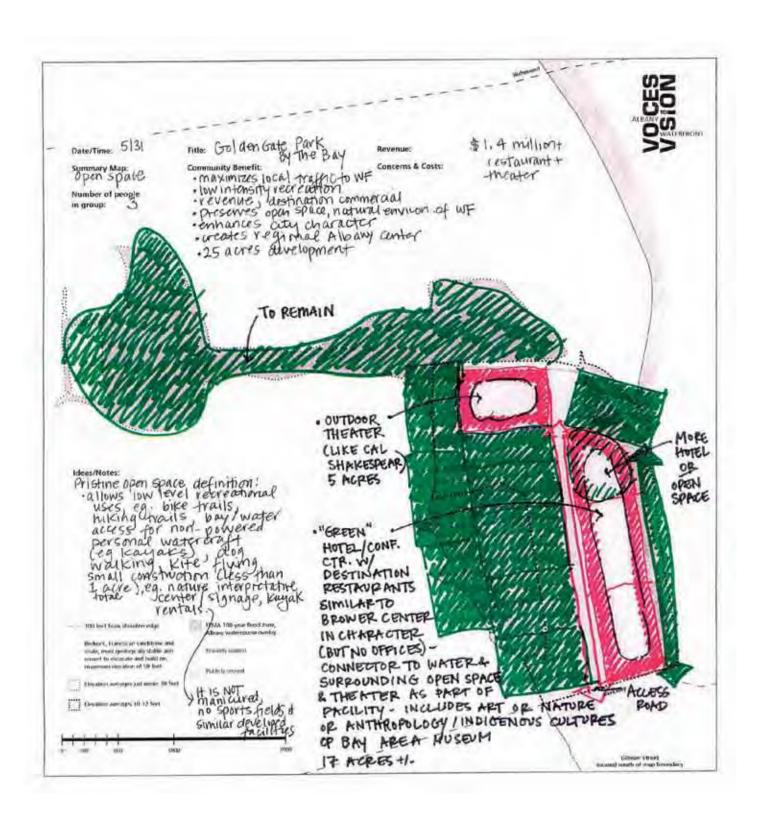


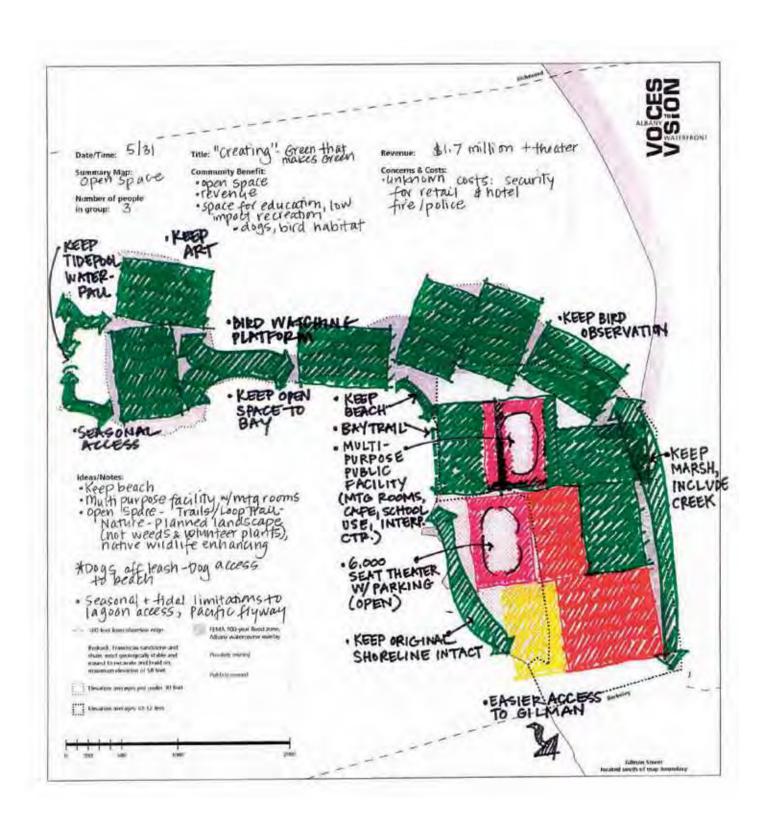


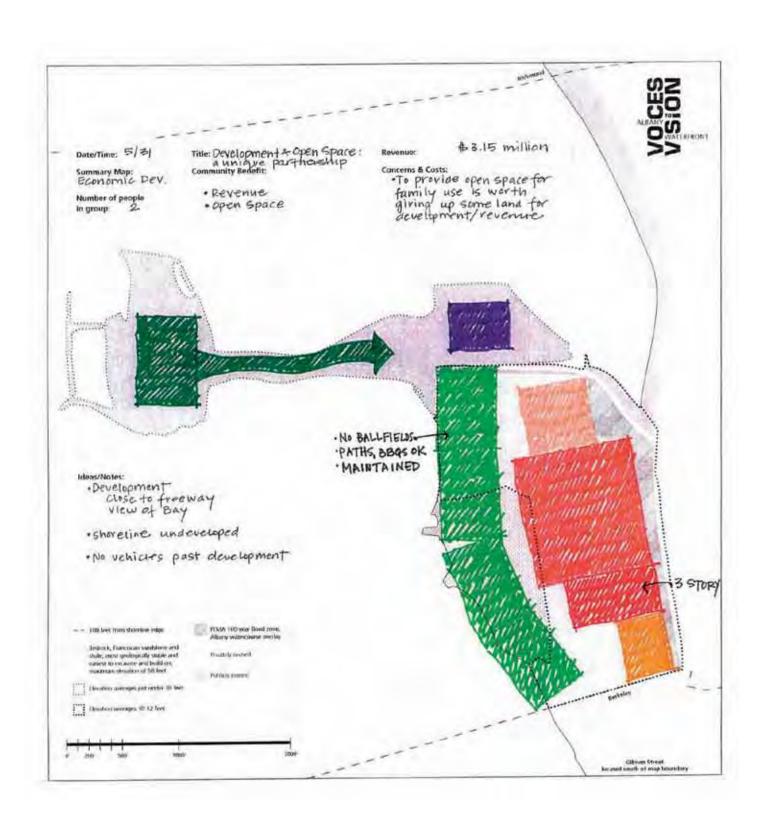


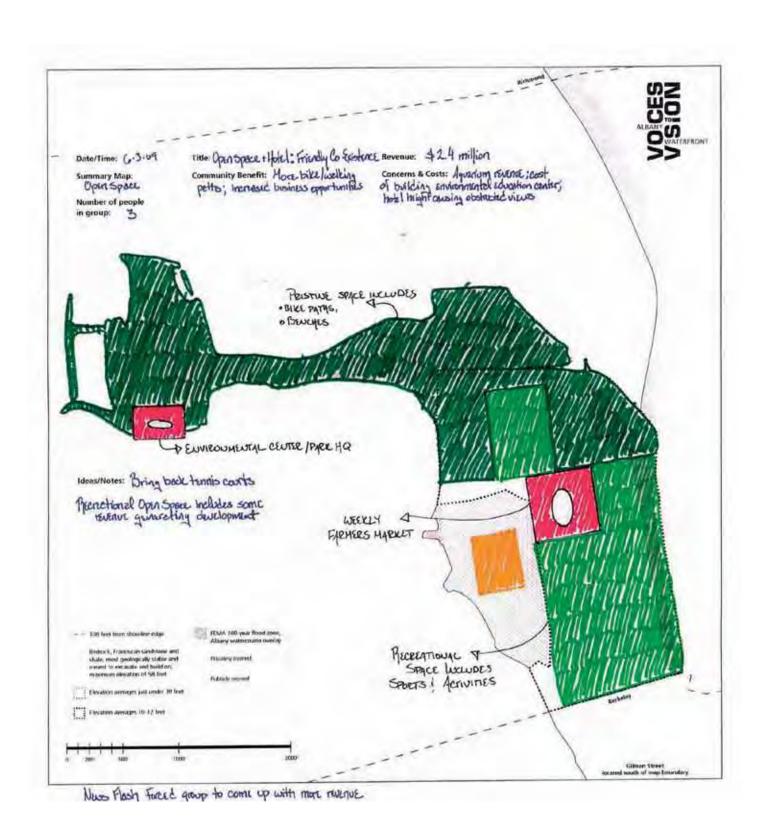


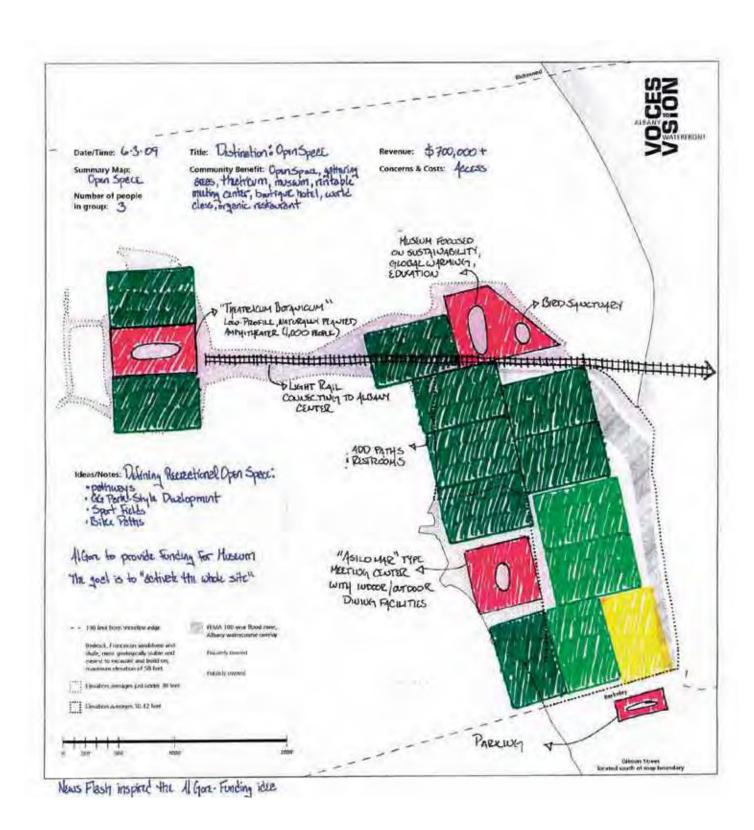


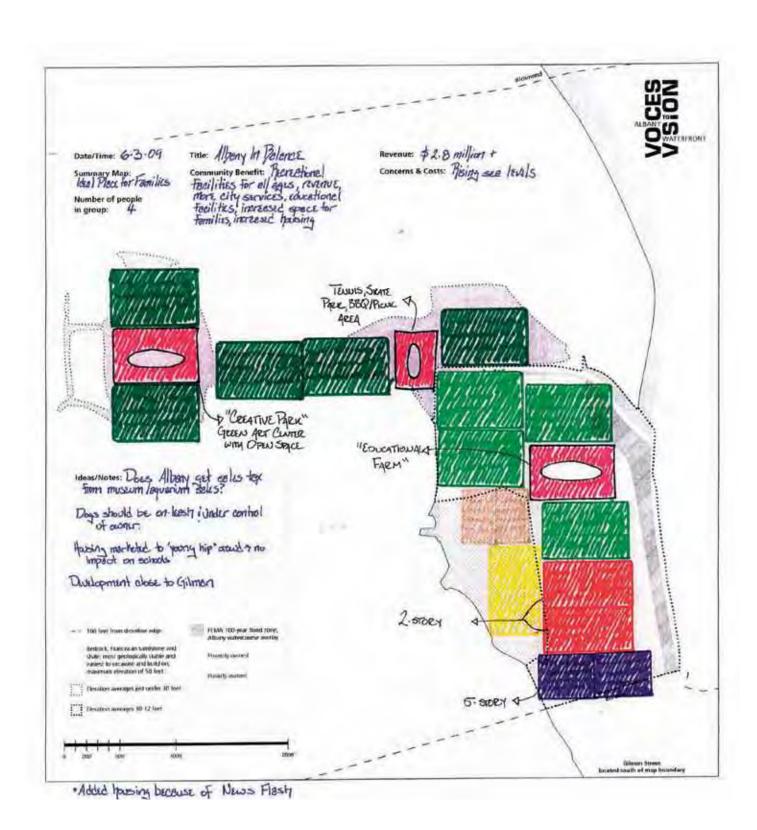


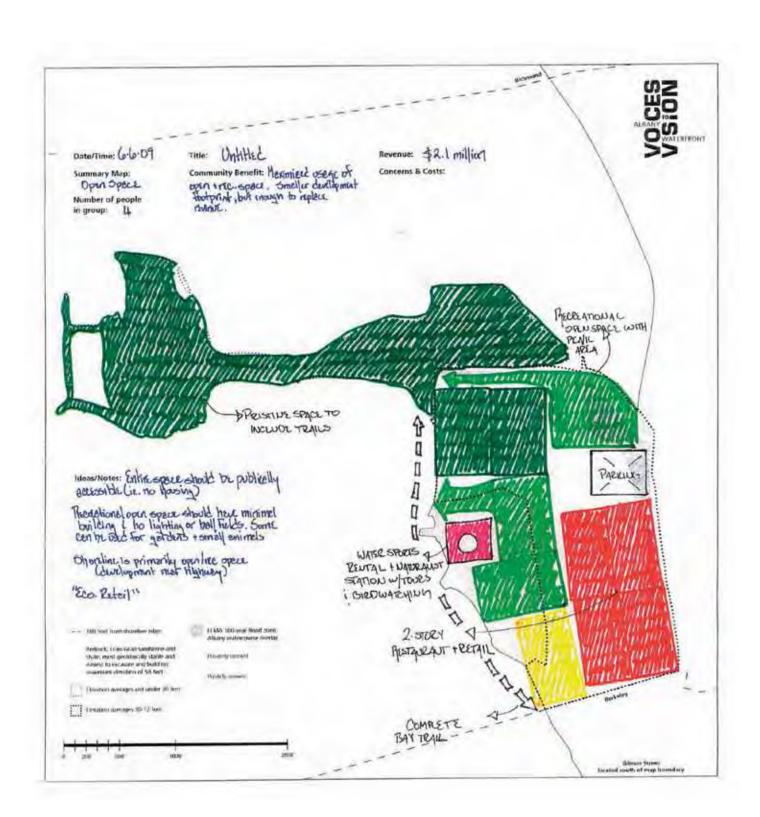


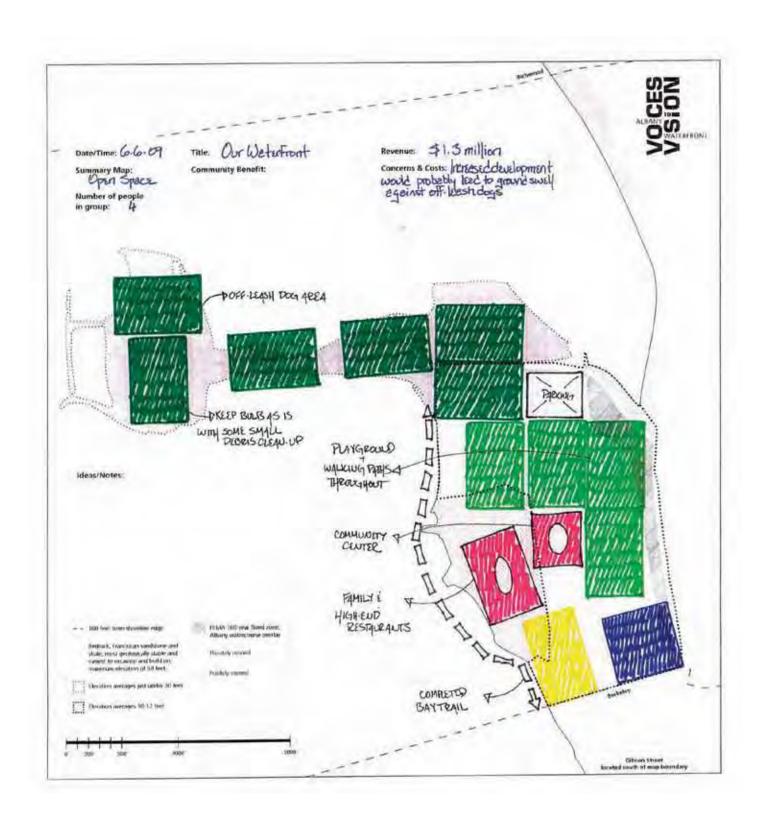


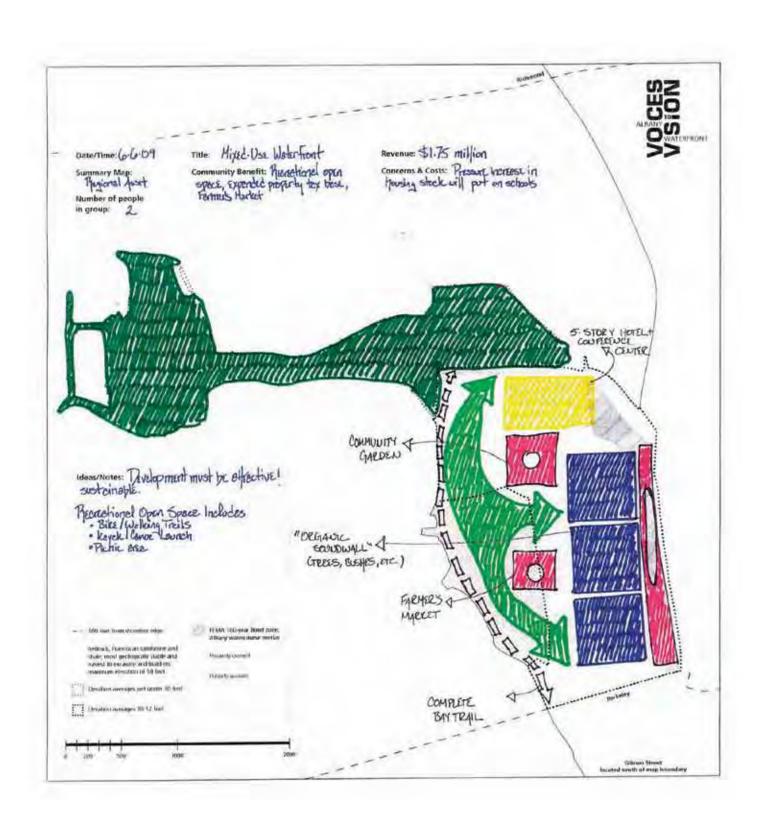


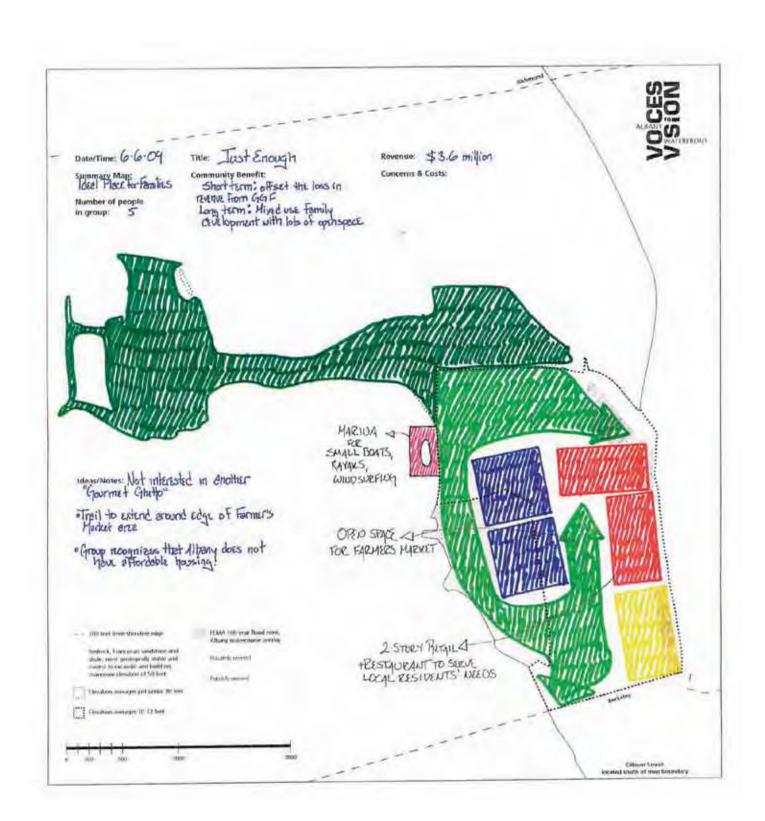


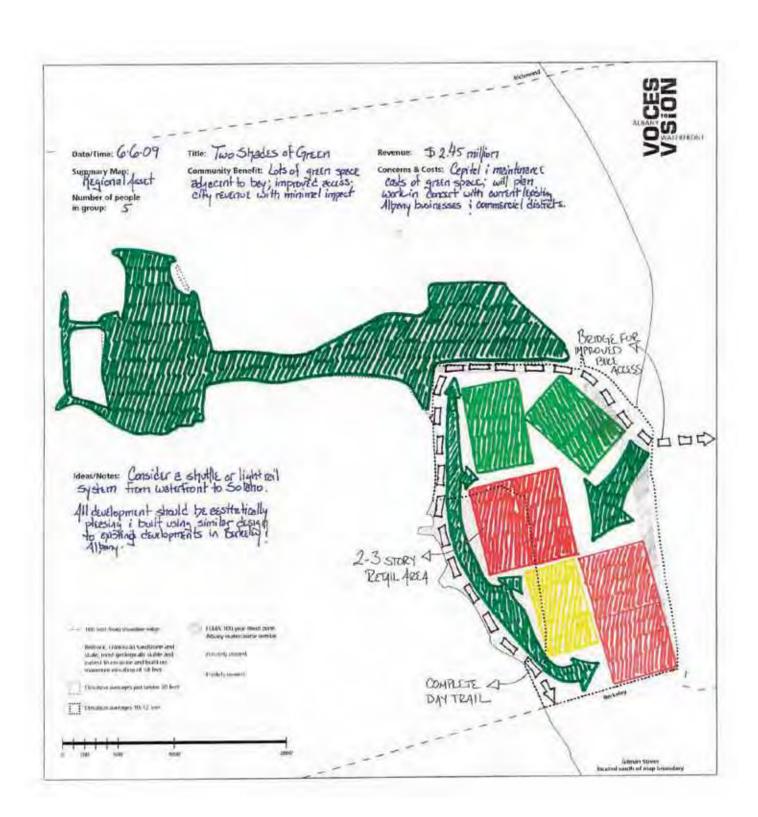


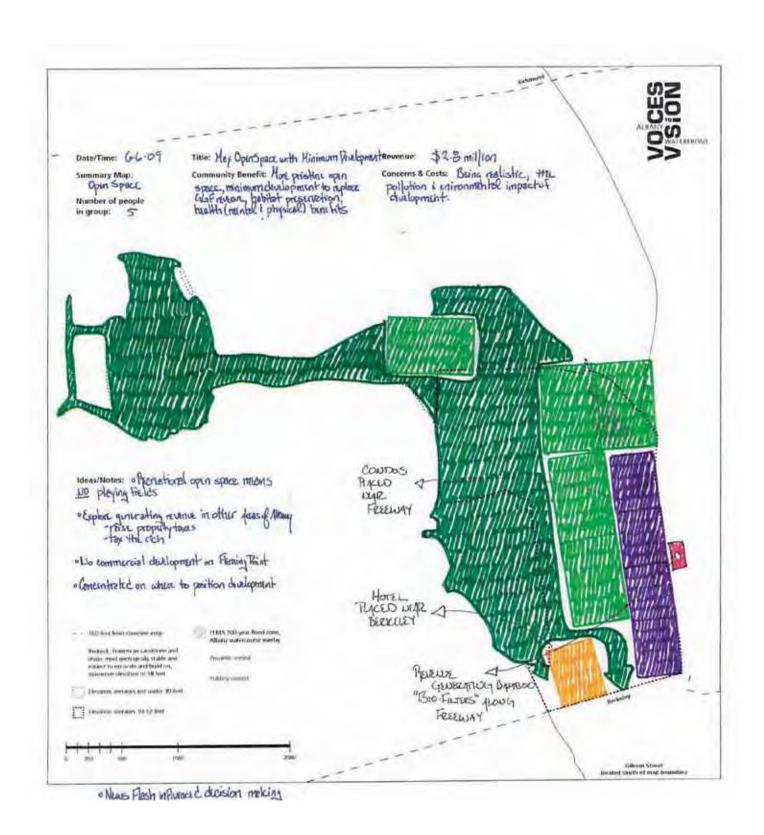


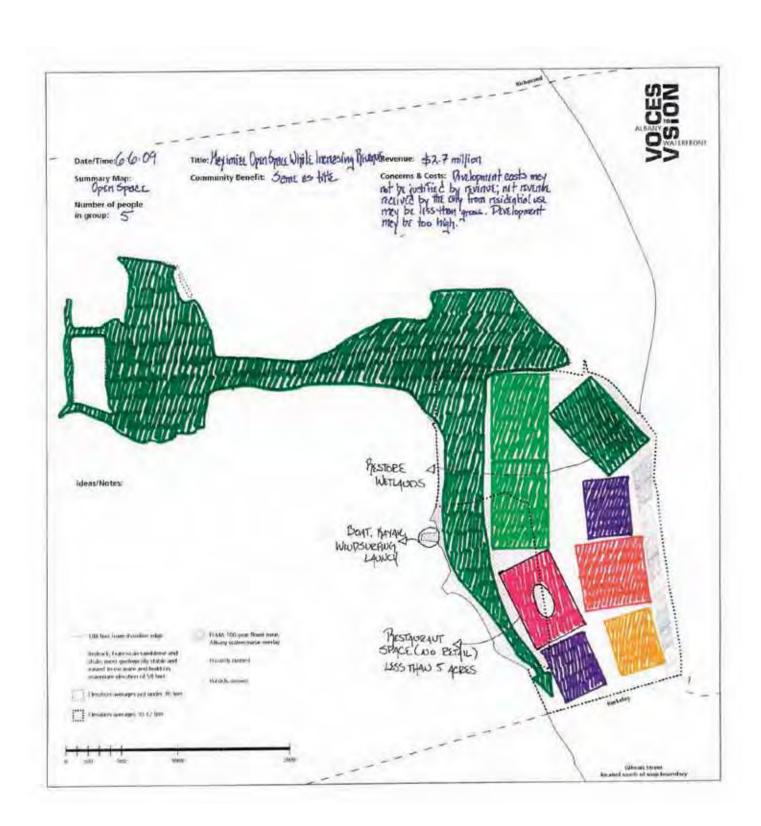


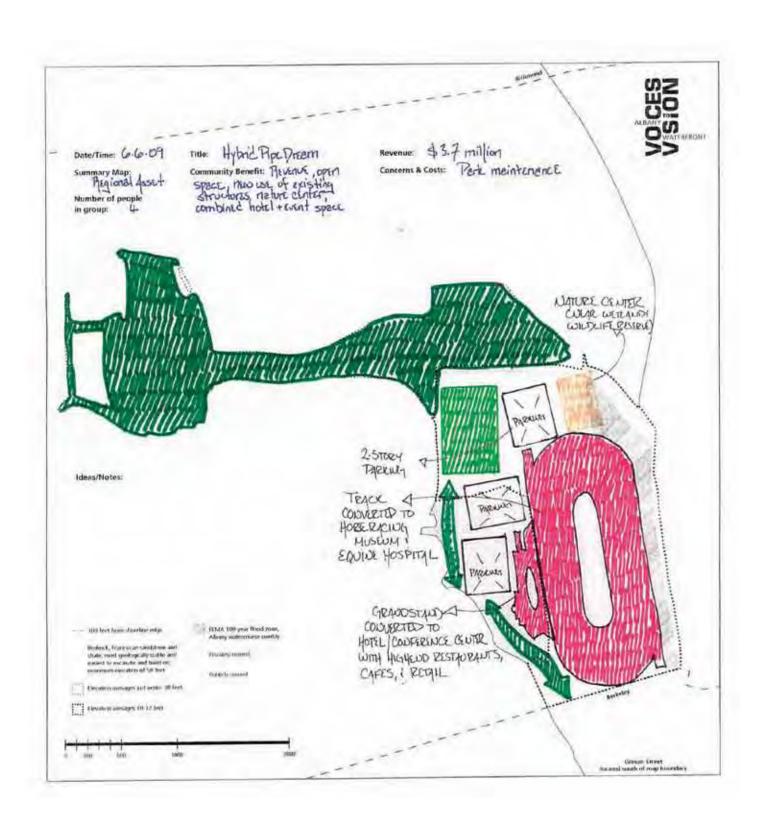


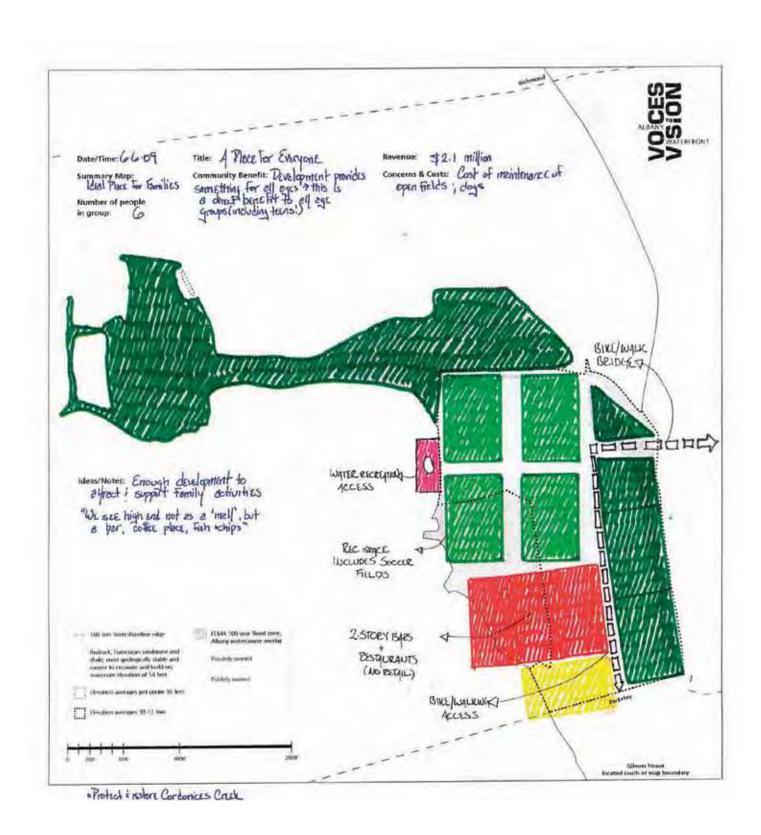


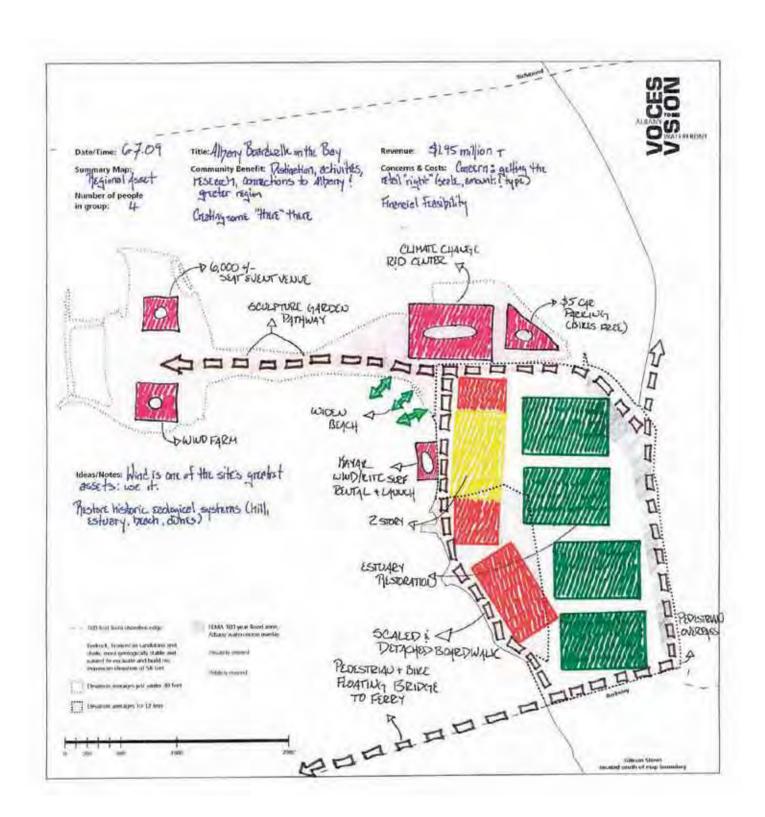




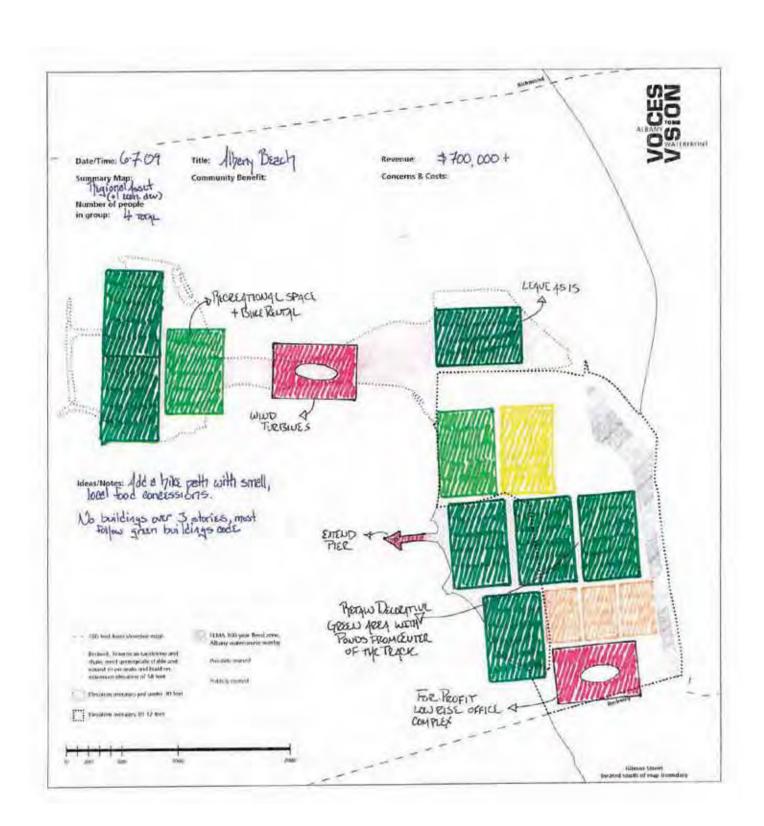


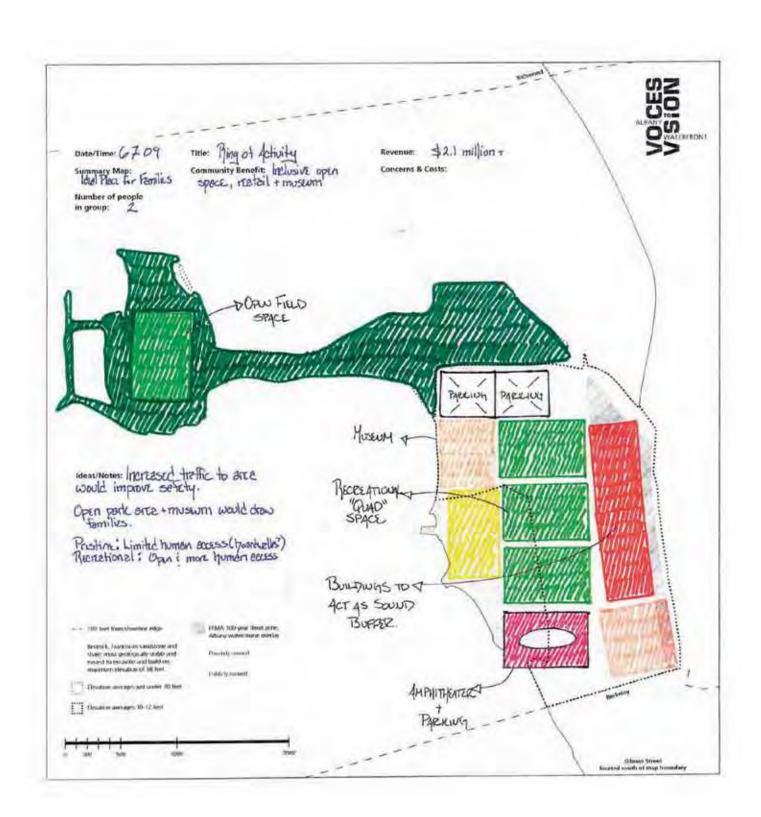


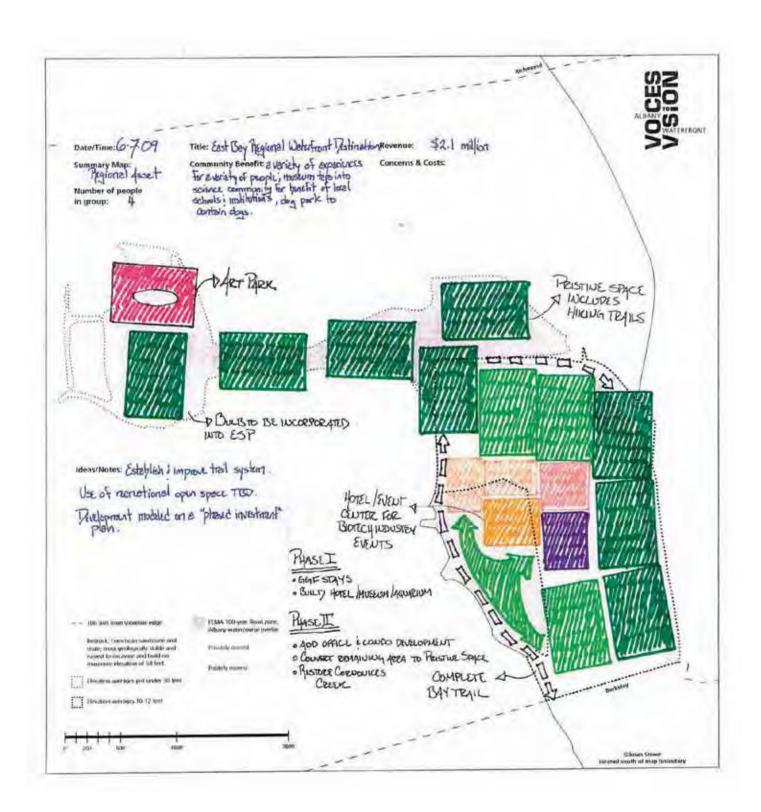


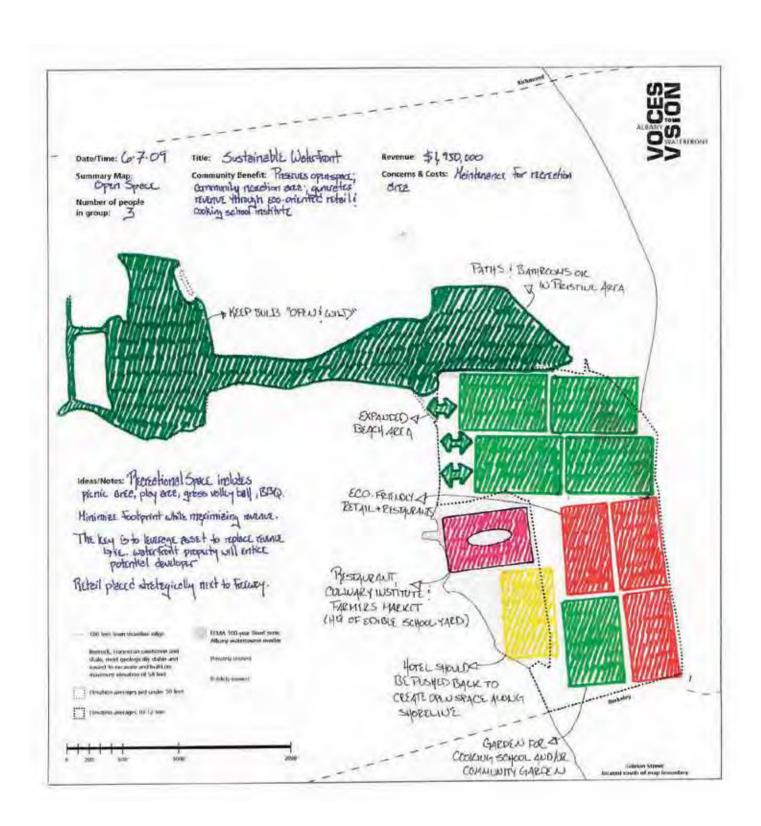


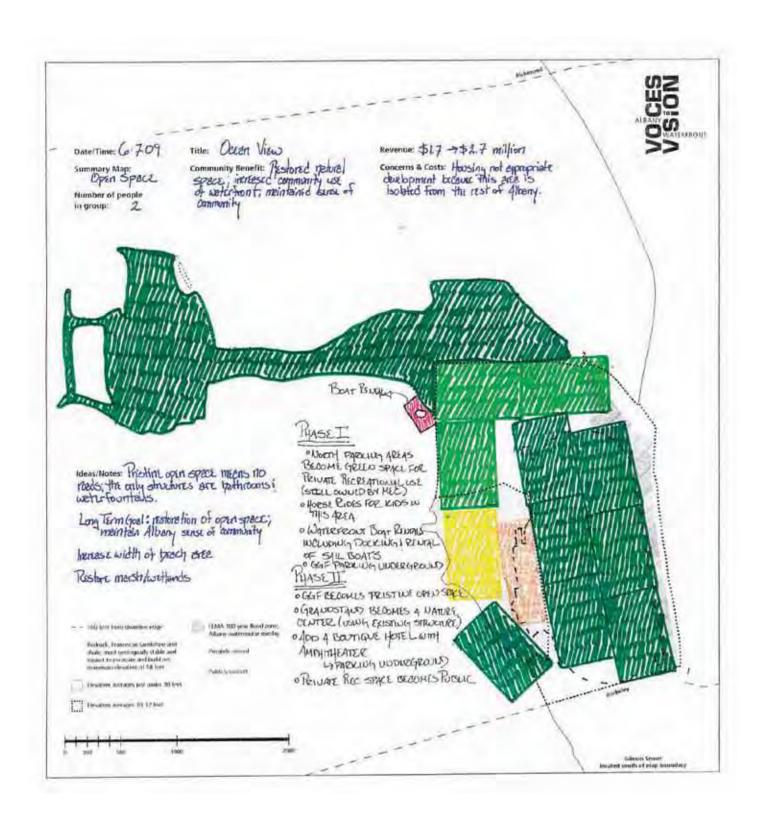


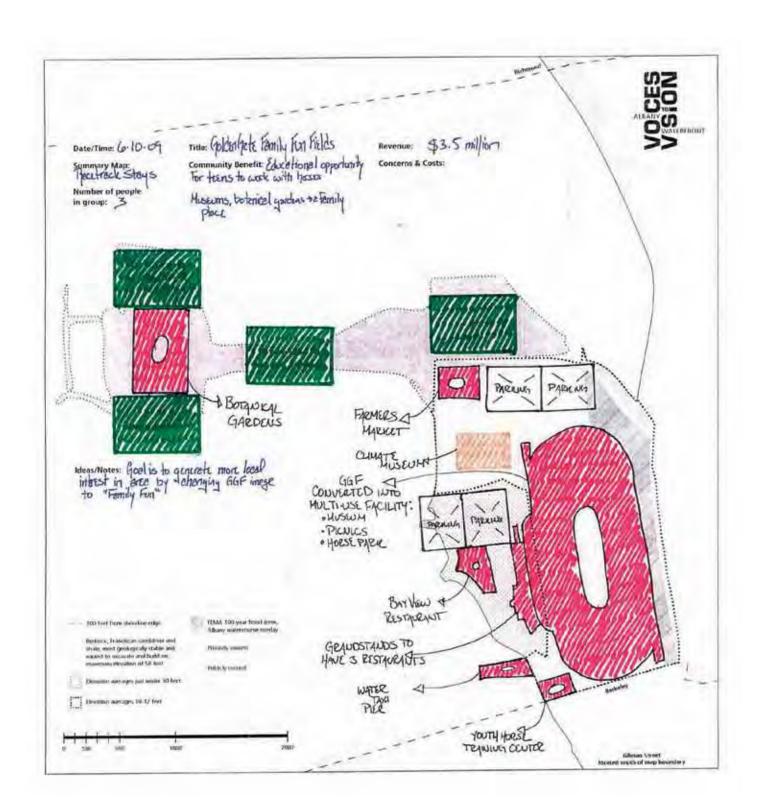


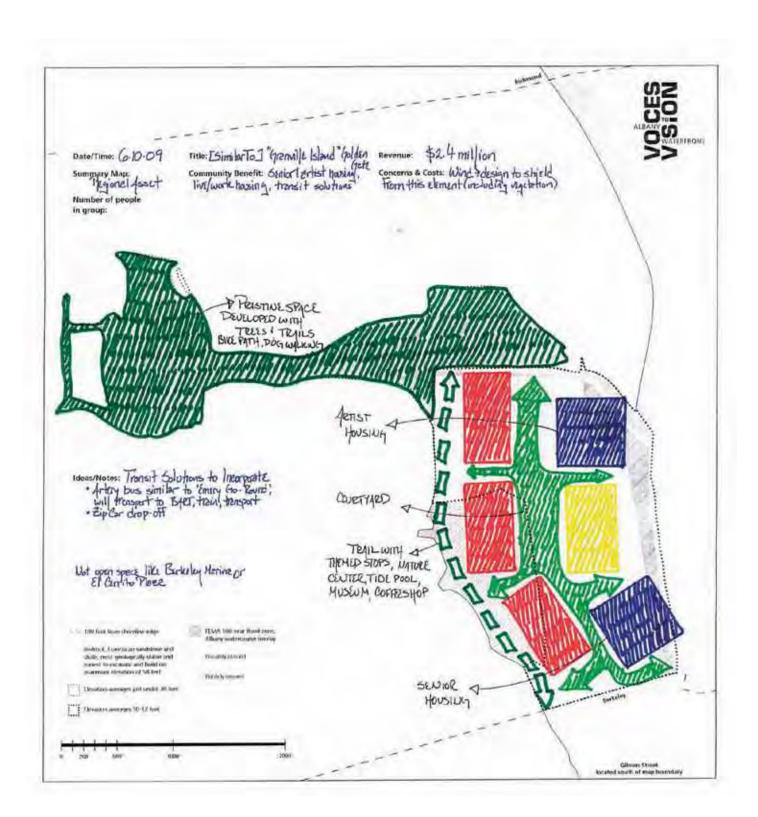


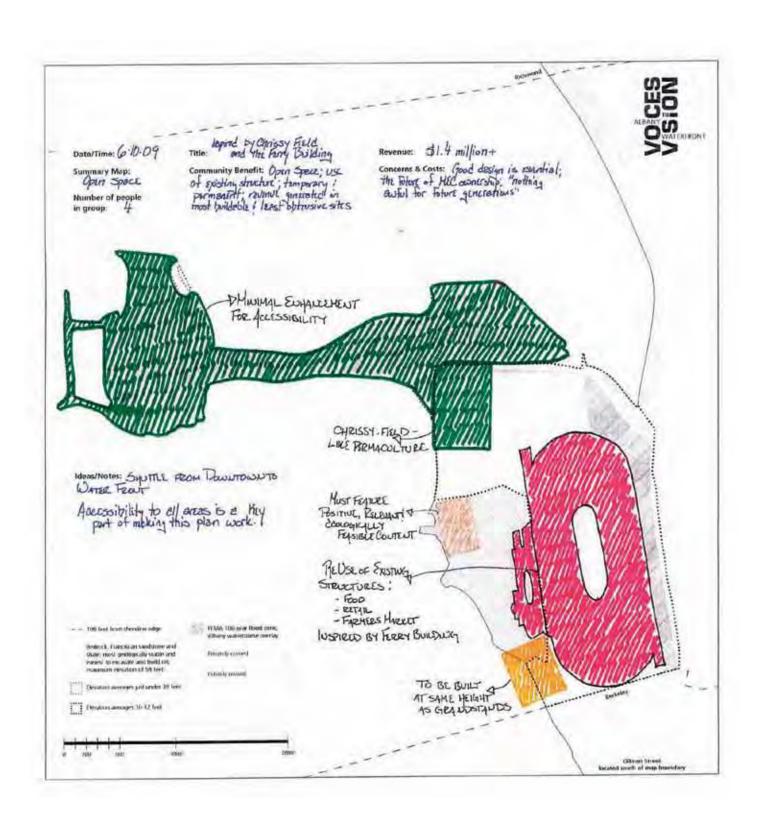


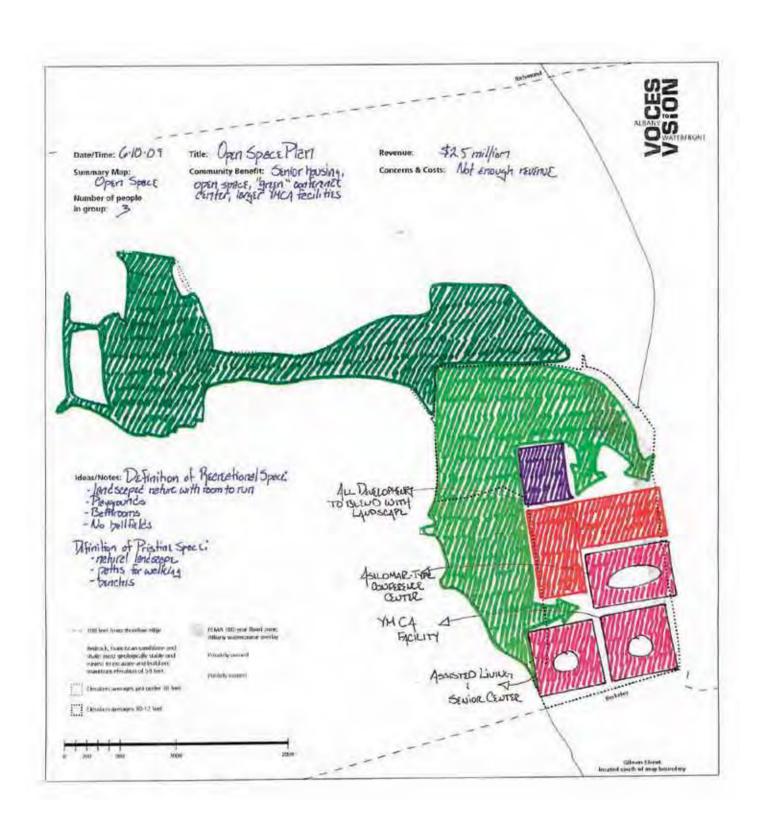


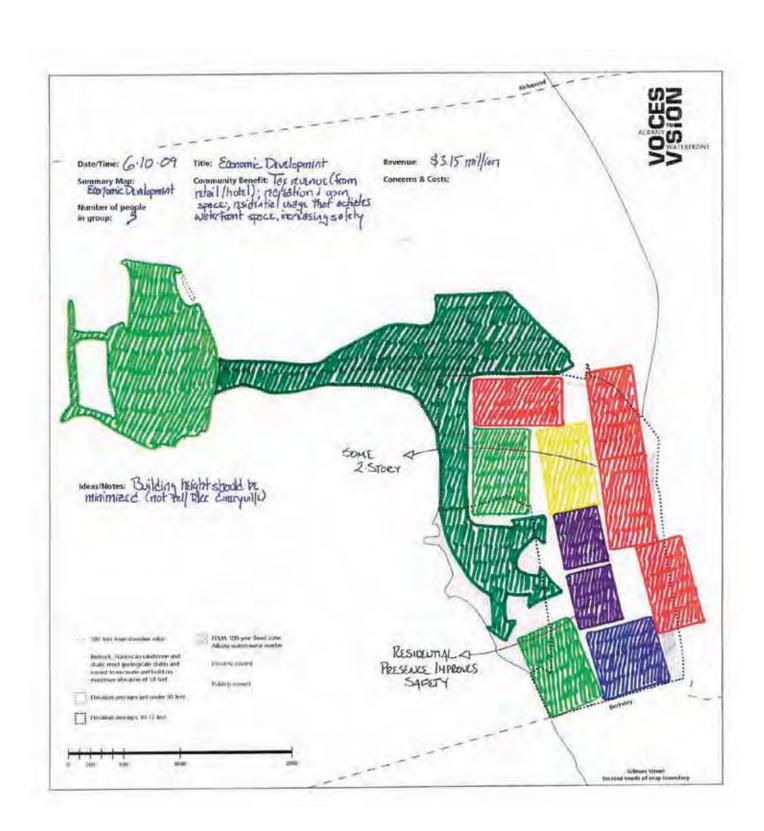


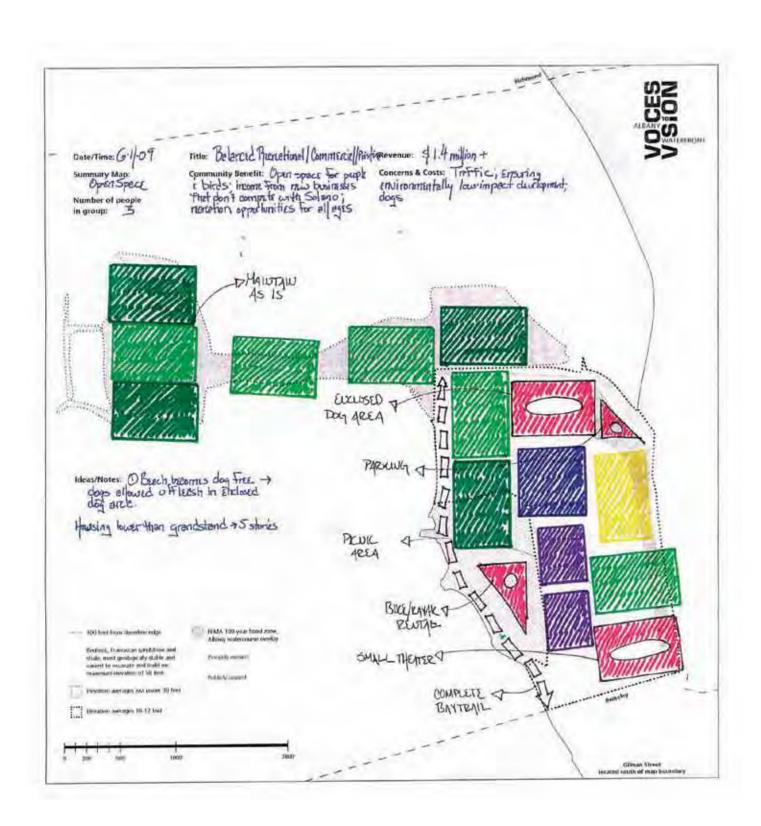


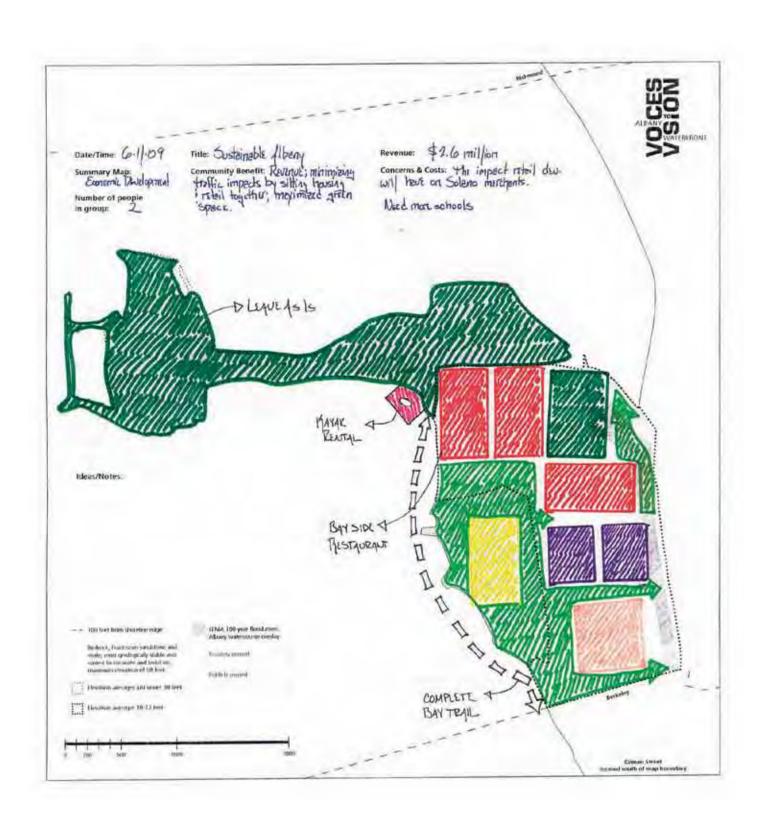


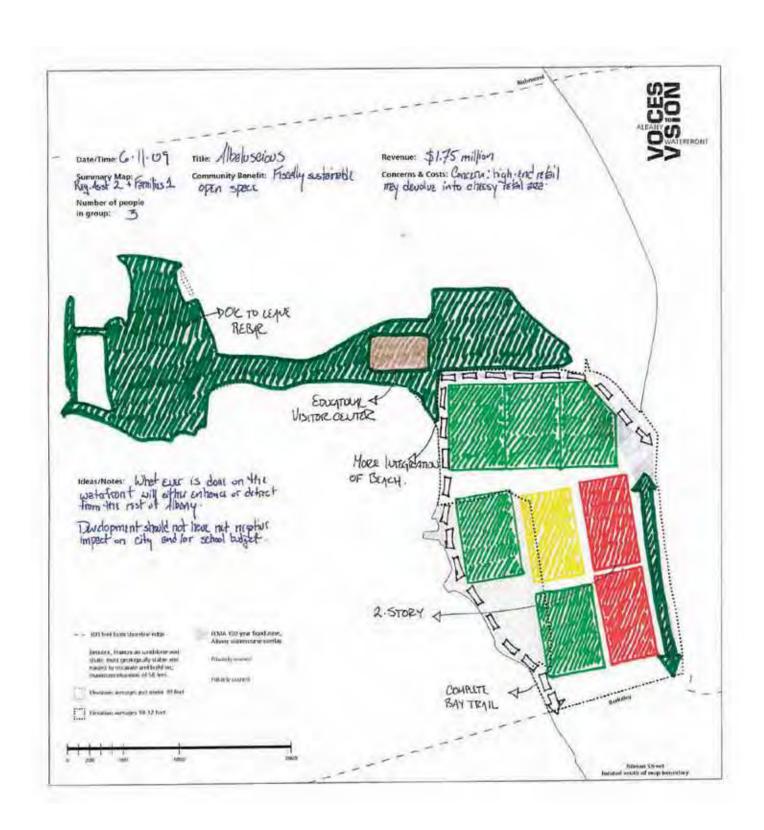


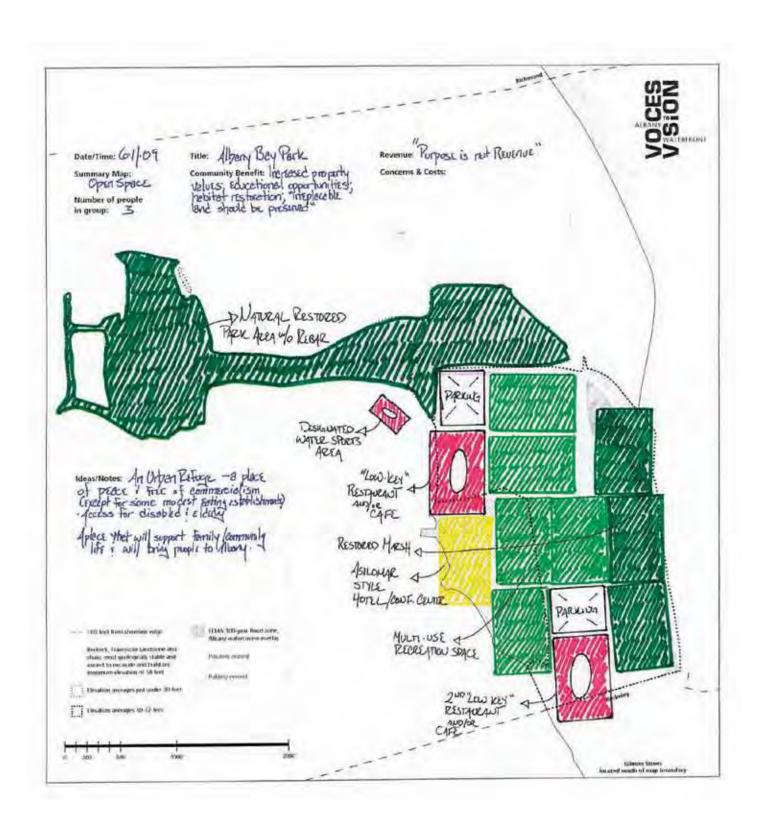




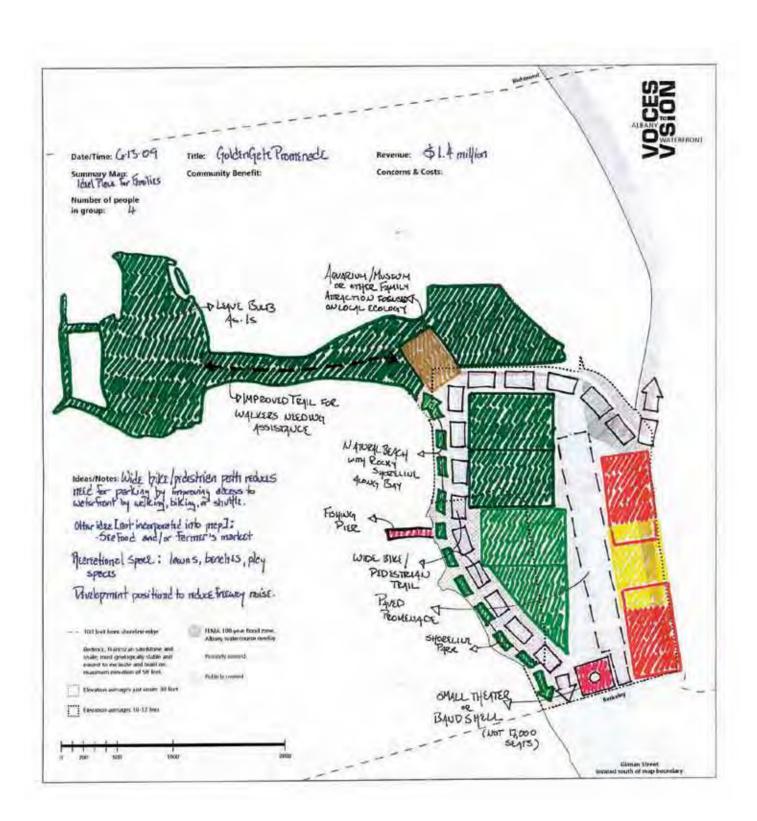


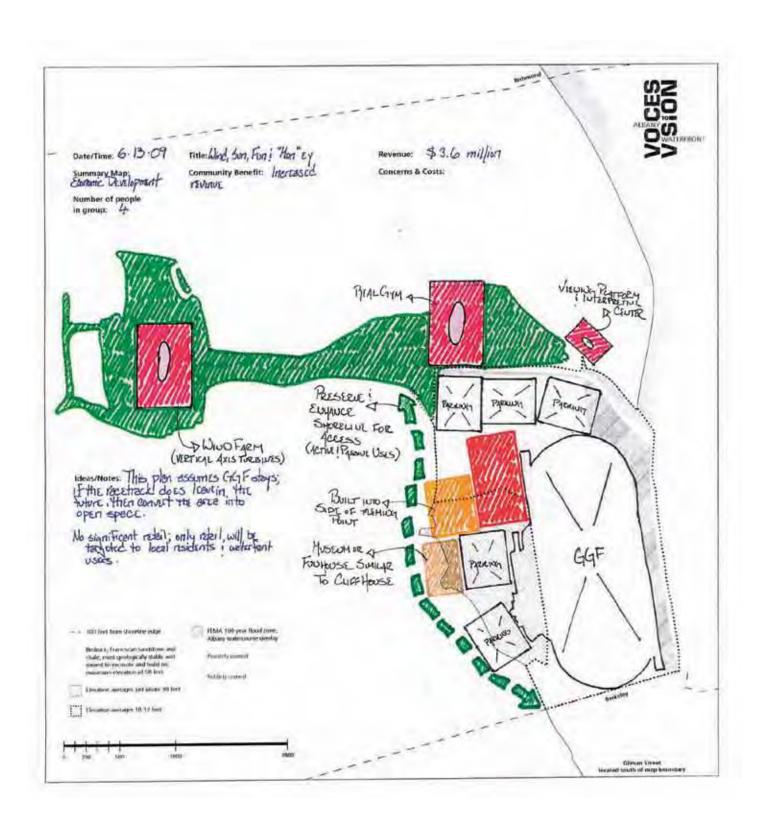




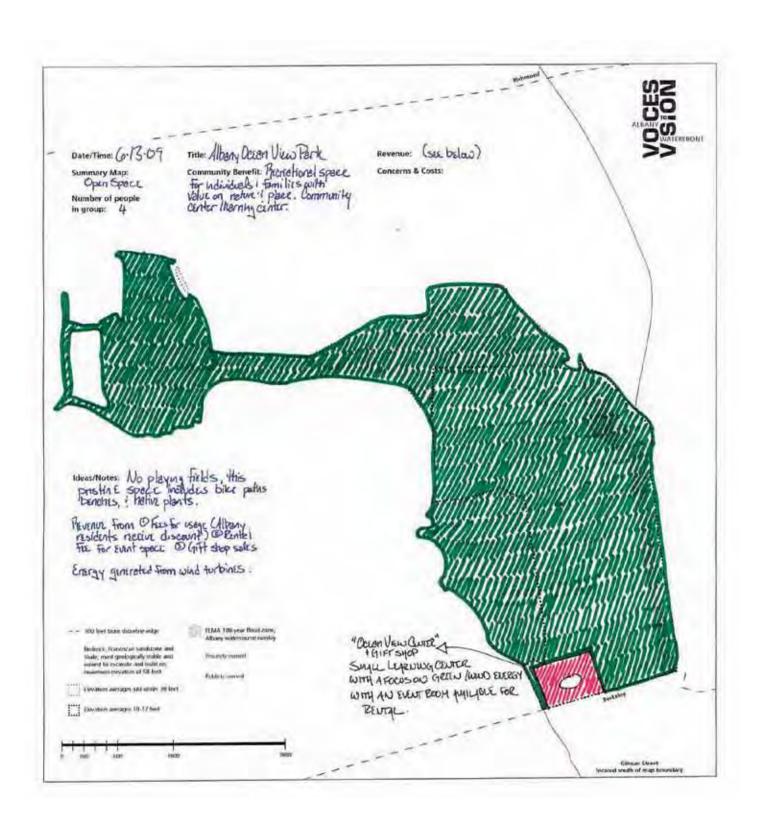


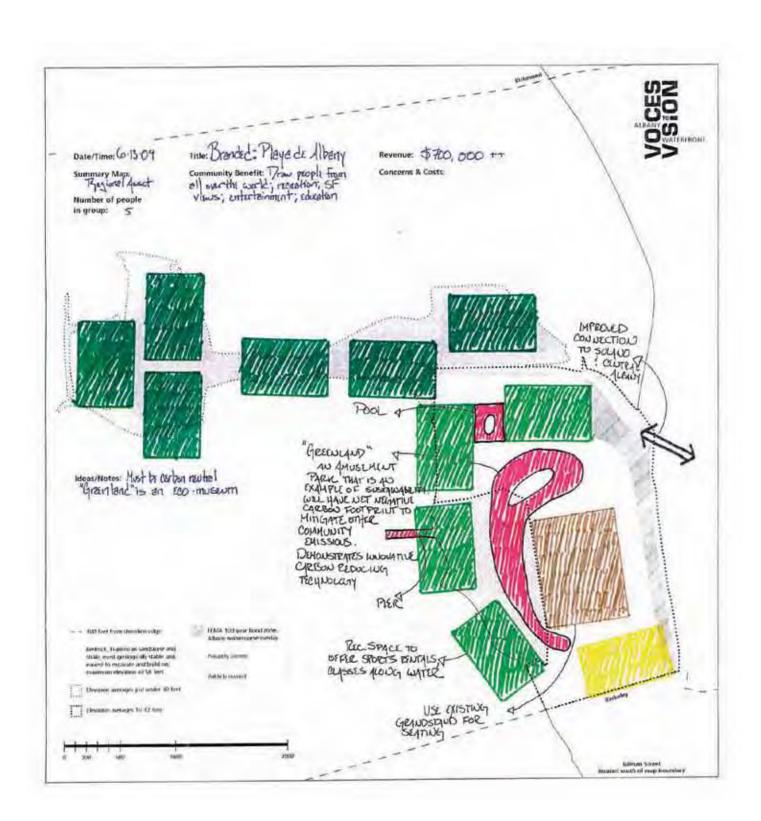


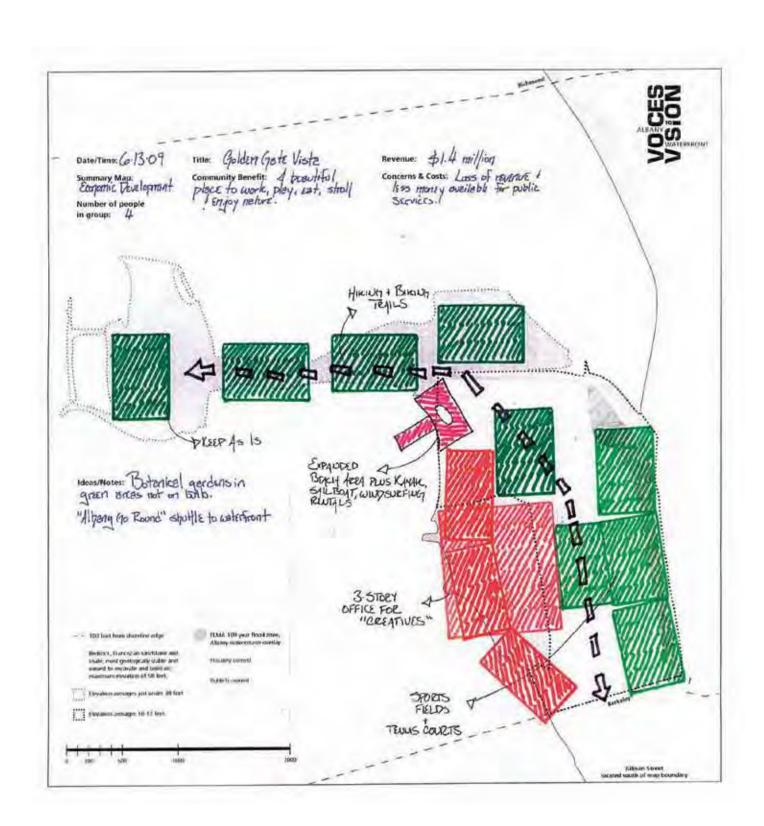


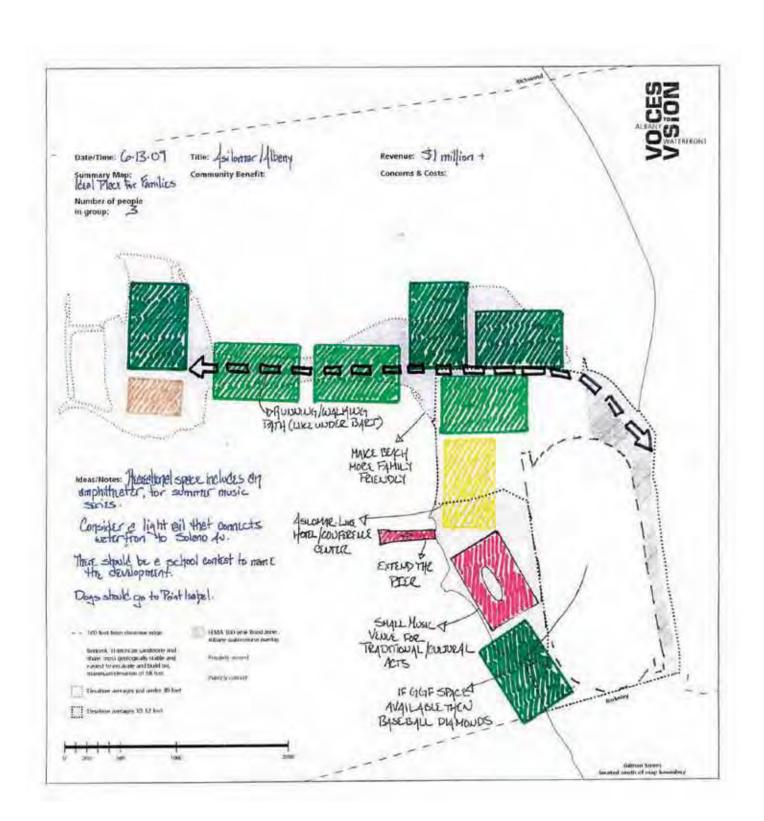


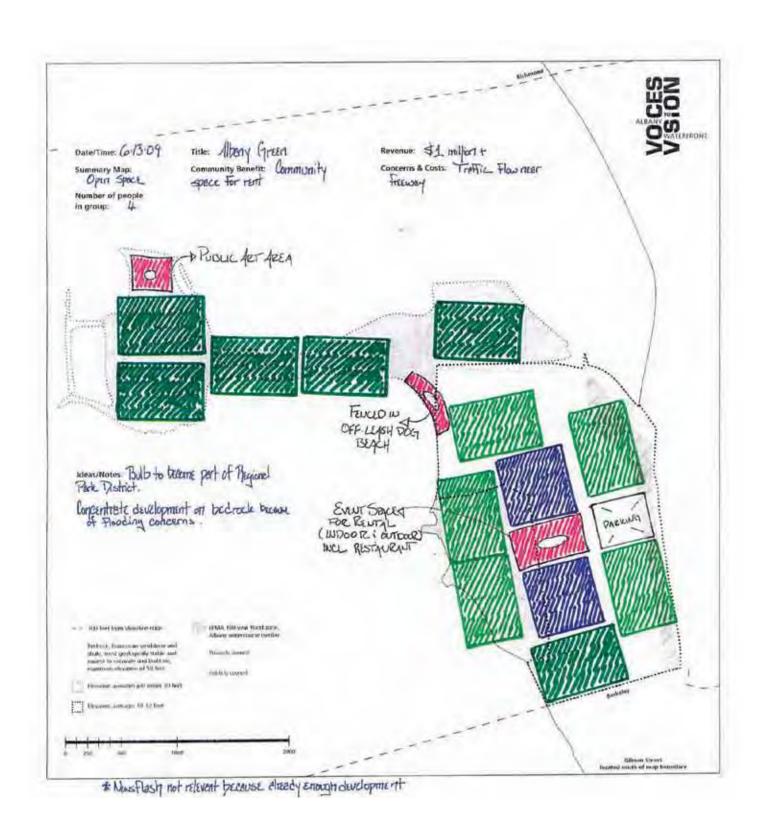


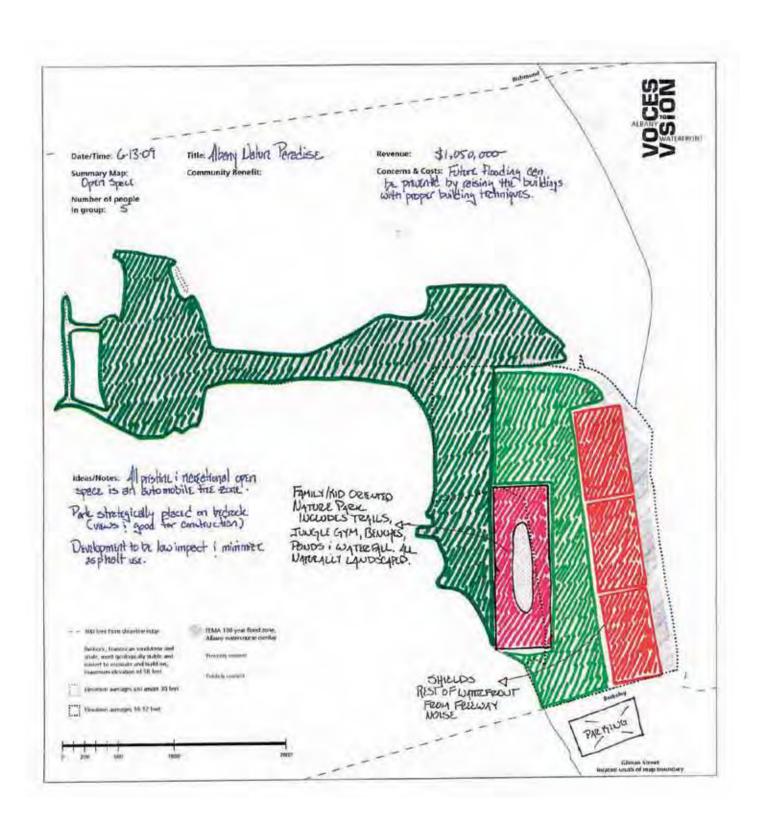


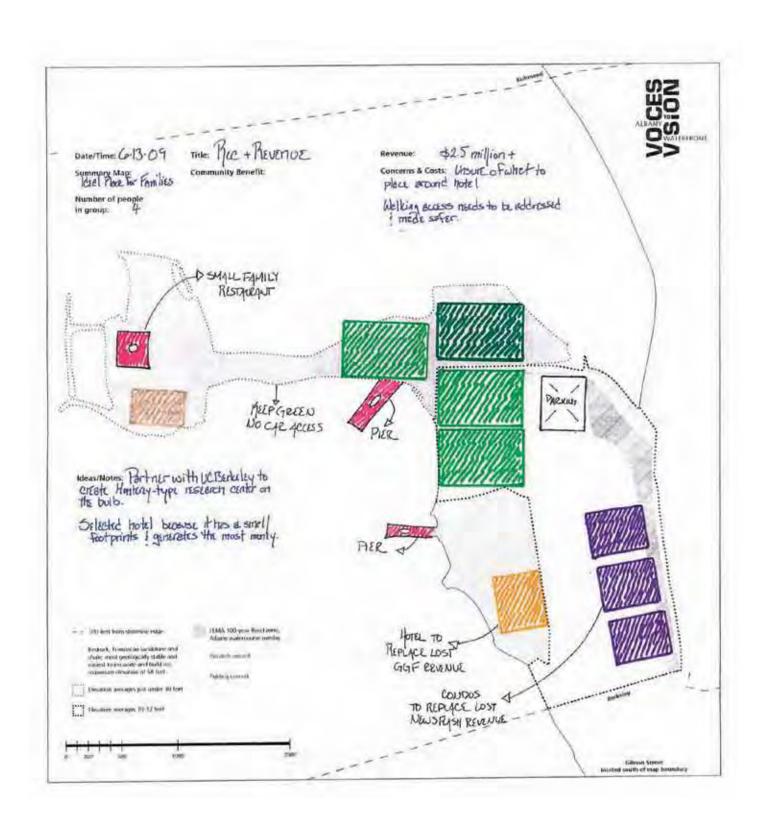




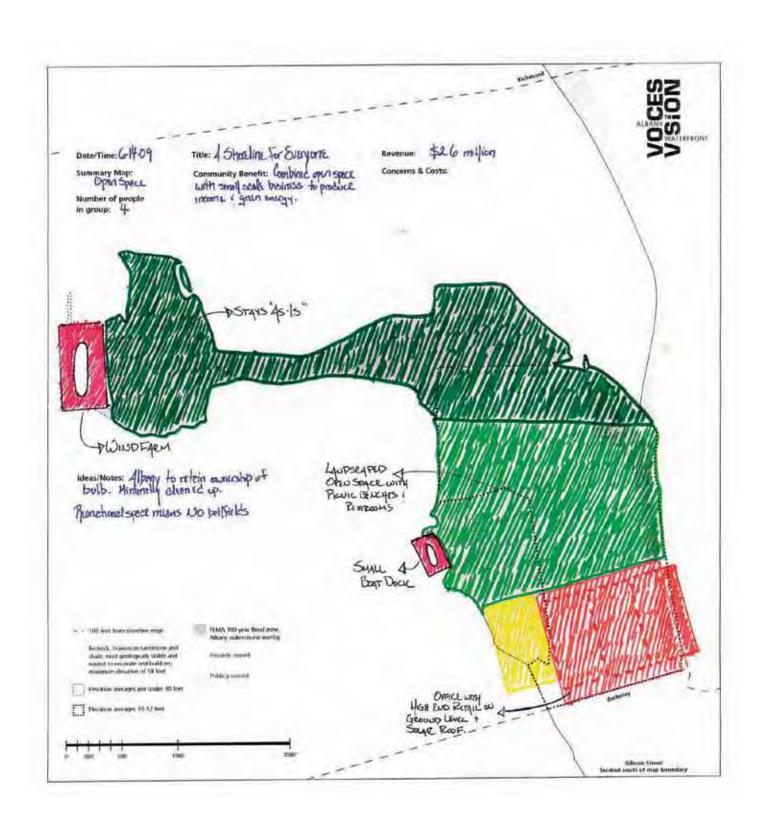


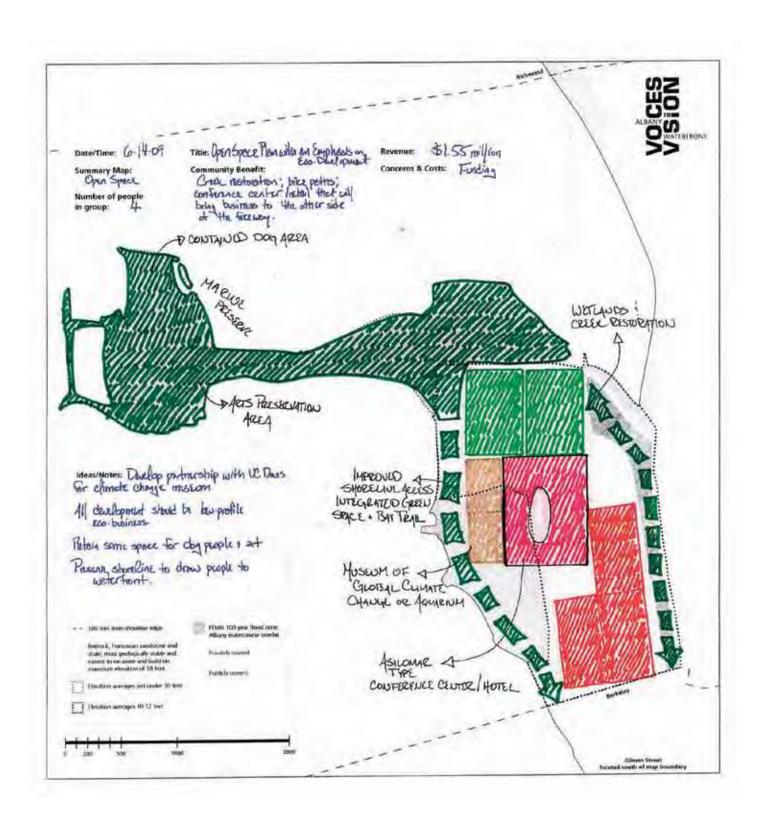


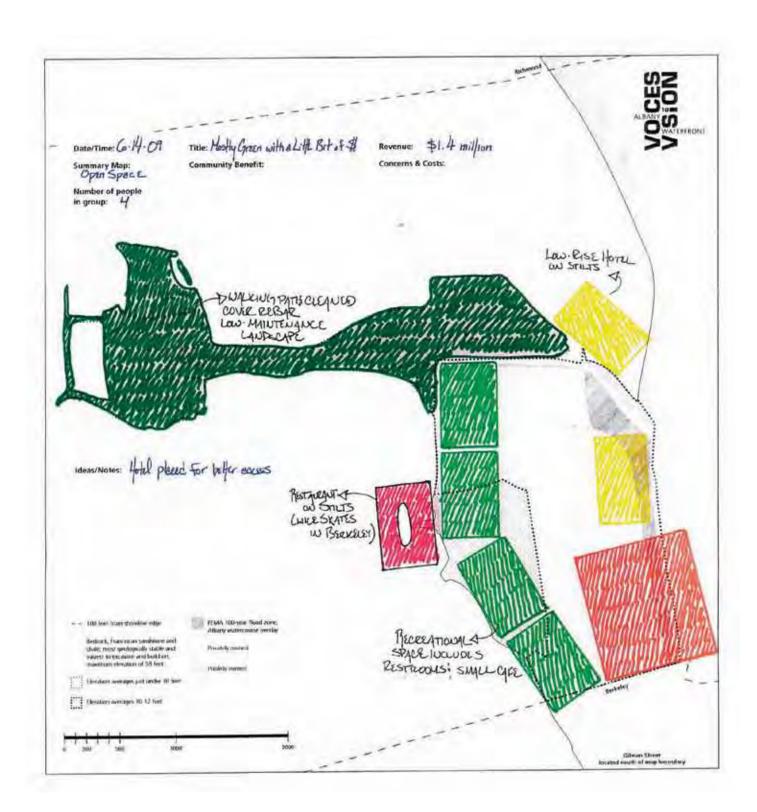


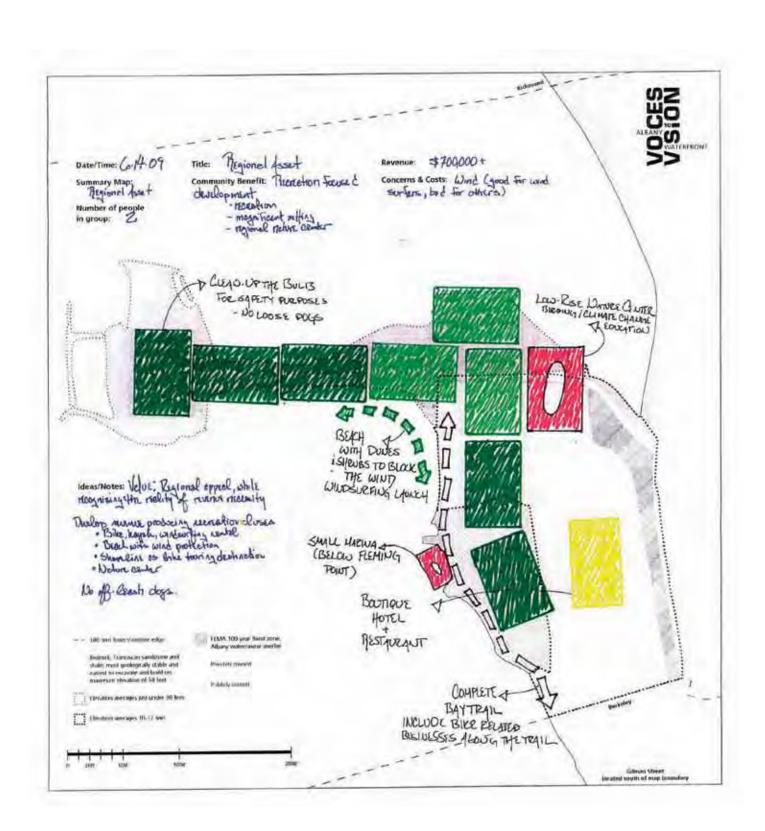


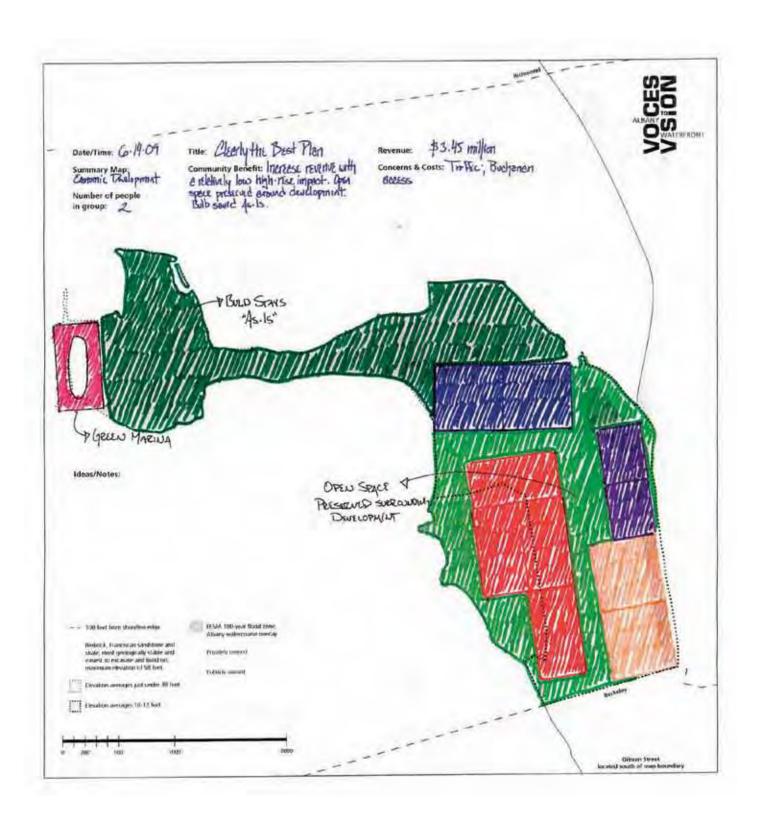


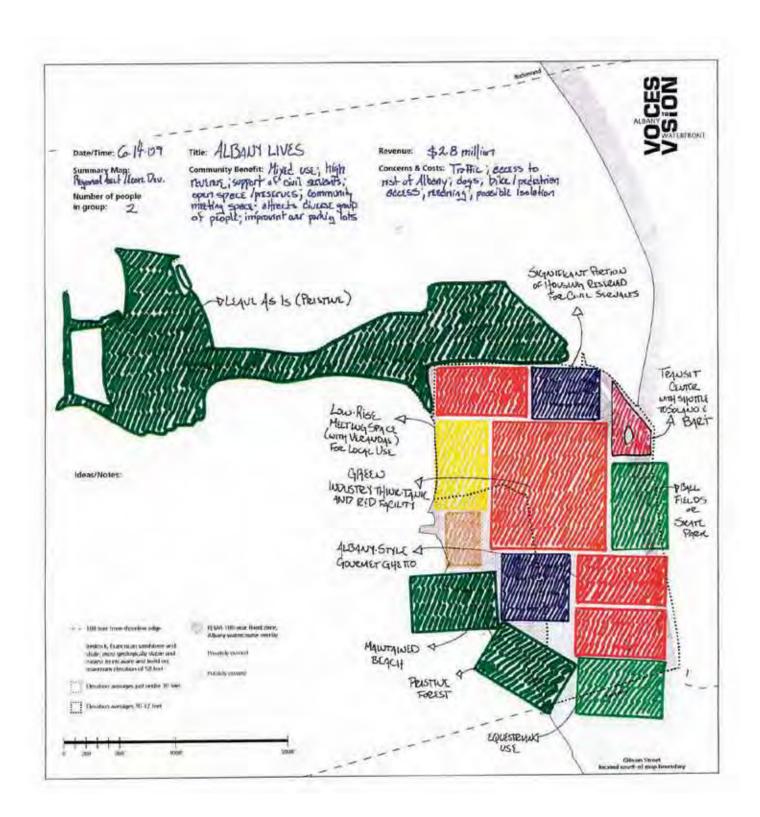


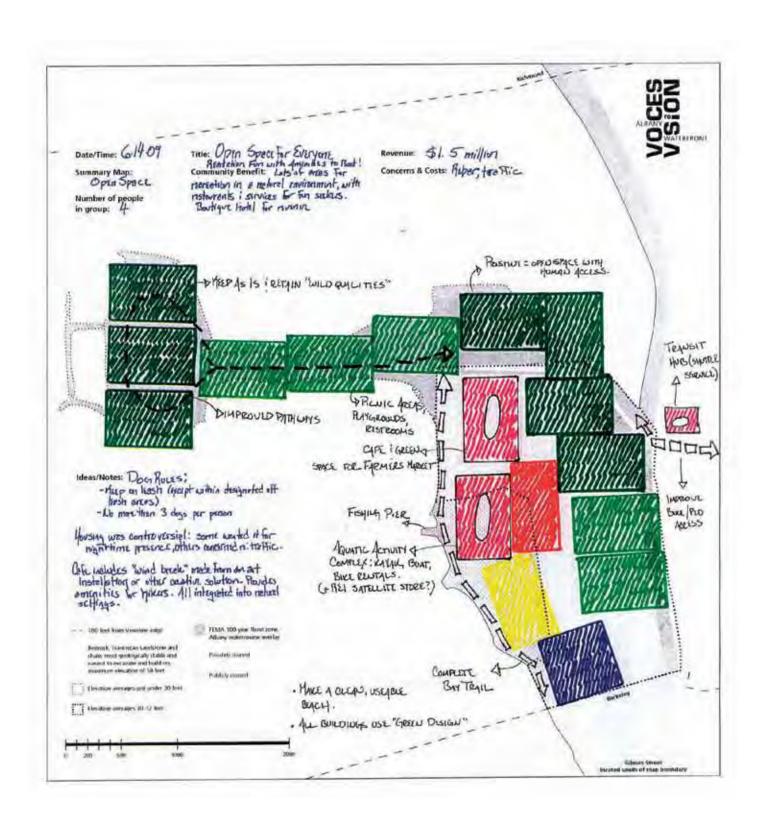


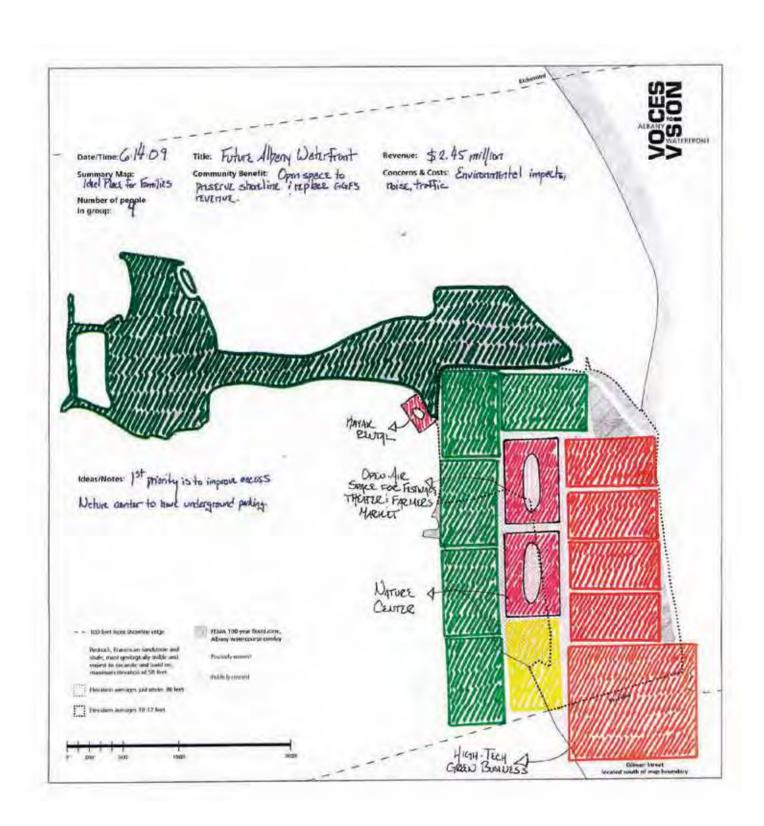


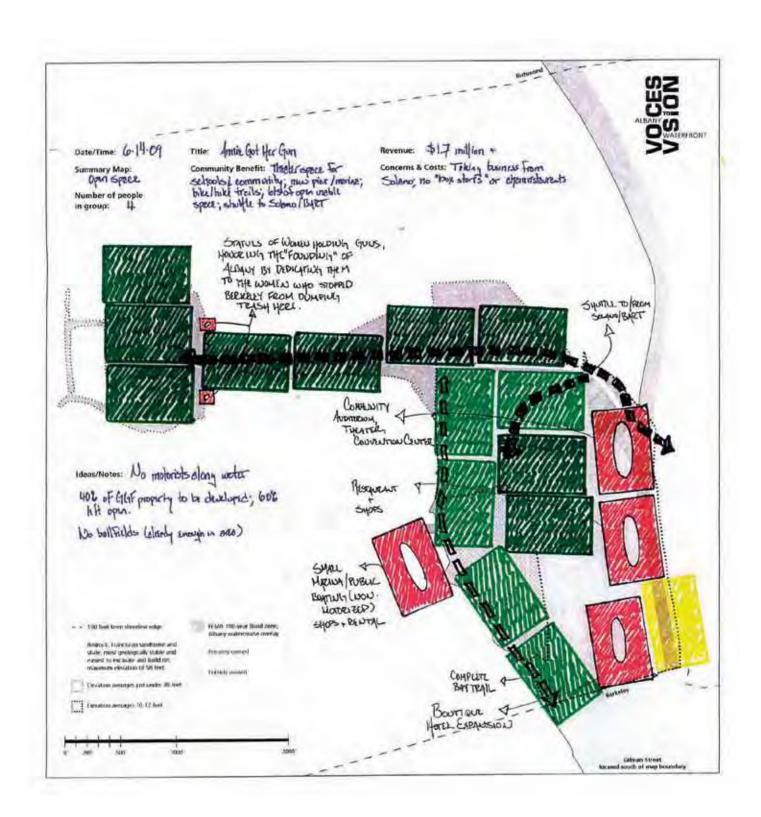


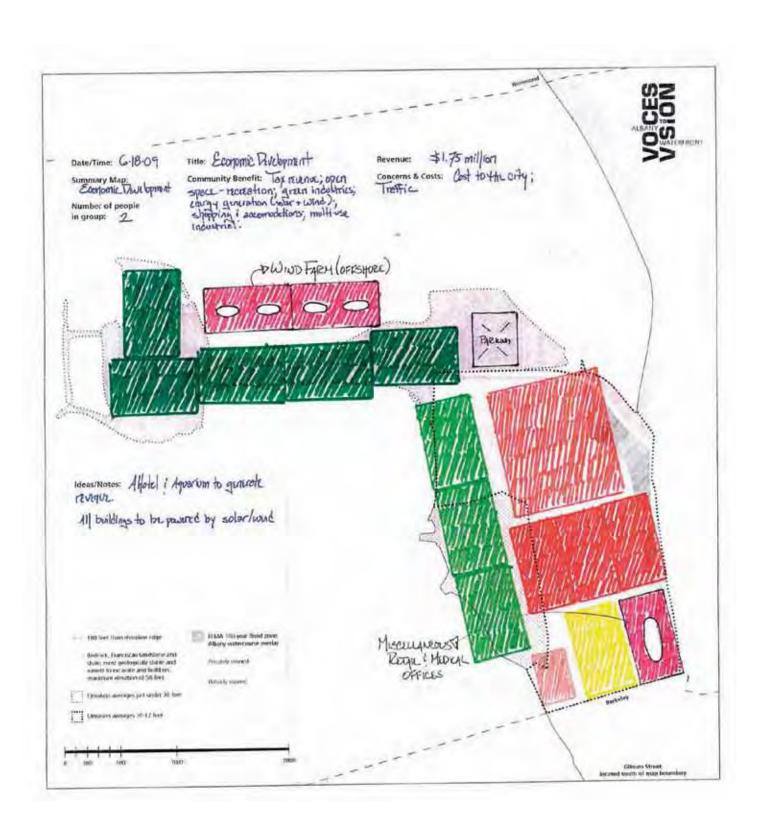


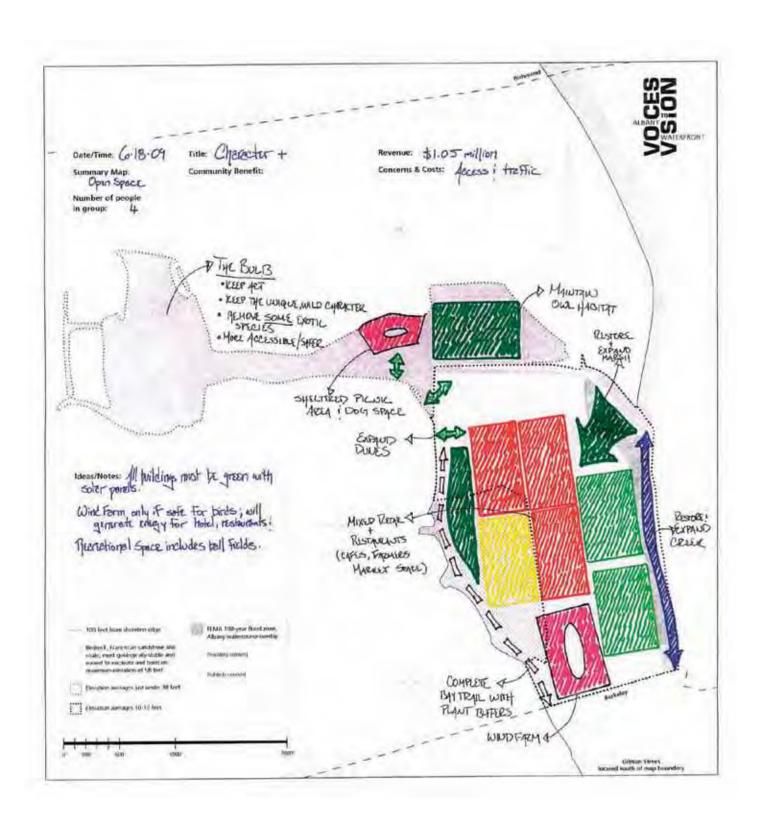


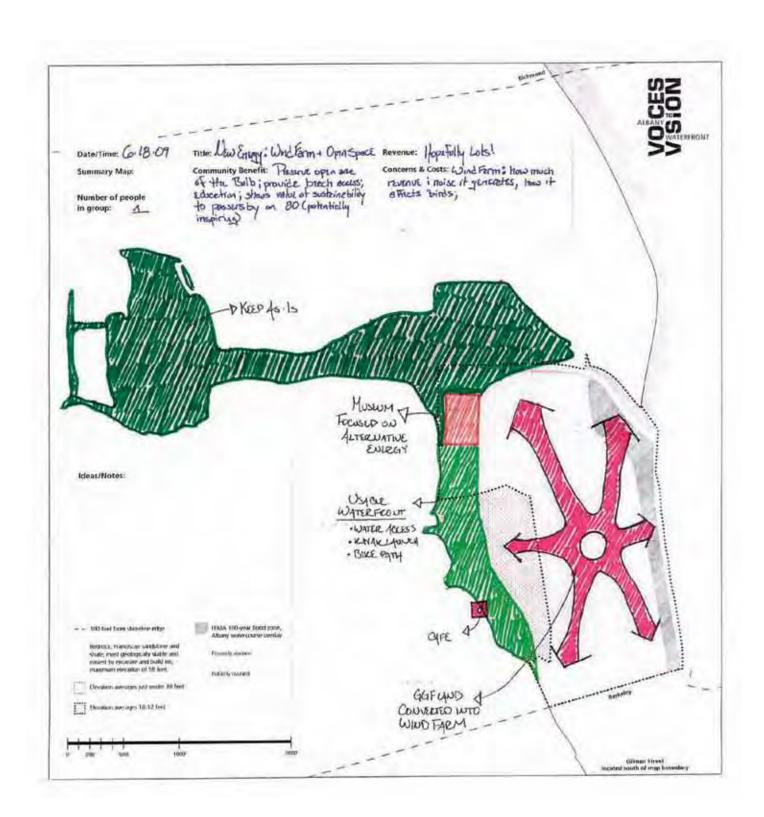


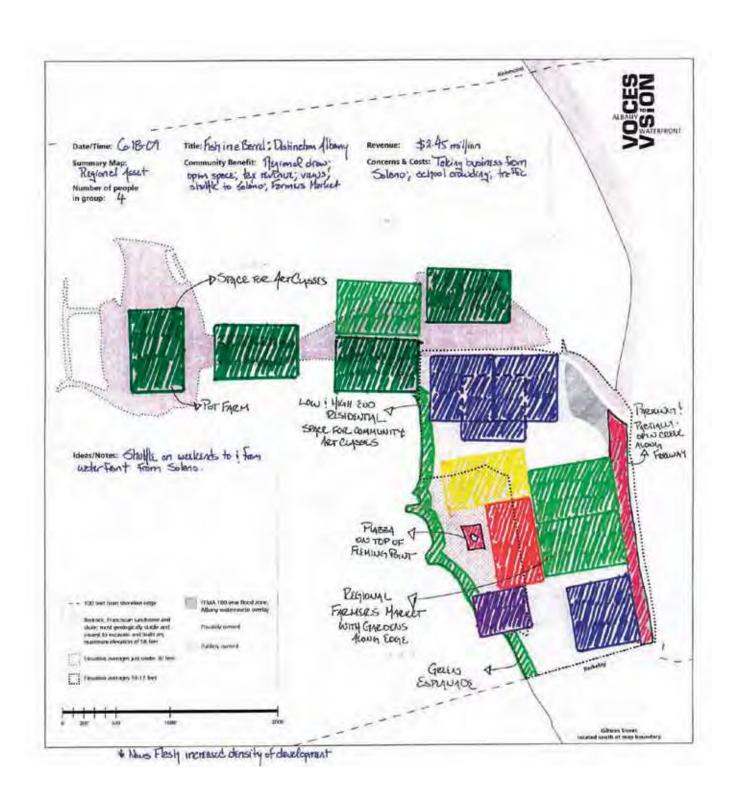


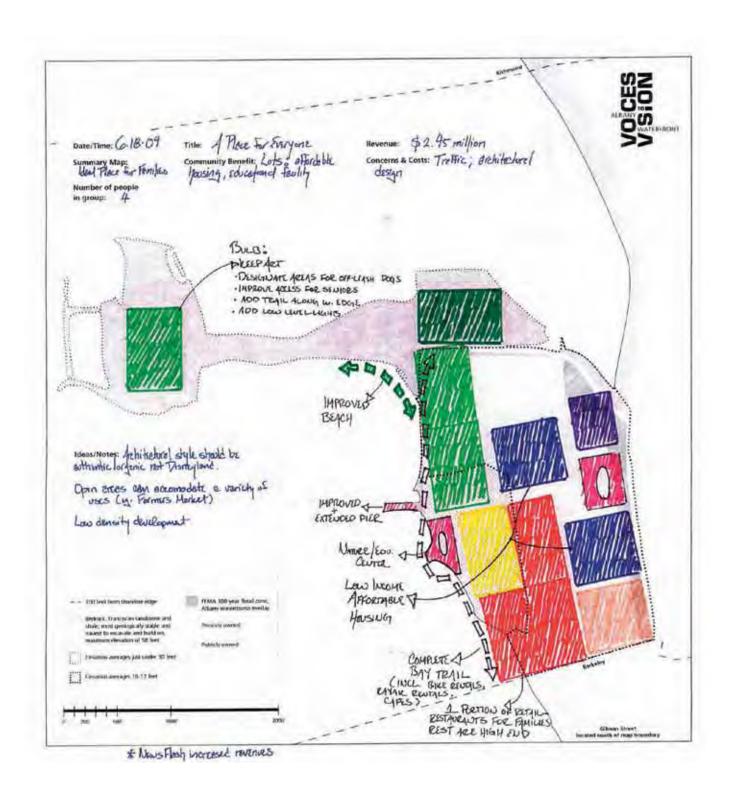


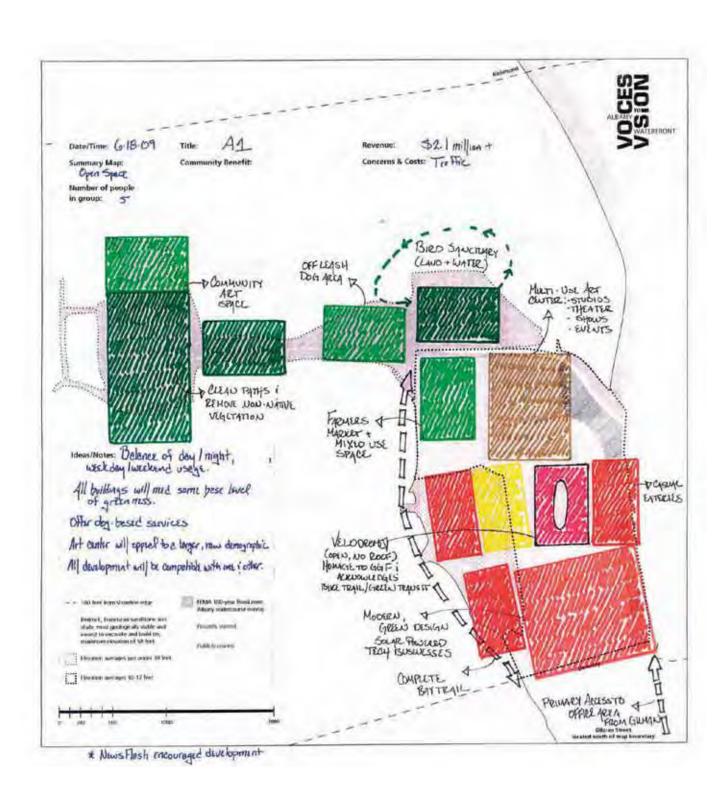


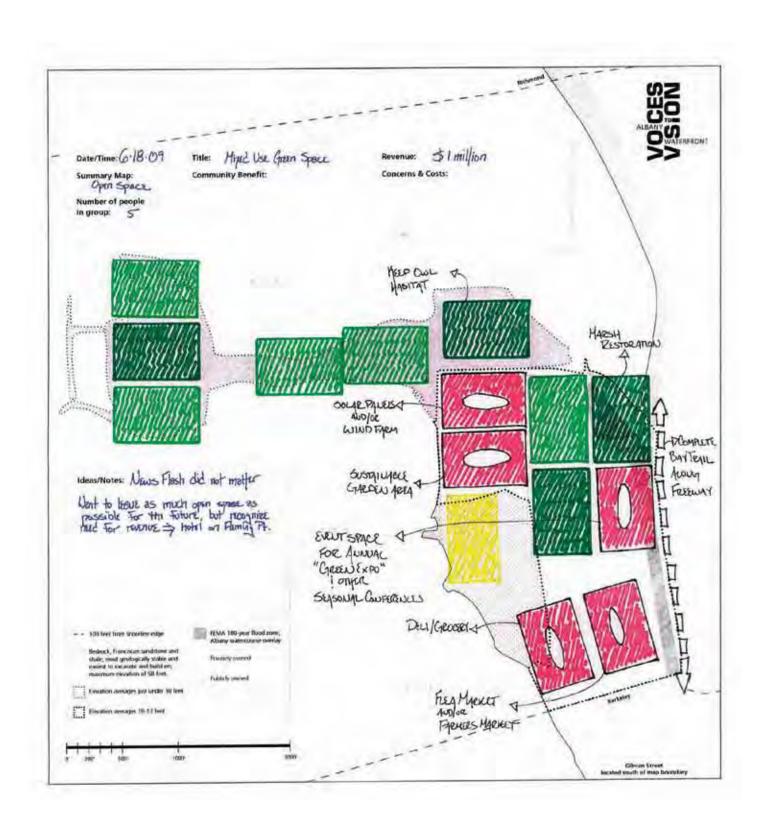


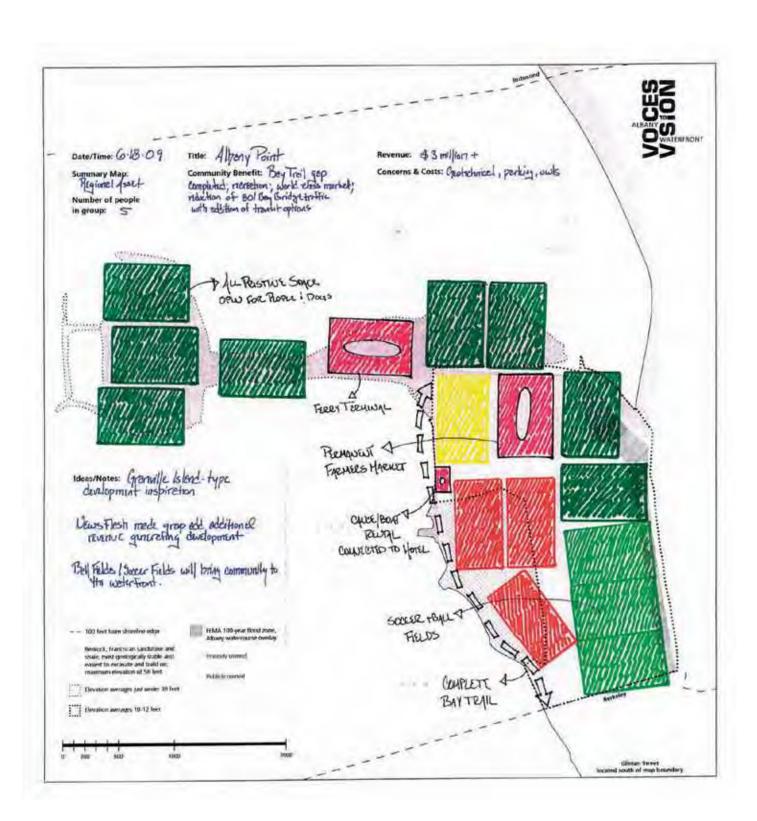


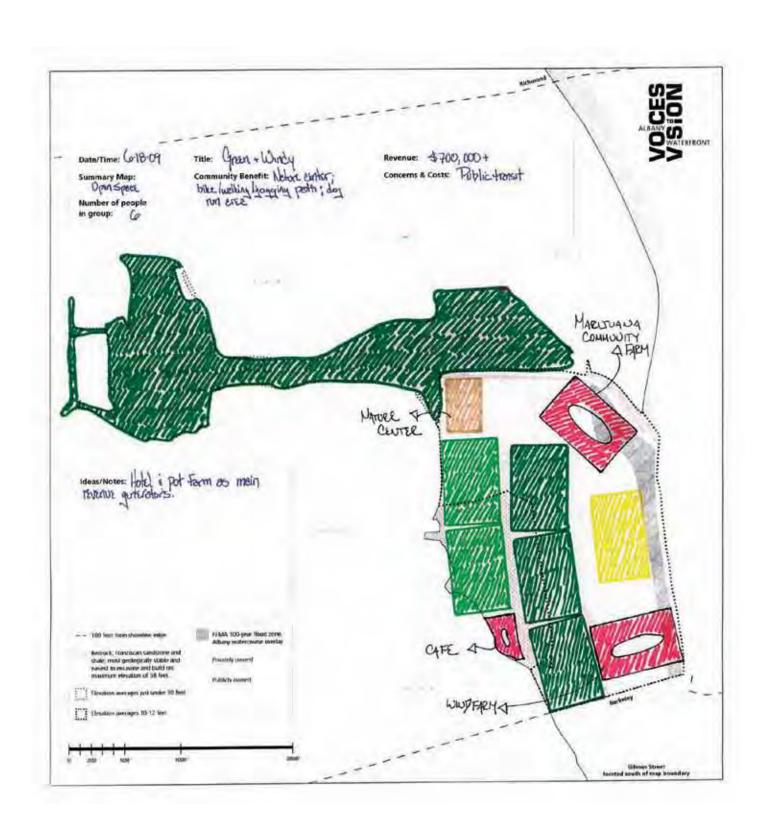




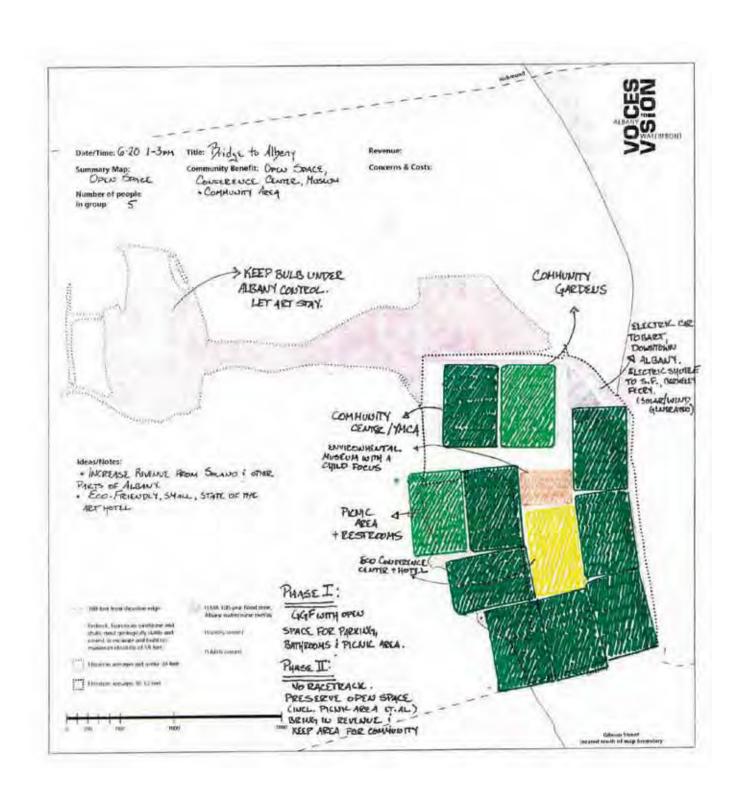




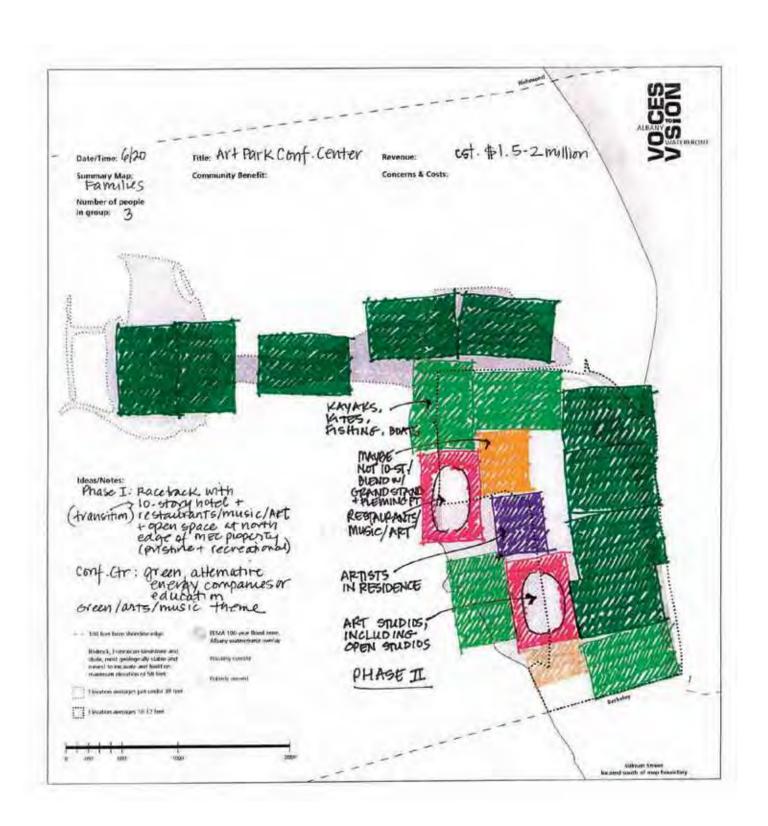


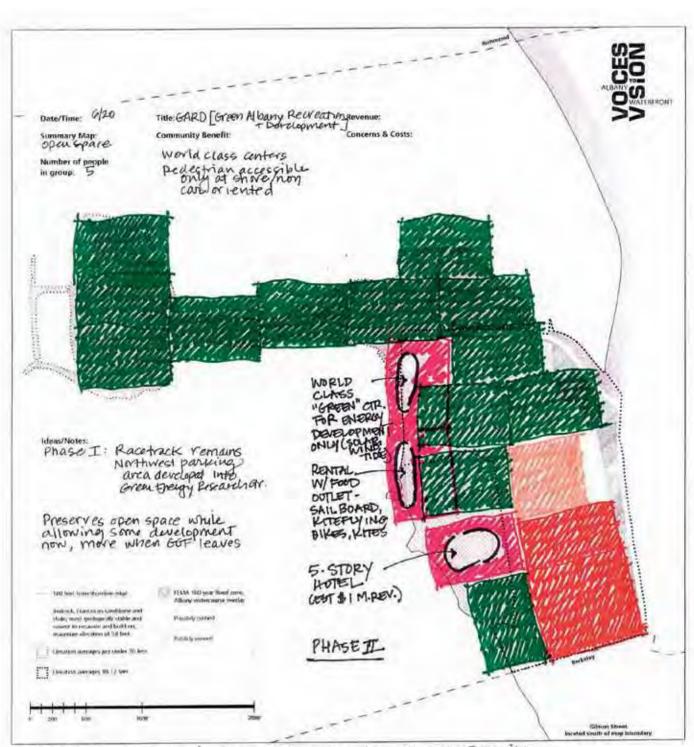




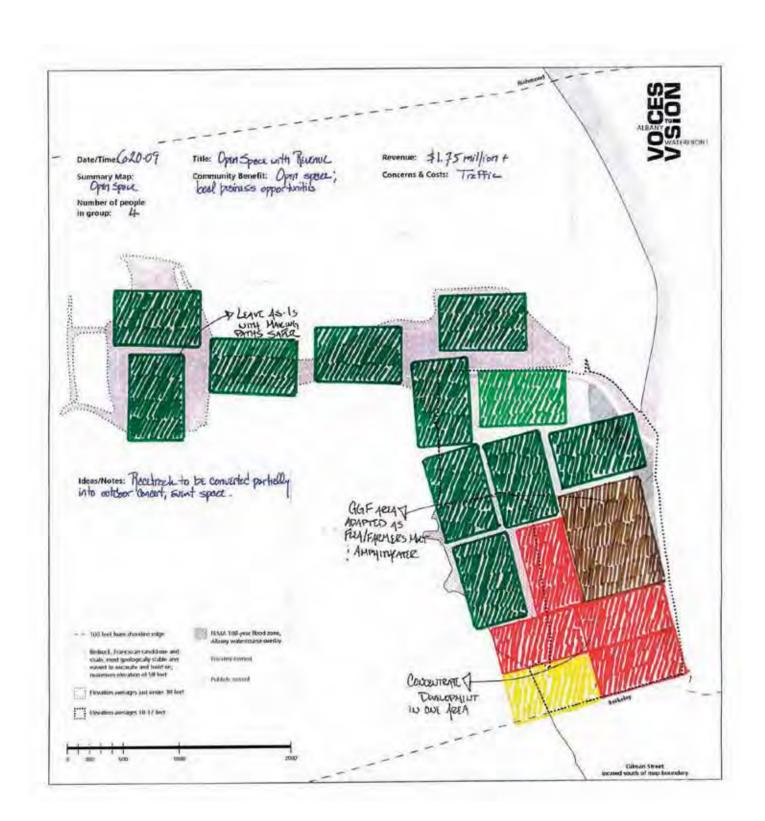


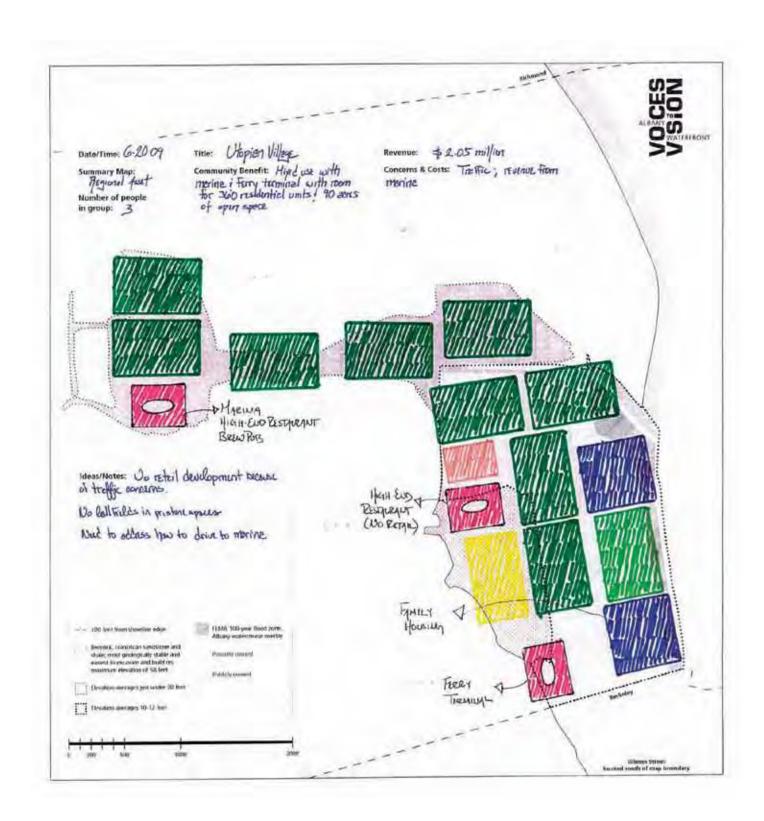




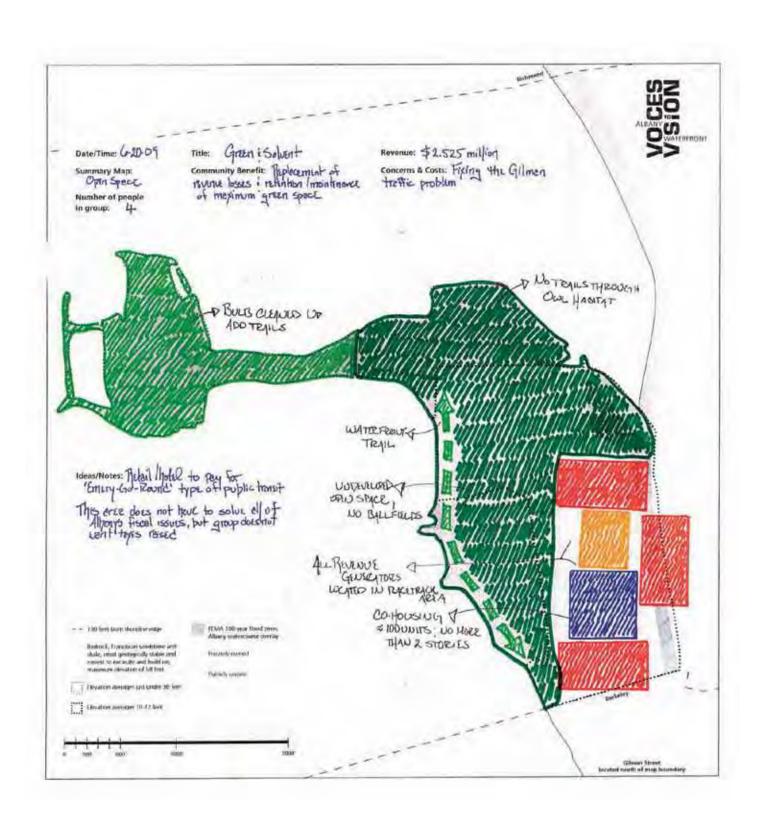


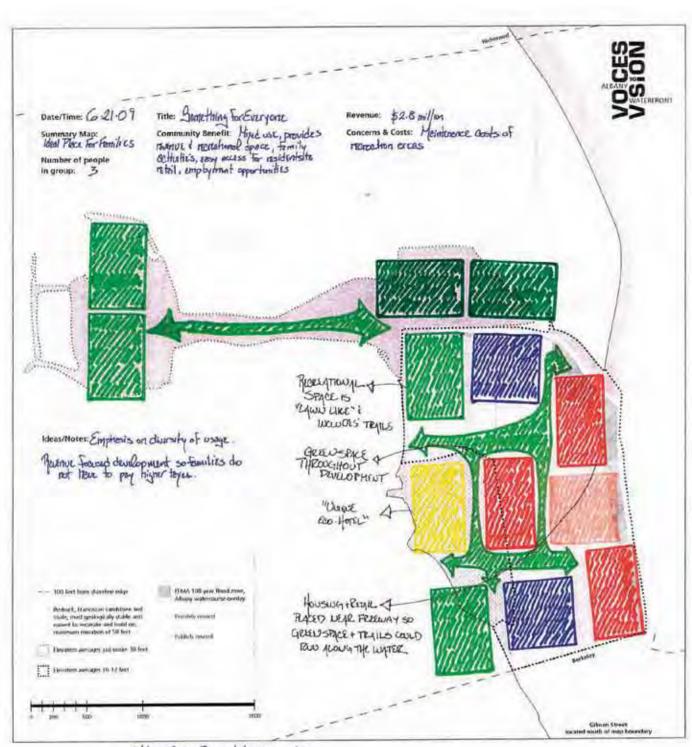
Question: Could Center/Institute work in location off water? Possibly.



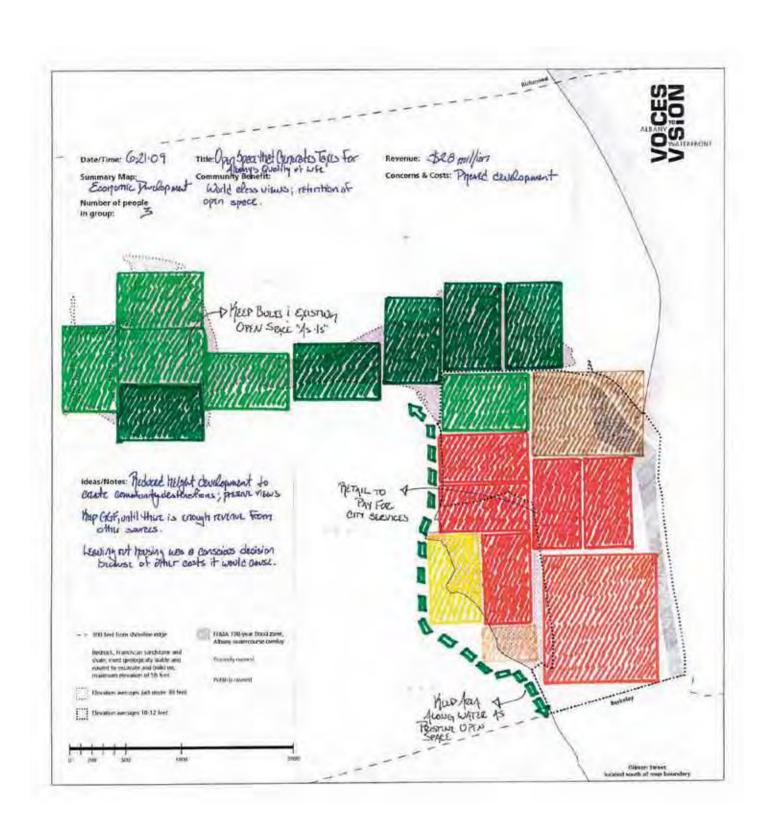


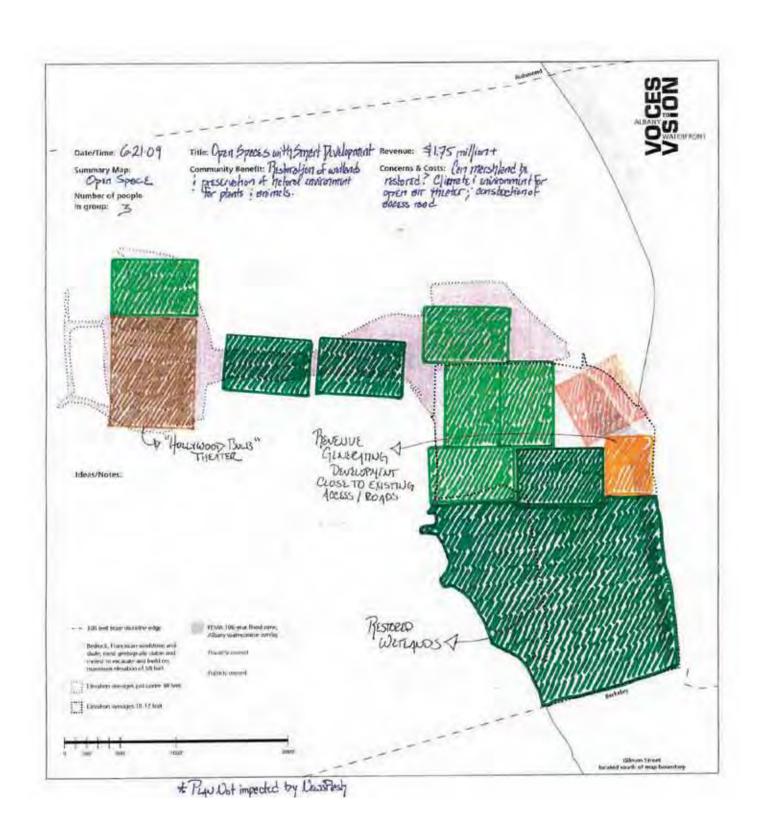


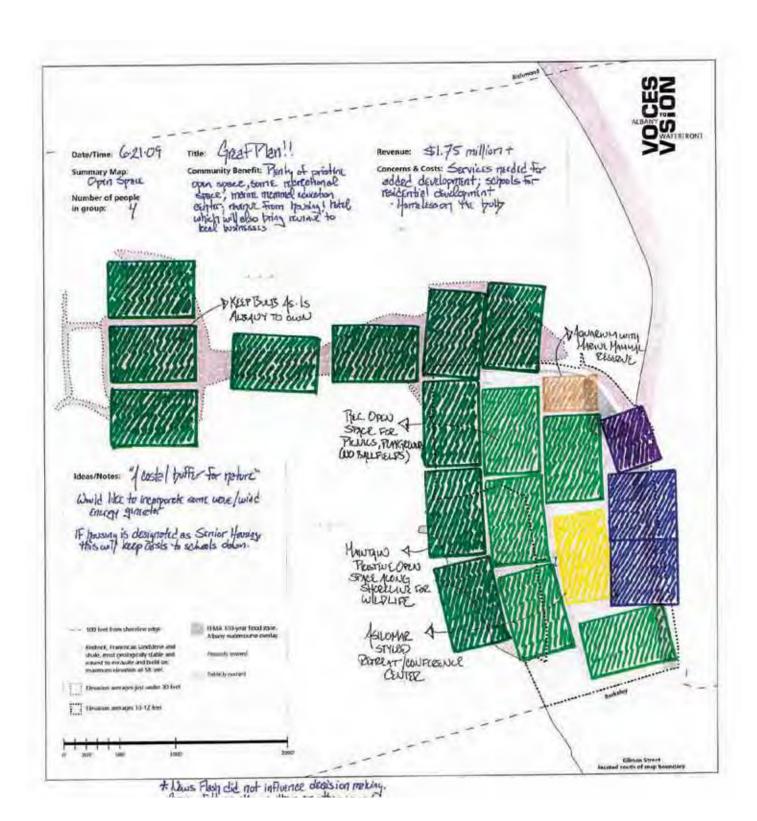


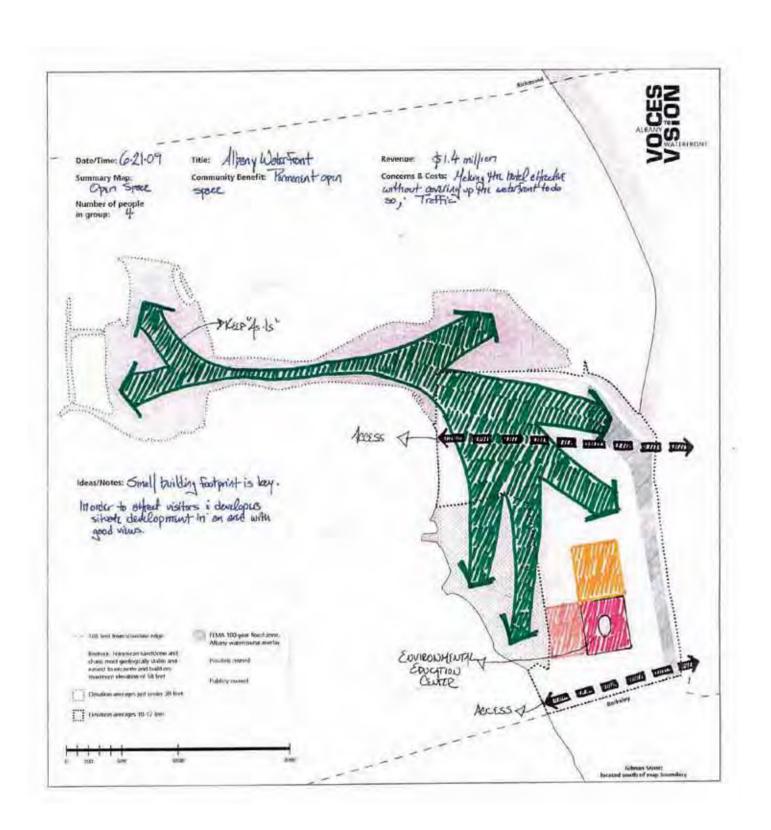


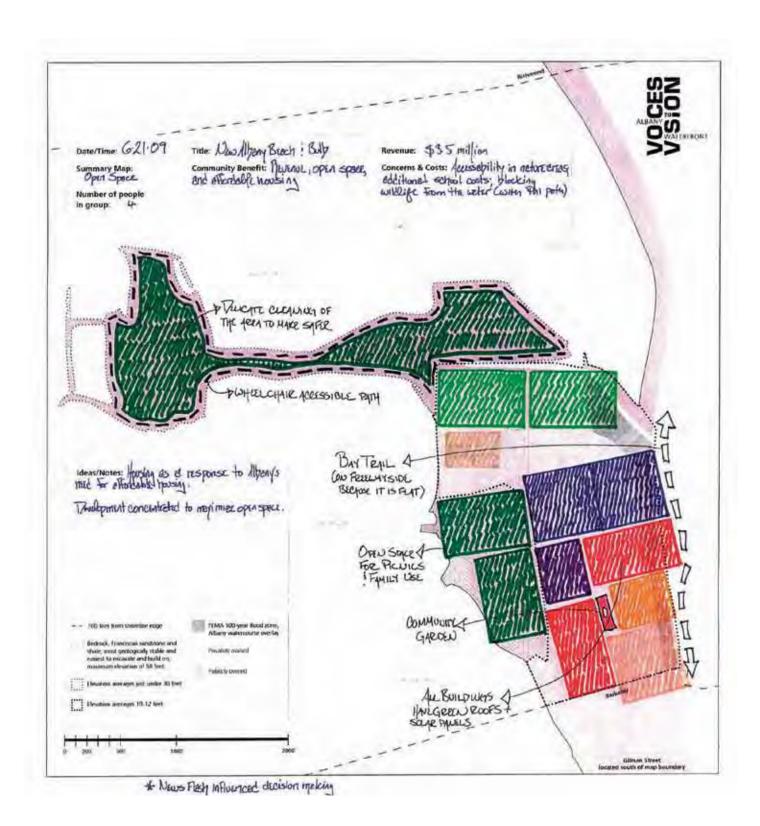
* News Flosy in Flunced decision making

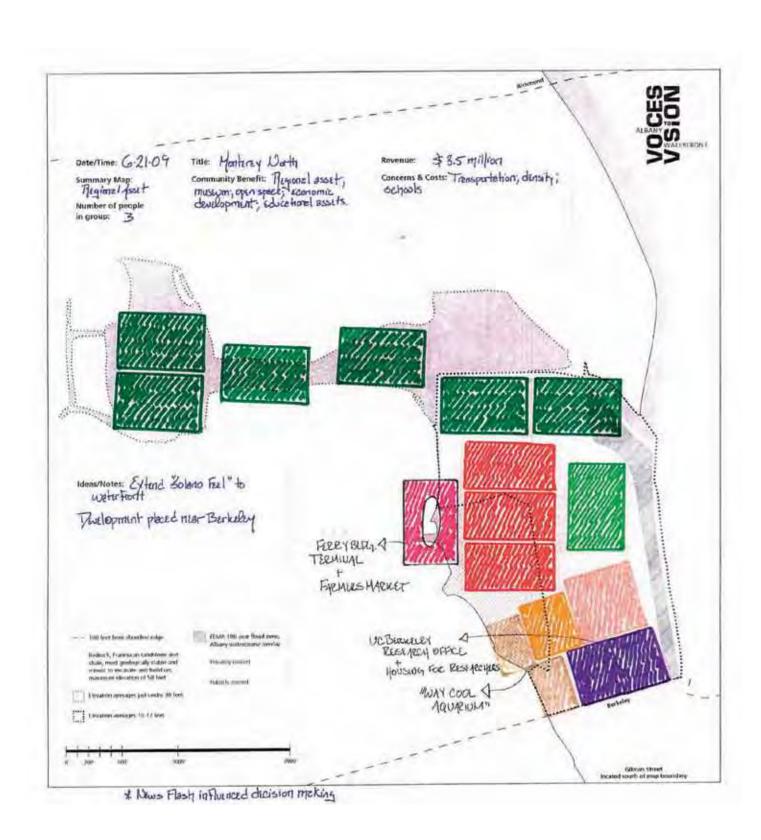


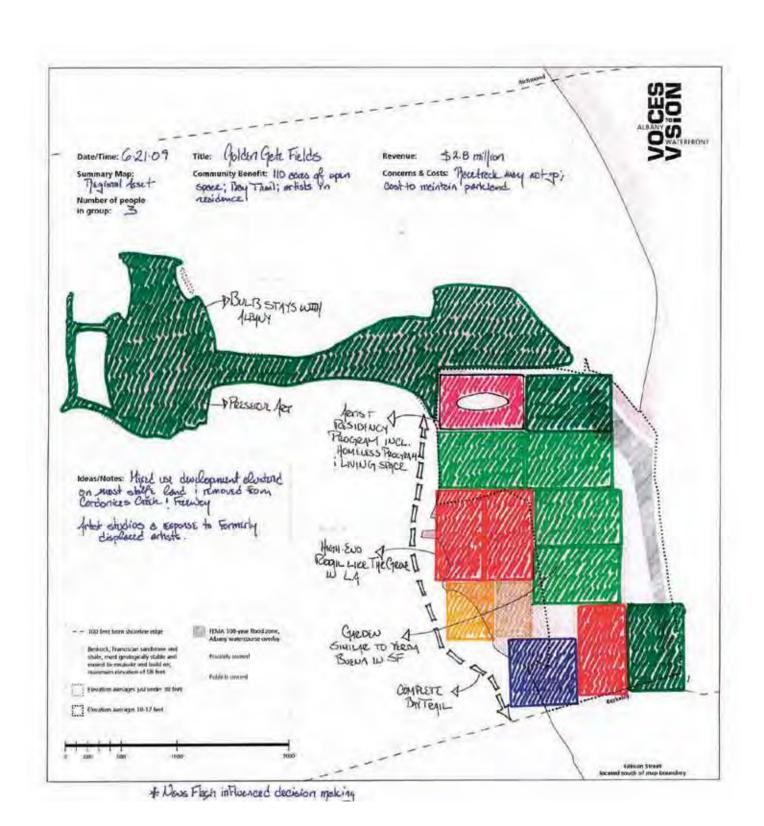


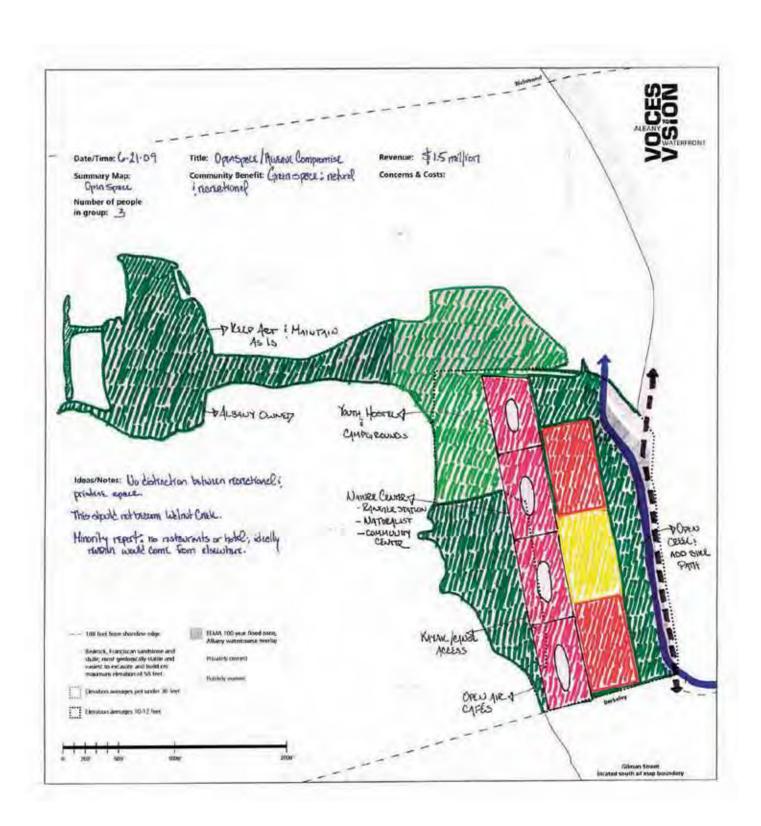


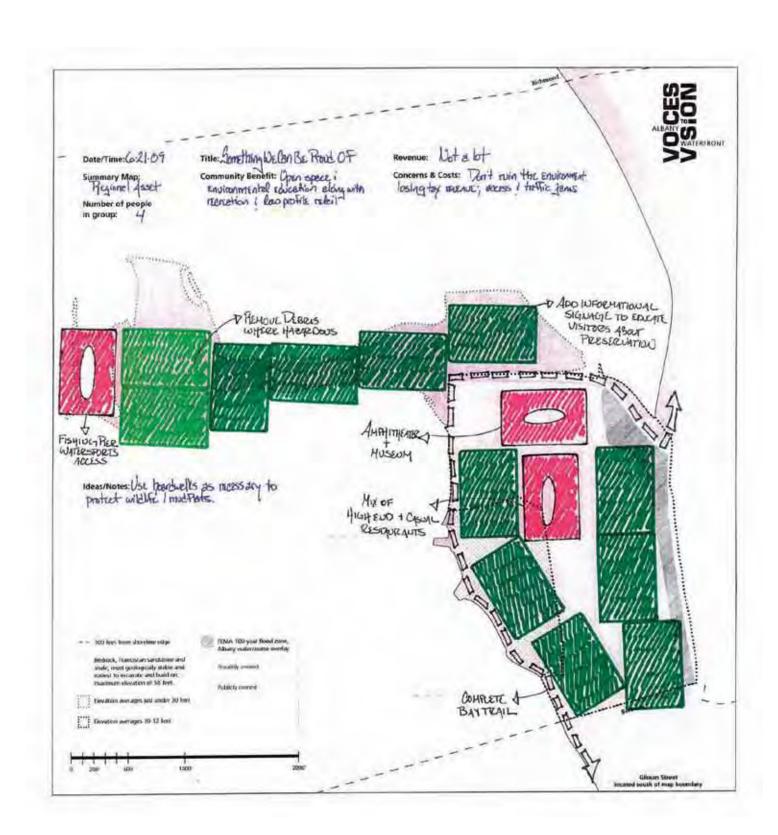


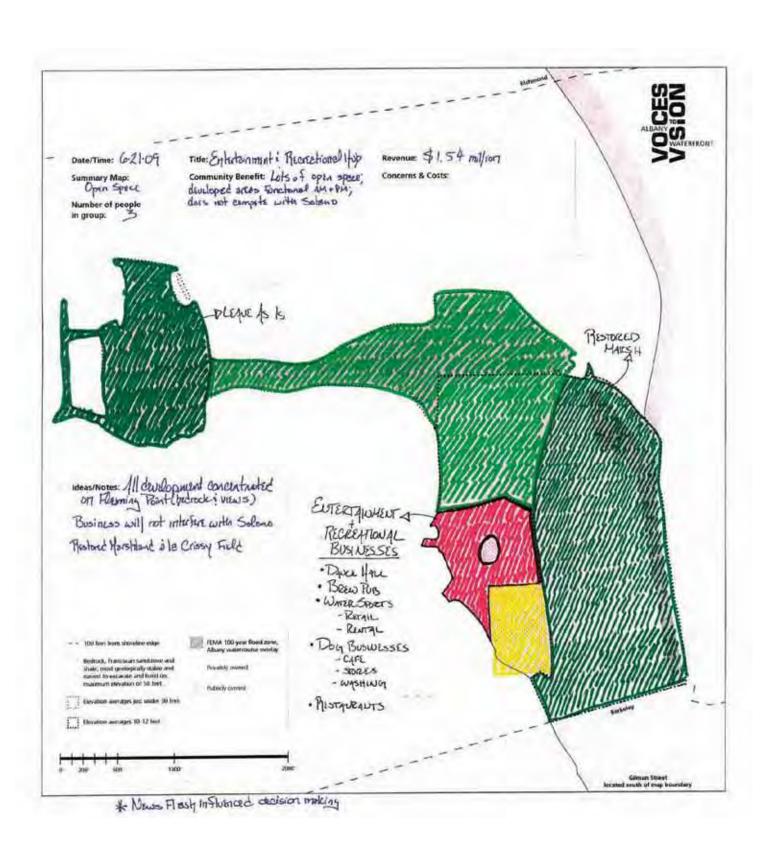


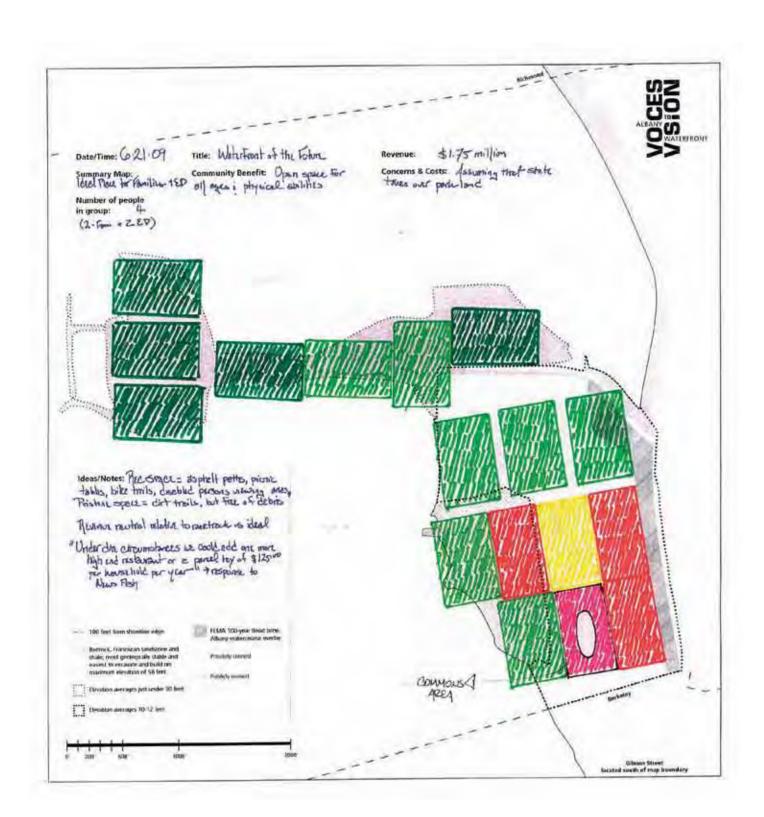


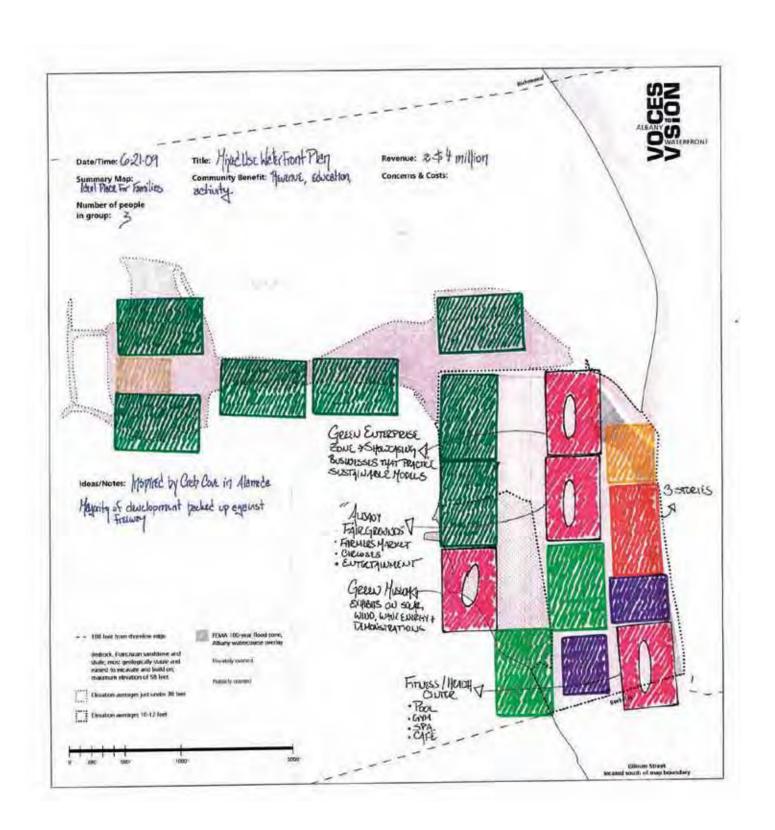


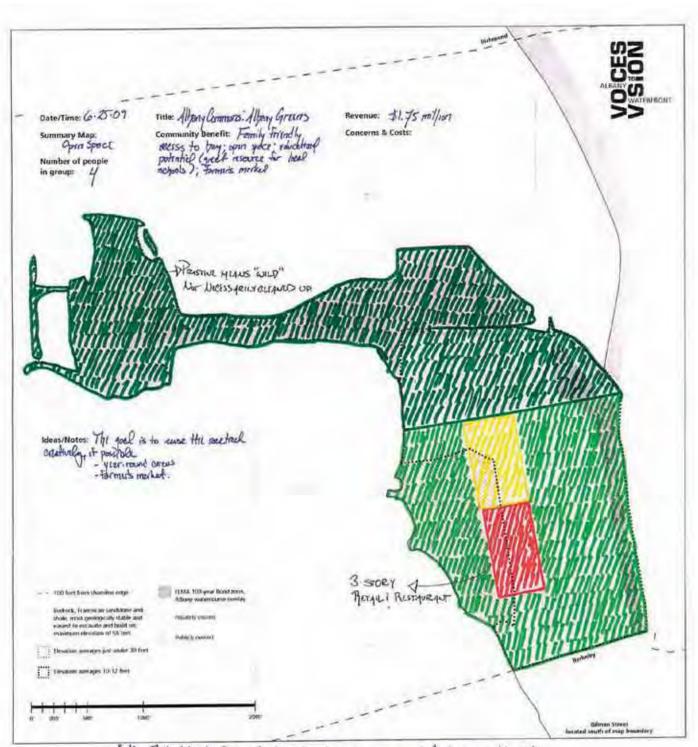




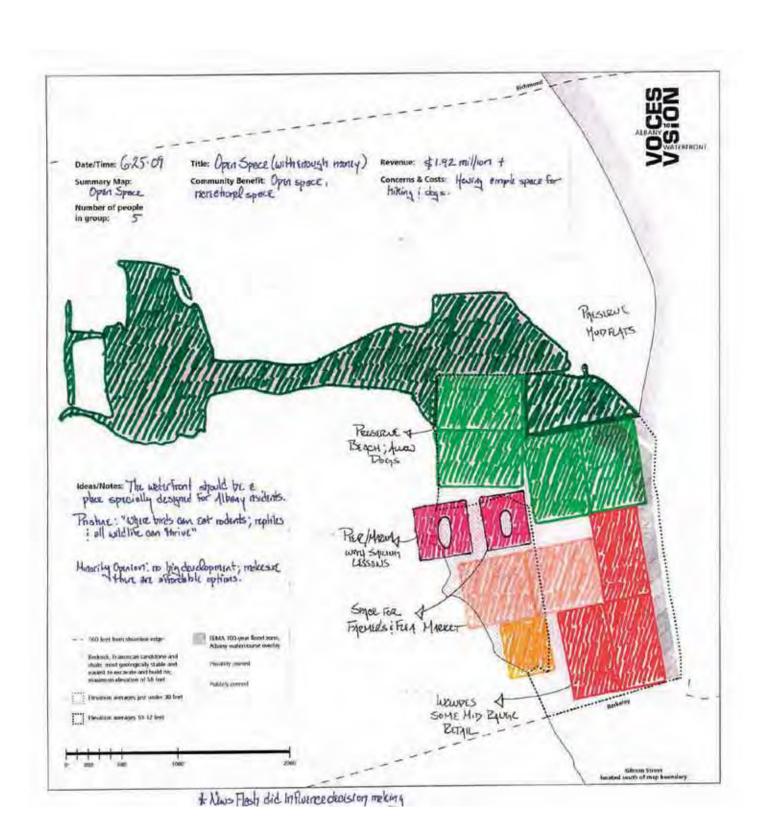


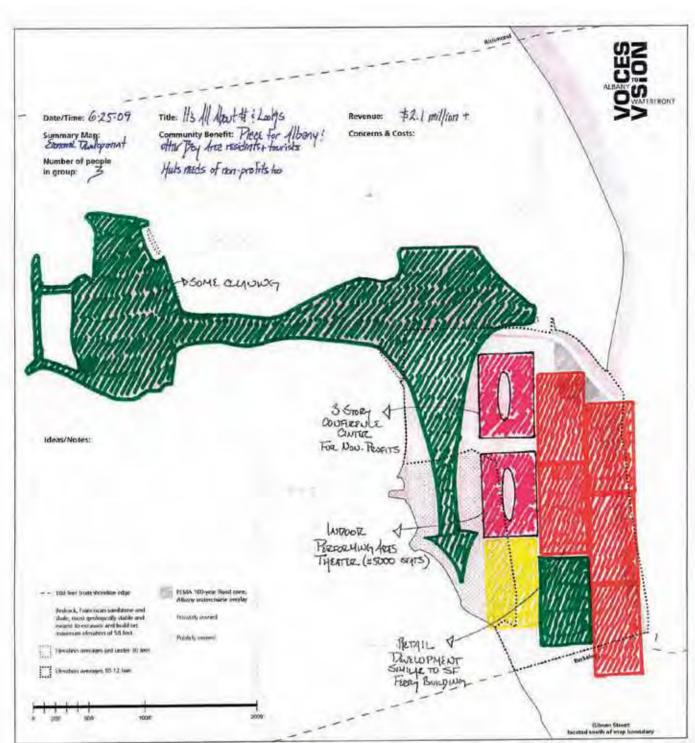




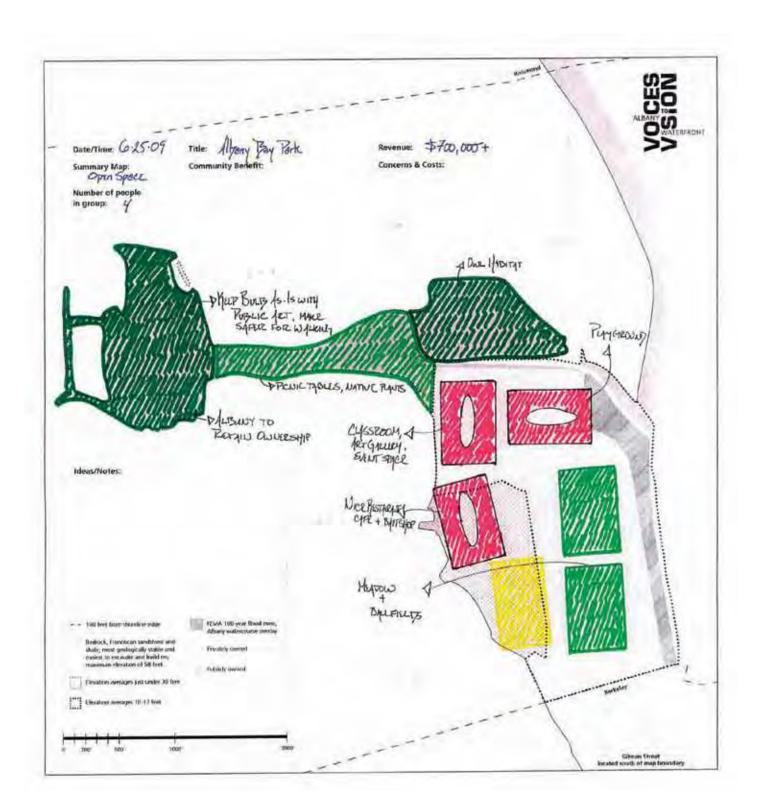


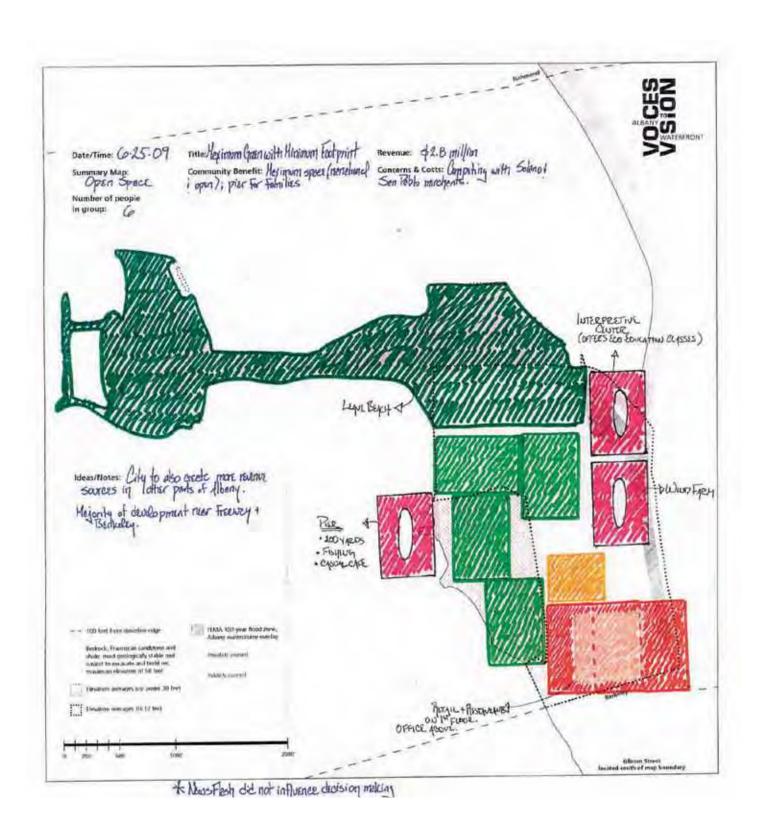
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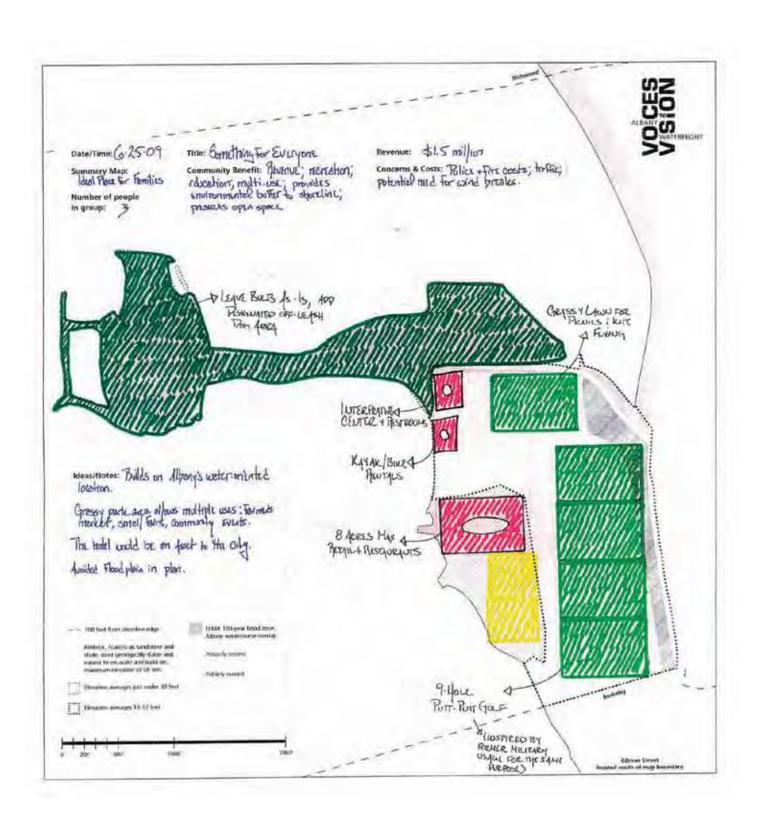




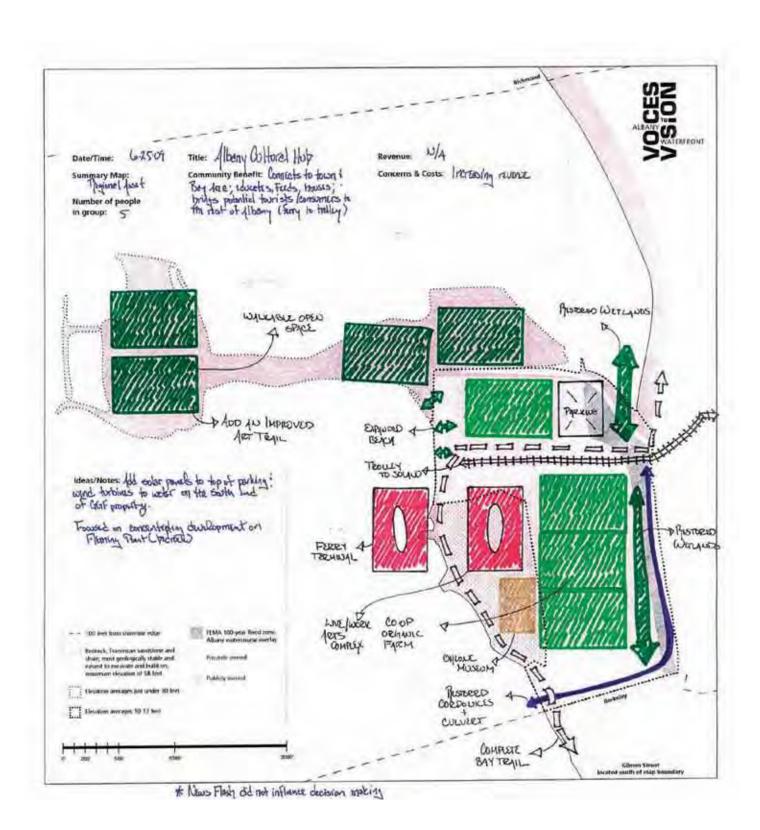
Daws Flesh did not influence decision melalag

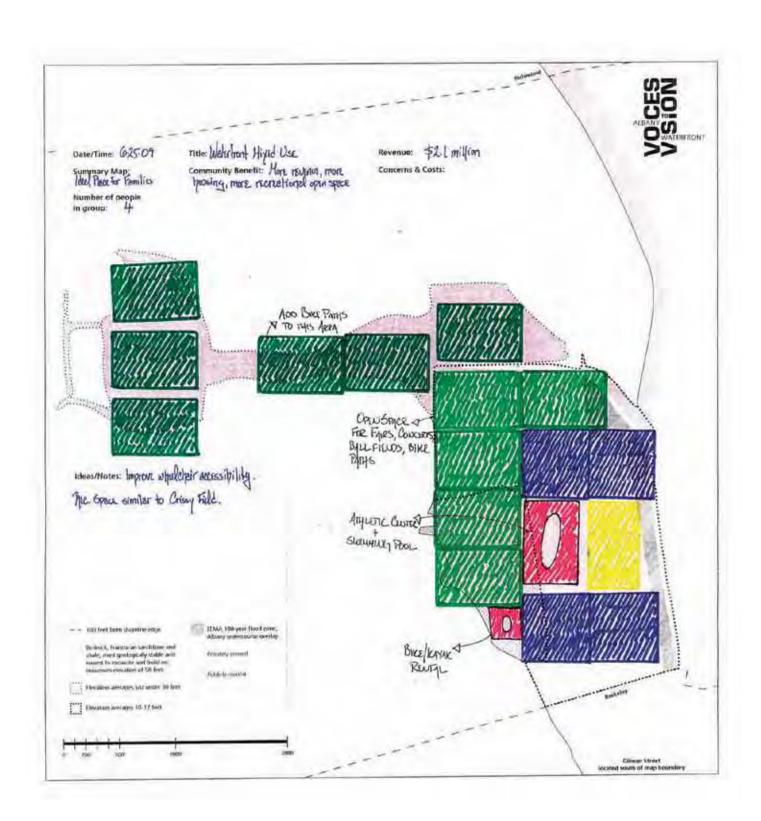


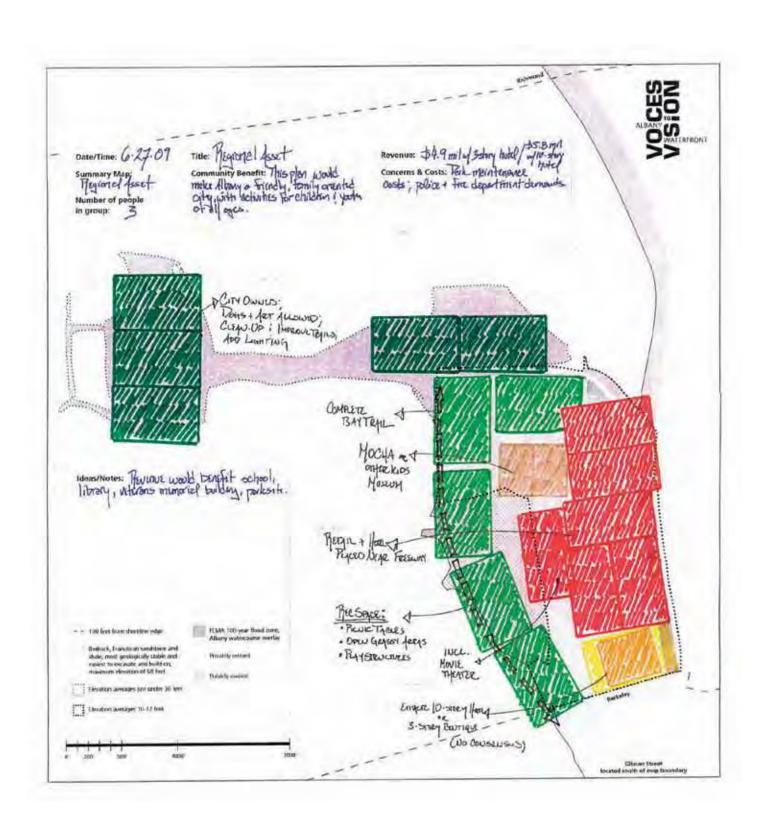


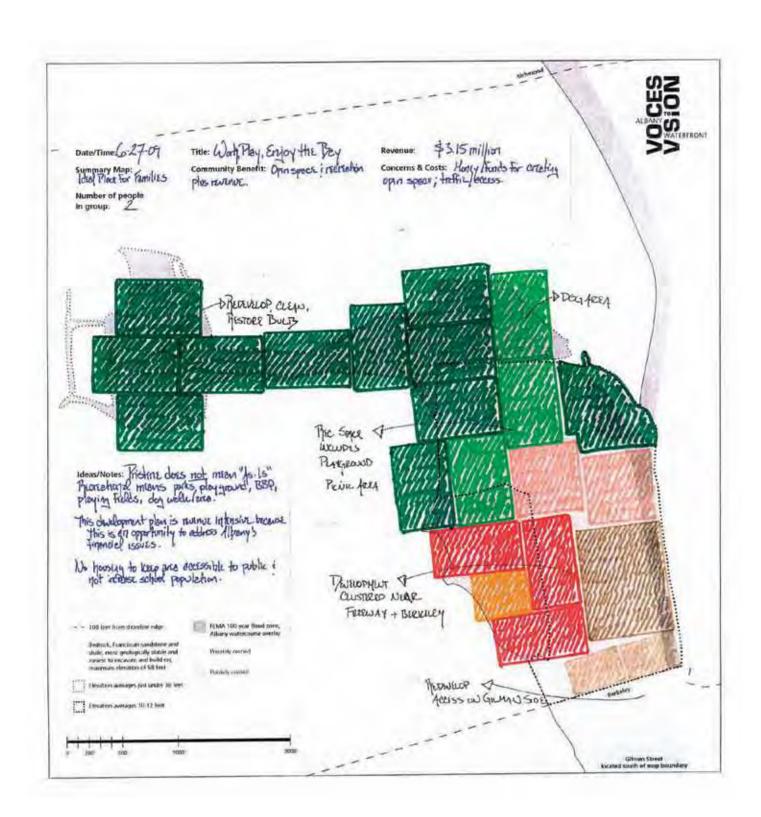


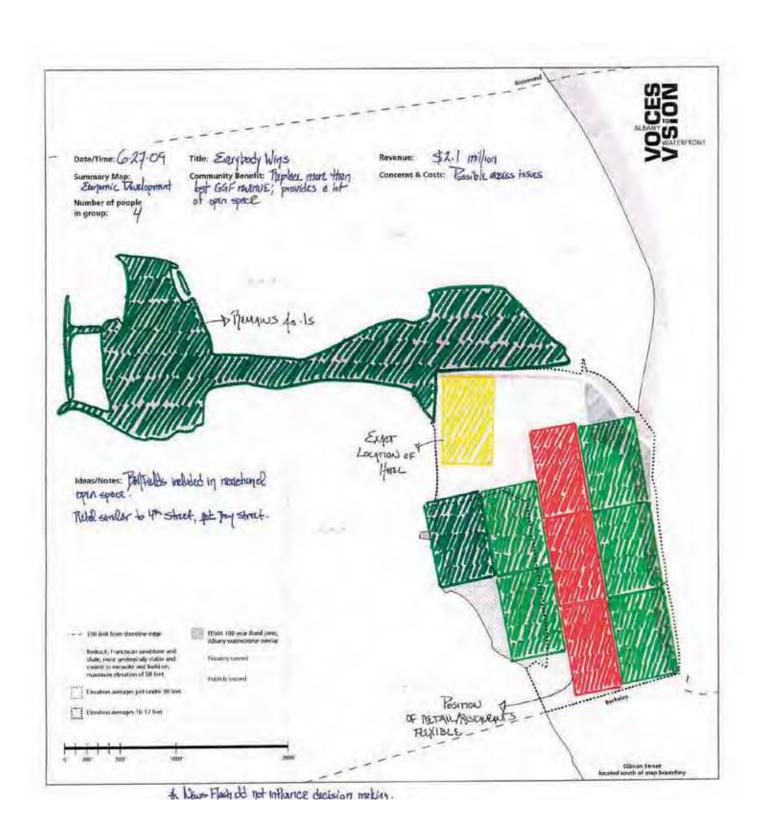


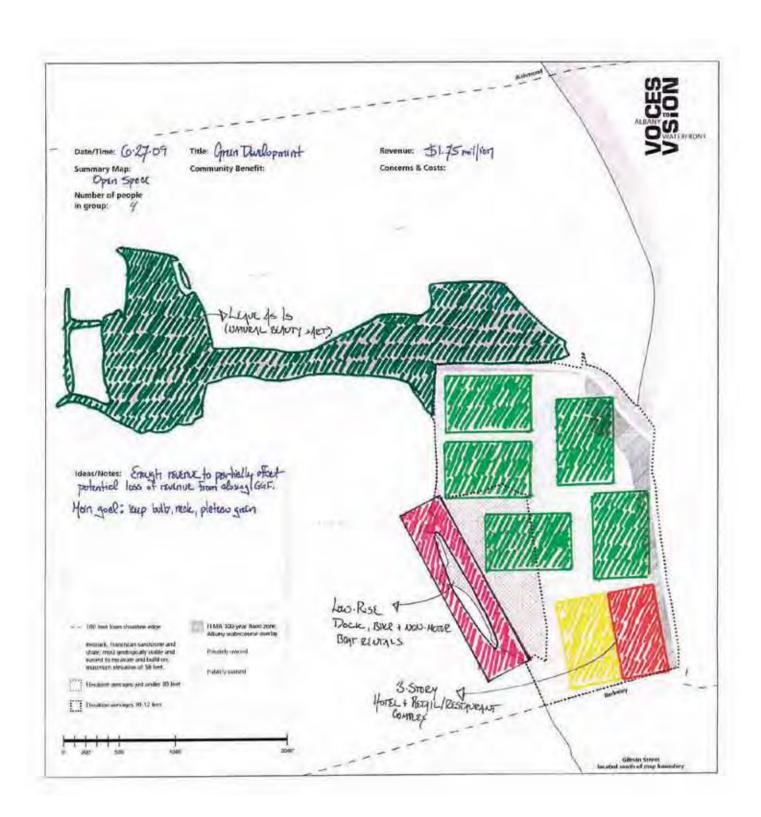


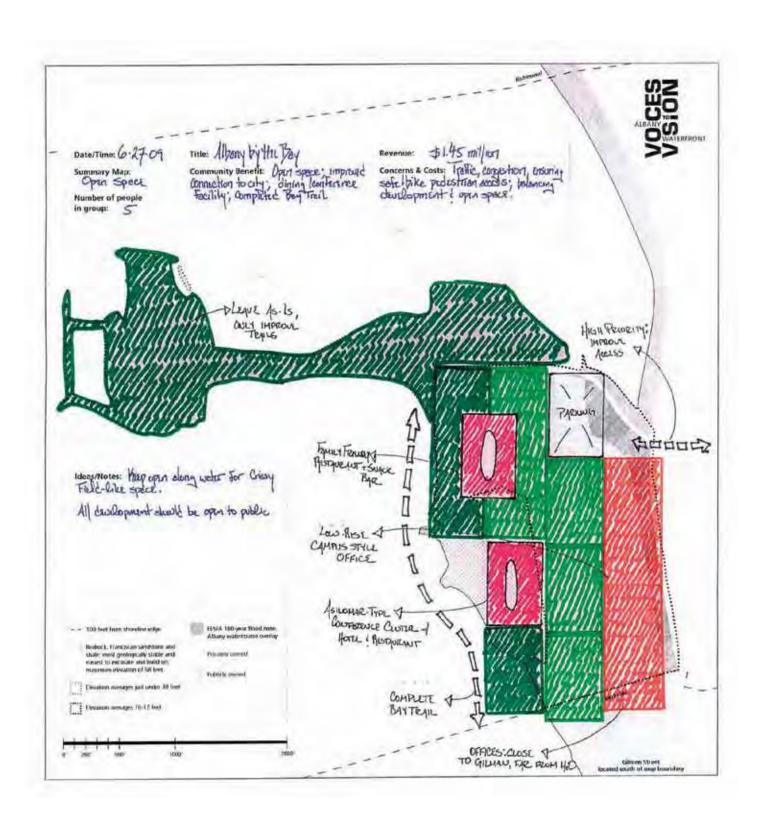


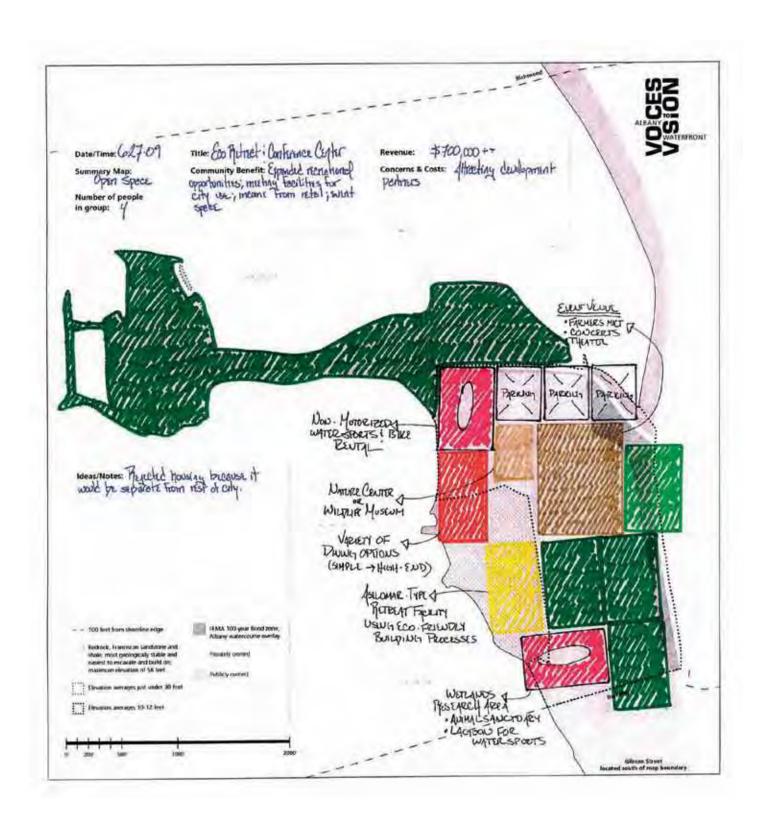


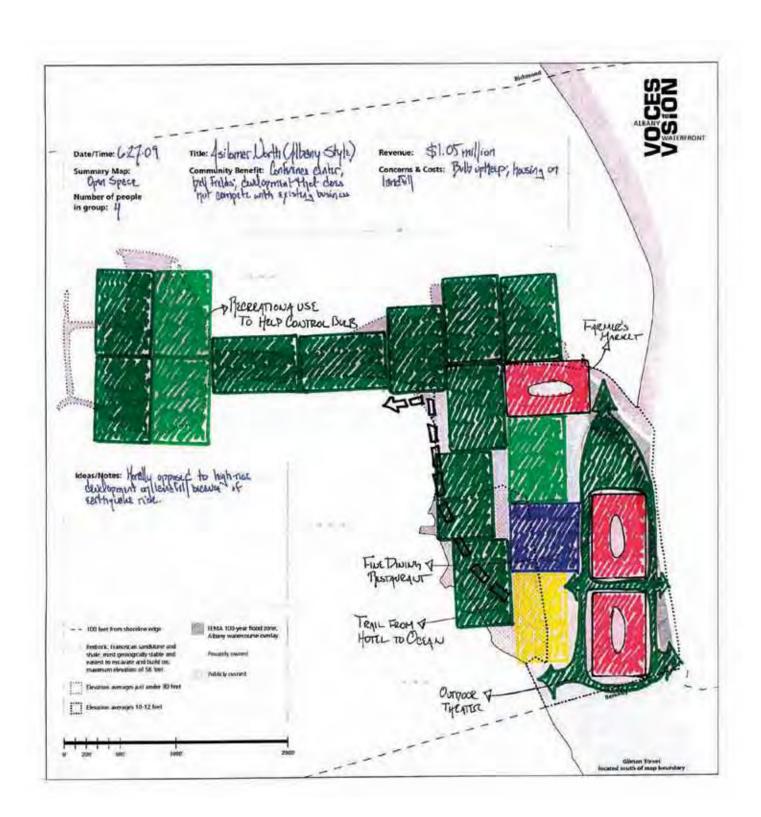


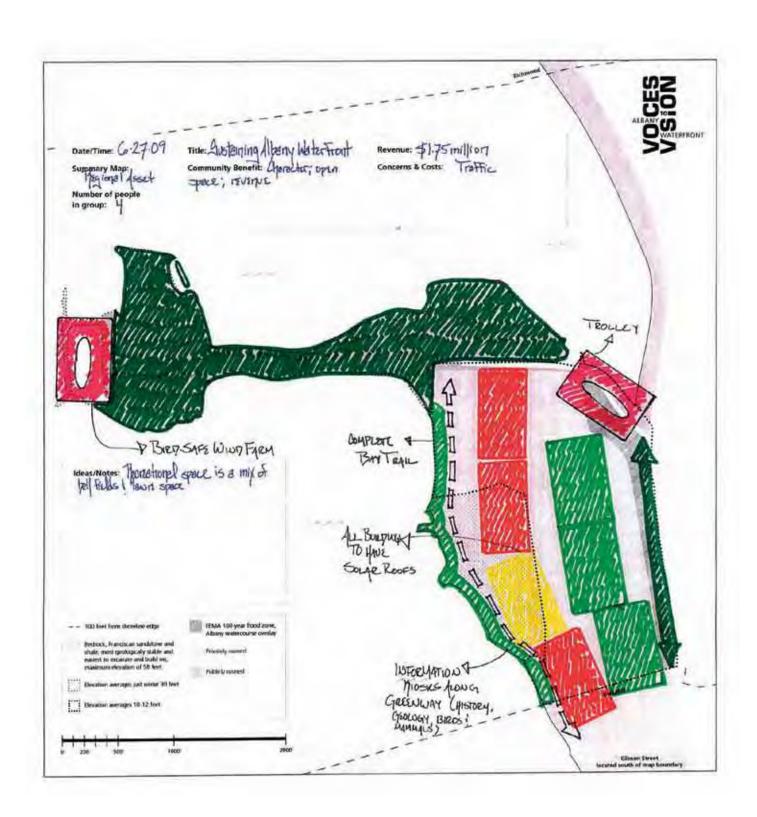


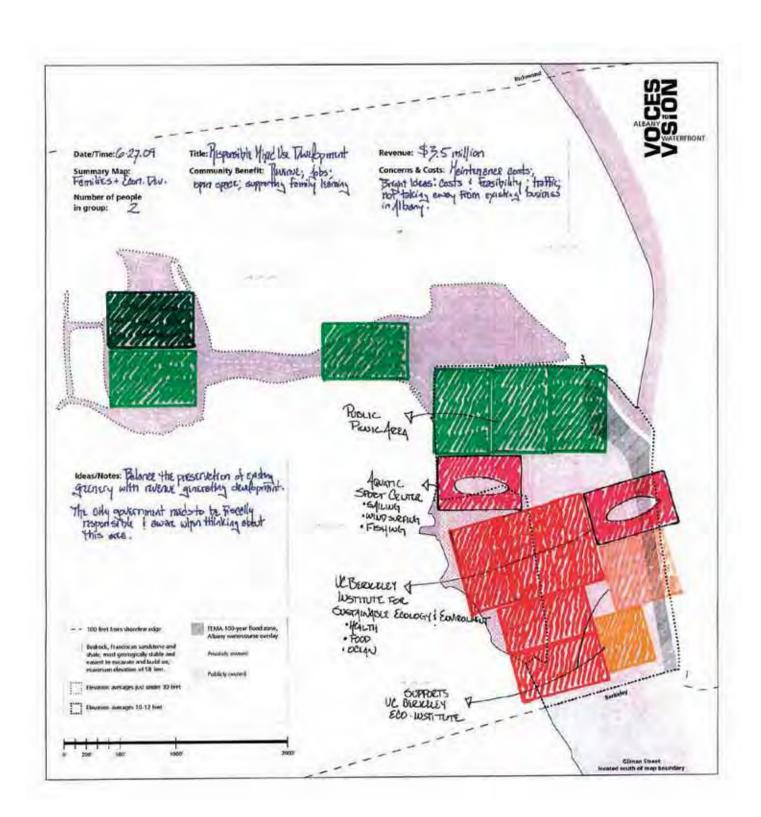


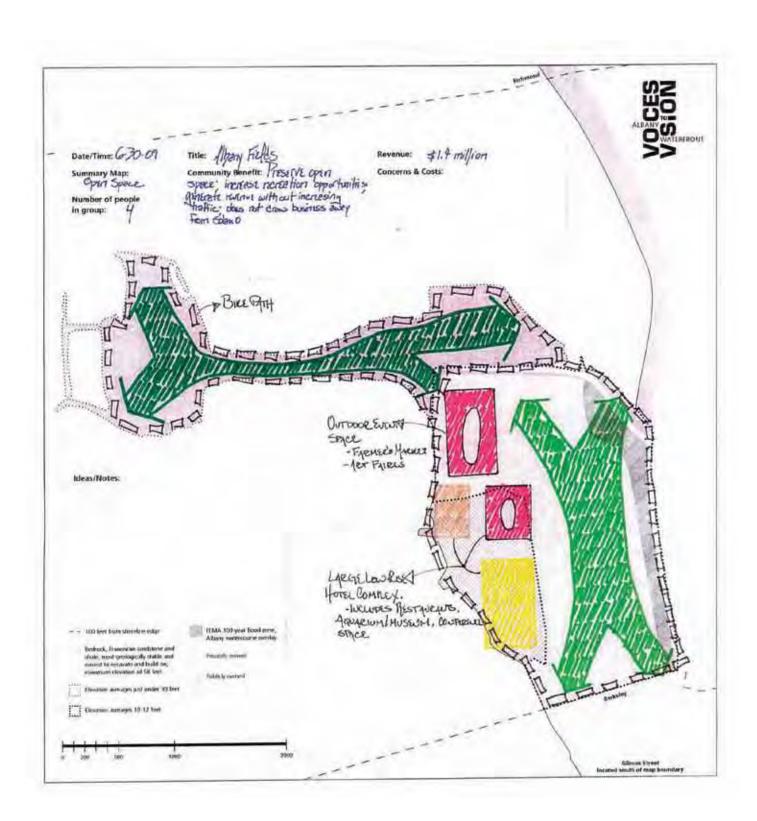


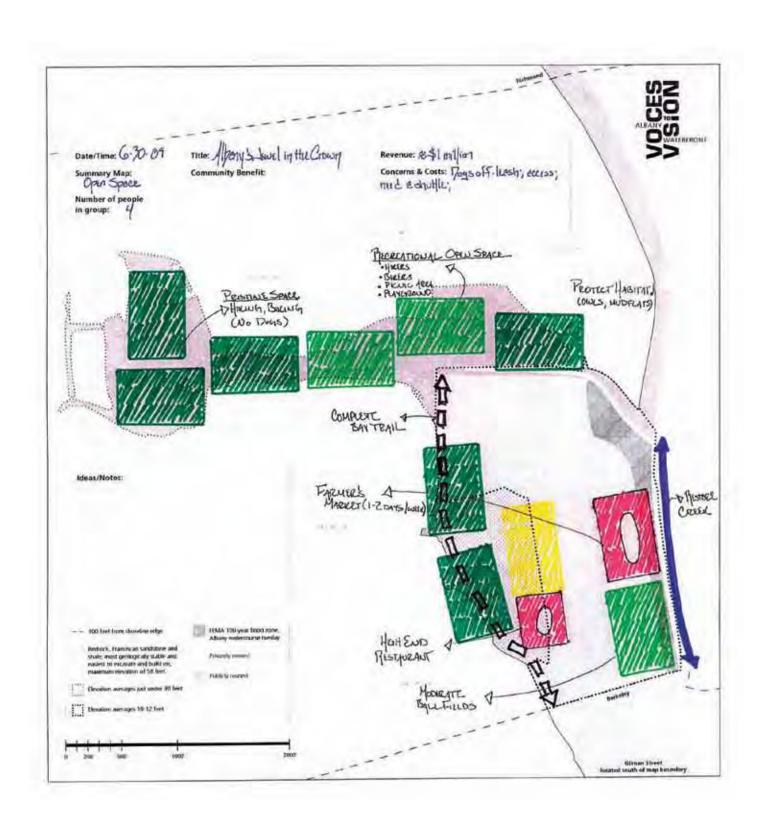


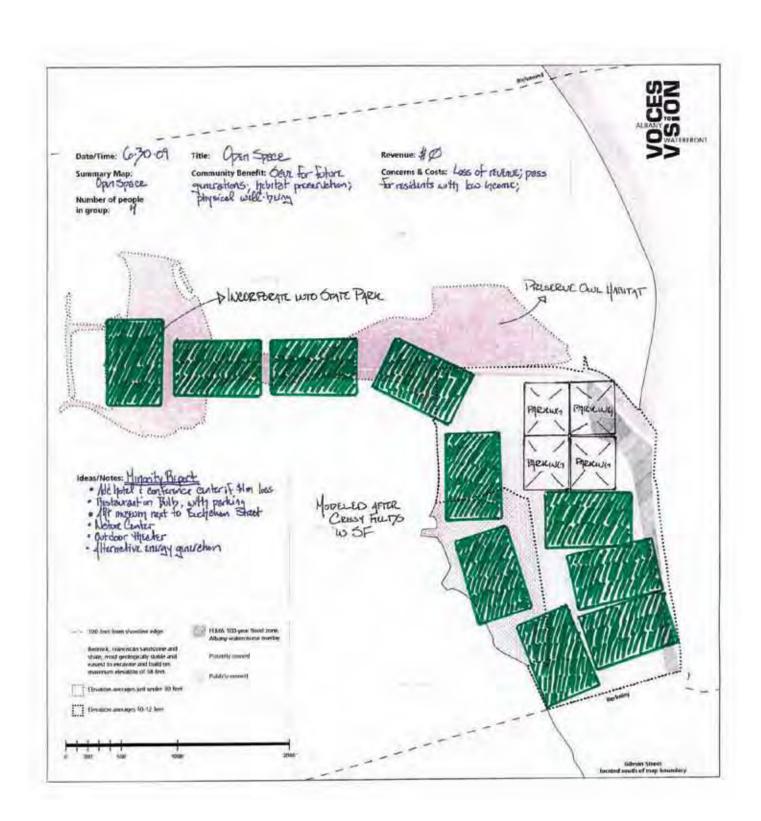


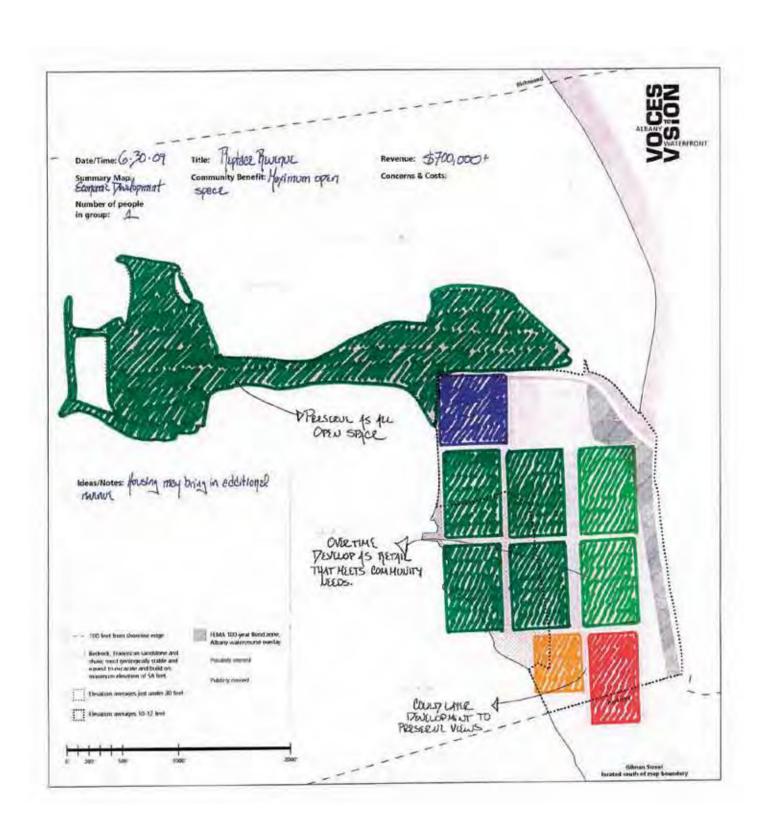


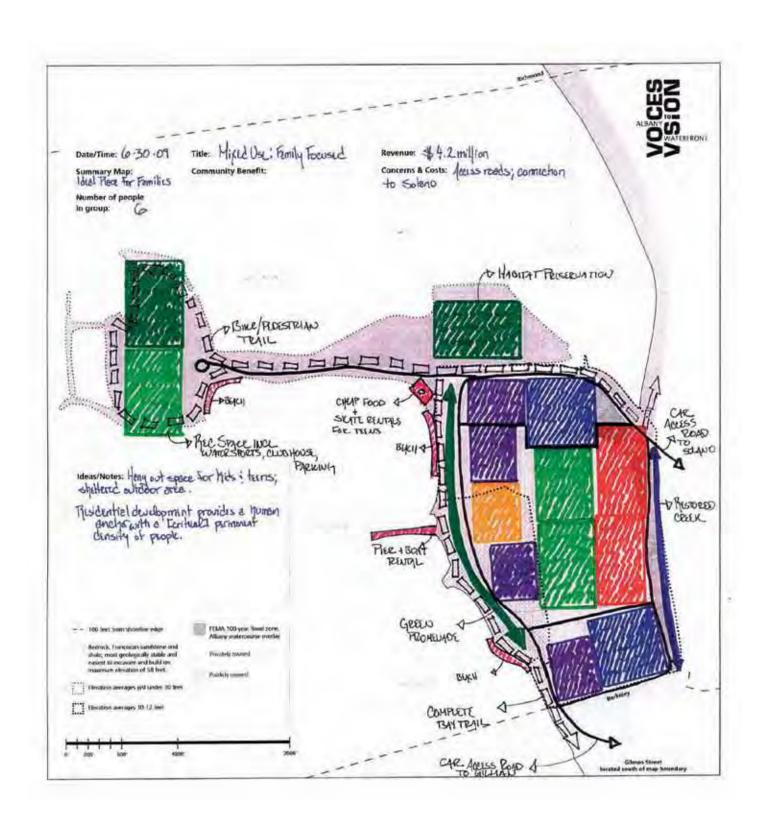


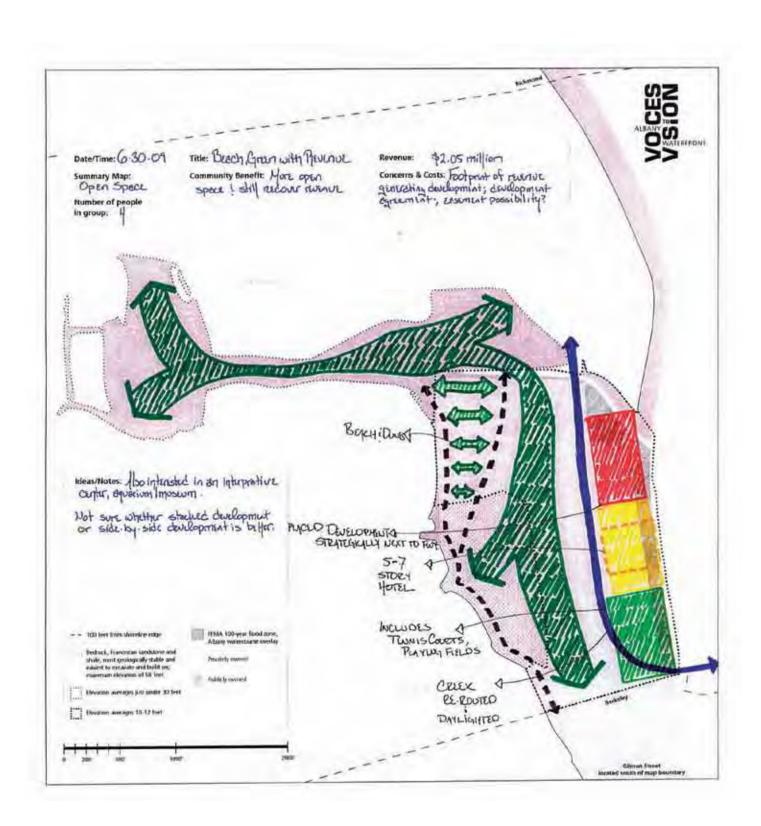


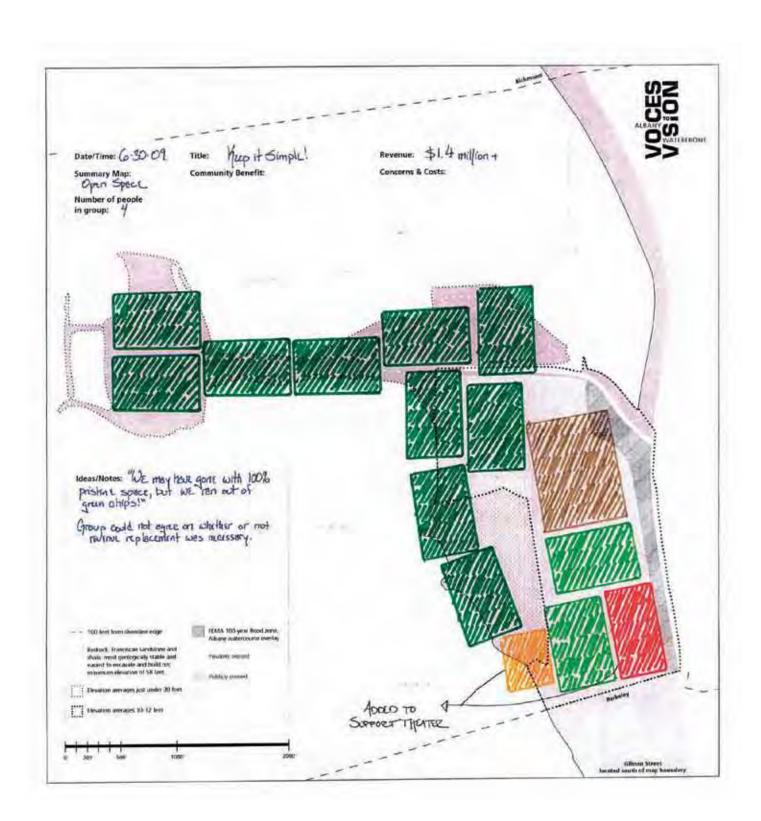


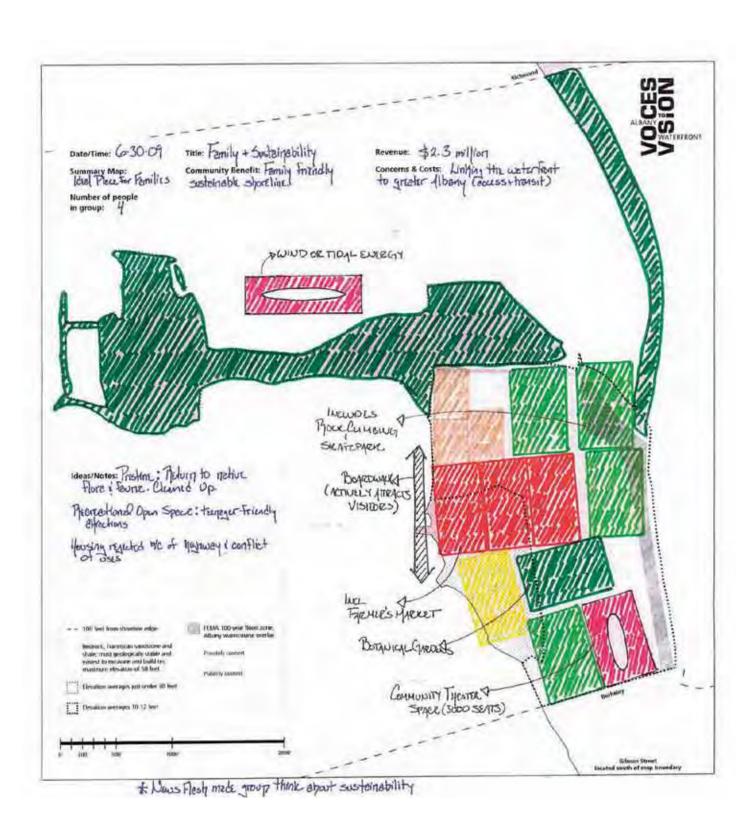


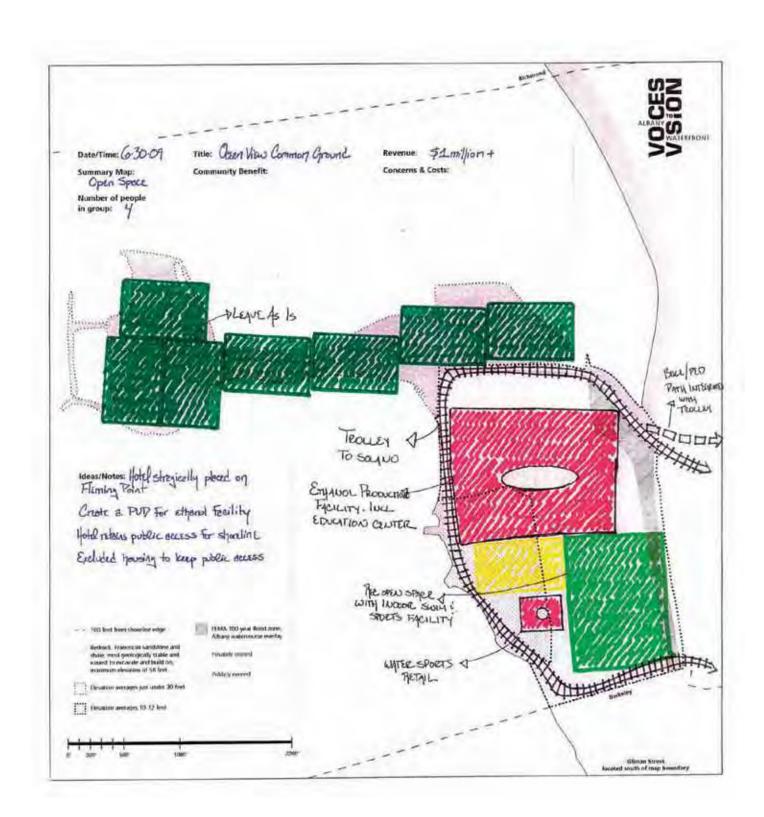


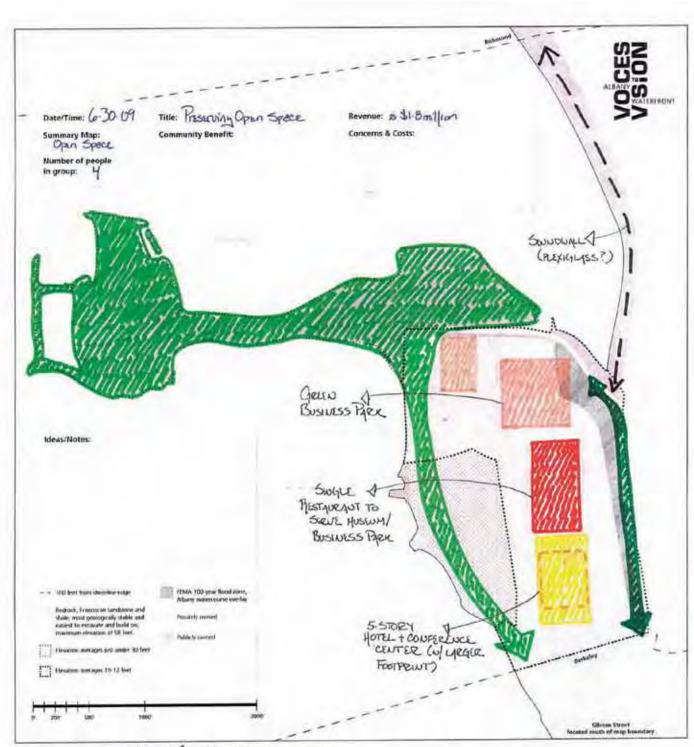




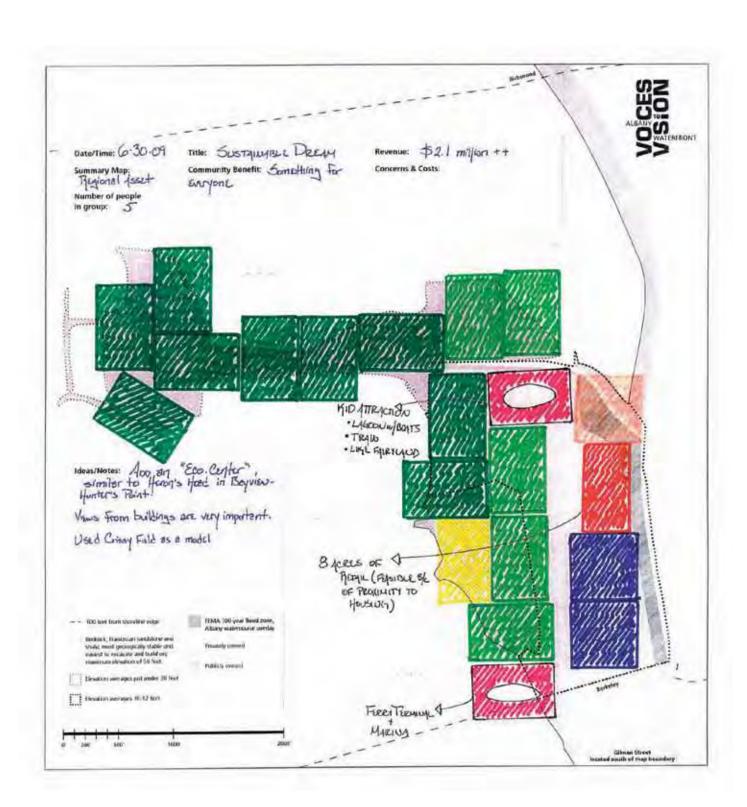


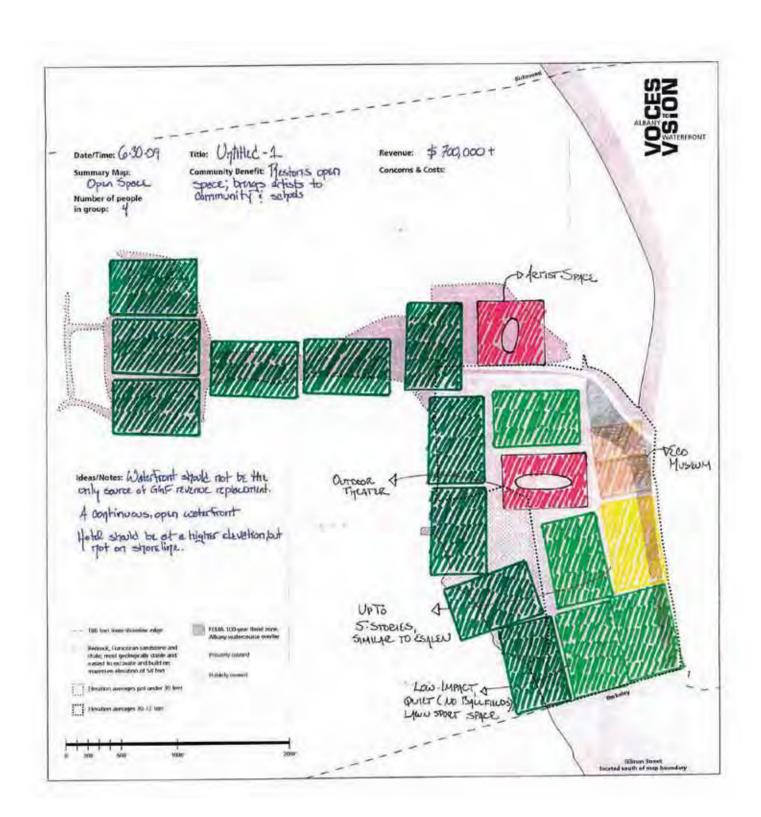


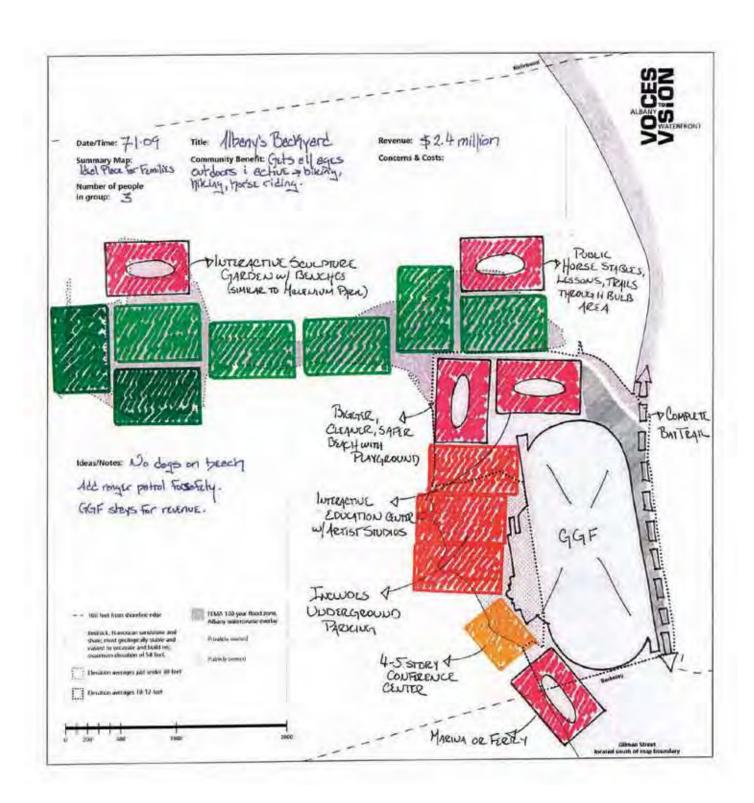


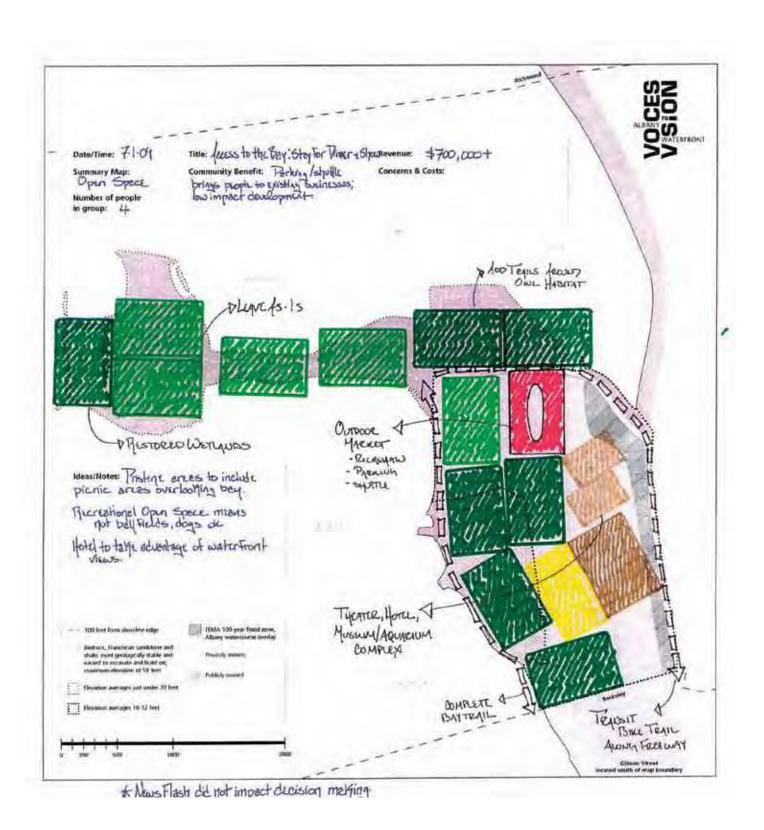


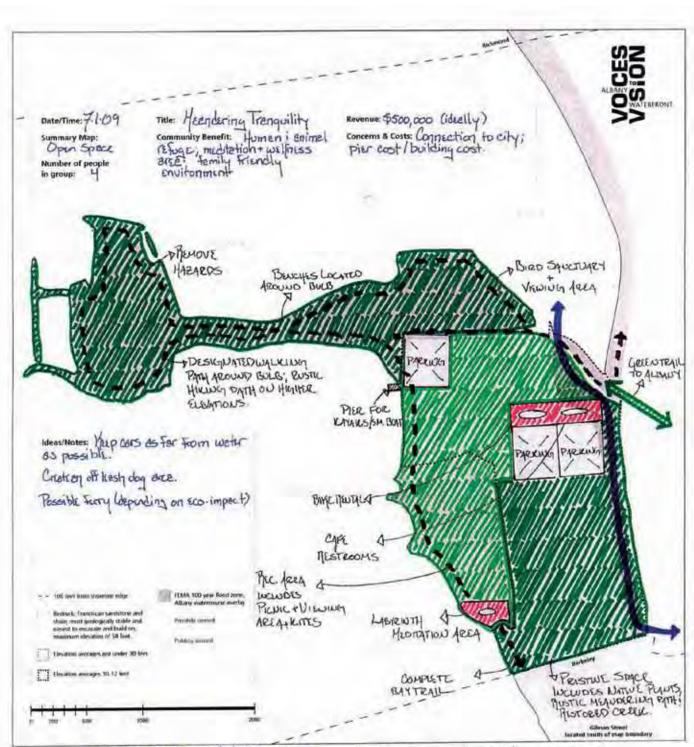
of Man Flock did impact Aprison making



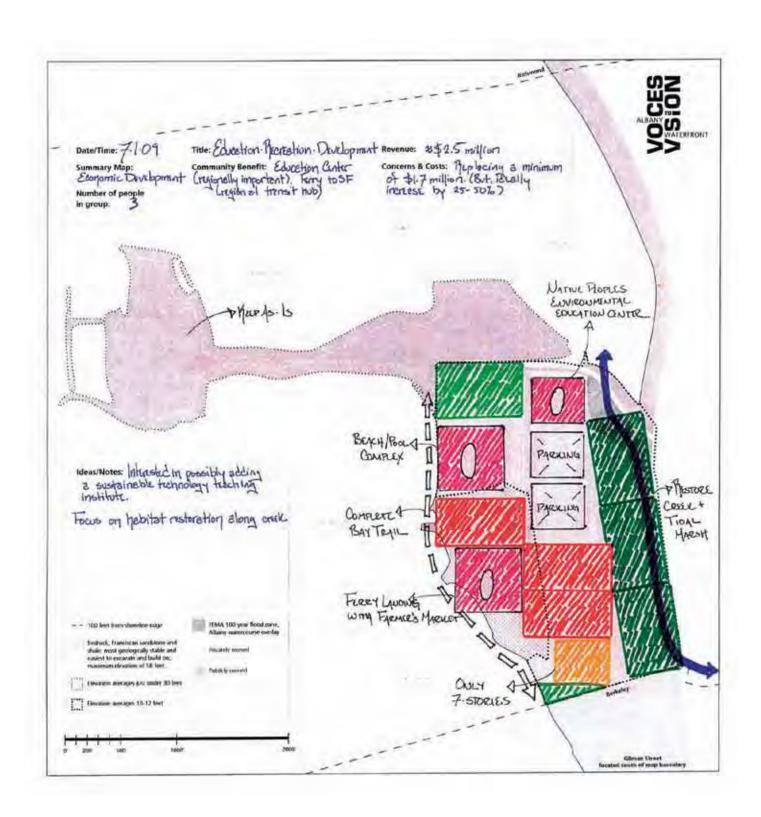


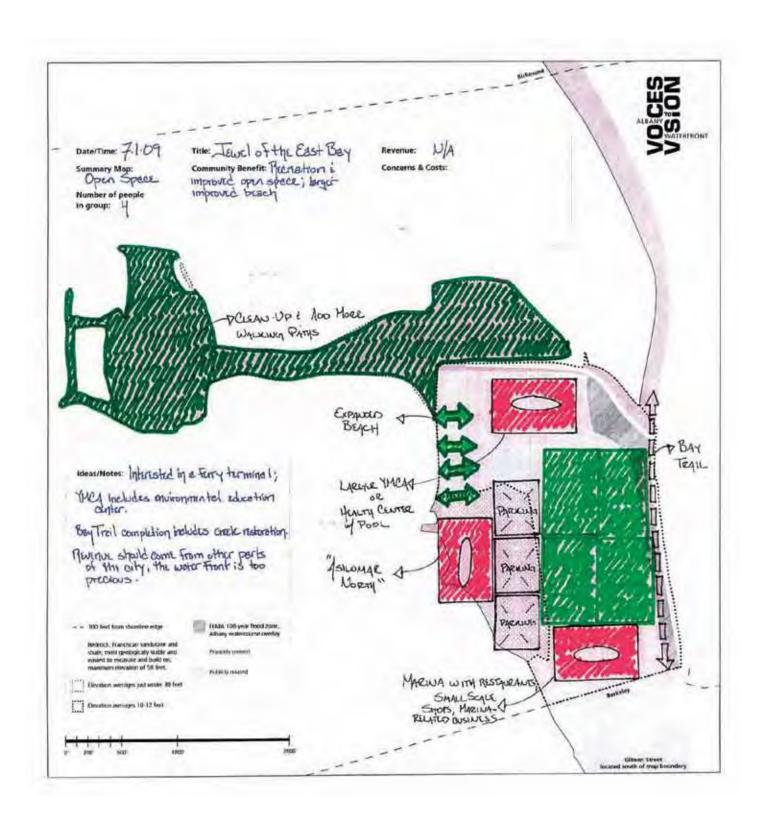


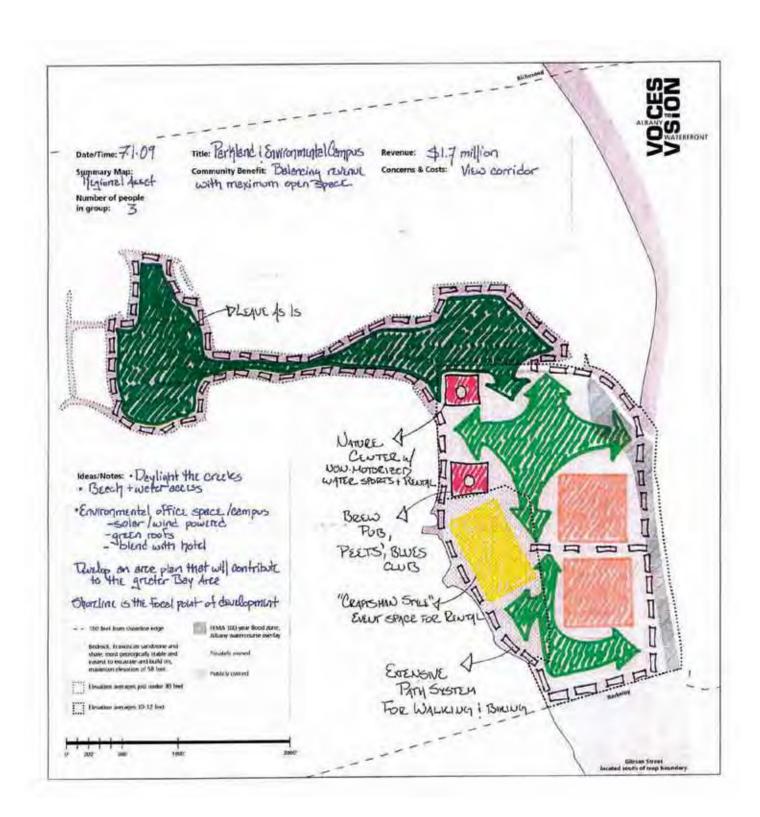


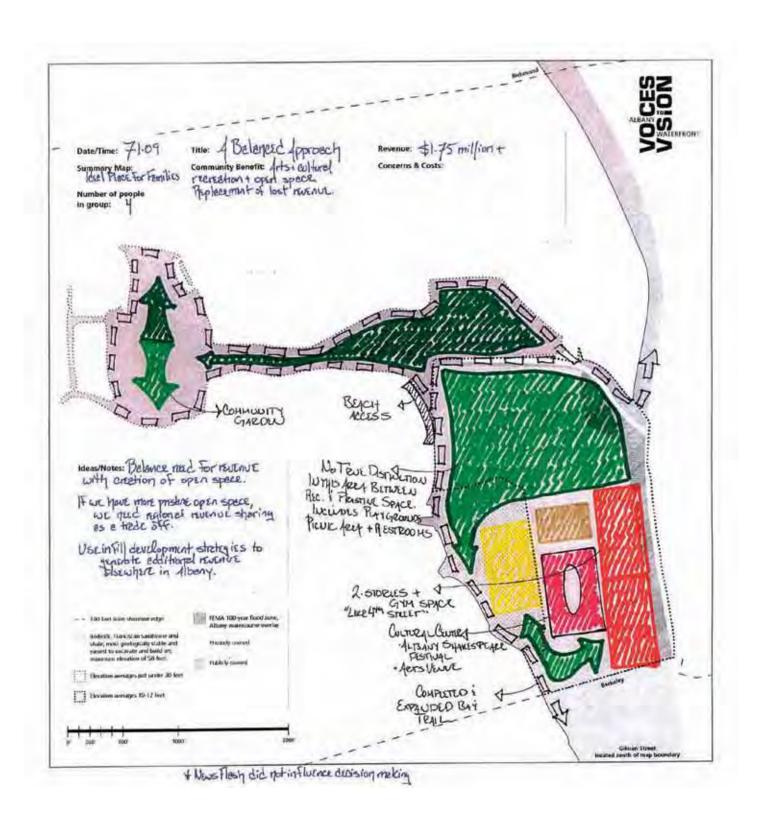


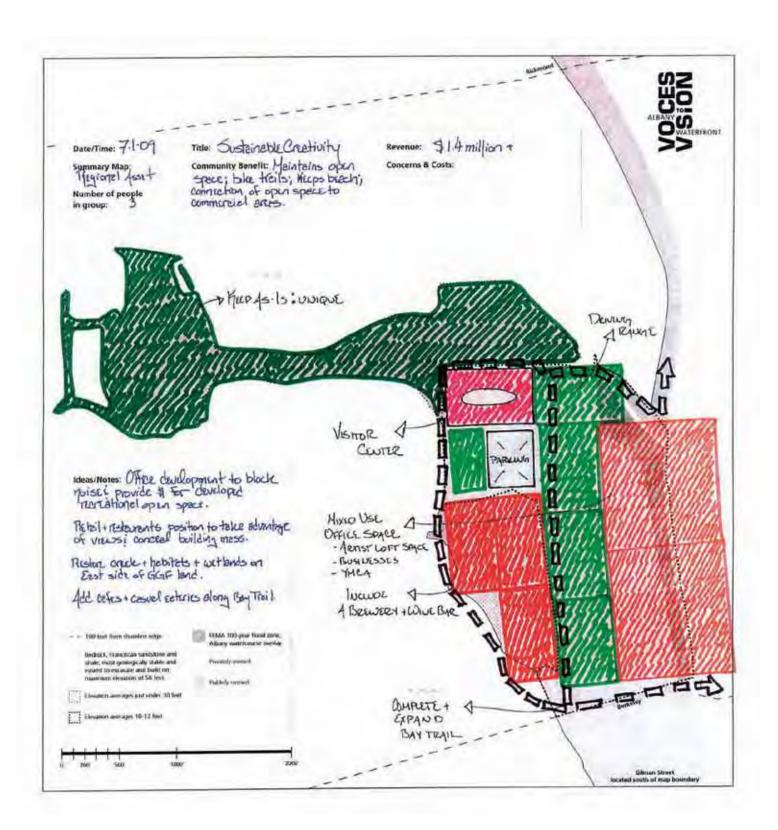
* News Flash did not impact decision making, focused not on revenue, but on creating open space.

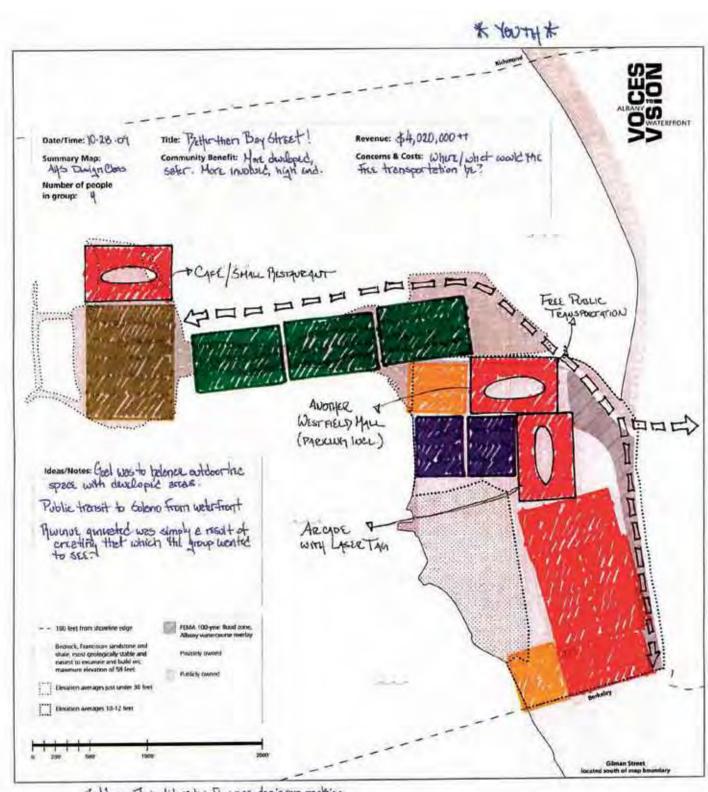




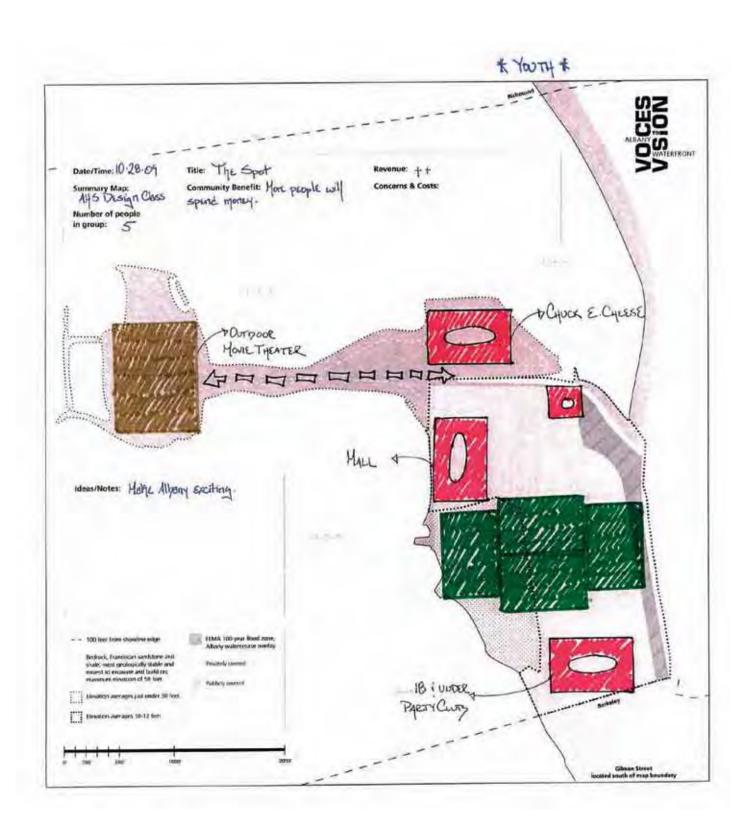


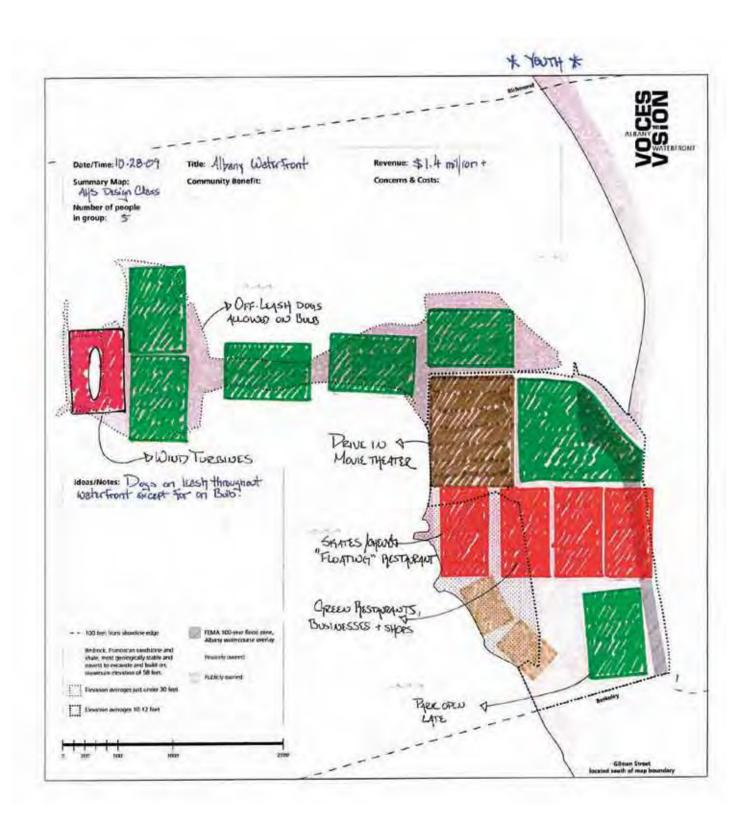


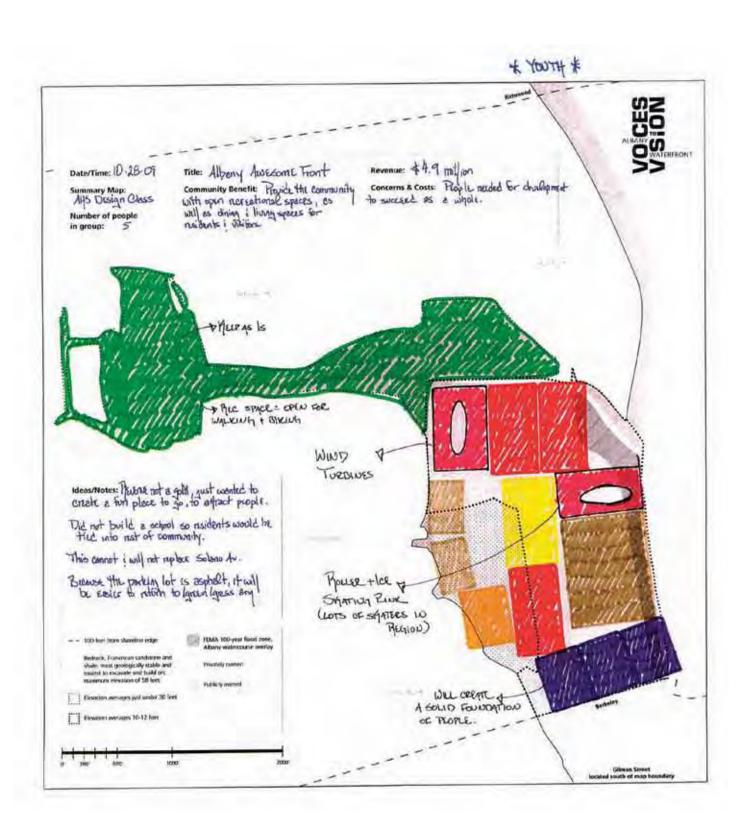


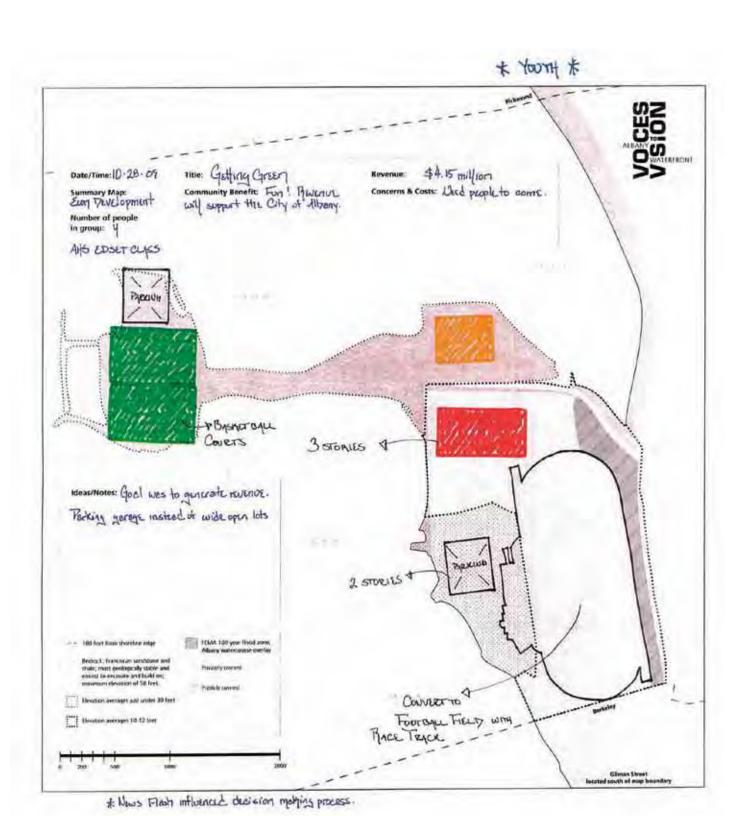


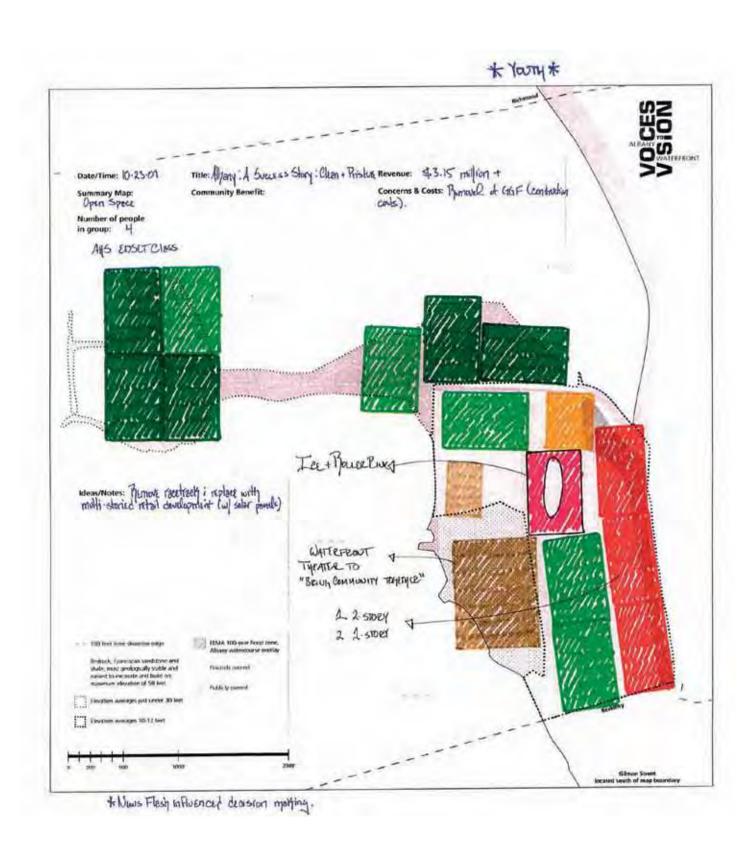
* News Floor did not influence decision making











Phase One: Data

Data analyzed from information gathered during Phase One sessions

- Demographic Information
- Evaluation Summary
- RSVP and Participant Totals
- Detailed analyses of map annotations, use totals, location of development, tax revenue, development and open space acreage, notes about public park areas (Bulb, etc.)

Phase 1 Demographic Summary Report

Age

- **18-25** = 1%
- **26-40** = 11%
- **41-55** = 36%
- **55** + = 53%

Ethnicity and Race

- Caucasian = 87%
- Asian/P.I = 6%
- Af. Am. = 1%
- Hispanic = 2%
- Would rather not say = 1%
- Other = 3%

Occupation/Industry

- Architecture/art/design = 7%
- Non-Profit = 4%
- Healthcare = 8%
- Retail = 1%
- Technology = 7%
- Retired = 17%
- Unemployed = 2%
- Education = 15%
- Gov./Public Sector = 11%
- Legal services = 3%
- Media/PR/Advertising = 3%
- Real Estate = 4%
- Finance/Insurance = 3%
- Student = 1%
- Other = 14%

Highest Level of education completed

- < H.S.= 0.0%
- High School or equivalent = 1.4%
- P.S./Tech = 0.5%
- A.A./A.S =5.4%
- B.A./B.S. = 32.5%
- Grad = 60.2%

Housing

- Own = 88.4%
- Rent =11.6%

Number of persons in your household

Page 1 of 4

Phase 1 Demographic Summary Report

- 1 = 12%
- 2 = 37%
- 3 = 22%
- 4+ = 28%

Do you own a car?

- Yes = 86%
- No = 14%

Dog Owner

- Yes = 30%
- No = 70%

Do you walk your dog at the waterfront?

- Yes = 66%
- No = 34%

On Leash?

- Yes = 80%
- No = 20%

Off leash?

- Yes = 86%
- No = 14%

Do you own a Computer at home?

- Yes = 97%
- No = 3%

How many years have you lived in Albany?

- >1 year = 0%
- 1 5 Years = 15%
- 6-10 years = 13%
- 11-20 years = 26%
- 21-30 years = 20%
- 30 + years = 24%
- All my life = 1%

Household Income

- < 25K = 3.1%
- 25-49K = 8.0%
- 50-74K = 14.7%
- 75-100K = 16.7%
- 100-125K = 21.0%
- > 125K = 36.5%

Do you work in Albany?

- Yes = 20%
- No = 62%
- N/A = 18%

If you do not work in Albany, in what city do you work?

- San Francisco = 24%
- Oakland = 17%
- Berkeley = 25%
- El Cerrito = 2%
- Other = 32%

What mode of transportation do you use to commute to work?

- Car = 45%
- Bike = 15%
- Carpool = 3%
- BART = 15%
- Bus = 9%
- Walk = 13%
- Train = .1%
- Other = 1%

How often do you visit the Albany waterfront?

- I have never been = 3%
- I go about once a month = 25%
- I go about once a year = 8%
- I go about once each week = 18%
- I go a few times a year = 33%
- I rarely go to the waterfront = 14%

Participated in Previous WF Sessions

- Yes = 40%
- No = 60%

Page 3 of 4

What prompted you to participate in this V2V session?

- Received publication in mail = 35%
- Got post card reminding me to RSVP = 10%
- Heard about it on TV or in the press = 3%
- Reviewed website = 5%
- Attended other visioning sessions = 8%
- Heard about it at Green Albany Day = 2%
- Flyer = 9%
- Friend encouraged me to attend = 7%
- Got message on an e-tree = 4%
- Son or daughter heard about it =.6%
- Other = 1%



Phase 1 Participant Households

ATTENDEES BY I	DATE AND ZONE
Date - Zone	# of Attendees
May 16 (z.21)	16
May 16 (z. 3)	16
May 20 (z.16)	7
May 21 (z.23)	23
May 23 (z.22)	18
May 23 (z.28)	21
May 24 (z.11)	4
May 24 (z. 20)	16
May 26 (z. 2)	15
May 30 (z. 29)	10
May 30 (z. 9)	14
May 31 (z. 24)	11
May 31 (z. 8)	15
June 3 (z. 5)	10
June 4 (regional)	9
June 6 (z. 15)	9
June 6 (z. 31)	29
June 7 (z. 13)	13
June 7 (z. 14)	13
June 10 (z. 19)	16
June 11 (z. 6)	11
June 13 (z. 12)	20
June 13 (z. 18)	28
June 14 (z. 17)	16
June 14 (z. 24)	17
June 18 (z. 7)	35
June 20 (z. 10)	13
June 20 (z. 4)	16
June 21 (z. 25)	27
June 21 (z. 30)	19
June 25 (z. 26)	38 18
June 27 (z. A)	18
June 27 (z. B)	7
June 27 (regional) June 30 (z. 1)	48
()	28
July 1 (z. C)	28

Phase 1 Session Evaluation Summary Report

Do you feel as though you were well prepared for the session?

- YES = 86%
- NO = 15%

Did you do anything to prepare for the session?

- YES = 74%
- NO = 26%
 - I VISITED V2V.COM = 18%
 - READ THE TABLOID = 68%
 - ENGAGED IN DISCUSSION W/ OTHERS = 31%
 - OTHER = 36%

Do you recall receiving the tabloid?

- YES = 89%
- NO = 11%

Did you read the tabloid?

- YES = 88%
- NO = 12%

Was it helpful?

- YES = 97%
- NO = 3%

Did you hold on to it?

- YES = 84%
- NO = 16%

Phase 1 Session Evaluation Summary Report

Pace of the Session?

- JUST RIGHT = 84%
- TOO FAST = 13%
- TOO SLOW = 3%

What was your favorite part of the session?

- Creating a vision for Albany = 22%
- The Waterfront Game = 56%
- Hearing the opinions of others = 43%
- Other = 12%

Were you actively engaged in the session?

- YES = 100%
- NO = 0%

Were your viewpoints recognized?

- YES = 99%
- NO = 1%

The activities were easy to understand given the complexity of the issues

- YES = 99%
- NO = 1%

The facilitator was helpful

- YES = 100%
- NO = 0%

I learned a lot from the session

- YES = 92%
- NO = 8%

Phase 1 Session Evaluation Summary Report

The information presented was objective

- YES = 98%
- NO = 2%

I enjoyed the session

- YES = 99%
- NO = 1%

The facilities were good

- YES = 98%
- NO = 2%

The materials were professionally developed

- YES = 100%
- NO = 0%

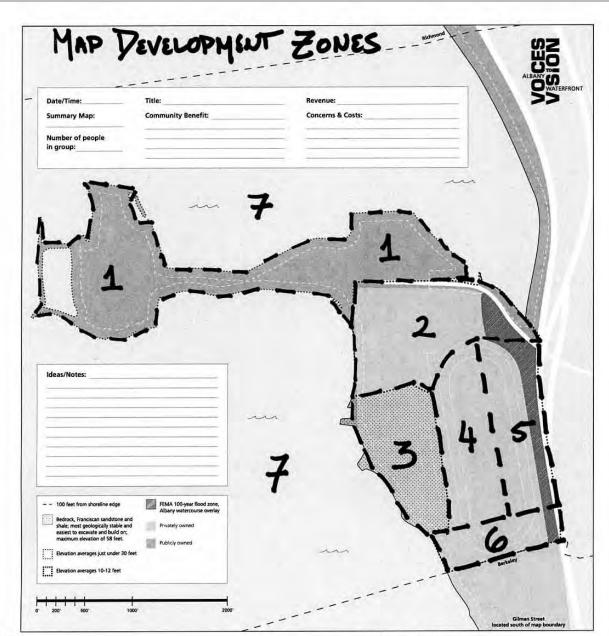
Voices to Vision was better than I expected it to be

- YES = 93%
- NO = 7%

I plan to participate in Phase 2 in the Fall

- YES = 100%
- NO = 0%

DRIVER CARD SUMMAR	RY			
	Groups	% of Groups	Participants	% of Participants
Economic Development	23	14%	68	11%
Ideal Place for Families	29	18%	104	17%
Race Track Stays	1	1%	3	1%
Open Space	79	49%	323	54%
Regional Asset	28	18%	98	16%



1. PUBLIC

7. IN WATER

- 2. NEAR PUBLIC/WATER
- 3. FLEMING POINT
- 4. EAST OF FLENIUG PT.
- 5. NEAR FREEWAY
- 6. NEAR BERKELLY

Map		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
3000		Water recreation (BI)	Restaurant (BI)	Snack bar/café (BI)			
		Snack bar/café (BI):					
		"Crab Shack" selling	High End retail				
3001	Restaurant (BI)	drinks, sandwiches	restaurant	High End retail restaurant	Townhomes	Snack bar/café (BI)	
	Museum/aq:	ĺ	Eco Hotel: steps up				
	interpretive center +		hillside like Italian				
3001	museum store		Riviera	High End retail restaurant	Townhomes	condos	
3001			Ferry Terminal (BI)			5-story office	
			Farmer's Market (BI):				
			marketplace includes				
			deli, family-oriented				
			beach activities/retail				
3001			(kites, sand toys)				
		Restaurant (BI): like 4th	Restaurant (BI): like	GGF Parking: used for			
3002		St.	4th St.	Farmer's Market			
3002		Eco Hotel					
3003			Museum/ag				
			Eco Hotel: low rise (2				
3003			story)				
			Restaurant (BI): also				
			includes some retail				
			showcasing local				
3003			artists, crafts, etc.				
3004		Museum/aq	Eco-hotel		Townhomes		
3004		·			Townhomes		
	Alternative Energy						
3005	(BI): wind, pvc		Museum/Aq		High End retail restaurant		
3005			Museum/Aq		High End retail restaurant		
3005					High End retail restaurant		
3005					High End retail restaurant		
					Amphitheater: shares		
					parking w/retail; used for		
					farmer's market during		
3005			Eco hotel		the week		
		Transit to Solano Av.					
		(BI): "Green Corridor to					
		City">electric shuttle	Water recreation (BI):		Educational Facility (BI):		
	Alternative Energy	transport hub (powered	ocean recreation		sustainable "ecolotorium"		
3006	(BI): windturbine	by turbine)	facility-rental		exhibit/education center		

ap		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
umber	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
		,	J	,	Restaurant (BI): tied to	,,	
					sustainable farming on		
					site + at Gill Tract,		
3006	i				organic brewery		
				Restaurant (BI): low- impact restaurants, in			
				keeping with area			
			Hotel/Conference	(stacked parking if			
000							
3007			Center	needed)			
3007				Museum/Aq			
		Educational Facility (BI):					
		nature center (school +					
		recreation center, similar				High Food veteril	
						High End retail	
		to Berkeley Nature			Oit Ot (DI)	restaurant: no big	
		Center + Tilden Farm);			Community Gardens (BI):	box stores, REI, Cali	
		AUSD, Albany Rec, ESP,			can charge fees, organic	Canoe + Kayak, fly	
3008		class fees		Eco Hotel	theme	fishing)	
						High End retail	
						restaurant: no big	
						box stores, REI, Cali	
						Canoe + Kayak, fly	
3008				Museum/Aq		fishing)	
						High End retail	
						restaurant: no big	
						box stores, REI, Cali	
						Canoe + Kayak, fly	
3008						fishing)	
						Alternative Energy	
3009			Snack bar/café (BI)	Educational Facility (BI)		(BI)	
3009			Small theater (BI)				
3009			Water recreation (BI)				
						Water recreation	
	Alternative Energy					(BI): kayak push-off,	
3010	(BI): windfarm	Condos	Museum/aq			store	
			High End retail				
3010		High End retail restaurant					
			High End retail				
3010			restaurant				
					Townhomes: multi-level,	Eco Hotel: "resort-	Alternative Energ
					retail restaurant below	like", hotel and	(BI): location
3011					townhouses	conference center	flexible

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
					Townhomes: multi-level,		
					retail restaurant below		
3011					townhouses		
					Townhomes: multi-level,		
					retail restaurant below		
3011					townhouses		
3011					High End retail restaurant		
3011					High End retail restaurant		
3011					High End retail restaurant		
							Alternative Energy (BI): wave generator for wind
		Water recreation (BI):		Amphitheater: w/in GGF			surfing + other
3012		boat launch, surf retail	Museum/Aq	structure			recreation
3012			Hotel/Conference Center				
3013	Water recreation (BI)		Small theater (BI): small/medium outdoor theater "a bike in"	High End retail restaurant	Eco Hotel: development along freeway to act as soundbuffer		
			Educational Facility				
3013			(BI)		High End retail restaurant		
3013					High End retail restaurant		
3014			Hotel/Conference Center: to be named after William Hewlett who buys the land and donates it to Albany. Conference center hosts ecologically focused events		High End retail restaurant: multi-level development		
3014					High End retail restaurant:		
					High End retail restaurant:		
3014 3014					multi-level development Condos		

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
3014		·	, ,	·	Condos		` `
3014					Condos		
		High End retail					
		restaurant: sporting					
3015	i	goods retail					
		High End retail					
		restaurant: sport/rec					
3015	i	retail + café					
		High End retail					
		restaurant: sport/rec					
3015		retail + café					
	Alternative Energy		Hotel/Conference				
	(BI): windmills		Center: to include				
	throughout entire	museum/aq: includes	low/medium/high end	Restaurant (BI): family			
3016		small café + other retail	restaurants	friendly			
3016	i		Amphitheater				
		Ferry Terminal (BI): plus					
3017		parking		Hotel/Conference Center			
3017				5-story office			
3017				5-story office			
3018		5-story office		High End retail restaurant	5-story office	5-story office	
3018				High End retail restaurant		5-story office	
3018	3	High End retail restaurant		Condos: for persons 55 and older	Condos: for persons 55 and older		
3018				Condos: for persons 55 and older			
3018		Condos: for persons 55 and older		Townhomes: for persons 55 and older			
3019				Eco Hotel	High End retail restaurant		
3019					High End retail restaurant		
3019					High End retail restaurant		
			Eco-hotel: includes conference center; will be architecturally innovative in desing. Possibly add a				
3020			museum or concert				

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)		Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
3021				High End retail restaurant		Eco-hotel	
3021				High End retail restaurant			
3021				High End retail restaurant			
3021	Museum/aq: will host and institute to focus on resources and value of natural shoreline						
3022		Eco-hotel	Museum/aq: environmental education center or local history museum			Campus-type office	
3022			High End retail restaurant	High End retail restaurant			
3022				High End retail restaurant			
3022				5-story office			
3023		High End retail restaurant		High End retail restaurant	Transit to Solano Av. (BI)		
3023				Eco Hotel	High End retail restaurant: parking below retail; retail offerings are not chain stores		
3023				Farmers Market (BI): part of a larger gathering space with small amphitheater	High End retail restaurant		
3024			Community Gardens (BI)		Fitness Center (BI): YMCA with swimming facility		
3024					Hotel/Conference Center: maximum of 5 stories, includes small shops		
3025			Hotel/Conference Center: 5-story				

ALL MAP	ANNOTATIONS						
Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
				Eco Hotel: includes high			
3026				end restaurants			
					High End retail		
3027				Museum/aq	restaurant:2 story		
					High End retail		
3027	1				restaurant:2 story		
					High End retail		
3027					restaurant:2 story		
					Hotel/Conference Center:		
					backed against freeway		
					will not impede view; will		
					also have sightlines to		
3027	•				GGB		
				Outhorn Country (DI)			
				Cultural Center (BI):			
				includes art museum and			
				classes for all ages; will			
				host Albany Historical			
				Society displays for	=	Hotel/Conference	
3028				community education	High End retail restaurant	Center	
3028					High End retail restaurant		
3020					Tilgit Ella retail restaurant		
3028					High End retail restaurant		
	Alternative Energy						Alternative Energy
3029	(BI): windgeneration		5-story office	High End retail restaurant		5-story ofice	(BI)
	(=:):			- ngm = ne man meanamann			()
3029)			High End retail restaurant			
3029)			High End retail restaurant			
		Eco Hotel: includes					
	l	indoor theater (400-1000	Museum/aq: includes	GGF Reuse (BI): includes			
	Water recreation (BI)	seats)	a restaurant	an indoor recreation area			
3030			Townhomes				
				l.,	High End retail restaurant:		
3031				Museum/aq	2 story development	Center	
					High Ford vote:		
0004				N4	High End retail restaurant:		
3031				Museum/aq	2 story development		

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
					High End retail restaurant:		
3031			Ultra England		2 story development		
			High End retail restaurant: Whole				
			Foods-like store:				
			anchors Farmer's				
3032		Farmers Market (BI)	Market				
3032	-	Tarriers Warket (DI)	High End retail				
			restaurant: 2 story				
3032		Eco Hotel	development				
3032		High End retail restaurant					
	Alternative Energy	Eco-hotel: includes a					
	(BI): wind or solar	variety of high to low end					
3033	farm	restaurants		Amphitheater			
	Ferry Terminal (BI):			GGF Reuse (BI):			
0000	includes a casual			amphitheater incorporated			
	B eatery B Museum/ag			into structure			
3033	wuseum/aq						
						Transit to Solano	
						(BI): shuttle to ferry	
						links destinations	
3034		Restaurant (BI)				along waterfront	
3034		5-story office				J	
3034		Hotel/Conference Center					
3035	5		Marina (BI)				
			High End retail				
0005			restaurant: 2 story				
3035	0		development High End retail				
			restaurant: 2 story				
3035			development				
5055	,		High End retail				
			restaurant: 2 story				
3035	5		development				
3035			Eco Hotel				

Лар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)		Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
			Educational Facility		zene e (rieur rieemuy)		
			(BI):				
			environment/center				
			nature museum to be				
			used by schools				
			modeled after				
			Monterey Bay			. "	
3036		High End retail restaurant	aquarium			Campus-type office	
3036		High End retail restaurant					
3036		High End retail restaurant					
3036			Museum/Aq		Eco Hotel		
			Hotel/Conference				
			Center: hotel to be				
			tucked into side of				
3037	Museum/aq		slope	Cultural Center (BI)			
			History Conductori				
			High End retail				
			restaurant: add 2 story				
3037			condos above retail	High End retail restaurant			
3037				High End retail restaurant			
						Eco Hotel: with	
						restaurant featuring	
						organic local	
3038	Museum/aq					produce	
	Educational Facility						
	(BI): environmental						
	study center						
	(animals, birds, fish						
3038	and local plans)						
				Eco Hotel: could either be			
				a boutique hotel or high-			
3039				rise hotel	Condos		
3039					Condos		
						High End Retail	
3039					Condos	Restaurant	
				High End Retail			
				Restaurant: restaurants		High End Retail	
3039				and bars to offer views	5-story office	Restaurant	

		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
	Snack bar/café (BI):	,	Water Recreation (BI):		, , , , , , , , , , , , , , , , , , , ,		,
	food and beverage		kayak and windsurfing		High End retail restaurant:		
	vendor		rentals		2 story development	Eco Hotel	
3040					High End retail restaurant		
3040					High End retail restaurant		
			Hotel/Conference			High End Retail	
			Center: 3 story hotel			Restaurant: 2 story	
3041		museum/aq	above restaurants			development	
			High End retail				
			restaurant: 2 story			High End Retail	
3041			development			Restaurant	
			High End retail				
3042		Eco Hotel	restaurant				
- 0012		200 1 10101	High End retail				
3042			restaurant				
			High End retail				
3042			restaurant				
	Alternative Energy						
	(BI): solar and/or			High End Retail			
3043		High End retail restaurant	Eco Hotel	Restaurant			
		I ligit End rotal rootaaran	200 1 10101	- rootaaran			
3043		High End retail restaurant					
	Educational Facility						
	(BI): hands on, focuses on history,						
3043	marshland, wildlife	Amphitheater			Museum/Ag		
3044		Amphilineater			Museum/Aq	Water Recreation	
						(BI): kayak rental;	
						deli w/ picnic food;	
					High End Retail	windsurfing (water	
3044					Restaurant: like 4th street		
3044					nesidurani: iike 4iii Street	access); boats	
					High End Retail		
3044					Restaurant: like 4th street		
					l		
					High End Retail		1

ALL MAP	ANNOTATIONS						
Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
3044					High End Retail Restaurant: like 4th street		
3045	Cultural Center (BI): art and performance institute/non profit for youth; incl: hip hop, acrobatics, dance, theater, art education	High End retail restaurant: includes kayak/small boat/windsurf vendors	Eco Hotel				
3045		High End retail restaurant: includes kayak/small boat/windsurf vendors	Loo Hotel				
3045		High End retail restaurant: includes kayak/small boat/windsurf vendors					
3045	i		Museum/aq				
3046		Water recreation (BI): boat rentals, water sports, x-treme sports rentals		Restaurant (BI)			
3046		Eco Hotel		Museum/aq: "Centerpiece" Albany History Museum dedicated to Native Americans, Development of the city of Albany, natural history of the bay etc.		High End Retail Restaurant: Ethnic restaurants that reflect the diversity of Albany	
3046				Museum/aq: "Centerpiece" Albany History Museum dedicated to Native Americans, Development of the city of Albany, natural history of the bay etc.		High End Retail Restaurant	

	Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
			Museum/aq: "Centerpiece" Albany History Museum dedicated to Native Americans, Development of the city of Albany, natural history of the bay etc.			
			High End retail restaurant			
		Hotel/Conference Center		High End retail restaurant	High End Retail Restaurant: 2 story development	
				3	High End retail restaurant	
					High End retail	
					High End retail restaurant	
Water recreation		Restaurant (BI): Affordable family restaurant	Amphitheater: 750 seats or community building			
Alternative Energy		Pier: restored with interpretive/observatio	, , ,			
Alternative Energy (BI): wind turbines			High End retail restaurant			
Educational Facility (BI): East Bay Regional/Historic Nature Museum			High End retail restaurant			
	Water recreation (BI): kayak launch Alternative Energy (BI): wind turbines Alternative Energy (BI): wind turbines Educational Facility (BI): East Bay Regional/Historic	Water recreation (BI): kayak launch Alternative Energy (BI): wind turbines Alternative Energy (BI): wind turbines Educational Facility (BI): East Bay Regional/Historic	Zone 1 (Public) Public/Water) Zone 3 (Fleming Pt.) Hotel/Conference Center Hotel/Conference Center Restaurant (BI): Affordable family restaurant Plen: restored with interpretive/observatio n center Alternative Energy (BI): wind turbines Alternative Energy (BI): wind turbines Educational Facility (BI): East Bay Regional/Historic	Zone 1 (Public) Public/Water) Zone 3 (Fleming Pt.) Museum/aq: "Centerpiece" Albany History Museum dedicated to Native Americans, Development of the city of Albany, natural history of the bay etc. High End retail restaurant Small Theater (BI) Hotel/Conference Center Restaurant (BI): Affordable family restaurant Amphitheater: 750 seats or community building Plex: restored with interpretive/observatio n center Alternative Energy (BI): wind turbines Alternative Energy (BI): wind turbines Alternative Energy (BI): wind turbines Educational Facility (BI): East Bay Regional/Historic	Zone 1 (Public) Public/Water) Zone 3 (Fleming Pt.) Museum/aq: "Centerpiece" Albany History Museum dedicated to Native Americans, Development of the city of Albany, natural history of the bay etc. High End retail restaurant Small Theater (BI) Hotel/Conference Center High End retail restaurant Restaurant (BI): Affordable family restaurant Alternative Energy (BI): wind turbines Alternative Energy (BI): East Bay Regional/Historic	Zone 1 (Public) Public/Water) Zone 3 (Fleming Pt.) Museum/ac; "Centerpiece" Albany History Museum dedicated to Native Americans, Development of the city of Albany, natural history of the bay etc. High End retail restaurant Small Theater (BI) Hotel/Conference Center High End retail restaurant For a staurant High End retail restaurant Restaurant: 2 story development High End retail restaurant High End retail restaurant

ар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
	Zone I (uzmo)	Small Theater (BI): outdoors, like CalShakes	2010 O (Figure 1)		Eco Hotel: green hotel/conference center with destination restaurants, similar to Brower Center in character (no offices) - connector to water and surrounding open space	Delicity	Zoie i (ii wae
3049		- 5 acres			& theater as part of facility		
3049					Educational Facility (BI): art/nature/anthropology/in digenous cultures of Bay Area museum		
3050		Cultural Center (BI): multi- purpose public facility (meeting rooms, café, school use, interpretive center)	Eco Hotel	High End retail restaurant		High End Retail Restaurant	
3050		Cernery	Small theater (BI): 6000 seat theather w/parking	Ingri End rotali restadi ant		High End Retail Restaurant	
	Condos	5-story office	w/parking		Campus-type office	nestaurant	
3051		o stary office			High End retail restaurant: 3-story development		
3051					High End retail restaurant		
3051					High End retail restaurant		
3051					Hotel/Conference Center		
3052	Educational Facility (BI): environmental study center / park		Hotel/Conference	Farmers Market (BI)			

Лар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
	Small Theater (BI):					,	
	"Theatricum						
	Botanicum" - a low						
	profile, naturally				Eco Hotel: Asilomar-type		
	planted				meeting ccenter with		
	amphitheater (1000				indoor/outdoor dining		
3053	seats)				facilities		
	Educational Facility						
	(BI): museum						
	focused on						
	sustainability and						
	global warming						
3053	education						
	Cultural Center (BI):						
	"creative park":			High End Retail			
	green art center with			Restaurant: 2 story		Condos: 5-stories	
2054	open space		Museum/Aq	development		each	
3034	орен ѕрасе		Museum/Aq	High End Retail		eacri	-
				Restaurant: 2 story		Condos: 5-stories	
3054			Museum/Ag	development		each	
3034			Widsedill/Aq	High End Retail		eacri	
				Restaurant: 2 story			
3054			Eco Hotel	development			
				High End Retail			
				Restaurant: 2 story			
3054				development			
3054				Educational Facility (BI)			
			Water Recreation (BI):				
			watersports rental +		<u>-</u>		
			naturalist station with		High End retail restaurant:		
3055			tours and birdwatching		2 story development	Eco Hotel	
					High End retail restaurant:		
3055					2 story development		
					,		
					High End retail restaurant:		
3055					2 story development		
					Little Food out 11 out 1		
3055					High End retail restaurant: 2 story development		

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
					High End retail restaurant:		
3055					2 story development		
			Restaurant (BI): family				
			and high end	Cultural Center (BI):			
3056			restaurants	community center	Townhomes	Eco Hotel	
		Eco Hotel: 5-story hotel					
3057		and conference center		Farmers Market (BI)	Townhomes		
3057		Community Garden (BI)			Townhomes		
3057					Townhomes		
					High End retail restaurant:		Marina (BI): for
					2 story development to		small boats,
					serve local residents'		kayaks,
3058				Townhomes	needs		windsurfing
					High End retail restaurant:		
					2 story development to		
					serve local residents'		
3058				Townhomes	needs		
					High End retail restaurant:		
					2 story development to		
					serve local residents'		
3058					needs		
3058					Eco Hotel		
			High End retail				
			restaurant: 2 story				
3059			development	High End retail restaurant	5-story office		
3059				High End retail restaurant	5-story office		
3059				High End retail restaurant			
			High End retail				
3059			restaurant	Eco Hotel			
						Hotel/Conference	
					Condos: placed near	Center: placed near	
3060					freeway	berkeley	
					Condos: placed near		
3060					freeway		
					Condos: placed near		
3060					freeway		
					Condos: placed near		
3060					freeway		
				Restaurant (BI): no retail,	1		
3061				less than 5-acres	5-story office	Condos	

lap		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
umber	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
3061		- canonication,		, , ,	Condos		
3061					Hotel/Conference Center		
				GGF Reuse (BI): track			
				converted to horse racing			
				museum and equine			
				hospital; grandstand			
				converted to hotel/conf.			
		Museum/Ag: nature		center with high end			
		center (near wetland +		restaurants, cafes and			
3062		wildlife reserve)		retail			
			High End Retail				
			Restaurant: bars and				
		Water Recreation (BI):	restaurants only (no	High End Retail			
3063	1	water rec access	retail) 2 story	Restaurant		Eco Hotel	
			High End Retail				
			Restaurant: bars and				
			restaurants only (no				
3063	8		retail) 2 story				
			High End Retail				
			Restaurant: bars and				
			restaurants only (no				
3063			retail) 2 story				
			High End Retail				
			Restaurant: bars and				
			restaurants only (no				
3063			retail) 2 story				
	Small Theater (BI):						
	6000 +/- seat event		High End retail				
3064	venue	Eco Hotel: 2 story	restaurant				
		Water Recreation (BI):					
3064		kayak/wind surf rental + launch					
3004	Alternative Energy	laurich					
	(BI): windfarm +	High End retail					
		restaurant: attached to					
3064	center	Eco Hotel					
000-	Certier	LCO FIOLEI					
3064		High End retail restaurant					
	Educational Facility						
	(BI): nature/art						
	center. Art moved						
3065	here from bulb.				Hotel/Conference Center		

Map		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
	Snack bar/café (BI):		3 .,	,	,,,	,,,	, , , , , , , , , , , , , , , , , , , ,
	coffee shop + food						
3065	stand						
	Alternative Energy						
3066	(BI): windturbines	Eco Hotel		Museum/Ag			
3066		200110101		Museum/Ag			
3066				Museum/Aq			
	1			maccanii i q	High End Retail		
				Small Theater (BI):	Restaurant: buildings to		
3067	7	museum/ag	Eco Hotel	amphitheater + parking	act as a sound buffer	5-story office	
3007		museum/aq	Ecoriotei	amprilitieater + parking	High End Retail	3-3tory office	
3067	7	museum/ag			Restaurant		
3007		museum/aq	Hotel/Conference		riestaurant		
			Center: hotel/event				
			center for biotech	5-story office: to be added			
3068		munoum/oa	industry events	after GGF leaves			
3000	D ₁	museum/aq	industry events	Condos: to be added after			
3068				GGF leaves			
3068	3	museum/aq	E	GGF leaves			
			Farmer's Market (BI):		History Food Boats II		
			provides food for		High End Retail		
			culinary	High End Retail	Restaurant: eco friendly		
3069	9		institute/restaurant	Restaurant	retail + restaurants		
			Restaurant (BI):				
			attached to a culinary				
			institute and farmer's				
3069	9		market				
			Eco Hotel: should be				
			pushed back to create				
			open space along		High End Retail		
3069			shoreline		Restaurant		
	Water recreation		Eco Hotel: includes an				
3070	(BI): boat rental		amphitheater				
			Museum/aq: created				
			from grandstand,				
			using existing				
3070)		structure				
3070			Museum/aq				
			·	GGF Reuse (BI):			
				converted into multi-use			
				facility with museum,			
3071		Farmers Market (BI)		picnic space, horse park			
		Museum/Ag: climate	Restaurant (BI):	,,			
3071		museum	BayView restaurant				

Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
lic) Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
	High End Retail		Townhomes: senior		
High End retail restauran	Restaurant		housing		
	High End Retail		Townhomes: artist		
	Restaurant		housing		
			Eco hotel		
		GGF Reuse (BI): reuse of			
		existing structures for		Hotel/Conference	
		food, retail and farmer's		Center: to be same	
		market; inspired by Ferry		height as	
	Museum/Aq	Building		grandstands	
			Fitness Center (BI):		
		Condos	YMCA facility		
		Liber Food and all an attenues at			
		High End retail restaurant:	Faciliately Asilomes time		
		all development to blend	Eco Hotel: Asilomar-type		
		with landscape	conference center		
		High End rateil reateurent			
		High End retail restaurant			
High End Retail		Condos: residential	High End retail restaurant:		
Restaurant		presence improves safety	2 story development	Townhomes	
nestaurant		presence improves salety	2 story development	Townhomes	
		Condos: residential			
		presence improves safety	High End retail restaurant		
		presence improves sarety	Trigit End Tetaii Testadrant		
		Eco Hotel	High End retail restaurant		
		200110101	riigir Eria rotaii rootaarant		
	Water Recreation (BI):				
	kayak and bike rental	Condos	Eco Hotel	Small Theater (BI)	
	.,	Condos		,	
		Townhomes			
High End retail					
tion restaurant: "Bay Side					
ental restaurant"	Eco Hotel	High End retail restaurant	Condos	5-story office	
High End retail restauran	t	Condos			
Visitor			High End retail restaurant:		
		Eco Hotel	2-story		
			High End retail restaurant		
			Eco Hotel	Eco Hotel 2-story High End retail restaurant High End retail restaurant	High End retail restaurant

Лар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
3078					High End retail restaurant		
00.0					I ligit zila rotai rootaaran		Water recreation
		Snack bar/café (BI): "low	Eco Hotel: Asilomar			Restaurant (BI):	(BI): designated
3079		key café"	style hotel/conf. center			"low key" restaurant	watersports area
		,	Museum/Aq: large				
			aguarium and/or	Alternative Energy (BI):			
3080)		museum	windfarm			
			Museum/Ag: large				
			aguarium and/or				
3080)		museum				
			Museum/Aq: large				
			aquarium and/or				
3080			museum				
			Restaurant (BI): small				
3080			family restaurant				
	Museum/aq: or						
	other family					Small Theater (BI):	
	attraction focused				High End Retail	or bandshell (not	
3081	on local ecology				Restaurant	17,000 seats)	
					High End Retail		
3081					Restaurant		
3081					Eco Hotel		
							Educational Facilit
	Alternative Energy		Hotel/Conference				(BI): viewing
	(BI): windfarm with		Center: built into side				platform and
3082	vertical axis turbines		of Fleming Point				interpretive center
			High End Retail				
3082	Fitness Center (BI)		Restaurant				
			Museum/Ag: museum				
			or fun house similar to				
3082			Cliff House				
			Eco Hotel: Asilomar-				
			type conference				
3083	1		center/hotel				
			High End Retail				
3083			Restaurant				

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
						Educational Facility	
						(BI): small learning	
						center with a focus	
						on green/wind	
						energy; includes a	
						gift shop and an	
						event room	
3084						available for rental	
				Amphitheater: use existing			
3085	5			grandstand for seating		Eco Hotel	
				grameotame ter eraning			
		Water recreation (BI):					
		expanded beach area					
		includes kayak, sailboat,	High End Retail				
3086	3	windsurfing rentals	Restaurant				
		J	High End Retail				
3086	6		Restaurant				
			High End Retail				
3086	6		Restaurant				
			Campus-type office: 3-				
			story office for				
3086	8		"creatives"				
			Small theater (BI):				
		Eco Hotel: Asilomar-like	small music venue for				
3087	Museum/ag	hotel/conference center	traditional/cultural acts				
3088		note/comercince center	traditional/culturar acis	Townhomes			
3088				Townhomes			
					High End retail restaurant:		
					shields rest of waterfront		
3089	9				from freeway noise		
3089					High End retail restaurant		
3089)				High End retail restaurant		
			Hotel/Conference				
			Center: to replace lost		Condos: to replace lost		
3090	Museum/ag		GGF revenue		NewsFlash revenue		

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
	Restaurant (BI):	,	, , , . , . , . , . , . , . ,	,	,,	, , , ,	
	small family						
3090	restaurant				Condos		
3090					Condos		
3091							
					Campus-type office:		
	Alternative Energy		Marina (BI): small boat		above high-end retail with		
3092	(BI): windfarm		dock		solar roof		
					High End Retail		
					Restaurant: on ground		
3092			Eco Hotel		level beneath office		
					High End Retail		
3092					Restaurant		
					High End Retail		
3092					Restaurant		
			Museum/Aq: museum				
			of global climate	Eco Hotel: Asilomar type	High End Retail		
3093			change or aquarium	conference center/hotel	Restaurant		
					High End Retail		
3093			Museum/Aq		Restaurant		
					High End Retail		
3093					Restaurant		
							Restaurant (BI): o
							stilts, like Skates i
3094							Berkeley
0004					F	0	F
3094					Eco Hotel	Campus-type office	Eco Hotel: on stilts
		Educational Facility (BI):					
		low-rise nature center:					
			Marina (DI), halam	Faciliately hautieurs hatel			
0005		provides birding/climate	Marina (BI): below	Eco Hotel: boutique hotel			
3095		change education	Fleming Point	+ restaurant			
2000	Marina (BI): "green	Townhouses	High End retail	High End Retail Restaurant	Condos		
3096	marina"	Townnouses	restaurant		Condos		
0000		T	High End retail	High End Retail	Candan		
3096		Townhouses	restaurant	Restaurant	Condos		
3096					5-story office		
3096	1				5-story office		
		Unit Food Basell			High End Retail		
		High End Retail			Restaurant: Albany-styled		
3097		Restaurant	Museum/aq		gourmet ghetto		

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
		Taurahausaas ainnifiaant		Communications officers are an			
		Townhouses: significant		Campus-type office: green			
		portion reserved for civil		industry think-tank and	High End Retail		
3097		servants	Townhomes	R&D facility	Restaurant		
		Eco hotel: low-rise					
		meeting place (with					
3097		verandas) for local use					
		Transit to Solano Av.					
		(BI): with shuttle to					
3097		Solano and BART					
		Snack bar/café (BI):					
		includes a windbreak,					
		made from an art					
		installation or other	Water Recreation (BI):				
		creative solution.	aquatic activity				
		Provides amenities for	complex: kayak, boat,				
		hikers; integrated into	bike rentals (+ REI	High End Retail			
3098		natural setting	satellite store?)	Restaurant		Townhouses	
0000		Hatarar Setting	Satomic Store.)	ricotaurant		TOWINIOUSCS	
						Transit to Solano Av	
3098			Eco Hotel			(BI): shuttle service	1
3098			Farmer's Market (BI)			(DI). STIULIE SELVICE	
3030			i aimei s warket (Di)	Farmers Market (BI): open			
		Water recreation (BI):		air space for festivals.	High End Retail		
3099		kayak rental		theaters too	Restaurant	Eco Hotel	
3033		nayan remai		trieaters too	nestaurant	Campus-type office:	
				Educational Facility (BI):	High End Retail		
3099				, , ,		high-tech green	
3099				nature center	Restaurant	business	
0000					High End Retail		
3099					Restaurant		
					High End Retail		
3099					Restaurant		
3099				Small Theater (BI)			
			Marina (BI): small				
			marina/public boating				
			(non-motorized) shops		Eco hotel: double the size	•	
3100			+ rental		of actual yellow chip		
					Small Theater		
					(BI):community		
					auditorium, theater,		
3100					convention center		

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
		,	J	,	Restaurant (BI): and		, , , , , , , ,
3100					shops		
					<i>'</i>		Alternative Energy
							(BI): offshore
3101		Campus-type office		High End retail restaurant	High End retail restaurant	Museum/Ag	windfarm
		1 31					Alternative Energy
							(BI): offshore
3101				High End retail restaurant		Eco Hotel	windfarm
				High End retail restaurant:			
				mixed retail + restaurants			
				(cafes, farmers market		Alternative Energy	
3102	2		Eco Hotel	space)		(BI): windfarm	
				,		(=-)	
3102	2			High End retail restaurant			
3102	2			High End retail restaurant			
		Museum/Aq: museum		3			
		focused on alternative		Alternative Energy (BI):			
3103	3	energy	Snack bar/café (BI)	windfarm			
		3,	,	Alternative Energy (BI):			
3103	3			windfarm			
				Alternative Energy (BI):			
3103	3			windfarm			
		Townhomes: low and					
		high end residential					
		space for community art					
3104		classes	Eco Hotel			Townhomes	
		Townhomes: low and					
		high end residential					
		space for community art	High End Retail				
3104		classes	Restaurant				
		Townhomes: low and					
		high end residential					
		space for community art					
3104		classes	Condos				
						High End Retail	
						Restaurant: a	
						portion of retail -	
			Educational Facility			restaurants for	
			(BI): nature/education	Townhomes: low income	Townhomes: low income	familites, the rest of	
3105	5		center	affordable housing	affordable housing	high end	
0.00				g	a	High End Retail	
3105	,		Eco Hotel		Condos	Restaurant	

Лар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
lumber	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
3105		·	, ,		5-story office		<u> </u>
3105					High End retail restaurant		
						Campus-type office:	
		Amphitheater: multi-use				modern, green	
		art center:				design, solar-	
		studios/theater/shows/ev	High End Retail		High End retail restaurant:	powered, tech	
3106	i	ents	Restaurant		casual eateries	businesses	
			High End Retail				
3106			Restaurant				
3106			Eco Hotel				
		Alternative Energy (BI):			Farmer's Market (BI):		
		solar panels and/or			includes flea market		
3107	,	windfarm			space		
		Community Garden (BI):					
3107	,	sustainable garden area	Eco Hotel				
			High End Retail				
3108	Ferry Terminal (BI)	Farmers Market (BI): pern					
	, , , , , , ,	Water recreation (BI):					
			High End Retail				
3108		connected to hotel	Restaurant				
			High End Retail				
3108			Restaurant				
3108		Eco Hotel					
		Museum/Aq: nature					
3109)		Snack bar/café (BI)		Eco Hotel	Alternative Energy (E	BI): windfarm
		Hotel/Conference Center:	,			3, (1
		location of hotel could	High End Retail	High End Retail			
3110)		Restaurant	Restaurant	High End retail restaurant	5-story office	
3110			5-story office	5-story office	3	,	
		·	,	Museum/Ag:			
				environmental hotel with a			
3111				child focus			
				Eco Hotel: includes			
3111				conference center			
			High End Retail				
3112			Restaurant	Eco Hotel			
			High End Retail				
3112			Restaurant				
			High End Retail				
3112	•		Restaurant				
	Museum/aq			Amphitheater	1		

ар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
		Hotel/Conference Center:		Journal,			
		lower than 10-story;					
		blend with					
		grandstands/fleming	Restaurant (BI): music				
3113		point	and art venues				
3113		point	Condos: artists in				
3113			residence		Museum/Ag		
3113	1		residerice		Wuseum/Aq		
		Alternative Energy (BI):					
		world class green cetner					
		for energy development	Eco Hotel: 5-story,		High End Retail	High End Retail	
3114		(solar, wind, tide)		E atam effica			
3114		(soiar, wina, tide)	est. \$1mil in revenue	5-story office	Restaurant	Restaurant	
			Water Recreation (BI):				
						Liberto Fred Detail	
			sailboat/bike rental,			High End Retail	
3114			kite + food retail			Restaurant	
						High End Retail	
					Amphitheater: GGF area	Restaurant:	
					adapted as a	concentrate all	
				High End Retail	flea/farmer's market	development in this	
3115				Restaurant	amphitheater	area	
						High End Retail	
3115				GGF Reuse (BI)		Restaurant	
						High End Retail	
3115						Restaurant	
3115						Eco Hotel	
	Marina (BI): with						
	high end restaurants		Restaurant (BI): high		Townhomes: family		
3116	and brew pub	Museum/Aq	end, no retail		housing	Ferry Terminal (BI)	
					Townhomes: family		
3116	5		Eco Hotel		housing		
			Small theater (BI):				
			Greek threater styled				
3117	•	Museum/Aq	event space		Eco Hotel		
		5-story office: "so people	Restaurant (BI):		Water Recreation (BI):		
		can work AND live in	"Beach Chalet" styled		watersport rentals, mini		
3117	,	Albany"	restaurant		golf, and skateboarding		
		· · · · · ·			High End Retail	1	
					Restaurant: all revenue		
					generators located in	High End Retail	
	3				GGF space	Restaurant	

lap		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
lumber	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
				- Contract,	High End Retail		
				Hotel/Conference Center:	Restaurant: all revenue		
				all revenue generators	generators located in		
3118				located in GGF space	GGF space		
				Townhomes: co-housing,	<u> </u>		
				approx. 100 units; no more			
3118				than 2 stories			
						Townhomes:	
				High End Retail	High End Retail	housing and retail	
				Restaurant: housing and	Restaurant: housing and	placed near freeway	
				retail placed near freeway	retail placed near freeway		
				so green space and trails	so green space and trails	trails could run	
3119		Townhomes	Eco Hotel: unique	could run along water	could run along water	along water	
3113		Townhomes	LCO Flotel. unique	Could full along water	Could full along water	aiorig water	
					High End Retail		
					Restaurant: housing and		
					retail placed near freeway		
					so green space and trails		
3119					could run along water		
3119					5-story office		
				High End Retail			
				Restaurant: retail to pay			
3120		Amphitheater	Eco Hotel	for city services		Campus-type office	
		High End Retail		High End Retail			
		Restaurant: retail to pay		Restaurant: retail to pay			
3120		for city services	Museum/Aq	for city services			
				High End Retail			
				Restaurant: retail to pay			
3120				for city services			
				High End Retail			
				Restaurant: retail to pay			
3120				for city services			
					Hotel/Conference Center:		
	Amphitheater:				revenue generating		
	"Hollywood Bulb"				revenue close to existing		
3121	theater	5-story office			access/roads		
		museum/ag: aguarium			Townhomes: possible		
		with marine mammal			Senior Housing to keep		
3122		reserve		Eco Hotel	costs to schools down		

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
	, , , , ,	,	J	,	Townhomes: possible	, , ,	, , , , , , , ,
					Senior Housing to keep		
3122	2				costs to schools down		
3122					Condos		
3123	3			Hotel/Conference Center			
				Educational Facility (BI):			
				environmental education			
3123	3			center			
3123				Museum/Ag			
0.20	1			maccanii iq		High End Retail	
3124		Museum/Aq		Townhomes	Townhomes	Restaurant	
- 012-		Mascallinity		Townsomes	High End Retail	ricotadrant	
3124				Condos	Restaurant	5-story office	
3124				Community Gardens (BI)	Hotel/Conference Center	o story office	
0.2				Community Cardens (Bi)	Tiotel/contended conten		
			Ferry Terminal (BI):			Museum/Aq: "way	
3125			ferry building terminal	High End retail restaurant		cool aquarium"	
0120	,		High End retail	riigii Elia retaii restaurant		Museum/Aq: "way	
3125			restaurant	High End retail restaurant		cool aquarium"	
3123	,		Farmer's Market (BI):	riigii Liid retaii restaurant		coor aquanum	
			attached to ferry			Hotel/Conference	
3125			building			Center	
3120)		bullaling			Condos: housing for	
3125						researchers	
3123)						
0405						Condos: housing for	
3125						researchers	
						5-story office: UC	
0405						Berkeley research	
3125		Artist Besidenses	Und Ford Date 9			office	
		Artist Residence	High End Retail				
		Program: includes	Restaurant: high end				
		homeless program and	retail like The Grove in			L .	
3126	5	living space	LA			Townhomes	
			High End Retail				
			Restaurant: high end				
			retail like The Grove in				
3126	6		LA				
			Hotel/Conference			High End Retail	
3126			Center			Restaurant	
3126	6		Museum/Aq				

Лар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
				Educational Facility (BI):			
				nature center; incl. ranger			
				stantion, naturalist, and			
3127	,			community center	High End retail restaurant		
3127				community center	nigh End retail restaurant		
3127	,				High End retail restaurant		
				Water Recreation (BI):			
3127	,			kayak and canoe access	Eco Hotel		
				Snack Bar/Café (BI): open			
3127	,			air cafes			
			High End Retail				
3128	3		Restaurant	Eco Hotel	High End retail restaurant		
3128	3				High End retail restaurant		
	Water recreation	Small Theater (BI):		Restaurant (BI): mix of			
	(BI): fishing pier and	amphitheater and		high end + casual			
3129	watersport access	museum		restaurants			
			Educational Facility				
			(BI): Green Museum,				
			exhibits on solar,				
			wind, wave energy +				
3130	Museum/aq		demonstrations	Farmers Market (BI)	Hotel/Conference Center	Townhomes	
					High End retail restaurant:		
3130					3-story development		
					o otory dovolopment		
					High End retail restaurant:		
3130					3-story development		
					High End retail restaurant:		
3130					3-story development		
3130)				Townhomes		
					Fitness Center (BI):		
0100					includes pool, gym, spa,		
3130			Eco Hotel		café		
3131			Water Recreation (BI):				
3131			retail and rental				
3132			retaii anu rentai	Eco Hotel			

one 1 (Public)		Zone 3 (Fleming Pt.) Water Recreation (BI): pier/marina with sailing lessons	Zone 4 (Edge of Fl. Pt / Central) High End retail restaurant: 3-story development High End retail restaurant: 3-story development High End retail restaurant: 3-story development	Zone 5 (Near Freeway)	Zone 6 (Near Berkeley)	Zone 7 (In Water
		Water Recreation (BI): pier/marina with	High End retail restaurant: 3-story development High End retail restaurant: 3-story development High End retail restaurant:	zone C (near 1 teems)		
		pier/marina with	3-story development High End retail restaurant: 3-story development High End retail restaurant:			
		pier/marina with	High End retail restaurant: 3-story development High End retail restaurant:			
		pier/marina with	High End retail restaurant: 3-story development High End retail restaurant:			
		pier/marina with	3-story development High End retail restaurant:			
		pier/marina with	High End retail restaurant:			
		pier/marina with				
		pier/marina with				
		pier/marina with	3-story development			
		pier/marina with			l _	
		pier/marina with				
		P		High End retail restaurant:	High End retail	
		saiiina iessons	5-story office	includes mid-range retail	mid-range retail	
		Farmer's Market (BI):	5-Story office	includes mid-range retail	mio-range retail	
		space for farmer's/flea		High End retail restaurant:		
		market		includes mid-range retail		
		5-story office		Includes mid-range retail		
		Hotel/Conference				
		Center				
			Small Theater (BI): indoor	High End retail restaurant:		
			performing arts theater	similar to SF Ferry		
			(approx. 5000 seats)	Building		
			High End retail restaurant:	High End retail restaurant:		
			similar to SF Ferry	similar to SF Ferry		
			Building	Building		
			High End retail restaurant:	High End retail restaurant:		
			similar to SF Ferry	similar to SF Ferry		
			Building	Building		
	Cultural Center (BI):	Rectaurant (RI): nice	Eco notei			
	and event opace	Eco Hotel				
	Educational Facility (BI):				High End Retail	
	interpretive center (offers			Alternative Energy (BI):	Restaurant: ground	
	eco education clases)		Hotel/Conference Center	windfarm	floor	
					Restaurant: ground	
		interpretive center (offers	classroom, art gallery, and event space baitshop Eco Hotel Educational Facility (BI): interpretive center (offers	classroom, art gallery, and event space restaurant, café, baitshop Eco Hotel Educational Facility (BI): interpretive center (offers	Cultural Center (BI): Restaurant (BI): nice restaurant, café, baitshop Educational Facility (BI): Interpretive center (offers	Cultural Center (BI): classroom, art gallery, and event space restaurant, café, baitshop Educational Facility (BI): interpretive center (offers eco education clases) Hotel/Conference Center Restaurant (BI): nice restaurant, café, baitshop Eco Hotel High End Retail Restaurant: ground floor High End Retail

lap		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
lumber	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
						High End Retail	
						Restaurant: ground	
3136						floor	
						5-story office: above	
3136	i					retail/restaurants	
		Educational Facility (BI):	Restaurant (BI): 8				
		interpretive center +	acres max, retail +				
3137	'	restrooms	restaurants				
		Water recreation (BI):					
3137		kayak + bike rentals	Eco Hotel				
		High End Retail	Snack bar/café (BI):		Campus-type office:		
3138		Restaurant: 2 story	casual eatery	Townhomes	"Pixar-like"		
		High End Retail	Restaurant (BI): high				
3138	8	Restaurant: 2 story	end restaurant	Townhomes			
		High End Retail					
3138		Restaurant					
3139			Ferry Terminal (BI)				
			Museum/Aq: Ohlone				
3139			Museum				
			Matan Barra History (DI)				
			Water Recreation (BI):				
3140 3140			bike + kayak rental	Townhomes	Townhomes		
3140				Townhomes Fitness Center (BI):	Townhomes		
				athletic center + swimming			
3140				pool	Eco Hotel		
3140				poor	Eco Hotel	Eco	
						Hotel/Conference	
						Center Hybrid:	
						either a 10-story	
					High End Retail	hotel or 5-story	
		Museum/Ag: MOCHA or			Restaurant: includes	boutique hotel (no	
3141		other kids' museum			movie theater	consensus)	
0141		Museum/Aq: MOCHA or			High End Retail	- CONSCINSUS)	
3141		other kids' museum			Restaurant		
		January Maccall			High End Retail		
3141					Restaurant		
					High End Retail	<u> </u>	
3141					Restaurant		
					High End Retail		
3141					Restaurant		

Мар	ANNOTATIONS	Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
Number	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
v uilibei	Zone i (Fublic)	Fublic/Water)	Zone 3 (Fleming Ft.)	Centrary	High End Retail	Del Keley)	Zone / (iii water)
3141					Restaurant		
3141			Hotel/Conference		nestaurant		
3142			Center	5-story office	5-story office	Museum/Ag	
3142			High End retail	5-Story office	5-Story office	Iviuseum/Aq	
3142			restaurant		Amphitheater	Museum/Ag	
3142					Amphilineater	iviuseum/Aq	
04.40			High End retail				
3142			restaurant				
			High End retail				
3142	2		restaurant				
		<u> </u>		High End Retail			
		Eco hotel: exact location		Restaurant: position			
3143		of hotel		flexible			
				High End Retail			
				Restaurant: position			
3143				flexible			
				High End Retail			
				Restaurant: position			
3143				flexible			
					High End Retail		
			Water Recreation (BI):		Restaurant: part of 3	Eco Hotel: part of 3	
			low rise dock, bike		story	story	
			and non-motorized		hotel/retail/restaurant	hotel/retail/restauran	
3144			boat rentals		complex	t complex	
0			Dodi romaio		High End Retail	t comprox	
			Water Recreation (BI):		Restaurant: part of 3		
			low rise dock, bike		story		
			and non-motorized		hotel/retail/restaurant		
3144			boat rentals		complex		
3144	1		Dual Terriais		High End Retail		
					Restaurant: part of 3		
					story		
					hotel/retail/restaurant		
0444							
3144			Faciliately Asiles		complex		
		0 11 4 44 450	Eco Hotel: Asilomar		Campus-type office:		
		Snack bar/café (BI):	style hotel/conf. center		close to Gilman, far from		
3145		family friendly	+ restaurant		water		
					Campus-type office:		
		Restaurant (BI): family			close to Gilman, far from		
3145	i	friendly			water		

Мар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
		Water recreation (BI):		,			(
		non-motorized					
		watersports and bike					
3146		rental					
			Eco Hotel: Asilomar				
		Museum/Ag: nature	type retreat facility	Amphitheater: event			
		center or wildlife	using eco-friendly	venue for farmer's market.			
3146		museum	business practices	concerts, theater			
00		High End Retail	Buomicoo practicoo	Correctio, tricator			
		Restaurant: variety of					
		dining options (simple					
3146		>high end)					
01.0		znign cna)				Small Theater (BI):	
3147		Farmers Market (BI)		Townhomes		outdoor	
						Restaurant (BI): fine	
3147				Eco Hotel		dining	
	Alternative Energy						
	(BI): Bird safe wind	Transit to Solano Av.		High End Retail			
3148	farm	(BI): trolley		Restaurant			
		(=1,1: 0.00)		High End Retail			
3148				Restaurant			
				High End Retail			
3148				Restaurant			
3148				Eco Hotel			
		Water recreation (BI):				Hotel/Conference	
		aquatic sport center;				Center: supports	
		sailing, windsurfing,	High End Retail	High End Retail	5-story office: supports	UC Berkeley eco-	
3149		fishing	Restaurant	Restaurant	UC Berkeley eco-institute		
		ig	High End Retail	High End Retail	CC Demoioy coc memore	moundo	
3149			Restaurant	Restaurant			
			High End Retail				
3149			Restaurant				
			Museum/Aq: large low-				
			rise hotel complex;				
		Farmer's Market (BI):	includes restaurants.				
		outdoor event space;	aguarium/museums,				
3150		farmer's maket, art fairs	conference space				
0.00			Eco Hotel: large low-				
			rise hotel complex;				
			includes restaurants.				
			aguarium/museums,				
3150			conference space				

lap		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
			Restaurant (BI): :	- Contract,			
			large low-rise hotel				
			complex; includes				
			restaurants.				
			aquarium/museums,				
3150			conference space				
0.00			comercines opass		Farmer's Market (BI): 1-2		
3151			Eco Hotel		days/week		
0.0.			Restaurant (BI): high		uayo, week		
3151			end				
3152			Und				
0102						Hotel/Conference	
						Center: could layer	
						development to	
3153	2	Townhomes				preserve views	
0100	1	Townsomes				High End Retail	
						Restaurant: could	
						layer development	
3153						to preserve views	
3130	,					to preserve views	
						Townhomes:	
						residential	
						development	
						provides a human	
						anchor with a	
0.5			Hotel/Conference		High End Retail	[critical] permanent	
3154		Condos	Center		Restaurant	diversity of people	
		Townhomes: residential					
		development provides a					
		human anchor with a					
		[critical] permanent			High End Retail		
3154		diversity of people	Condos		Restaurant	Condos	
		Snack Bar/Café (BI):					
		cheap food and and					
3154		skate rentals for teens					
3154		Condos					
					High End Retail		
3155	5				Restaurant		
					Eco Hotel/Conference		
					Center Hybrid: 5-7 stories		
3155	5				high		
				Small Theater (BI):	Museum/Aq: eco		
3156	8			outdoor	museum		

Лар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
lumber	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
	, ,	,	, ,		Museum/Aq: eco		,
3156	6				museum		
					Eco Hotel: up to 5 stories,		
3156					similar to Esalen		
			Hotel/Conference			High End Retail	
			Center: added to			Restaurant: added	
3157	'		support theater		Amphitheater:	to support theater	
			High End Retail			Small Theater (BI):	
			Restaurant: includes			community theater	Alternative Energy
			Farmer's Market			(approx. 3000	(BI): wind or tidal
3158		Museum/Aq	space			seats)	energy
		1	High End Retail			,	3,
			Restaurant: includes				
			Farmer's Market				
3158		Museum/Aq	space				
			High End Retail				
			Restaurant: includes				
			Farmer's Market				
3158		Museum/Ag	space				
3158		iviaocami, iq	Eco Hotel				
0100	1	Alternative Energy (BI):	Loo Hotel				
		ethanol production					
		facility, includes					
3159		education center	Eco Hotel				
3133		education center	LCOTIOLEI				
			Water Recreation (BI):				
3159			water sports retail				
3160			Eco Hotel		5-story office	Marina (BI)	
3160			ECO HOLEI		High End Retail	IVIAIIIIA (DI)	
					Restaurant: 8 acres of		
0400					retail (feasible because of	F T (DI)	
3160					proximity of housing)	Ferry Terminal (BI)	
3160					Townhomes		
3160	1			F atom officer areas	Townhomes		
04				5-story office: green			
3161		Museum/Aq		business park			
				High End Retail			
				Restaurant: single			
				restaurant to serve			
3161				museum/business park			

Лар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
lumber	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water
		i i		Eco Hotel/Conference			
				Center Hybrid: 5-story			
				hotel/conference center			
3161				(w/larger footprint)			
	Cultural Center (BI):		High End Retail				
	horse stables	interactive education	Restaurant: includes			Hotel/Conference	
3162	lessons	center with artist studios	underground parking			Center: 4-5 story	
			High End Retail				
			Restaurant: includes				
3162			underground parking				
			High End Retail				
			Restaurant: includes				
3162			underground parking				
3162	2		Marina (BI)				
					High End Retail		
					Restaurant: 2-stories +		
3163			Eco Hotel	Museum/Aq	gym space (like 4th St.)		
				Cultural Center (BI): hosts			
				events like Albany	High End Retail		
				Shakespeare fest, arts	Restaurant: 2-stories +		
3163				venue	gym space (like 4th St.)		
					High End Retail		
					Restaurant: 2-stories +		
3163					gym space (like 4th St.)		
					High End Retail		
					Restaurant: 2-stories +		
3163					gym space (like 4th St.)		
					Snack Bar/Café: =		
3164					restrooms		
					Campus-type Office:		
			High End Retail		mixed use office space;		
		Educational Facility (BI):	Restaurant: include a		artist loft space;		
3165		visitor center	brewery and wine bar		businesses; YMCA		
			Library Front Breezil		Campus-type Office:		
			High End Retail		mixed use office space;		
0.40=			Restaurant: include a		artist loft space;		
3165			brewery and wine bar		businesses; YMCA		
			High End Retail				
			Restaurant: include a				
3165			brewery and wine bar				

Лар		Zone 2 (Near		Zone 4 (Edge of Fl. Pt /		Zone 6 (Near	
lumber	Zone 1 (Public)	Public/Water)	Zone 3 (Fleming Pt.)	Central)	Zone 5 (Near Freeway)	Berkeley)	Zone 7 (In Water)
		Educational Facility (BI):					
		native peoples				Hotel/Conference	
		environmental education		High End Retail		Center: only 7	
3166	6	center	Farmer's Market (BI)	Restaurant		stories	
		High End Retail		High End Retail			
3166	6	Restaurant	Ferry Terminal (BI)	Restaurant			
						Marina (BI): with	
						restaurants, small	
		Fitness Center (BI):				scale shops, and	
		Larger YMCA or health	Eco Hotel: Asilomar			marina related	
3167	1	center with pool	North			business	
			Eco Hotel: "Craftsman				
		Educational Facility (BI):	Style"; includes event				
3168		nature center	space for rental	5-story office			
0.00		Water recreation (BI):	opado for romar	c ciery cinico			
		non-motorized					
3168	8	watersports rental		5-story office			
		Farmer's Market (BI):					
3169		outdoor market, rickshaw, parking, shuttle		Eco Hotel	Museum/Ag		
3169		nonsnaw, parking, snutte		ECO FIOLEI	Museum/Aq		
3169					Amphitheater		

ALL BRIGHT IDEAS						
Map Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5	
2000	water recreation (rental, retail, classes)	Snack Bar/Café	Ice Rink	Velodrome	Restaurant	
3000	retail, Classes)	Shack bai/Cale	ICE DILIK	velouronie	nestaurant	
3001	Farmer's Market	Waterfront-related retail	snack bar/ café	restaurant		
3002	Restaurant	Retail				
3003	Retail	Eco-hotel (2 story)				
3004	municipal parking lot (underground)					
	live/work space					
3006	alternative energy (wind/solar/wave)					
2007	alternative energy (wind/solar/wave)	transit to solano	water recreation (rental,			
	Restaurant	(shuttle, trolley, etc)	retail, classes)	restaurant		
3000	riesiaurani					
3009	education center	community gardens	botanical gardens			
3010	education center	Snack Bar/Café	small theater	restaurant	alternative energy (wind/solar/wave)	
3011	alternative energy (wind/solar/wave)	boutique container port	water recreation (rental, retail, classes)			
3012	alternative energy (wind/solar/wave)	alternative energy				
0040	Snack Bar/Café	alternative energy (wind/solar/wave)				

Map Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
Number	Bright idea i	Dright laca 2	bright idea 5	bright luca 4	bright idea 3
	water recreation (rental,				
3014	retail, classes)	small theater	education center		
3015	. oran, orasoso,	oman troator			
00.0		alternative energy			
3016	Restaurant	(wind/solar/wave)			
	ferry terminal and	(**************************************			
3017	parking				
3018					
3019					
	asilomar style				
3020	hotel/conference center				
3021	education center				
		transit to solano			
3022	farmer's market	(shuttle, trolley, etc)			
		YMCA/health facitlity			
3023	community gardens	(larger, with swimming)			
		assisted living facilities			
2224		with retail and			
	mini golf	restaurants			
3025		and the design of a 2000 co			
		assisted living facilities with retail and			
2000	mini golf	restaurants			
	mini golf septic restrooms	electronic billboard			
3027	sepue restruums	cultural center (art,			
		dance, classes, event			
3028	viewing tower	space)			
3020	VICWING LOWER	σρασσή			
	alternative energy				
0000	(wind/solar/wave)	campground	carbon sequestration		

LL BRIGH	II IDLAG				
Map Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
	water recreation (rental,	GGF structure adapted			
3030	retail, classes)	to new use			
3031	retail, classes;	to new use			
0001					
3032	oyster farm	farmer's market	zen spa center		
	ferry terminal and	alternative energy			
3033	parking	(wind/solar/wave)	self cleaning restrooms		
	J	(2.22 2 2. 2)	g		
		transit to solano			
3034	Restaurant	(shuttle, trolley, etc)			
3035	marina				
3036	education center				
	cultural center (art,				
	dance, classes, event				
	space)				
	education center				
3039					
	0 1 5 /0 //	water recreation (rental,			
	Snack Bar/Café	retail, classes)			
3041					
3042					
	alternative energy				
2042	(wind/solar/wave)	education center			
3043	(willu/Sulai/wave)	education center			
	water recreation (rental,				
3044	retail, classes)				
	rotan, oldoooj				
	cultural center (art,				
	dance, classes, event				
3045	space)				

Man					
Map lumber	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
		water recreation (rental,			
3046	playground	retail, classes)	small theater		
3047	. 70	,			
3048	alternative energy (wind/solar/wave)	education center	water recreation (rental, retail, classes)	restaurant	
3049	small theater	asilomar style hotel/conference center			
0050	cultural center (art, dance, classes, event	small theater			
	space) education center	farmer's market			
3051		narmer's market			
	small theater	education center	asilomar style hotel/conference center		
3054	cultural center (art, dance, classes, event space)	education center			
3055	water recreation (rental, retail, classes)				
2052	cultural center (art, dance, classes, event				
3056	space)	restaurant			
3057	community gardens	farmer's market	organic sound wall		
3058	marina				
3059					

Map Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
	Dright laca I	Dright Idea 2	Dright Idea 0	Diigiit idea 4	Dright Idea 9
	bamboo "bio-filters"				
3060	along freeway				
	Restaurant				
	005				
0000	GGF structure adapted				
3062	to new use				
	water recreation (rental,				
2062	retail, classes)				
3003	I Glaii, Glasses				
	water recreation (rental,		alternative energy		
3064	retail, classes)	small theater	(wind/solar/wave)	Environmental R&D	
	,	cultural center (art,			
		dance, classes, event			
3065	Snack Bar/Café	space)			
	ļ ,, .,				
	alternative energy	for-profit low rise office			
	(wind/solar/wave)	complex	extend pier		
	small theater				
	art park				
3069	restaurant	farmer's market			
	water recreation (rental,				
2070	retail, classes)				
3070	retaii, ciasses)				
			GGF structure adapted	youth horse training	
	botanical gardens	farmer's market	to new use	center	
3072					
	CCE atrustura adantad				
2070	GGF structure adapted				
30/3	to new use				

Мар					
Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
		assisted living facilities			
	YMCA/health facitlity	with retail and	asilomar style		
3074	(larger, with swimming)	restaurants	hotel/conference center		
3075	enclosed dog area	bike rental	small theater		
	water recreation (rental,				
3076	retail, classes)				
3077	rotali, olassos)				
3078					
0070					
	water recreation (rental,				
3079	retail, classes)	Snack Bar/Café	restaurant		
00.0		alternative energy			
3080	Restaurant	(wind/solar/wave)			
3081	extend pier	small theater			
	alternative energy	YMCA/health facitlity			
3082	(wind/solar/wave)	(larger, with swimming)	education center		
3083					
3084	education center				
		amusement park that is			
		focused on			
3085	extend pier	sustainability			
	water recreation (rental,				
	retail, classes)				
3087	extend pier	small theater			
	art park	off leash dog beach	event space for rental		
3089	playground	_			
3090	extend pier	restaurant			
3091					

Мар					
Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
	alternative energy				
3092	(wind/solar/wave)	marina			
	asilomar style				
3093	hotel/conference center				
	Restaurant				
3095	education center	marina			
3096	marina				
	transit to solano				
3097	(shuttle, trolley, etc)				
	,				
	transit to solano		water recreation (rental,		
3098	(shuttle, trolley, etc)	farmer's market	retail, classes)		
	water recreation (rental,				
3099	retail, classes)	education center	farmer's market	small theater	
	marina	event space	restaurant		
0101	alternative energy	Datail			
3101	(wind/solar/wave)	Retail alternative energy			
3102	enclosed dog area	(wind/solar/wave)			
0.02					
	alternative energy				
3103	(wind/solar/wave)				
0404	piazza on top of fleming				
	point extend pier	education center			
	velodrome	euucation center			
3100	velouitille				

LL BRIGI	IT IDEAS				
Map Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
3107	alternative energy (wind/solar/wave)	community gardens	event space	deli/grocery	farmer's market
3108	ferry terminal and parking	farmer's market	water recreation (rental, retail, classes)		
3109	marijuana farm	Snack Bar/Café	alternative energy (wind/solar/wave)		
3110					
3111					
3112	non-profit office space				
	restaurant	art studios			
0110	rootaaran	ar otagioo			
3114	alternative energy (wind/solar/wave)	water recreation (rental, retail, classes)	5 story hotel		
3115	GGF structure adapted to new use				
3116	marina	restaurant	ferry terminal		
3117	small theater	restaurant	water recreation (rental, retail, classes)	mini golf + skate park	skate
3118					
3119	I.				
3120					
3121					
3122					
3123	education center				

	HT IDEAS				
Map Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
3124	community gardens				
	ferry terminal and				
3125	parking	farmer's market			
3126	live/work space (artists)				
2127	campground	education center	water recreation (rental, retail, classes)	snack bar/café	
	commons area	education center	retaii, ciasses)	Silack bai/cale	
3120	oommons area				
3129	water recreation (rental, retail, classes)	restaurant	small theater		
3130	farmer's market	education center	YMCA/health facitlity (larger, with swimming)		
0101	water recreation (rental,	vooto, voot	entertainment		
3131	retail, classes)	restaurant	(bar/dance club)		
	water recreation (rental, retail, classes)	farmer's market			
		small theater			
	non-profit office space cultural center (art, dance, classes, event space)	playground	restaurant		
	extend pier	education center	alternative energy (wind/solar/wave)		

Map Number Number Bright Idea 1 Bright Idea 2 Bright Idea 3 Bright Idea 4 Bright Idea 4 Bright Idea 3 Bright Idea 4 Bright Idea		HT IDEAS				
3137 education center retail, classes) acres max) 3138 bookstore Snack Bar/Café restaurant ferry terminal and 3139 parking live/work space (artists) YMCA/health facitlity 3140 (larger, with swimming) 3141 3142 3143 water recreation (rental, 3144 retail, classes) 3144 retail, classes) 3145 Snack Bar/Café restaurant silomar style hotel/conference center water recreation (rental, 3146 retail, classes) Environmental R&D 3147 farmer's market restaurant small theater alternative energy 3148 (wind/solar/wave) water recreation (rental, 3149 retail, classes) Environmental R&D small theater Environmental R&D small theater Environmental R&D farmer's market restaurant 13151 farmer's market restaurant 13151 farmer's market restaurant 13152 3153 3154 extend pier Snack Bar/Café		Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
3137 education center retail, classes) acres max) 3138 bookstore Snack Bar/Café restaurant ferry terminal and 3139 parking live/work space (artists) YMCA/health facitlity 3140 (larger, with swimming) 3141 3142 3143 water recreation (rental, 3144 retail, classes) 3144 retail, classes) 3145 Snack Bar/Café restaurant silomar style hotel/conference center water recreation (rental, 3146 retail, classes) Environmental R&D 3147 farmer's market restaurant small theater alternative energy 3148 (wind/solar/wave) water recreation (rental, 3149 retail, classes) Environmental R&D small theater Environmental R&D small theater Environmental R&D farmer's market restaurant 13151 farmer's market restaurant 13151 farmer's market restaurant 13152 3153 3154 extend pier Snack Bar/Café			water recreation (rental	retail/restaurant (8		
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3146 retail, classes) Environmental R&D 3147 farmer's market restaurant small theater alternative energy transit to solano (shuttle, trolley, etc) water recreation (rental, retail, classes) Environmental R&D 3150 farmer's market restaurant 3151 farmer's market restaurant 3152 3153 3154 extend pier Snack Bar/Café	3145	Snack Bar/Café	restaurant	hotel/conference center		
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3148 (wind/solar/wave) (shuttle, trolley, etc) water recreation (rental, 3149 retail, classes) Environmental R&D 3150 farmer's market restaurant 3151 farmer's market restaurant 3152 3153 3154 extend pier Snack Bar/Café		_14				
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3149 retail, classes) Environmental R&D 3150 farmer's market restaurant 3151 farmer's market restaurant 3152	3148	(wind/solar/wave)	(snuttle, trolley, etc)			
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3152 3153 3154 extend pier Snack Bar/Café						
3153 Snack Bar/Café			restaurant			
3154 extend pier Snack Bar/Café						
			Snack Bar/Café			
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Map Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
3156	art studios	small theater			
3157					
3158	alternative energy (wind/solar/wave)	small theater			
3159	alternative energy (wind/solar/wave) >ethanol production	water recreation (rental, retail, classes)			
3160	kid attraction (lagoon with boats, train, similar to fairly land)	ferry terminal	marina		
3161	, , , , ,	, , , , ,			
3162	art park	horse stables + lessons	playground	cultural center (art, dance, classes, event space)	marina
3163	cultural center (art, dance, classes, event space)				
3164	bike rental	Snack Bar/Café	labryinth meditation area		
	education center				
3166	education center	YMCA/health facitlity (larger, with swimming)	farmer's market		
3167	YMCA/health facitlity (larger, with swimming)	asilomar style hotel/conference center			

ALL BRIGH	IT IDEAS				
Map Number	Bright Idea 1	Bright Idea 2	Bright Idea 3	Bright Idea 4	Bright Idea 5
3168	water recreation (rental, retail, classes)	education center	entertainment (bar/dance club)		
3169	farmer's market				

TOP BRIGHT IDEAS	
Bright Idea	# of times used
Water Recreation (rental, retail,	
classes, access for non-motorized	
watersports)	33
Restaurant	28
Alternative Energy	
(wind/solar/wave/ethanol/carbon)	26
Educational Facility (nature	
interpretive center, classes, etc.)	24
Marketplace (outdoor farmer's or flea	
market)	19
Small Theater (indoor or outdoor,	
community performances, concerts	
etc)	18
Snack Bar/Café (small casual eatery)	13
Marina (for motorized and sail boats)	10
Cultural center (art, dance, classes,	
event space)	10
Extended/Restored Pier	8
Fitness/Health Center	7
Ferry Terminal	7
Transit to solano (shuttle, trolley, etc)	6
GGF structure adapted to new use	
(concert venue, museum, educational	_
facility etc)	5
Community Gardens	5

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Мар #	# of people	Driver	CCHotel	Eco Hotel	96F	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Campu	5-Story Office	Water Rec	Resto	Alt. En.	Edu.	Market	Small Thtr.	Café	Marina	Cultur	Pier	# ¿	Ferry	Transit	GGF Reuse	Comm
3000	5	OS												1	1					1						i i		
3001	3	Fam		1			2	1	1		3		1		1			1		2					1			
3002	5	ED		1	1	1									2													
3003	3	OS		1					1						1													
3004	3	Fam		1			2		1																			
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3006		os												1	1	1	1									1		
3007		OS	1						1						1	-	1											
3008		ED	_	1					1		3						1											1
3009		os		<u> </u>	1	2			<u> </u>		-			1		1	1		1	1								_
		ED-2															Ė											
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3013	3	RA		1							3			1			1		1									
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3020		OS		1																					+			
3021		RA		1					1		3														+			
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3023	5	os		1							4							1								1		
3024	5	os	1																					1				1
3025		RA	1																					Ė				
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3032		Fam	<u> </u>	1	1	2					3					_		1							+			-

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Map #	# of people	Driver	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office	Water Rec	Resto	Alt. En.	Edu.	Market	Small Thtr.		Marina	Cultur	Pier	Fit	Ferry	Transit	GGF	Comm Garde
3033	6	RA		1	1	2			1	1						1									1		1	
3034	4	ED	1		1								1		1											1		
3035	5	OS		1							3										1							
3036	3	ED		1					1		3	1					1											
3037	2	Fam	1						1		3											1						
3038	8	OS		1					1								1											
3039	2	RA		1				3			3		1															
3040	5	OS		1							3			1						1								
3041	2	RA	1			2			1		3																	
3042	3	ED		1	1	2					3																	
3043	3	ED		1							3					1	1											
3044	3	os							1	1	4			1														
3045	3	OS		1					1	_	3											1						
3046	2	Fam		1					3		3			1	1				1									
3047	3	Fam	1	-							5			r i	·				i i									
3048	3	RA								1	4			1	1	2	1											
3049	3	OS		1						· ·	-			-			1		1								_	
3050	3	OS		1							3						i i		1			1					_	
3051	2	ED	1	<u> </u>				1			3	1	1									<u> </u>						
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3053	3	OS	- '	1						-						_	1		1		-			-		-	-	-
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3056	4	OS		1		1	1							_	1	_		-				1				_		
3057	2	RA		1			3				_							1									-	1
3058	5	Fam		1			2				3							_			1						-	
3059	5	RA		1							5		2														-	
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3062	4	RA			1	3		_	1					_													1	_
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3066	4	1		1					3							1							1					
3067	2	Fam		1		2			2		2		1						1									
3068	4	RA	1					1	2				1															
3069	3	OS		1							3				1			1										
3070	2	OS		1	1				2					1														
3071	3	GGF			1	4			1						1			1									1	
3072	3	RA		1			2				3																	
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3074	3	OS		1				1			2													1				

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Мар #	# of people	Driver	CCHotel	Eco Hotel	9GF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Offlice Campus	5-Story Office	Water Rec	Resto	Alt. En.	Edu.	Market	Small Thtr.	Café	Marina	Cultur	Pier	Fit	Ferry	Transit	GGF Reuse	Comm
3075	3	ED		1			1	2			4																	
076	3	os		1			1	2						1					1									
3077	2	ED		1				2			3		1	1														
		RA-2																										
3078	3	Fam-1		1					1		4																	
3079	3	OS		1		2			-					1	1					1								
3080	4	os							3					1	1	1												
3081	4	Fam		1					1		2					<u> </u>			1				1					_
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3083	5	OS	- '	1	-	- 5			<u> </u>	_	1					-	· ·						_	-				-
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3088	4	OS				1	2																					_
3089	5	OS							_		3												L.		ш			
3090	4	Fam	1			1		3	1						1								2					
3091	5	OS			1	5																			Ш			
3092	4	OS		1							3	1				1					1							
3093	4	OS		1					2		3																	
3094	4	OS		2								1			1													
3095	2	RA		1													1				1							
3096	2	ED					2	2			4		2								1							
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3097	2	1		1			2		1		3	1														1		
3098	4	OS		1			1				1			1				1		1						1		
3099	4	Fam		1							4	1		1			1	1	1									
3100	4	OS		1											1				1		1							
3101	2	ED		1					1		3	1				2												
3102	4	OS		1							3					1												
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3104	4	RA		1			4	1	i i		1					-												_
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3106	5	OS		1				-	_	1	3	1					· ·						<u> </u>					-
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115	4	OS		1						1	4								1 1								1	

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Мар #	# of people	Driver	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office	5-Story Office	Water Rec	Resto	Alt. En.	Edu.	Market	Small Thtr.	Café	Marina	Cultur	Pier	Fit	Ferry	Transit	GGF Reuse	Comm Garde
3116	3	RA		1			2		1						1						1				1			
3117	2	Fam		1					1				1	1	1				1									
3118	4	OS	1				1				3																	
3119	3	Fam		1			2				3		1															
3120	3	ED		1					1	1	5	1																
3121	3	OS	1							1			1															
3122	4	OS		1			2	1	1																			
3123	4	OS	1						1								1											
3124	4	OS	1				2	1	1		2		1															1
3125	3	RA	1					2	2		3		1					1							1			
3126	3	RA	1				1		1		3																	
3127	3	os		1							2			1			1			1								
		Fam-2																										
3128	4	ED-2		1							3																	
3129	4	RA												1	1				1									
3130	3	Fam	1				2		1		3						1	1						1				
3131	3	OS		1										1														
3132	4	OS		1							3																	
3133	5	OS	1								3		2	1				1										
3134	3	ED		1							5								1									
3135	4	OS		1											1							1						
3136	6	OS	1								3		1			1	1						1					
3137	3	Fam		1										1	1		1											
3138	4	ED			1		2				3	1			1					1								
3139	5	RA				1			1																1			
3140	4	Fam		1			4							1										1				
3141	3	RA	0.5	0.5					2		6																	
3142	2	Fam	1						2	1	3		2															
3143	4	ED		1							3																	
3144	4	OS		1							3			2														
3145	5	OS		1		2						2			1					1								
3146	4	OS		1		3			1	1	1			1														
3147	4	OS		1			1								1			1	1									
3148	4	RA		1							3					1										1		
		Fam-1																										
3149	2	ED-1	1								5		1	1														
3150	4	OS		1					1						1			1										
3151	4	OS		1											1			1										
3152	4	OS				4																						
3153	1	ED	1				1				1																	
3154	6	Fam	1				2	4			2									1			1					
3155	4	OS	0.5	0.5							1																	
3156	4	OS		1					2										1									

	σ.		<u> </u>	<u>e</u>		5	5	σ	εĒ	<u> </u>		. 0	> -							E	Brigh	t Idea:	s					
Мар #	# of people	Driver	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campu	5-Story Office	Water Rec	Resto	Alt. En.	Edu.	Market	Small Thtr.	Café	Marina	Cultur	Pier	Fit	Ferry	Transit	GGF Reuse	Comm
3157	4	os	1							1	1																	
3158	4	Fam		1					3		3					1			1									
3159	4	OS		1										1		1												
3160	5	RA		1			2				1		1								1				1			
3161	4	OS	0.5	0.5					1		1		1															
3162	3	Fam	1		1						3						1				1	1						
3163	4	Fam		1					1		4											1						
3164	4	OS				3														1								
3165	3	RA				1					3	2					1											
3166	3	ED	1			2					3						1	1							1			
3167	4	OS		1		3															1			1				
3168	3	RA		1									2	1			1											
3169	4	os		1					2	1								1										

CHIP, PARTICIPANT AND	GROUP	TOTA	LS +	PERC	ENT	AGE :	SUMM	ARY				
	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	High School	5-Story Office
All Map Chip Totals	42.5	103.5	21	60	56	45	84	16	299	16	0	41
Group Totals	44	102	17	27	29	24	63	15	99	14	0	30
Group Percentage (%)	26	60	10	16	17	14	37	9	59	8	0	18
Participant Totals	154	382	66	105	102	83	217	53	346	50	0	99
Participant Percentage (%)	25	61	11	17	16	13	35	8	55	8	0	16

							Briç	ght lo	leas						
	Water Rec	Resto	Alt. En.	Edu.	Market	Small Thtr.	Café	Marina	Culure Center	Pier	Fitness Center	Ferry	Transit	GGF Reuse	Comm Garden
All Map Chip Totals	36	31	31	27	19	19	15	10	9	9	6	9	6	7	5
Group Totals	33	28	26	27	19	19	15	10	9	9	6	9	6	7	5
Group Percentage (%)	20	17	15	14	11	11	8	6	6	5	4	4	4	3	3
Participant Totals	122	103	103	85	70	59	54	37	33	36	26	30	23	19	20
Participant Percentage (%)	20	17	17	14	11	9	9	6	5	6	4	5	4	3	3

ALBA	NY RE	SIDENT	MAP REVENU	E TOTALS									
Map#	# of ppl	Driver	TOTAL REVENUE	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3000	5	OS	\$0										
3001	3	Fam	\$2,800,000		\$350,000		\$700,000	\$350,000	plus		\$1,050,000		\$350,000
3002	5	ED	\$2,050,000		\$350,000	\$1,700,000							
3003	3	OS	\$350,000		\$350,000				plus				
3004	3	Fam	\$1,050,000		\$350,000		\$700,000		plus				
3005	3	RA	\$1,750,000		\$350,000				plus	plus	\$1,400,000		
3006	4	OS	\$0										
3007	4	OS	\$1,400,000	\$1,400,000					plus				
3008	2	ED	\$1,400,000		\$350,000				plus		\$1,050,000		
3009	4	OS	\$1,700,000			\$1,700,000			•				
3010	3 4	ED-2 GGF-1 OS	\$3,100,000 \$2,450,000		\$350,000	\$1,700,000	\$1,050,000	\$350,000	plus		\$1,050,000 \$1,050,000		
3012	5	os	\$3,100,000	\$1,400,000	*,	\$1,700,000	. ,,		plus	plus	* ,,		
3013	3	RA	\$1,400,000	V 1,100,000	\$350,000	+ 1,1 00,000			p.c.c	p.o.c	\$1,050,000		
3014	4	ED	\$3,500,000	\$1,400,000	4 000,000			\$1,050,000			\$1,050,000		
3015	1	ED	\$2,750,000	\$ 1,100,000		\$1,700,000		¥ 1,000,000			\$1,050,000		
3016	3	OS	\$1,400,000	\$1,400,000		+ 1,100,000			plus	plus	4.,,		
3017	3	ED	\$2,100,000	\$1,400,000					p.c.c	p.o.c			\$700,000
3018	3	ED	\$4,200,000	, , ,			\$350,000	\$1,400,000			\$1,050,000		\$1,400,000
3019	5	os	\$1,400,000		\$350,000		, ,	* ,,			\$1,050,000		, , , , , , , , , , , , , , , , , , , ,
3020	5	OS	\$350,000		\$350,000						,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
3021	2	RA	\$1,400,000		\$350,000				plus		\$1,050,000		
3022	5	Fam	\$2,100,000		\$350,000				plus		\$1,050,000	\$350,000	\$350,000
3023	5	OS	\$1,750,000		\$350,000				p . v		\$1,400,000	,	, , , , , ,
3024	5	OS	\$1,400,000	\$1,400,000	,						. , , ,		
3025	3	RA	\$1,400,000	\$1,400,000									
3026	5	Fam	\$350,000	. ,,	\$350,000								
3027	3	OS	\$2,450,000	\$1,400,000	,				plus		\$1,050,000		
3028	2	OS	\$2,450,000	\$1,400,000					•		\$1,050,000		

											0		
Map#	# of ppl	Driver	TOTAL REVENUE	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3029	4	N/A	\$3,450,000			\$1,700,000					\$1,050,000		\$700,000
3030	4	Fam	\$2,400,000		\$350,000	\$1,700,000	\$350,000		plus				
3031	4	OS	\$2,450,000	\$1,400,000					plus		\$1,050,000		
3032	4	Fam	\$3,100,000		\$350,000	\$1,700,000					\$1,050,000		
3033	6	RA	\$2,050,000		\$350,000	\$1,700,000			plus	plus			
3034	4	ED	\$3,450,000	\$1,400,000		\$1,700,000							\$350,000
3035	5	OS	\$1,400,000		\$350,000						\$1,050,000		
3036	3	ED	\$1,750,000		\$350,000				plus		\$1,050,000	\$350,000	
3037	2	Fam	\$2,450,000	\$1,400,000					plus		\$1,050,000		
3038	8	os	\$350,000		\$350,000				plus				
3039	2	RA	\$2,800,000		\$350,000			\$1,050,000			\$1,050,000		\$350,000
3040	5	OS	\$1,400,000		\$350,000						\$1,050,000		
3041	2	RA	\$2,450,000	\$1,400,000					plus		\$1,050,000		
3042	3	ED	\$3,100,000		\$350,000	\$1,700,000					\$1,050,000		
3043	3	ED	\$1,400,000		\$350,000						\$1,050,000		
3044	3	OS	\$1,400,000						plus	plus	\$1,400,000		
3045	3	OS	\$1,400,000		\$350,000				plus		\$1,050,000		
3046	2	Fam	\$1,400,000		\$350,000				plus		\$1,050,000		
3047	3	Fam	\$3,150,000	\$1,400,000							\$1,750,000		
3048	3	RA	\$1,400,000							plus	\$1,400,000		
3049	3	OS	\$350,000		\$350,000								
3050	3	OS	\$1,400,000		\$350,000						\$1,050,000		
3051	2	ED	\$3,500,000	\$1,400,000				\$350,000			\$1,050,000	\$350,000	\$350,000
3052	3	OS	\$1,400,000	\$1,400,000									
3053	3	os	\$350,000		\$350,000								
3054	4	Fam	\$2,450,000		\$350,000			\$700,000	plus		\$1,400,000		
3055	4	OS	\$2,100,000		\$350,000						\$1,750,000		
3056	4	OS	\$700,000		\$350,000		\$350,000						
3057	2	RA	\$1,400,000		\$350,000		\$1,050,000						
3058	5	Fam	\$2,100,000		\$350,000		\$700,000				\$1,050,000		
3059	5	RA	\$2,800,000		\$350,000						\$1,750,000		\$700,000

ALBAN	NY RE	SIDENT	MAP REVENU	E TOTALS									
Map #	# of ppl	Driver	TOTAL REVENUE	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3060	5	OS	\$2,800,000	\$1,400,000				\$1,400,000					
3061	5	OS	\$2,450,000	\$1,400,000				\$700,000					\$350,000
3062	4	RA	\$0						plus				
3063	6	Fam	\$2,100,000		\$350,000						\$1,750,000		
3064	4	RA	\$1,400,000		\$350,000						\$1,050,000		
3065	4	OS	\$1,400,000	\$1,400,000									
2000		RA-3	4050.000		ФОБО 000								
3066	4	ED-1	\$350,000		\$350,000				plus		Ф 7 00 000		\$050.000
3067	2	Fam	\$1,400,000	A4 400 000	\$350,000			#050.000	plus		\$700,000		\$350,000
3068	4	RA	\$2,100,000	\$1,400,000	#050.000			\$350,000	plus		#4.050.000		\$350,000
3069	3	OS	\$1,400,000		\$350,000						\$1,050,000		
3070	2	OS	\$350,000		\$350,000	* + * - • • • • • • • • • • • • • • • • • •			plus				
3071	3	GGF	\$1,700,000			\$1,700,000			plus		*		
3072	3	RA	\$2,100,000		\$350,000		\$700,000				\$1,050,000		
3073	4	OS	\$3,100,000	\$1,400,000		\$1,700,000			plus				
3074	3	OS	\$1,400,000		\$350,000			\$350,000			\$700,000		
3075	3	ED	\$2,800,000		\$350,000		\$350,000	\$700,000			\$1,400,000		
3076	3	OS	\$1,400,000		\$350,000		\$350,000	\$700,000					
3077	2	ED	\$2,450,000		\$350,000			\$700,000			\$1,050,000		\$350,000
		RA-2											
3078	3	Fam-1	\$1,750,000		\$350,000				plus		\$1,400,000		
3079	3	OS	\$350,000		\$350,000								
3080	4	OS	\$0						plus				
3081	4	Fam	\$1,050,000		\$350,000				plus		\$700,000		
3082	4	ED	\$3,450,000	\$1,400,000		\$1,700,000			plus		\$350,000		
3083	5	OS	\$700,000		\$350,000						\$350,000		
3084	4	OS	\$0										
3085	5	RA	\$350,000		\$350,000					plus			
3086	4	ED	\$1,400,000								\$1,050,000	\$350,000	
3087	3	Fam	\$350,000		\$350,000				plus				
3088	4	OS	\$700,000				\$700,000		Ċ				

ALBAN	NY RE	SIDENT	MAP REVENU	E TOTALS									
Map #	# of ppl	Driver	TOTAL REVENUE	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3089	5	OS	\$1,050,000								\$1,050,000		
3090	4	Fam	\$2,450,000	\$1,400,000				\$1,050,000	plus				
3091	5	OS	\$1,700,000			\$1,700,000							
3092	4	os	\$1,750,000		\$350,000						\$1,050,000	\$350,000	
3093	4	OS	\$1,400,000		\$350,000				plus		\$1,050,000		
3094	4	os	\$1,050,000		\$700,000							\$350,000	
3095	2	RA	\$350,000		\$350,000								
3096	2	ED	\$3,500,000				\$700,000	\$700,000			\$1,400,000		\$700,000
		RA-1											
3097	2	ED-1	\$2,450,000		\$350,000		\$700,000		plus		\$1,050,000	\$350,000	
3098	4	os	\$1,050,000		\$350,000		\$350,000		•		\$350,000		
3099	4	Fam	\$2,100,000		\$350,000						\$1,400,000	\$350,000	
3100	4	os	\$350,000		\$350,000								
3101	2	ED	\$1,750,000		\$350,000				plus		\$1,050,000	\$350,000	
3102	4	os	\$1,400,000		\$350,000						\$1,050,000		
3103	1		\$0						plus				
3104	4	RA	\$2,450,000		\$350,000		\$1,400,000	\$350,000			\$350,000		
3105	4	Fam	\$2,800,000		\$350,000		\$700,000	\$350,000			\$1,050,000		\$350,000
3106	5	os	\$1,750,000		\$350,000					plus	\$1,050,000	\$350,000	. ,
3107	5	os	\$350,000		\$350,000								
3108	5	RA	\$1,400,000		\$350,000						\$1,050,000		
3109	6	os	\$350,000		\$350,000				plus				
		RA-1							•				
3110	2	ED-1	\$3,500,000	\$1,400,000					plus		\$1,050,000		\$1,050,000
3111	5	os	\$350,000		\$350,000				plus				. , ,
3112	2	n/a	\$1,400,000		\$350,000				plus	plus	\$1,050,000		
3113	3	Fam	\$1,750,000	\$1,400,000	,			\$350,000	plus		. , , ,		
3114	5	os	\$1,750,000		\$350,000			. ,			\$1,050,000		\$350,000
3115	4	os	\$1,750,000		\$350,000					plus	\$1,400,000		. ,
3116	3	RA	\$1,050,000		\$350,000		\$700,000		plus				
3117	2	Fam	\$700,000		\$350,000		. ,		plus				\$350,000

ALBA	NY RE	SIDENT	MAP REVENU	E TOTALS									
Map #	# of ppl	Driver	TOTAL REVENUE	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3118	4	OS	\$2,800,000	\$1,400,000			\$350,000				\$1,050,000		
3119	3	Fam	\$2,450,000		\$350,000		\$700,000				\$1,050,000		\$350,000
3120	3	ED	\$2,450,000		\$350,000				plus	plus	\$1,750,000	\$350,000	
3121	3	OS	\$1,750,000	\$1,400,000						plus			\$350,000
3122	4	OS	\$1,400,000		\$350,000		\$700,000	\$350,000	plus				
3123	4	OS	\$1,400,000	\$1,400,000					plus				
3124	4	OS	\$3,500,000	\$1,400,000			\$700,000	\$350,000	plus		\$700,000		\$350,000
3125	3	RA	\$3,500,000	\$1,400,000				\$700,000	plus		\$1,050,000		\$350,000
3126	3	RA	\$2,800,000	\$1,400,000			\$350,000		plus		\$1,050,000		
3127	3	OS	\$1,050,000		\$350,000						\$700,000		
		Fam-2											
3128	4	ED-2	\$1,400,000		\$350,000						\$1,050,000		
3129	4	RA	\$0										
3130	3	Fam	\$3,150,000	\$1,400,000			\$700,000		plus		\$1,050,000		
3131	3	OS	\$350,000		\$350,000								
3132	4	OS	\$1,400,000		\$350,000						\$1,050,000		
3133	5	OS	\$3,150,000	\$1,400,000							\$1,050,000		\$700,000
3134	3	ED	\$2,100,000		\$350,000						\$1,750,000		
3135	4	OS	\$350,000		\$350,000								
3136	6	OS	\$2,800,000	\$1,400,000							\$1,050,000		\$350,000
3137	3	Fam	\$350,000		\$350,000								
3138	4	ED	\$3,800,000			\$1,700,000	\$700,000				\$1,050,000	\$350,000	
3139	5	RA	\$0						plus				
3140	4	Fam	\$1,750,000		\$350,000		\$1,400,000						
3141	3	RA	\$3,150,000	\$700,000	\$350,000				plus		\$2,100,000		
3142	2	Fam	\$3,150,000	\$1,400,000					plus	plus	\$1,050,000		\$700,000
3143	4	ED	\$1,400,000		\$350,000						\$1,050,000		
3144	4	OS	\$1,400,000		\$350,000						\$1,050,000		
3145	5	OS	\$1,050,000		\$350,000							\$700,000	
3146	4	OS	\$700,000		\$350,000				plus	plus	\$350,000		
3147	4	OS	\$700,000		\$350,000		\$350,000						

ALBA	NY RE	SIDENT	MAP REVENU	E TOTALS									
Map #	# of ppl	Driver	TOTAL REVENUE	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3148	4	RA	\$1,400,000		\$350,000						\$1,050,000		
3149	2	Fam-1 ED-1	\$3,500,000	\$1,400,000	4050.000						\$1,750,000		\$350,000
3150 3151	4	OS OS	\$350,000		\$350,000				plus				
3151	4	OS	\$350,000 \$0		\$350,000								
3153	1	ED	\$2,100,000	\$1,400,000			\$350,000				\$350,000		
3154	6	Fam	\$4,200,000	\$1,400,000			\$700,000	\$1,400,000			\$700,000		
3155	4	OS	\$1,400,000	\$700,000	\$350,000		φ. σσ,σσσ	ψ.,.σσ,σσσ			\$350,000		
3156	4	OS	\$350,000		\$350,000				plus				
3157	4	OS	\$1,750,000	\$1,400,000	, ,					plus	\$350,000		
3158	4	Fam	\$1,400,000		\$350,000				plus		\$1,050,000		
3159	4	OS	\$350,000		\$350,000								
3160	5	RA	\$1,750,000		\$350,000		\$700,000				\$350,000		\$350,000
3161	4	OS	\$1,750,000	\$700,000	\$350,000				plus		\$350,000		\$350,000
3162	3	Fam	\$4,150,000	\$1,400,000		\$1,700,000					\$1,050,000		
3163	4	Fam	\$1,750,000		\$350,000				plus		\$1,400,000		
3164	4	OS	\$0										
3165	3	RA	\$1,750,000								\$1,050,000	\$700,000	
3166	3	ED	\$2,450,000	\$1,400,000							\$1,050,000		
3167	4	OS	\$350,000		\$350,000								
3168	3	RA	\$1,050,000		\$350,000								\$700,000
3169	4	OS	\$350,000		\$350,000				plus	plus			

REVENUE	BY DF	RIVER -	+ DRIVER AV	ERAGES/ME	DIAN								
Map #	# of ppl	Driver	TOTAL	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Offlice Campus	5-Story Office
3002	5	ED	\$2,050,000		\$350,000	\$1,700,000							
3008	2	ED	\$1,400,000		\$350,000				plus		\$1,050,000		
3014	4	ED	\$3,500,000	\$1,400,000				\$1,050,000			\$1,050,000		
3015	1	ED	\$2,750,000			\$1,700,000					\$1,050,000		
3017	3	ED	\$2,100,000	\$1,400,000									\$700,000
3018	3	ED	\$4,200,000				\$350,000	\$1,400,000			\$1,050,000		\$1,400,000
3034	4	ED	\$3,450,000	\$1,400,000		\$1,700,000							\$350,000
3036	3	ED	\$1,750,000		\$350,000				plus		\$1,050,000	\$350,000	
3042	3	ED	\$3,100,000		\$350,000	\$1,700,000					\$1,050,000		
3043	3	ED	\$1,400,000		\$350,000						\$1,050,000		
3051	2	ED	\$3,500,000	\$1,400,000				\$350,000			\$1,050,000	\$350,000	\$350,000
3075	3	ED	\$2,800,000		\$350,000		\$350,000	\$700,000			\$1,400,000		
3077	2	ED	\$2,450,000		\$350,000			\$700,000			\$1,050,000		\$350,000
3082	4	ED	\$3,450,000	\$1,400,000		\$1,700,000			plus		\$350,000		
3086	4	ED	\$1,400,000								\$1,050,000	\$350,000	
3096	2	ED	\$3,500,000				\$700,000	\$700,000			\$1,400,000		\$700,000
3101	2	ED	\$1,750,000		\$350,000				plus		\$1,050,000	\$350,000	
3120	3	ED	\$2,450,000		\$350,000				plus	plus	\$1,750,000	\$350,000	
3134	3	ED	\$2,100,000		\$350,000						\$1,750,000		
3138	4	ED	\$3,800,000			\$1,700,000	\$700,000				\$1,050,000	\$350,000	
3143	4	ED	\$1,400,000		\$350,000						\$1,050,000		
3153	1	ED		\$1,400,000			\$350,000				\$350,000		
3166	3	ED	\$2,450,000	\$1,400,000							\$1,050,000		
Econo	mic De	v.											
Average	e Reve	nue	\$2,558,695										
Econo Median	mic De Rever		\$2,450,000										

REVENUE	BY DI	RIVER -	+ DRIVER AV	ERAGES/ME	DIAN								
Map#	# of ppl	Driver	TOTAL	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3001	3	Fam	\$2,800,000		\$350,000		\$700,000	\$350,000	plus		\$1,050,000		\$350,000
3004	3	Fam	\$1,050,000		\$350,000		\$700,000		plus				
3022	5	Fam	\$2,100,000		\$350,000				plus		\$1,050,000	\$350,000	\$350,000
3026	5	Fam	\$350,000		\$350,000								
3030	4	Fam	\$2,400,000		\$350,000	\$1,700,000	\$350,000		plus				
3032	4	Fam	\$3,100,000		\$350,000	\$1,700,000					\$1,050,000		
3037	2	Fam	\$2,450,000	\$1,400,000					plus		\$1,050,000		
3046	2	Fam	\$1,400,000		\$350,000				plus		\$1,050,000		
3047	3	Fam	\$3,150,000	\$1,400,000							\$1,750,000		
3054	4	Fam	\$2,450,000		\$350,000			\$700,000	plus		\$1,400,000		
3058	5	Fam	\$2,100,000		\$350,000		\$700,000				\$1,050,000		
3063	6	Fam	\$2,100,000		\$350,000						\$1,750,000		
3067	2	Fam	\$1,400,000		\$350,000				plus		\$700,000		\$350,000
3081	4	Fam	\$1,050,000		\$350,000				plus		\$700,000		
3087	3	Fam	\$350,000		\$350,000				plus				
3090	4	Fam	\$2,450,000	\$1,400,000				\$1,050,000	plus				
3099	4	Fam	\$2,100,000		\$350,000						\$1,400,000	\$350,000	
3105	4	Fam	\$2,800,000		\$350,000		\$700,000	\$350,000			\$1,050,000		\$350,000
3113	3	Fam	\$1,750,000	\$1,400,000				\$350,000	plus				
3117	2	Fam	\$700,000		\$350,000				plus				\$350,000
3119	3	Fam	\$2,450,000		\$350,000		\$700,000				\$1,050,000		\$350,000
3130	3	Fam	\$3,150,000	\$1,400,000			\$700,000		plus		\$1,050,000		
3137	3	Fam	\$350,000		\$350,000								
3140	4	Fam	\$1,750,000		\$350,000		\$1,400,000						
3142	2	Fam	\$3,150,000	\$1,400,000					plus	plus	\$1,050,000		\$700,000
3154	6	Fam	\$4,200,000	\$1,400,000			\$700,000	\$1,400,000			\$700,000		
3158	4	Fam	\$1,400,000		\$350,000				plus		\$1,050,000		
3162	3	Fam	\$4,150,000	\$1,400,000		\$1,700,000			-		\$1,050,000		
3163	4	Fam	\$1,750,000		\$350,000				plus		\$1,400,000		
Familie	s Aver	age											
	venue		\$2,028,758										
Familie	s Med	ian											
Rev	venue		\$2,100,000										

			111	_	_				_		2		
Мар #	# of ppl	Driver	TOTAL	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3000	5	os	\$0										
3003	3	OS	\$350,000		\$350,000				plus				
3006	4	OS	\$0										
3007	4	OS	\$1,400,000	\$1,400,000					plus				
3009	4	OS	\$1,700,000			\$1,700,000							
3011	4	OS	\$2,450,000		\$350,000		\$1,050,000				\$1,050,000		
3012	5	OS	\$3,100,000	\$1,400,000		\$1,700,000			plus	plus			
3016	3	OS	\$1,400,000	\$1,400,000					plus	plus			
3019	5	OS	\$1,400,000		\$350,000						\$1,050,000		
3020	5	os	\$350,000		\$350,000								
3023	5	os	\$1,750,000		\$350,000						\$1,400,000		
3024	5	os	\$1,400,000	\$1,400,000	, ,								
3027	3	os		\$1,400,000					plus		\$1,050,000		
3028	2	OS		\$1,400,000					1		\$1,050,000		
3031	4	OS		\$1,400,000					plus		\$1,050,000		
3035	5	OS	\$1,400,000	, ,,	\$350,000				1		\$1,050,000		
3038	8	OS	\$350,000		\$350,000				plus		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
3040	5	os	\$1,400,000		\$350,000				1		\$1,050,000		
3044	3	OS	\$1,400,000		+				plus	plus	\$1,400,000		
3045	3	OS	\$1,400,000		\$350,000				plus	p.c.c	\$1,050,000		
3049	3	os	\$350,000		\$350,000				piac		ψ.,σσσ,σσσ		
3050	3	OS	\$1,400,000		\$350,000						\$1,050,000		
3052	3	OS		\$1,400,000	φοσο,σσο						ψ.,σσσ,σσσ		
3053	3	OS	\$350,000	ψ1,100,000	\$350,000								
3055	4	OS	\$2,100,000		\$350,000						\$1,750,000		
3056	4	OS	\$700,000		\$350,000		\$350,000				ψ1,700,000		
3060	5	OS	\$2,800,000	\$1,400,000	φοσο,σσο		φοσο,σσο	\$1,400,000					
3061	5	OS		\$1,400,000				\$700,000					\$350,000
3065	4	OS		\$1,400,000				ψ100,000					ψ000,000
3069	3	OS	\$1,400,000	ψ1,400,000	\$350,000						\$1,050,000		
3070	2	OS	\$350,000		\$350,000				plus		ψ1,000,000		
3073	4	OS		\$1,400,000	ψυυυ,υυυ	\$1,700,000			plus				
3073	3	OS	\$1,400,000	ψ1,400,000	\$350,000	ψ1,700,000		\$350,000	pius		\$700,000		
3074	3	OS	\$1,400,000		\$350,000		\$350.000	\$700.000			ψ100,000		
3079	3	OS	\$350,000		\$350,000		ψ550,000	ψ100,000					
3080	4	OS	\$350,000		ψυυυ,υυυ				plus				
3083	5	OS	\$700,000		\$350,000				pius		\$350,000		

											0		
Map #	# of ppl	Driver	TOTAL	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3084	4	OS	\$0										
3088	4	OS	\$700,000				\$700,000						
3089	5	OS	\$1,050,000								\$1,050,000		
3091	5	OS	\$1,700,000			\$1,700,000							
3092	4	OS	\$1,750,000		\$350,000						\$1,050,000	\$350,000	
3093	4	OS	\$1,400,000		\$350,000				plus		\$1,050,000		
3094	4	OS	\$1,050,000		\$700,000							\$350,000	
3098	4	OS	\$1,050,000		\$350,000		\$350,000				\$350,000		
3100	4	OS	\$350,000		\$350,000								
3102	4	OS	\$1,400,000		\$350,000						\$1,050,000		
3106	5	OS	\$1,750,000		\$350,000					plus	\$1,050,000	\$350,000	
3107	5	OS	\$350,000		\$350,000								
3109	6	OS	\$350,000		\$350,000				plus				
3111	5	OS	\$350,000		\$350,000				plus				
3114	5	os	\$1,750,000		\$350,000				·		\$1,050,000		\$350,000
3115	4	os	\$1,750,000		\$350,000					plus	\$1,400,000		
3118	4	os	\$2,800,000	\$1,400,000			\$350,000			•	\$1,050,000		
3121	3	os	\$1,750,000	\$1,400,000						plus			\$350,000
3122	4	os	\$1,400,000		\$350,000		\$700,000	\$350,000	plus	•			
3123	4	os	\$1,400,000	\$1,400,000	, ,				plus				
3124	4	os		\$1,400,000			\$700,000	\$350,000	plus		\$700,000		\$350,000
3127	3	os	\$1,050,000		\$350,000						\$700,000		
3131	3	os	\$350,000		\$350,000						. ,		
3132	4	os	\$1,400,000		\$350,000						\$1,050,000		
3133	5	os	\$3,150,000	\$1,400,000	, ,						\$1,050,000		\$700,000
3135	4	os	\$350,000		\$350,000								
3136	6	os	\$2,800,000	\$1,400,000	, ,						\$1,050,000		\$350,000
3144	4	os	\$1,400,000		\$350,000						\$1,050,000		
3145	5	os	\$1,050,000		\$350,000							\$700,000	
3146	4	os	\$700,000		\$350,000				plus	plus	\$350,000		
3147	4	os	\$700,000		\$350,000		\$350,000		1	p	,,		
3150	4	OS	\$350,000		\$350,000		,		plus				
3151	4	OS	\$350,000		\$350,000				1				
3152	4	OS	\$0		, ,								
3155	4	OS	\$1,400,000	\$700,000	\$350,000						\$350,000		
3156	4	OS	\$350,000	Ţ: 22,2 00	\$350,000				plus		,		
3157	4	OS		\$1,400,000	,				1	plus	\$350,000		

REVENUE	BY DE	RIVER -	+ DRIVER AVI	ERAGES/ME	DIAN								
Map #	# of ppl	Driver	TOTAL	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Offlice Campus	5-Story Office
3159	4	OS	\$350,000		\$350,000								
3161	4	OS	\$1,750,000	\$700,000	\$350,000				plus		\$350,000		\$350,000
3164	4	OS	\$0										
3167	4	OS	\$350,000		\$350,000								
3169	4	OS	\$350,000		\$350,000				plus	plus			
Open Spa Rev	ace Avo	erage	\$1,237,974										
Open Sp Rev	ace Me venue	edian	\$1,400,000										
3071	3	GGF	\$1,700,000			\$1,700,000			plus				
Racetra Average		-	\$1,700,000										
Racetra Median		•	\$1,700,000										

REVENUE	BY DF	IVER -	+ DRIVER AV	ERAGES/ME	DIAN								
Map #	# of ppl	Driver	TOTAL	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3013	3	RA	\$1,400,000		\$350,000						\$1,050,000		
3021	2	RA	\$1,400,000		\$350,000				plus		\$1,050,000		
3025	3	RA	\$1,400,000	\$1,400,000									
3033	6	RA	\$2,050,000		\$350,000	\$1,700,000			plus	plus			
3039	2	RA	\$2,800,000		\$350,000			\$1,050,000			\$1,050,000		\$350,000
3041	2	RA	\$2,450,000	\$1,400,000					plus		\$1,050,000		
3048	3	RA	\$1,400,000						·	plus	\$1,400,000		
3057	2	RA	\$1,400,000		\$350,000		\$1,050,000			•			
3059	5	RA	\$2,800,000		\$350,000						\$1,750,000		\$700,000
3062	4	RA	\$0						plus				
3064	4	RA	\$1,400,000		\$350,000				•		\$1,050,000		
3068	4	RA		\$1,400,000				\$350,000	plus				\$350,000
3072	3	RA	\$2,100,000	. , , ,	\$350,000		\$700,000		•		\$1,050,000		
3085	5	RA	\$350,000		\$350,000					plus			
3095	2	RA	\$350,000		\$350,000								
3104	4	RA	\$2,450,000		\$350,000		\$1,400,000	\$350,000			\$350,000		
3108	5	RA	\$1,400,000		\$350,000		, , , , , , , , , , , , , , , , , , , ,	*,			\$1,050,000		
3116	3	RA	\$1,050,000		\$350,000		\$700,000		plus		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
3125	3	RA		\$1,400,000	*,		, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	\$700,000	plus		\$1,050,000		\$350,000
3126	3	RA		\$1,400,000			\$350,000	*,	plus		\$1,050,000		+,
3129	4	RA	\$0	, ,,			, ,				,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
3139	5	RA	\$0						plus				
3141	3	RA	\$3,150,000	\$700,000	\$350,000				plus		\$2,100,000		
3148	4	RA	\$1,400,000	,,	\$350,000						\$1,050,000		
3160	5	RA	\$1,750,000		\$350,000		\$700,000				\$350,000		\$350,000
3165	3	RA	\$1,750,000		, ,		Ţ. 22,2 0 0				\$1,050,000	\$700,000	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
3168	3	RA	\$1,050,000		\$350,000						, ,,,,,,,,,,	, ,	\$700,000
Region	nal Ass	et			,								
Average			\$1,623,214										
Region			, .,,										
Median			\$1,400,000										

DEVE	LOP	MENT + (OPEN SPACE/B.I.	ACREAGE											
Map#	# of ppl	Driver	TOTAL DEVELOPED ACREAGE	TOTAL OPEN ACREAGE	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3138	4	ED	130	60			54		18				24	34	
3120	3	ED	106.5	83.5		8.5					4	20	40	34	
3010	3	ED-2 GGF-1	97	93			54	10		5	4		24		
3032	4	Fam	96.5	93.5		8.5	54	10					24		
3033	6	RA	96.5	93.5		8.5	54	10			4	20			
3042	3	ED	96.5	93.5		8.5	54	10					24		
3029	4	N/A	96	94			54						24		18
3082	4	ED	96	94	5		54	25			4		8		
3012	5	OS	93	97	5		54	10			4	20			
3165	3	RA	93	97				1					24	68	
3018	3	ED	89	101					9	20			24		36
		RA-1 ED													
3097	2	1	88.5	101.5		8.5			18		4		24	34	
3106	5	OS	86.5	103.5		8.5						20	24	34	
3162	3	Fam	83	107	5		54						24		
3030	4	Fam	80.5	109.5		8.5	54	5	9		4				
3022	5	Fam	79.5	110.5		8.5					4		24	34	9
3091	5	OS	79	111			54	25							
3145	5	OS	78.5	111.5		8.5		2						68	
3015	1	ED	78	112			54						24		
3071	3	GGF	78	112			54	20			4				
3096	2	ED	78	112					18	10			32		18
3051	2	ED	77	113	5					5			24	34	9
3142	2	Fam	75	115	5						8	20	24		18
3099	4	Fam	74.5	115.5		8.5							32	34	
3036	3	ED	70.5	119.5		8.5					4		24	34	
3101	2	ED	70.5	119.5		8.5					4		24	34	
3001	3	Fam	68.5	121.5		8.5			18	5	4		24		9
3005	3	RA	68.5	121.5		8.5					8	20	32		
3034	4	ED	68	122	5		54								9

		MENT + (
Мар#	# of ppl	Driver	TOTAL DEVELOPED ACREAGE	TOTAL OPEN ACREAGE	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story
3002	5	ED	67.5	122.5		8.5	54	5							
3059	5	RA	66.5	123.5		8.5							40		18
3092	4	OS	66.5	123.5		8.5							24	34	
3105	4	Fam	64.5	125.5		8.5			18	5			24		9
3009	4	OS	64	126			54	10							
3073	4	OS	63	127	5		54				4				
3141	3	RA	62.75	127.25	2.5	4.25					8		48		
3115	4	OS	60.5	129.5		8.5						20	32		
		RA-1 ED													
3110	2	1	60	130	5						4		24		27
3011	4	OS	59.5	130.5		8.5			27				24		
3075	3	ED	59.5	130.5		8.5			9	10			32		
3119	3	Fam	59.5	130.5		8.5			18				24		9
3154	6	Fam	59	131	5				18	20			16		
3054	4	Fam	58.5	131.5		8.5				10	8		32		
3086	4	ED	58	132									24	34	
3104	4	RA	57.5	132.5		8.5			36	5			8		
3124	4	OS	57	133	5				18	5	4		16		9
3039	2	RA	56.5	133.5		8.5				15			24		9
3112	2	n/a	56.5	133.5		8.5					4	20	24		
3044	3	os	56	134							4	20	32		
3125	3	RA	56	134	5					10	8		24		9
3149	2	Fam-1 ED-1	54	136	5								40		9
3048	3	RA	52	138								20	32		
3077	2	ED	51.5	138.5		8.5				10			24		9
3094	4	OS	51	139		17								34	
3130	3	Fam	51	139	5				18		4		24		
3058	5	Fam	50.5	139.5		8.5			18				24		
3072	3	RA	50.5	139.5		8.5			18				24		
3055	4	OS	49.5	140.5		8.5		1					40		

DEVE	LOPI	MENT + (OPEN SPACE/B.I.	ACREAGE											
Map#	# of ppl	Driver	TOTAL DEVELOPED ACREAGE	TOTAL OPEN ACREAGE	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3063	6	Fam	48.5	141.5		8.5							40		
3134	3	ED	48.5	141.5		8.5							40		
3133	5	OS	47	143	5								24		18
3047	3	Fam	45	145	5								40		
3046	2	Fam	44.5	145.5		8.5					12		24		
3078	3	RA-2 Fam-1	44.5	145.5		8.5					4		32		
3140	4	Fam	44.5	145.5		8.5			36						
3158	4	Fam	44.5	145.5		8.5					12		24		
3163	4	Fam	44.5	145.5		8.5					4		32		
3014	4	ED	44	146	5					15			24		
3067	2	Fam	43.5	146.5		8.5		2			8		16		9
3146	4	OS	43.5	146.5		8.5		3			4	20	8		
3160	5	RA	43.5	146.5		8.5			18				8		9
3126	3	RA	42	148	5				9		4		24		
3114	5	OS	41.5	148.5		8.5							24		9
3023	5	OS	40.5	149.5		8.5							32		
3093	4	OS	40.5	149.5		8.5					8		24		
	213														
3118	4	OS	38	152	5				9				24		
3136	6	OS	38	152	5								24		9
3031	4	OS	37	153	5						8		24		
3008	2	ED	36.5	153.5		8.5					4		24		
3021	2	RA	36.5	153.5		8.5					4		24		
3045	3	OS	36.5	153.5		8.5					4		24		
3169	4	OS	36.5	153.5		8.5					8	20			
3057	2	RA	35.5	154.5		8.5			27						
3122	4	OS	35.5	154.5		8.5			18	5	4				
3041	2	RA	35	155	5			2			4		24		
3121	3	OS	34	156	5							20			9

			OPEN SPACE/B.I.	-											
Map#	# of ppl	Driver	TOTAL DEVELOPED ACREAGE	TOTAL OPEN ACREAGE	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story
3027	3	OS	33	157	5						4		24		
3037	2	Fam	33	157	5						4		24		
3157	4	OS	33	157	5							20	8		
3013	3	RA	32.5	157.5		8.5							24		
3019	5	OS	32.5	157.5		8.5							24		
3035	5	OS	32.5	157.5		8.5							24		
3040	5	OS	32.5	157.5		8.5							24		
3043	3	ED	32.5	157.5		8.5							24		
3050	3	OS	32.5	157.5		8.5							24		
3064	4	RA	32.5	157.5		8.5							24		
3069	3	OS	32.5	157.5		8.5							24		
3102	4	OS	32.5	157.5		8.5							24		
3108	5	RA	32.5	157.5		8.5							24		
3128	4	Fam-2 ED-2	32.5	157.5		8.5							24		
3132	4	OS	32.5	157.5		8.5							24		
3143	4	ED	32.5	157.5		8.5							24		
3144	4	OS	32.5	157.5		8.5							24		
3148	4	RA	32.5	157.5		8.5							24		
3166	3	ED	31	159	5			2					24		
3004	3	Fam	30.5	159.5		8.5			18		4				
3116	3	RA	30.5	159.5		8.5			18		4				
3074	3	OS	29.5	160.5		8.5				5			16		
3016	3	OS	29	161	5						4	20			
3028	2	OS	29	161	5								24		
3081	4	Fam	28.5	161.5		8.5					4		16		
3085	5	RA	28.5	161.5		8.5						20			
3161	4	OS	27.75	162.25	2.5	4.25					4		8		9
3076	3	OS	27.5	162.5		8.5			9	10					
3068	4	RA	27	163	5					5	8				9
3168	3	RA	26.5	163.5		8.5									18

DEVE	LOP	MENT + C	PEN SPACE/B.I.	ACREAGE											
Map#	# of ppl	Driver	TOTAL DEVELOPED ACREAGE	TOTAL OPEN ACREAGE	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3098	4	OS	25.5	164.5		8.5			9				8		
3060	5	OS	25	165	5					20					
3090	4	Fam	25	165	5			1		15	4				
3127	3	OS	24.5	165.5		8.5							16		
3061	5	OS	24	166	5					10					9
3089	5	OS	24	166									24		
3017	3	ED	23	167	5										18
3153	1	ED	22	168	5				9				8		
3117	2	Fam	21.5	168.5		8.5					4				9
		RA-3 ED													
3066	4	1	20.5	169.5		8.5					12				
3088	4	OS	19	171				1	18						
3056	4	OS	18.5	171.5		8.5		1	9						
3147	4	OS	17.5	172.5		8.5			9						
3070	2	OS	16.5	173.5		8.5					8				
3083	5	OS	16.5	173.5		8.5							8		
3156	4	OS	16.5	173.5		8.5					8				
3155	4	OS	14.75	175.25	2.5	4.25							8		
3113	3	Fam	14	176	5					5	4				
3003	3	OS	12.5	177.5		8.5					4				
3038	8	OS	12.5	177.5		8.5					4				
3087	3	Fam	12.5	177.5		8.5					4				
3109	6	OS	12.5	177.5		8.5					4				
3111	5	OS	12.5	177.5		8.5					4				
3150	4	OS	12.5	177.5		8.5					4				
3080	4	OS	12	178							12				
3167	4	OS	11.5	178.5		8.5		3							
3079	3	OS	10.5	179.5		8.5		2							
3007	4	OS	9	181	5						4				
3123	4	OS	9	181	5						4				
3020	5	OS	8.5	181.5		8.5									

DEVE	LOPI	MENT + 0	OPEN SPACE/B.I.	. ACREAGE											
Map#	# of ppl	Driver	TOTAL DEVELOPED ACREAGE	TOTAL OPEN ACREAGE	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5-Story Office
3026	5	Fam	8.5	181.5		8.5									
3049	3	OS	8.5	181.5		8.5									
3053	3	OS	8.5	181.5		8.5									
3095	2	RA	8.5	181.5		8.5									
3100	4	OS	8.5	181.5		8.5									
3107	5	OS	8.5	181.5		8.5									
3131	3	os	8.5	181.5		8.5									
3135	4	OS	8.5	181.5		8.5									
3137	3	Fam	8.5	181.5		8.5									
3151	4	OS	8.5	181.5		8.5									
3159	4	OS	8.5	181.5		8.5									
3062	4	RA	7	183				3			4				
3024	5	OS	5	185	5										
3025	3	RA	5	185	5										
3052	3	OS	5	185	5										
3065	4	OS	5	185	5										
3139	5	RA	5	185				1			4				
3103	1		4	186							4				
3152	4	os	4	186				4							
3164	4	OS	3	187				3							
3006	4	OS	0	190											
3129	4	RA	0	190											
3000	5	OS	0	190											
3084	4	OS	0	190											

REVENUE BREAKDOWN				
Revenue	Participants	% Participants	Groups	% Groups
No revenue	36	6%	9	5%
\$350,000	91	15%	25	15%
\$700,000	23	4%	6	4%
\$1,050,000	32	5%	9	5%
\$1,400,000	141	23%	38	22%
\$1,700,000 - 1,750,000	74	12%	20	12%
\$2,050,000 - \$2,100,000	40	6%	12	7%
\$2,400,000 - \$2,450,000	56	9%	16	9%
\$2,750,000 - \$2,800,000	43	7%	10	6%
\$3,100,000 - \$3,150,000	34	5%	10	6%
\$3,450,000	38	6%	10	6%
\$3,500,000+	11	2%	4	2%

DEVELOPMENT ACREAGE BREAKDOWN				
Acreage	Participants	% Participants	Groups	% Groups
0-10 acres	98	16%	26	15%
10.5 - 20 acres	70	11%	25	15%
20.5 - 30 acres	67	11%	19	6%
30.5 - 40 acres	123	20%	34	20%
40.5 - 50 acres	61	10%	16	9%
50.5 - 60 acres	66	11%	20	12%
60.5 - 70 acres	43	7%	11	6%
70.5 - 80 acres	34	5%	11	6%
80.5 - 90 acres	17	3%	5	3%
90.5 - 100 acres	32	5%	8	5%
100.5 - 110 acres	3	1%	1	1%
110.5 - 120 acres	0	0%	0	0%
120.5 - 130 acres	4	1%	1	1%
130 + acres	0	0%	0	0%

ALL MAP ZONE TOTALS		
ZONE 1 TOTALS		
Use	# of chips	
Alternative Energy (BI)	14	
Museum/Aq	11	
Educational Facility	6	
Water Recreation (BI)	6	
Cultural Center (BI)	3	
Ferry Terminal (BI)	2	
Marina (BI)	2	
Small Theater (BI)	2	
Restaurant (BI)	2	
Snack Bar/Café	2	
Amphitheater	1	
Condos	1	
Fitness Center	1	
ALL MAP ZONE 1 TOTAL	53	

ZONE 2 TOTALS	
Use	# of chips in zone
High End Retail Restaurant	28
Museum/Aq	23
Eco Hotel	14
Water Recreation (BI)	12
Townhomes	9
Educational Facility	8
Farmer's Market	6
5-Story office	5
Snack Bar/Café	5
Condos	4
Alternative Energy (BI)	3
Amphitheater	3
Hotel/Conference Center	3
Restaurant (BI)	3
Transit to Solano	3
Community Gardens (BI)	2
Cultural Center (BI)	2
Small Theater	2
Campus Type Office	1
Ferry Terminal (BI)	1
Fitness Center	1
ALL MAP ZONE 2 TOTAL	138

ALL MAP ZONE TOTALS		
ZONE 3 TOTALS		
Use	# of chips in zone	
High End Retail Restaurant	59	
Eco Hotel	40	
Museum/Aq	25	
Hotel/Conference Center	17	
Restaurant (BI)	16	
Water Recreation (BI)	13	
Farmer's Market	6	
Marina (BI)	5	
Small Theater (BI)	5	
Educational Facility	4	
Ferry Terminal (BI)	4	
Snack Bar/Café	4	
5-Story office	3 3 2	
Condos	3	
Townhomes	2	
Amphitheater		
Campus Type Office	1	
Community Gardens	1	
ALL MAP ZONE 3 TOTAL	209	

ZONE 4 TOTALS	
Use	# of chips in zone
High End Retail Restaurant	69
Eco Hotel	19
Museum/Aq	14
Townhomes	14
5-Story office	11
Condos	10
Amphitheater	6
GGF Reuse	6
Educational Facility	5
Farmer's Market	5
Restaurant (BI)	5
Small Theater (BI)	5
Alternative Energy (BI)	4
Cultural Center (BI)	4
Hotel/Conference Center	4
Snack Bar/Café	2
Campus Type Office	1
Community Gardens (BI)	1
Eco Hotel/Conference Center	
Hybrid	1
Fitness Center	1
Water Recreation (BI)	1
ALL MAP ZONE 4 TOTAL	188

423

ALL MAP ZONE TOTALS		
ZONE 5 TOTALS		
Use	# of chips	
High End Retail Restaurant	112	
Townhomes	24	
Condos	20	
Eco Hotel	16	
5-Story office	12	
Hotel/Conference Center	8	
Campus Type Office	7	
Museum/Aq	6	
Amphitheater	5 3 2 2 2 2	
Fitness Center	3	
Educational Facility	2	
Farmer's Market	2	
Restaurant (BI)	2	
Alternative Energy (BI)	1	
Community Gardens (BI)	1	
Eco Hotel/Conference Center		
Hybrid	1	
Small Theater (BI)	1	
Snack Bar/Café	1	
Transit to Solano	1	
Water Recreation (BI)	1	
ALL MAP ZONE 5 TOTAL	226	

ZONE 6 TOTALS	
Use	# of chips in zone
High End Retail Restaurant	32
Eco Hotel	12
5-Story office	10
Hotel/Conference Center	9
Condos	9 7 7
Townhomes	7
Campus Type Office	6
Museum/Aq	5
Small Theater (BI)	4
Alternative Energy (BI)	3
Ferry Terminal (BI)	2
Marina (BI)	3 2 2 2 2
Restaurant (BI)	2
Water Recreation (BI)	2
Eco Hotel/Conference Center	
Hybrid	1
Educational Facility	1
Snack Bar/Café	1
Transit to Solano	1
ALL MAP ZONE 6 TOTAL	107

ZONE 7 TOTALS	
Use	# of chips in zone
Alternative Energy (BI)	6
Eco Hotel	1
Educational Facility	1
Marina (BI)	1
Restaurant (BI)	1
Water Recreation (BI)	1
ALL MAP ZONE 7 TOTAL	11

		All Map Total
Use	Zone	Chips
High End Retail Restaurant	Zone 5	112
High End Retail Restaurant	Zone 4	69
High End Retail Restaurant	Zone 3	59
High End Retail Restaurant	Zone 6	31
High End Retail Restaurant	Zone 2	28
	TOTAL	299

Use	Zone	All Map Total Chips
Eco Hotel	Zone 3	40
Eco Hotel	Zone 4	19
Eco Hotel	Zone 5	16
Eco Hotel	Zone 2	14
Eco Hotel	Zone 6	12
Eco Hotel	Zone 7	1
	TOTAL	102

Use	Zone	All Map Total Chips
Museum/Aquarium	Zone 3	25
Museum/Aquarium	Zone 2	23
Museum/Aquarium	Zone 4	14
Museum/Aquarium	Zone 1	11
Museum/Aquarium	Zone 5	6
Museum/Aquarium	Zone 6	5
	TOTAL	84

Use	Zone	All Map Total Chips
Townhomes	Zone 5	24
Townhomes	Zone 4	14
Townhomes	Zone 2	9
Townhomes	Zone 6	7
Townhomes	Zone 3	2
	TOTAL	56

		All Map Total
Use	Zone	Chips
Condominiums	Zone 5	20
Condominiums	Zone 4	10
Condominiums	Zone 6	7
Condominiums	Zone 2	4
Condominiums	Zone 3	3
Condominiums	Zone 1	1
	TOTAL	45

Use	Zone	All Map Total Chips
5-Story Office	Zone 5	12
5-Story Office	Zone 4	11
5-Story Office	Zone 6	10
5-Story Office	Zone 2	5
5-Story Office	Zone 3	3
	TOTAL	41

		All Map Total
Use	Zone	Chips
Hotel/Conference Center	Zone 3	17
Hotel/Conference Center	Zone 6	9
Hotel/Conference Center	Zone 5	8
Hotel/Conference Center	Zone 4	4
Hotel/Conference Center	Zone 2	3
	TOTAL	41

		All Map Total
Use	Zone	Chips
Water Recreation (BI)	Zone 3	13
Water Recreation (BI)	Zone 2	12
Water Recreation (BI)	Zone 1	6
Water Recreation (BI)	Zone 6	2
Water Recreation (BI)	Zone 4	1
Water Recreation (BI)	Zone 5	1
Water Recreation (BI)	Zone 7	1
	TOTAL	36

Use	Zone	All Map Total Chips
Alternative Energy (BI)	Zone 1	14
Alternative Energy (BI)	Zone 7	6
Alternative Energy (BI)	Zone 4	4
Alternative Energy (BI)	Zone 2	3
Alternative Energy (BI)	Zone 6	3
Alternative Energy (BI)	Zone 5	1
Alternative Energy (BI)	Zone 3	0
	TOTAL	31

Use	Zone	All Map Total Chips
Restaurant (BI)	Zone 3	16
Restaurant (BI)	Zone 4	5
Restaurant (BI)	Zone 2	3
Restaurant (BI)	Zone 1	2
Restaurant (BI)	Zone 5	2
Restaurant (BI)	Zone 6	2
Restaurant (BI)	Zone 7	1
	TOTAL	31

Use	Zone	All Map Total Chips
Educational Facility (BI)	Zone 2	8
Educational Facility (BI)	Zone 1	6
Educational Facility (BI)	Zone 4	5
Educational Facility (BI)	Zone 3	4
Educational Facility (BI)	Zone 5	2
Educational Facility (BI)	Zone 6	1
Educational Facility (BI)	Zone 7	1
	TOTAL	27

Use	Zone	All Map Total Chips
Farmer's Market (BI)	Zone 2	6
Farmer's Market (BI)	Zone 3	6
Farmer's Market (BI)	Zone 4	5
Farmer's Market (BI)	Zone 5	2
	TOTAL	19

		All Map Total
Use	Zone	Chips
Small Theater (BI)	Zone 3	5
Small Theater (BI)	Zone 4	5
Small Theater (BI)	Zone 6	4
Small Theater (BI)	Zone 2	2
Small Theater (BI)	Zone 1	2
Small Theater (BI)	Zone 5	1
	TOTAL	19

Use	Zone	All Map Total Chips
Snack Bar/Café (BI)	Zone 2	5
Snack Bar/Café (BI)	Zone 3	4
Snack Bar/Café (BI)	Zone 1	2
Snack Bar/Café (BI)	Zone 4	2
Snack Bar/Café (BI)	Zone 5	1
Snack Bar/Café (BI)	Zone 6	1
	TOTAL	15

		All Map Total
Use	Zone	Chips
Amphitheater (BI)	Zone 4	6
Amphitheater (BI)	Zone 5	5
Amphitheater (BI)	Zone 2	3
Amphitheater (BI)	Zone 1	1
Amphitheater (BI)	Zone 3	1
	TOTAL	16

		All Map Total
Use	Zone	Chips
Campus Type Office	Zone 5	7
Campus Type Office	Zone 6	6
Campus Type Office	Zone 2	1
Campus Type Office	Zone 3	1
Campus Type Office	Zone 4	1
	TOTAL	16

llaa	7000	All Map Total Chips
Use	Zone	Cilips
Marina (BI)	Zone 3	5
Marina (BI)	Zone 1	2
Marina (BI)	Zone 6	2
Marina (BI)	Zone 7	1
	TOTAL	10

Use	Zone	All Map Total Chips
Ferry Terminal (BI)	Zone 3	4
Ferry Terminal (BI)	Zone 1	2
Ferry Terminal (BI)	Zone 6	2
Ferry Terminal (BI)	Zone 2	1
	TOTAL	9

		All Map Total
Use	Zone	Chips
Cultural Center (BI)	Zone 4	4
Cultural Center (BI)	Zone 1	3
Cultural Center (BI)	Zone 2	2
Cultural Center (BI)	Zone 5	0
Cultural Center (BI)	Zone 6	0
	TOTAL	9

		All Map Total
Use	Zone	Chips
Transit to Solano (BI)	Zone 2	3
Transit to Solano (BI)	Zone 6	2
Transit to Solano (BI)	Zone 5	1
	TOTAL	6

		All Map Total
Use	Zone	Chips
Fitness Center (BI)	Zone 5	3
Fitness Center (BI)	Zone 1	1
Fitness Center (BI)	Zone 2	1
Fitness Center (BI)	Zone 4	1
	TOTAL	6

Use GGF Reuse	Zone	All Map Total Chips	
GGF Reuse	Zone 4	6	
	TOTAL	6	

Use	Zone	All Map Total Chips
Community Gardens (BI)	Zone 2	2
Community Gardens (BI)	Zone 3	1
Community Gardens (BI)	Zone 4	1
Community Gardens (BI)	Zone 5	1
	TOTAL	5

Use	Zone	All Map Total Chips
Eco Hotel/Conference Center Hybrid	Zone 4	1
Eco Hotel/Conference Center Hybrid	Zone 5	1
Eco Hotel/Conference Center Hybrid	Zone 6	1
	TOTAL	3

"SHADES OF GREEN	l"			
Low to No Impact	Medium Impact	50/50: Pristine +	Medium Impact	High Impact
Pristine Space	Pristine Space	Recspace	Recreational Space	Recreational Space
No Ballfields	No Ballfields	No Ballfields	Some Ballfields	Sport fields (soccer, baseball, tennis courts
	Medium density	Some open space for		
	vegetation; No	casual lawn games,		
	lawns; open, wild	kite flying, picnics (no		
Dense vegetation	grassy areas.	picnic tables)	Some lawnspace	Manicured lawns
No direct human	Human contact			
contact to natural	restricted to rustic			
areas	(non-paved) trails	Some paved pathways	Playgrounds	Playgrounds
Access via raised				
boardwalks			Benches + Picnic tables	
throughout space	Benches along trails	Some "rustic" trails	spread throughout site	Picnic Pavilions
				Network of paved
Restored			Paved Pathways for	pathways for
marshlands/mudflats		Restrooms	running/walking/biking	running/walking biking
		Benches	Restrooms	Restrooms
		Restrooms		Snack Bar/Café

	b As wwned ned emove emove ss ss fer fer Park Cash Art Art Art Art							meless	pment					
Map #	Leave Bulb As Is/Albany Owned	State Owned	Clean Up/ Remove Hazards	Make Safer	Add Dog Park	Allow Off-Leash Dogs	Leash Dogs	Add Art Park	Maintain Art	Remove Art	Improve Trails Accessibility	Add Restrooms and /or water fountain	Regulate Homeless	Other Development
3001														Snack Bar/Café (Bl
3004					Х									
3005														Alternative Energy (BI)
3006														Alternative Energy (BI)
3009						X								
3010	x													Alternative Energy (BI)
3011											X			
3012	X													
3013														Water Recreation (BI)
3016														Alternative Energy (BI)
3017											Х			
3020	X													
3024	.,													
3025 3026	X								-				X	
3026	^					-			X			X	۸	
3028									X			^		
3029														Alternative Energy (BI)

BULB AN	NOTATIO	NS												
Map #	Leave Bulb As Is/Albany Owned	State Owned	Clean Up/ Remove Hazards	Make Safer	Add Dog Park	Allow Off-Leash Dogs	Leash Dogs	Add Art Park	Maintain Art	Remove Art	Improve Trails Accessibility	Add Restrooms and /or water fountain	Regulate Homeless	Other Development
														Water Recreation
3030														(BI)
3031	Х											Х		,
3032			Х											
3033 3034	Х		x									X		Snack Bar/Café; Alternative Energy; Ferry Terminal (BI)
3035	X													
3037														Museum/Aq
3038														Museum/Aq; Educational Facility (BI)
3043	X										X			
3044	X													Cultural Center (BI)
3046									Х					
3047									Х					
3048														Alternative Energy; Water Recreation (BI)
3049	Х													
3050									Х					

BULB AN	INOTATIO	NS												
Map #	Leave Bulb As Is/Albany Owned	State Owned	Clean Up/ Remove Hazards	Make Safer	Add Dog Park	Allow Off-Leash Dogs	Leash Dogs	Add Art Park	Maintain Art	Remove Art	Improve Trails Accessibility	Add Restrooms and /or water fountain	Regulate Homeless	Other Development
3052														Educational Facility (BI)
3053														Small Theate
3054								Х						(2.)
3056	Х					х								
3064														Small Theate (BI); Alternative Energy (BI)
3065				Х			Х			Х				
3068		Х						Х						
3069	Х													
3072				-							Х			
3073		-		-						-	X			
3076 3077	X	-		-			_							
3077	X													
3078	X	1	X	+			-							
3080	X		^				-							
3081	X	+		+-										
3082 3083	X										x			Alternative Energy (BI)
3086	X	1		+			-				^			
3087	^			+										Museum/Aq
3088	+	+						Х						illassaili// (q

BULB AN	INOTATIO	NS												
Map #	Leave Bulb As Is/Albany Owned	State Owned	Clean Up/ Remove Hazards	Make Safer	Add Dog Park	Allow Off-Leash Dogs	Leash Dogs	Add Art Park	Maintain Art	Remove Art	Improve Trails Accessibility	Add Restrooms and /or water fountain	Regulate Homeless	Other Development
														Museum/Aq;
3090														Restaurant (BI)
3091	х										X			(DI)
3092	x													Alternative Energy (BI)
3093					х			х						
3094			Х								х			
3095			Х	х			х							
3096	Х													Marina (BI)
3097	Х													,
3098	Х										х			
3102				Х					Х		Х			
3103	Х													
3104														Cultural Center (BI)
3105					Х				Х		Х			
3106							Х				Х			
3108						Х								
3110		Х												
3111	Х								Х					
3115	Х										Х			
3116														Marina (BI); Restaurant (BI)
3117		Х		-	-				-					
3118		X		-							Х			
3120	Х	-		-	-									
3121														Amphitheate
3122	Х													

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Map#	Leave Bulb As Is/Albany Owned	State Owned	Clean Up/ Remove Hazards	Make Safer	Add Dog Park	Allow Off-Leash Dogs	Leash Dogs	Add Art Park	Maintain Art	Remove Art	Improve Trails Accessibility	Add Restrooms and /or water fountain	Regulate Homeless	Other Development
3123	х													
3124			Х											
3125											Х			
3126	Х								Х					
3127	Х													
3129			x											Water Recreation (BI)
3130														Museum/A
3131	Х													
3132	Х													
3134			Х											
3135	Х										х			
3137	Х				Х									
3138	Х			Х							х			
3139											х			
3141	Х					х			Х					
3142			Х											
3143	Х													
3144	Х													
3145	Х										х			
3147														
3148														Alternative Energy (BI)
3151							Х							
3152		Х												
3154														Water Recreation (BI)
3159	Х													/
3162	^							х						

BULB ANI	NOTATIO	NS												
Map #	Leave Bulb As Is/Albany Owned	State Owned	Clean Up/ Remove Hazards	Make Safer	Add Dog Park	Allow Off-Leash Dogs	Leash Dogs	Add Art Park	Maintain Art	Remove Art	Improve Trails Accessibility	Add Restrooms and /or water fountain	Regulate Homeless	Other Development
3163														Community Garden (BI)
3164			Х											(= 1)
3165	х													
3166	Х													
3167			Х								Х			
3168	Х													
3169	X													
TOTALS	47	5	11	4	4	4	4	5	10	1	20	3	1	

BULB ANN	IOTATION	TOTALS										
Leave Bulb As Is/Albany Owned	State Owned	Clean Up/ Remove Hazards	Make Safer	Add Dog Park	Allow Off Leash Dogs	Leash Dogs	Add Art Park	Maintain Art	Remove Art	Improve Trails & & Accessibility	Add Restrooms and /or water fountain	Regulate Homeless
47	5	11	4	4	4	4	5	10	1	20	3	1

			# of			% of		% of		
	# used in	% in	group	% of	# of resident	resident	# of regional	regional	# of youth	% of youth
USE	scenarios	scenarios	usages	groups	participants	participants	participants	participants	participants	participants
10-Story Hotel	4	29%	44	26%	153	24%	7	54%	44	44%
Boutique Hotel	8	57%	102	60%	384	60%	7	54%	38	38%
Retail/restaurant	7	50%	99	59%	346	54%	3	23%	71	70%
Condos	2	14%	24	14%	83	13%	7	54%	35	35%
Townhouses	2	14%	29	17%	102	16%	0	0%	9	9%
Housing (Total)	4	29%	53	31%	186	29%	7	54%	44	44%
5-story offices	2	14%	30	18%	96	15%	1	8%	4	4%
Campus-Type										
Offices	1	7%	14	8%	51	8%	0	0%	0	0%
Offices (Total)	3	21%	44	26%	147	23%	1	8%	4	4%
Museum/Aq	5	36%	63	37%	218	34%	0	0%	68	67%
GGF	1	7%	17	10%	64	10%	0	0%	12	12%
Amphitheater	1	7%	15	9%	51	8%	1	8%	51	50%
BRIGHT IDEAS										
Marketplace	1	7%	19	11%	70	11%	0	0%	4	4%
Ed. Facility	2	14%	27	14%	85	13%	4	31%	0	0%
Restaurant	2	14%	28	17%	103	16%	0	0%	21	21%
Sm. Theater	1	7%	19	11%	59	9%	4	31%	21	21%
Snack Bar/Café	1	7%	15	8%	54	8%	4	31%	8	8%
Water Rec	2	14%	33	20%	122	19%	1	8%	1	1%
Alternative Energy	2	14%	26	15%	103	16%	0	0%	18	18%
Transit	1	7%	6	4%	23	4%	0	0%	4	4%
GGF Reuse	1	7%	6	4%	19	3%	0	0%	0	0%
BUILT ACREAGE										
Less than 10 acres	2	14%	26	15%	98	15%	6	46%	0	0%
11-40 acres	6	42%	78	46%	260	41%	4	31%	15	15%
41 - 80 acres	5	35%	58	34%	204	32%	2	15%	56	55%
80 + acres	1	7%	16	9%	61	10%	1	8%	30	30%
KNOWN REVENUE										
No known Revenue	1	7%	9	6%	34	6%	0	0%	9	9%
\$1 - \$999,999m	2	14%	31	18%	123	19%	6	46%	4	4%
\$1m - \$2m	6	42%	67	40%	243	38%	0	0%	37	37%
\$2m - \$3m	3	21%	38	22%	136	21%	4	31%	17	17%
\$3m +	2	14%	25	14%	87	12%	3	23%	38	38%

Мар#	Zone 1 (Public)	Zone 2 (Near Public/Water)	Zone 3 (Fleming Pt.)	Zone 4 (Edge of Fl. Pt / Central)	Zone 5 (Near Freeway)	Zone 6 (Near Berkeley)	Zone 7 (In Water)
3170					Eco Hotel		
3171				Educational Facility (B.I.)			
3171				Snack Bar/Café (B.I)			
3171		Eco Hotel		Theater (B.I.)			
3172		Retail/Restaurant				Condos	
3172		Retail/Restaurant	Water Recreation (B.I)		5 story Office	Conference Center/Hotel	
3172	:	Retail/Restaurant	Amphitheater		5 story Office	Eco Hotel	
3172		Condos					
3173					Condos		
3173					Condos		
3173					Condos		
3173					Conference Center/Hotel		
3174				Retail/Restaurant	Condos		
3174				Retail/Restaurant	Condos		
3174				Retail/Restaurant	Condos		
3174 3174				Retail/Restaurant	Condos Condos		

REGIO	NAL	CHIP, PA	ARTICIPA	ANT A	ND	GROL	JP T	OTALS	+ PEF	RCEN	TAGE	S																
. 1			-	<u>@</u>			D	v	ĘΕ			S	_							Br	ight I	deas						
	# of	Driver	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campu	5-Story Office	Water Rec	Resto	Alt. En.	Edu.	Market	Small Thtr.	Café	Marina	Culture Center	Pier	Fit	Ferry	Transit	GGF Reuse	Comm Garden
3170	2	2 RA		1																								
3171		4 OS		1													1		1	1								
3172	1	1 FAM	1	1				2		1	3		2	1														
3173		4 RA	1			1		3																				
3174	2	2 FAM	1					3			4																	
С	hip	Totals	3	3	0	1	0	8	0	1	7	0	2	1	0	0	1	0	1	1	0	0	0	0	0	0	0	(
Gr	oup	Totals	3	3	0	1	0	3	0	1	2	0	1	1	0	0	1	0	1	1	0	0	0	0	0	0	0	C
(Gro	up %	60%	60%	0	20%	0	60%	0	20%	40%	0	20%	20%	0	0	20%	0	20%	20%	0	0	0	0	0	0	0	C
Parti	cipa	nt Totals	7	7	0	4	0	7	0	1	3	0	1	1	0	0	4	0	4	4	0	0	0	0	0	0	0	C
Pa	rtici	pant %	54%	54%	0	31%	0	54%	0	8%	23%	0	8%	8%	0	0	31%	0	31%	31%	0	0	0	0	0	0	0	0

REGIO	NAL R	EVENUE	TOTALS										
Map #	# of ppl	Driver	TOTAL	CC Hotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	5 Story Office
3170	2	RA	\$700,000		\$700,000								
3171	4	OS	\$700,000		\$700,000								
3172	1	FAM	\$4,550,000	\$1,400,000	\$700,000				\$700,000		plus	\$1,050,000	\$700,000
3173	4	RA	\$2,450,000	\$1,400,000					\$1,050,000				
3174	2	FAM	\$3,850,000	\$1,400,000					\$1,050,000			\$1,400,000	

REGIONAL	L REVENUI	ES + AVERAGES E	BY DRIVER
Мар#	# of ppl	Driver	TOTAL REVENUE
3172	1	FAM	\$4,550,000
3174	2	FAM	\$3,850,000
Fam	ilies Avera	ge Revenue	\$4,200,000
3171	4	OS	\$700,000
Open	Space Ave	rage Revenue	\$700,000
3170	2	RA	\$700,000
3173	4	RA	\$2,450,000
Regional A	Asset Avera	age Revenue	\$1,575,000

REGIO	NAL DE	VELOP	MENT + OPEN	I SPACE/B.I. AC	REA	GE									
Map#	# of ppl	Driver	TOTAL DEV ACREAGE	TOTAL OPEN ACREAGE	CC Htl.	Eco Htl.	GGF	Pkg.	Hsg.	Con.	Mus Aq.	Thr	RtI Rst	Cps Off	5-St. Off
3172	1	FAM	85.5	104.5	5	8.5				10		20	24		18
3174	2	FAM	52	138	5					15			32		
3173	4	RA	25	165	5			5		15					
3170	2	RA	8.5	181.5		8.5									
3171	4	OS	8.5	181.5		8.5									

REGIONAL TOTALS BY ZONE

NO DEVELOPMENT IN ZONE1

ZONE 2 TOTALS	
Use	# of chips in zone
Condos	1
Eco Hotel	1
Retail Restaurant	3

ZONE 3 TOTALS	
Use	# of chips
Amphitheater	1
Water Recreation (B.I)	1

ZONE 4 TOTALS	
Use	# of chips in zone
Educational Facility (B.I.)	1
Retail/Restaurant	4
Snack Bar/Café (B.I)	1
Theater (B.I.)	1

ZONE 5 TOTALS	
Use	# of chips in zone
5 story Office	2
Condos	6
Conference Center/Hotel	2
Eco Hotel	1

ZONE 6 TOTALS	
Use	# of chips in zone
Condos	1
Conference Center/Hotel	1
Eco Hotel	1

NO DEVELOPMENT IN ZONE 7

REGIONAL TOTALS BY USE

Use	# of Chips	Zone
5 story Office	2	Zone 5
	TOTAL	2
Use	# of Chips	Zone
Amphitheater	. 1	Zone 3
i i	TOTAL	1
Use	# of Chips	Zone
Condos	1	Zone 2
Condos	6	Zone 5
Condos	1	Zone 6
	TOTAL	8
Use	# of Chips	Zone
Conference Center/Hotel	2	Zone 5
Conference Center/Hotel	1	Zone 6
	TOTAL	3
Use	# of Chips	Zone
Eco Hotel	1	Zone 2
Eco Hotel	1	Zone 5
Eco Hotel	1	Zone 6
	TOTAL	3
Use	# of Chips	Zone
Educational Facility (B.I.)	1	Zone 4
	TOTAL	1
Use	# of Chips	Zone
Retail Restaurant	3	Zone 2
Retail/Restaurant		Zone 4
	TOTAL	7
Use	# of Chips	Zone
Snack Bar/Café (B.I)	1	Zone 4
	TOTAL	1
Use	# of Chips	Zone
Theater (B.I.)	1	Zone 4
To the state of th	TOTAL	1
Use	# of Chips	Zone
Water Recreation (B.I)	1	Zone 3
2 2 (=)	TOTAL	1
		•

Mon #	Zone 1 (Public)	Zone 2 (Near Public/Water)	Zone 3 (Fleming	Zone 4 (Edge of Fl. Pt / Central)	Zone 5 (Near Freeway)	Zone 6 (Near Berkeley)	Zone 7 (In Water)
Мар#	Zone i (Public)	Public/water)	Pt.)	Pt / Central)	rreeway)	berkeley)	Zone / (in water)
			Private High				
3175	Townhouses	Condos	School Campus	Retail/Restaurant		Conf Center / Hotel	Marina (B.I.)
3175			Museum/Aq	Retail/Restaurant			
3175				Retail/Restaurant			
3176	Condos	Parking			Townhouses		Museum/Aq
3176	Condos	Parking			Townhouses		
3176	Condos	Parking			Townhouses		
3176	Condos	Parking			Townhouses		
	Private High	_					
3176	School Campus	Parking			Townhouses		
3177	Retail/Restaurant	Small Theater (B.I)		Eco Hotel	Retail/Restaurant	Museum/Aq	
3177	Retail/Restaurant	` ,			Retail/Restaurant	·	
				Alternative Energy			
3178		Restaurant (B.I.)	Museum/Ag	(B.I.)		Conf Center / Hotel	
		` ,		Alternative Energy			
3178		Condos	Museum/Aq	(B.I.)			
		Alternative Energy		Alternative Energy			
3178		(B.I.)	Museum/Ag	(B.I.)			
3179		Retail/Restaurant	Retail/Restaurant	Retail/Restaurant		Condos	
3179		Retail/Restaurant					
3179		Retail/Restaurant					
3179		Conf Center / Hotel					
		Water Recreation					
3180		(B.I.)	Museum/Ag			Amphitheater	
3180	<u> </u>	,	Conf Center/Hotel			p :	

YOUTH	CHIE	, PAR	TICIP.	ANT.	AND	GRO	UP T	OTAL	S + PE	RCE	NTAC	ES																			
	e		_	<u>_</u>		_			- E			'n										В	right	dea	s						
Map #	# of people	Driver	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office	High School	5-Story Office	Water Rec	Resto	Alt. En.	Edu.	Market	Small Thr.	Café	Marina	Culture Center	Pier	Fit	Ferry	Transit	GGF	Comm Garden	Skate Park	Arcade
3175	1	FAM	1				1		1		3		1									1									
3176	4	N/A			1	5	5	4	1				1																		
3177	4	N/A		1					1		4									1											
3178	4	N/A	1					1	3							1	2														
3179	3	N/A	1					1			5																				
3180	1	n/a	1						1	1					1																
3181	4	OS	1	1				2	1		4															1					
3182	4	OS		1			1		1	1									1		1								1		
3183	4	OS		1						1	5						1														1
3184	4	Fam							2	1			1																1	1	1
3185	4	OS	1							1	5																			1	
3186	4	ED	1		1	3					3																	1			1
3187	5	OS	1	1				3	2	1	3						1													1	1
3188	5	n/a	1					1	1		2					1				1											
3189	5	n/a							2	1	4						1														1
3190	5	n/a								1																					
3191	4	n/a	2					2			4										1						1				
3192	5	n/a		1					1	1	3																			1	
3193	5	n/a							2	1	4													1							
3194	5	n/a	1					4	1	1	4																				
3195	4	n/a		1					2	1	3									1			1								
3196	4	n/a		1		5			1				1			1				1											
3197	4	n/a	1		1	5										1														1	1
3198	5	n/a				5					5																				
3199	4	n/a		1					1		4			1		1				1											

YOU	YOUTH CHIP, PARTICIPANT AND GROUP TOTALS + PERCENTAGES																															
	Τ.	e l		_	<u></u>			70	v	- E													В	right l	deas	3						
Map #		# of peop	Driver	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Reston Office Campu School Office Campu School Office Office Califor Cafe Marina Culture Conter Pier Fit Center Ferry Transit GGF GGF GGF GGF GGF ACCOUNT Conter Ferry Transit Canter Ferry Transit GGF GGF GGF Ferry Transit Garden Skate Park									Arcade										
С	hip 1	Total	ls	13	9	3	23	7	19	24	12	65	0	4	1	1	5	5	0	1	5	2	1	1	1	0	1	1	1	2	5	6
Gr	oup	Tota	als	12	9	3	5	3	9	17	12	17	0	4	1	1	5	4	0	1	5	2	1	1	1	0	1	1	1	2	5	6
Grou	р Ре	ercen	ntage	48%	36%	12%	20%	12%	36%	68%	48%	68%	0%	16%	4%	4%	20%	16%	0%	4%	20%	8%	4%	4%	4%	0%	4%	4%	4%	8%	20%	24%
Parti	cipa	nt To	otals	44	38	12	21	9	35	68	51	71	0	13	4	1	21	18	0	4	21	8	1	4	5	0	4	4	4	8	22	26
P	artic	cipan	nt	44%	38%	12%	21%	9%	35%	67%	50%	70%	0%	13%	4%	1%	21%	18%	0%	4%	21%		1%	4%	5%	0%	4%	4%	4%	8%	22%	26%

	Φ										0		5.	
Map #	# of people	Driver	TOTAL	CCHotel	Eco Hotel	GGF	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	High School	5-Story Office
3175	1	FAM	\$3,150,000	\$1,400,000			\$350,000	\$350,000	plus		\$1,050,000		plus	
3176	4	N/A	\$4,850,000			\$1,700,000	\$1,750,000	\$1,400,000					plus	
3177	4	N/A	\$2,100,000		\$700,000				plus		\$1,400,000			
3178	4	N/A	\$1,750,000	\$1,400,000				\$350,000	plus					
3179	3	N/A	\$3,500,000	\$1,400,000				\$350,000			\$1,750,000			
3180	1	n/a	\$1,400,000	\$1,400,000					plus	plus				
3181	4	OS	\$4,200,000	\$1,400,000	\$700,000			\$700,000	plus		\$1,400,000			
3182	4	OS	\$1,050,000		\$700,000		\$350,000		plus	plus				
3183	4	OS	\$2,450,000		\$700,000					plus	\$1,750,000			
3184	4	Fam	\$0						plus	plus			plus	
3185	4	OS	\$3,150,000	\$1,400,000						plus	\$1,750,000			
3186	4	ED	\$4,150,000	\$1,400,000		\$1,700,000					\$1,050,000			
3187	5	OS	\$4,200,000	\$1,400,000	\$700,000			\$1,050,000	plus	plus	\$1,050,000			
3188	5	n/a	\$2,450,000	\$1,400,000				\$350,000	plus		\$700,000			
3189	5	n/a	\$1,400,000						plus	plus	\$1,400,000			
3190	5	n/a	\$0							plus				
3191	4	n/a	\$3,500,000	\$1,400,000				\$700,000			\$1,400,000			
3192	5	n/a	\$1,750,000		\$700,000				plus	plus	\$1,050,000			
3193	5	n/a	\$1,400,000						plus	plus	\$1,400,000			
3194	5	n/a	\$4,200,000	\$1,400,000				\$1,400,000	plus	plus	\$1,400,000			
3195	4	n/a	\$1,750,000		\$700,000				plus	plus	\$1,050,000			
3196	4	n/a	\$700,000		\$700,000				plus				plus	
3197	4	n/a	\$3,100,000	\$1,400,000		\$1,700,000								
3198	5	n/a	\$1,750,000								\$1,750,000			
3199	4	n/a	\$2,450,000		\$700,000				plus		\$1,400,000			\$350,00

YOUTI	H DE	VELOPI	MENT + OPE	N SPACE/B.I.	ACRE	AGE										
Map #	# of ppl	Driver	TOTAL DEVELOPE D ACREAGE	TOTAL OPEN ACREAGE	CCHotel	Eco Hotel	GGF	Parking	Housing	Condos	Museum Aquarium	Theater	Retail Resto	Office Campus	High School	5-Story Office
3175	1	FAM	57	133	5				9	5	4		24		10	
3176	4	N/A	190	37			54	25	40	20	4				10	
3177	4	N/A	190	145.5		8.5					4		32			
3178	4	N/A	190	168	5					5	12					
3179	3	N/A	50	140	5					5			40			
3180	1	N/A	29	161	5						4	20				
3181	4	OS	59.5	130.5	5	8.5				10	4		32			
3182	4	OS	41.5	148.5		8.5			9		4	20				
3183	4	OS	68.5	121.5		8.5						20	40			
3184	4	Fam	38	152							8	20			10	
3185	4	OS	65	125	5							20	40			
3186	4	ED	98	92	5		54	15					24			
3187	5	OS	80.5	109.5	5	8.5				15	8	20	24			
3188	5	n/a	30	160	5					5	4		16			
3189	5	n/a	60	130							8	20	32			
3190	5	n/a	20	170								20				
3191	4	n/a	52	138	10					10			32			
3192	5	n/a	56.5	133.5		8.5					4	20	24			
3193	5	n/a	60	130							8	20	32			
3194	5	n/a	81	109	5					20	4	20	32			
3195	4	n/a	60.5	129.5		8.5					8	20	24			
3196	4	n/a	47.5	142.5		8.5		25			4				10	
3197	4	n/a	84	106	5		54	25								
3198	5	n/a	65	125				25					40			
3199	4	n/a	53.5	136.5		8.5					4		32			9

YOUTH TOTALS BY USE

Use	# of Chips	Zone
Alternative Energy		
(B.I.)	1	Zone 2
Alternative Energy		
(B.I.)	3	Zone 4
TOTAL	4	

Use	# of Chips	Zone
Amphitheater	1	Zone 6
TOTAL	1	

Use	# of Chips	Zone
Condos	4	Zone 1
Condos	2	Zone 2
Condos	1	Zone 6
TOTAL	7	

Use	# of Chips	Zone
Conf Center/Hotel	1	Zone 2
Conf Center/Hotel	2	Zone 6
Conf Center/Hotel	1	Zone 3
TOTAL	4	

Use	# of Chips	Zone
Eco Hotel	1	Zone 4
TOTAL	1	

Use	# of Chips	Zone
Marina (B.I.)	1	Zone 7
TOTAL	1	

Use	# of Chips	Zone
Museum/Aq	5	Zone 3
Museum/Aq	1	Zone 6
Museum/Aq	1	Zone 7
TOTAL	7	

Use	# of Chips	Zone
Parking	5	Zone 2
TOTAL	1	

Use	# of Chips	Zone
Private High School		
Campus	1	Zone 1
Private High School		
Campus	1	Zone 3
TOTAL	2	

Use	# of Chips	Zone
Restaurant (B.I.)	1	Zone 2
TOTAL	1	

Use	# of Chips	Zone
Retail/Restaurant	2	Zone 1
Retail/Restaurant	3	Zone 2
Retail/Restaurant	1	Zone 3
Retail/Restaurant	4	Zone 4
Retail/Restaurant	2	Zone 5
TOTAL	12	

Use	# of Chips	Zone
Small Theater (B.I)	1	Zone 2
TOTAL	1	

Use	# of Chips	Zone
Townhouses	1	Zone 1
Townhouses	5	Zone 5
TOTAL	6	

Use	# of Chips	Zone
Water Recreation		
(B.I.)	1	Zone 2
TOTAL	1	

YOUTH TOTALS BY ZONE

ZONE 1 TOTALS

Use	# of chips in zone
Condos	4
Private High School Campus	1
Retail/Restaurant	2
Townhouses	1

ZONE	5 TOTAL	S
	U . U	_

Use	# of chips in zone
Retail/Restaurant	2
Townhouses	5

ZONE 2 TOTALS

Use	# of chips in zone
Alternative Energy (B.I.)	1
Condos	2
Conf Center / Hotel	1
Parking	5
Restaurant (B.I.)	1
Retail/Restaurant	3
Small Theater (B.I)	1
Water Recreation (B.I.)	1

ZONE 6 TOTALS

Use	# of chips in zone
Amphitheater	1
Condos	1
Conf Center / Hotel	2
Museum/Aq	1

ZONE 3 TOTALS

Use	# of chips in zone
Conf Center/Hotel	1
Museum/Aq	5
Private High School Campus	1
Retail/Restaurant	1

ZONE 7 TOTALS

Use	# of chips in zone
Marina (B.I.)	1
Museum/Aq	1

ZONE 4 TOTALS

Use	# of chips in zone
Alternative Energy (B.I.)	3
Eco Hotel	1
Retail/Restaurant	4

			# of			
	# used in	% in	group	% of	# of	% of
USE	scenarios	scenarios	usages	groups	participants	participants
10 story hotel	4	29%	44	26%	153	24%
Boutique Hotel	8	57%	102	60%	384	60%
Retail/restaurant	7	50%	99	59%	346	54%
Condos	2	14%	24	14%	83	13%
Townhouses	2	14%	29	17%	102	16%
Housing (Total)	4	29%	53	31%	186	29%
5-story offices	2	14%	30	18%	96	15%
Campus-Type Offices	1	7%	14	8%	51	8%
Offices (Total)	3	21%	44	26%	147	23%
Museum/Aq	5	36%	63	37%	218	34%
GGF	1	7%	17	10%	64	10%
Amphitheater	1	7%	15	9%	51	8%
Bright Ideas						
Marketplace	1	7%	19	11%	70	11%
Ed. Facility	2	14%	27	14%	85	13%
Restaurant	2	14%	28	17%	103	16%
Sm. Theater	1	7%	19	11%	59	9%
Snack Bar/Café	1	7%	15	8%	54	8%
Water Rec	2	14%	33	20%	122	19%
Alternative Energy	2	14%	26	15%	103	16%
Transit	1	7%	6	4%	23	4%
GGF Reuse	1	7%	6	4%	19	3%
Built Acreage						
Less than 10 acres	2	14%	26	15%	98	15%
11-40 acres	6	42%	78	46%	260	41%
41 - 80 acres	5	35%	58	34%	204	32%
80 + acres	1	7%	16	9%	61	10%
Known Revenue						
No known Revenue	1	7%	9	6%	34	6%
\$1 - \$999,999m	2	14%	31	18%	123	19%
\$1m - \$2m	6	42%	67	40%	243	38%
\$2m - \$3m	3	21%	38	22%	136	21%
\$3m +	2	14%	25	14%	87	12%

Photos: Phase One

































































































Online Survey and Responses

- For two weeks in November 2009, Albany residents had the opportunity to participate in a Voices to Vision survey, online, to provide information that would help design Phase Two, and also clarify some points raised during Phase One sessions. All Albany residents were invited to respond to the survey, regardless of whether or not they participated in Phase One.

The Albany Waterfront

Voice your Vision Online! www.voicestovision.com Nov 6 to Nov 20, 2009





Postcard mailed to every Albany household

The Albany Waterfront

Voice your Vision Online! www.voicestovision.com Nov 6 to Nov 20, 2009





TV ad on KALB





Survey Results -- Overview

Voices to Vision Survey - 2009

Respondents:469 displayed, 469 totalStatus:OpenLaunched Date:11/09/2009Closed Date:N/A

Display all pages and questions

Manage Filters

Export Data

0 filters

Response Response

Individual Responses

Share Results Disabled

1. Phase 1?

	Response Total	Response Percent
Yes, I participated in a Voices to Vision session in the	202	43%
spring. No, I did not participate in any of the Voices to Vision sessions held this spring.		
	267	57%
	Total Respondents	466
	(skipped this question)	3

2. Why did you choose not to participate in the Voices to Vision community sessions?

	Total	Percent
Scheduling conflicts	141	55%
Lack of childcare	16	6%
Illness	6	2%
Lack of interest	18	7%
Lack of transportation	4	2%
Other, please specify: view	70	27%
	Total Respondents	255
	(skipped this question)	214

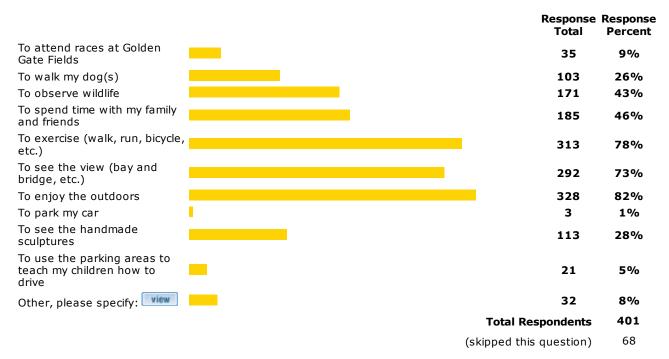
3. How many times in the last 12 months have you visited the waterfront? (check one)



4. When you visited the waterfront, over the past 12 months, which areas did you visit?



5. In general, why do you go to the waterfront? (Check all that apply)



6. Please note which of the following statements reflect your thinking about the waterfront. (Check all that apply.)



7. Which of the following statements best reflect your views?

		Response Total	Response Percent
Golden Gate Fields is a landmark with historic significance.		55	12%
Golden Gate Fields should be demolished to enable the site to be converted to a different use.		131	29%
The racetrack should continue to operate as long as the owner wants.	ı	148	33%
The racetrack should continue to operate, but should be rezoned to allow for additional uses.		105	23%
I'm not sure what the future of Golden Gate Fields should be.		105	23%
Other comments about Golden Gate Fields Racetrack:		80	18%
		Total Respondents	450
	(skipped this question)	19

8. Which of the following statements best reflect your feelings? (check one)

				Response Total	Response Percent
I 'd like to see a phased development of the waterfront to ensure that the city preserves current tax revenues.				92	21%
I'd like to see the entire waterfront become public park land, developed for outdoor uses (with only park-related amenities) through city and regional bond measures.				120	27%



In 2008, Golden Gate Fields generated \$1.7 million in tax revenues for the city of Albany and its schools. If tax revenues from Golden Gate Fields significantly decreased (potentially to zero), how should the city replace those revenues? (check up to 3 responses)

		Response Total	Response Percent
Impose an additional parcel tax on Albany homeowners.		52	12%
Increase retail development and tax generating activities in existing commercial corridors (e.g. Solano Avenue and/or San Pablo Avenue) by		173	38%
rezoning for higher buildings and greater density.			
Prompt development in other commercial corridors (e.g.		195	43%
Cleveland Avenue).		133	45 70
Create a development plan for the waterfront that would			
provide tax revenues equal to		284	63%
those generated by racing, while increasing open space.			
Decisions about the future of			
the waterfront should be independent of issues related		89	20%
to tax generation.			
It's not my problem to worry about tax revenues.	l e e e e e e e e e e e e e e e e e e e	6	1%
Other, please explain: view		78	17%
	то	otal Respondents	452
	(skipp	ed this question)	17

10. The kind of "green, open space" that I want to see at the waterfront is best defined as:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Response Total	Response Average
Restored natural habitats with limited human access	22% (97)[1]	33% (145)[2]	17% (73)[3]	16% (70)[4]	13% (58)[5]	442	[2.65]
Park lands and recreational uses	54% (243)[1]	38% (173)[2]	6% (27)[3]	2% (7)[4]	1% (3)[5]	453	[1.57]
Athletic fields	9% (37)[1]	18% (80)[2]	32% (139)[3]	22% (96)[4]	19% (83)[5]	435	[3.25]

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4/8

03/24/2010		9	Survey Results	Overview			
Lawns, gardens, terraces, patios, courtyards surrounding buildings	11% (48)[1]	22% (92)[2]	21% (88)[3]	23% (97)[4]	24% (102)[5]	425 454	[3.26]
						_	

(skipped this question)

15

11. Do you feel the waterfront should be a place for:

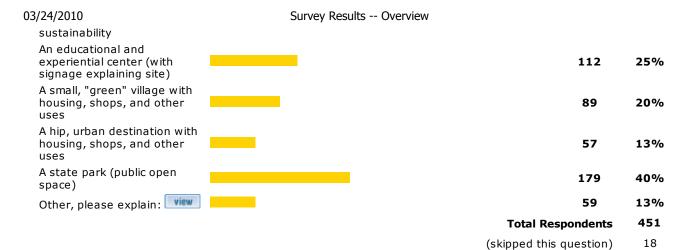
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Response Total	Response Average
Housing	5% (20)[1]	11% (49)[2]	16% (70)[3]	25% (108)[4]	43% (189)[5]	435	[3.91]
Enjoying nature	70% (316)[1]	27% (121)[2]	3% (13)[3]	0% (1)[4]	1% (3)[5]	454	[1.36]
Shopping	6% (26)[1]	18% (76)[2]	22% (97)[3]	20% (86)[4]	34% (148)[5]	433	[3.59]
Entertainment venues	8% (33)[1]	21% (88)[2]	26% (113)[3]	22% (93)[4]	24% (103)[5]	428	[3.34]
Visitors to stay overnight	11% (48)[1]	24% (103)[2]	28% (122)[3]	15% (64)[4]	22% (96)[5]	433	[3.13]
Exercise and sports	28% (123)[1]	46% (202)[2]	19% (86)[3]	4% (16)[4]	4% (16)[5]	443	[2.10]
Restaurants	15% (67)[1]	35% (156)[2]	24% (108)[3]	12% (54)[4]	13% (58)[5]	441	[2.73]
Waterfront recreation	41% (182)[1]	45% (200)[2]	10% (45)[3]	3% (12)[4]	1% (5)[5]	444	[1.78]
Green, open space (park) only	28% (123)[1]	26% (115)[2]	15% (66)[3]	15% (66)[4]	16% (68)[5]	438	[2.64]
Generating alternative energy	14% (61)[1]	31% (133)[2]	38% (165)[3]	10% (42)[4]	8% (35)[5]	436	[2.67]
Offices	5% (20)[1]	10% (43)[2]	24% (102)[3]	25% (108)[4]	37% (161)[5]	433	[3.80]
Educational center(s)	14% (63)[1]	38% (166)[2]	33% (144)[3]	7% (30)[4]	9% (40)[5]	442	[2.59]
Research Institute(s)	10% (42)[1]	27% (119)[2]	39% (170)[3]	13% (56)[4]	11% (50)[5]	436	[2.89]
Racetrack and open space only	5% (20)[1]	13% (54)[2]	30% (126)[3]	27% (117)[4]	26% (111)[5]	427	[3.57]
Racetrack, open space, and other uses	9% (37)[1]	25% (110)[2]	25% (109)[3]	17% (73)[4]	24% (106)[5]	434	[3.23]
				Tota	I Respondents	454	
				(skipped	this question)	15	

12. When envisioning the future of the waterfront, which description best matches your vision? (check up to 3 responses)



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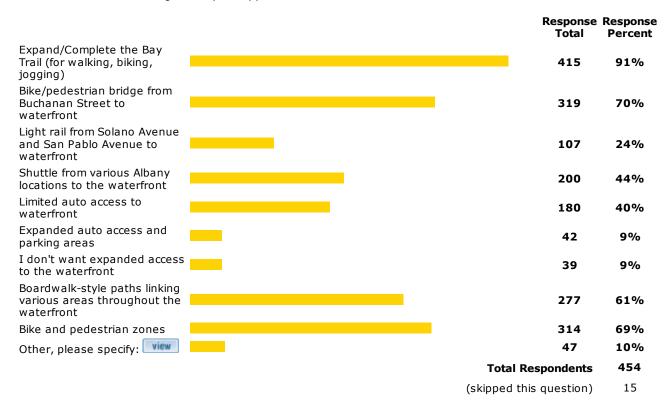
5/8



13. Would you support using city funds to investigate the potential to develop alternative energy at the waterfront?



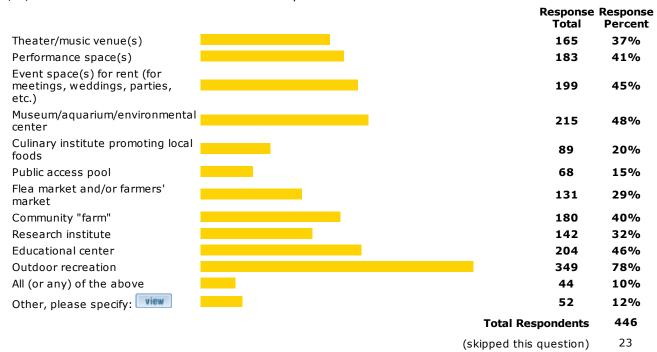
14. Which of the following would you support?



15. Many participants favored waterfront uses to enhance what they called the "good of the community." Which of the following community uses would you support at the waterfront?



Survey Results -- Overview



16. To what extent do you support allowing dogs at the waterfront? (check one)

	Respoi Tota	nse Response I Percent
On-leash only; in specified areas	106	24%
On-leash only; throughout site	68	15%
Off-leash; in clearly- designated areas	190	42%
Off -leash; throughout the site	42	9%
Not at all; dogs should be prohibited from the waterfront area	 34	8%
Not sure	13	3%
	Total Responder	nts 450
	(skipped this question	n) 19

17. In which age range are you? (check one)

	Response	•
15.20	Total	Percent
15-20	0	0%
21-30	13	3%
31-40	68	15%
41-55	172	38%
56-65	152	34%
Over 65	46	10%
	Total Respondents	451
	(skipped this question)	18

18. Are you an Albany resident?



19. If you live in Albany, do you rent or own your home?



20. How long have you lived in Albany?

	Response Total	Response Percent
Less than a year	16	4%
1 - 5 years	81	18%
6 - 10 years	86	19%
11 - 20 years	113	25%
21 - 30 years	77	17%
30+ years	74	17%
	Total Respondents	447
	(skipped this question)	22

21. Do you think you will still be living in Albany in five years?



22. Are there any other comments you would like to share about the waterfront or the community process?

View responses to this question view	
Total Respondents	209
(skipped this question)	260

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Respondents' Comments

Why did you choose not to participate in the Voices to Vision community sessions?

- 1. It's the same exercise I did in middle school
- 2. [No Answer Entered]
- Being a single Dad to two teenaged kids- have to manage time carefully
- 4. DON'T REMEMBER
- 5. [No Answer Entered]
- 6. not aware of it
- 7. I just moved back to the area
- 8. not aware
- 9. Didn't know about it!
- 10. New residents (from Berkeley)
- 11. Not a resident at the time
- 12. As a renter/student I don't feel as connected to Albany
- 13. did not know about it
- 14. not available
- 15. Moved to Albany in the Fall of 2009
- 16. Difficult to make time for with kids, work, etc.
- 17. my spouse did
- 18. The waterfront initiatives have been going on for years with no substantive resolve. Am plsd tho w/conversion of GGF parking area into play fields.
- 19. Didn't know of them
- 20. was not aware
- 21. Did not hear/ know about them.
- 22. was not aware
- 23. busy!
- 24. I RESENT YOU COSTING US 3/4 MILLION DOLLARS FOR 'VISIONING'
- 25. forgot to write it on my calendar
- 26. busy life
- 27. Never heard about them
- 28. I wasn't aware the meetings were taking place
- 29. Did not know
- 30. Unaware
- 31. [No Answer Entered]
- 32. did not know of it
- 33. Just moved to Albany
- 34. Wasn't aware of sessions.
- 35. just moved to Albany in July

- 36. I feared the outcome of the sessions would be biased.
- 37. I live here only part-time. In Eureka ten days each month.
- 38. Did not know about it
- 39. The feeling, drawn from experience watching the City at work, that it would make no difference what was said or done at a meeting or otherwise
- 40. Not informed on sessions occurences
- 41. Did not hear about it
- 42. too busy...worn out by the previous round of negotiating
- 43. no extra time
- 44. NO ROOM TO ANSWER THE QUESTION
- 45. Do people really listen? Do really care? and whata waste of time
- 46. Just moved to Albany
- 47. [No Answer Entered]
- 48. not aware of it
- 49. Didn't know about it.
- 50. Relocated to Albany after Spring 2009
- 51. I was so concerned about revenue for schools that I wasn't sure I had a balanced, fair perspective.
- 52. not sure, probably combination of the first two
- 53. Hadn't really heard about it. What is voices to vision?
- 54. Did not hear about it.
- 55. Felt my views would be expressed at those meetings.
- 56. unaware
- 57. other members of my family did participate, representing my views.
- 58. Interested, but too busy with other things
- 59. Too busy
- 60. Nursing School
- 61. was unaware
- 62. not in town
- 63. Believe their is a vocal minority that insists on leaving the bulb "funky" but in actuality a rebar littered liability to the City
- 64. was not notified

- 65. I was not an Albany resident until August 1
- 66. My disability precludes me from such activities
- 67. just didnt manage to get there
- 68. the whole process is a joke and a waste of time and money
- 69. I'm not sure I knew about it
- 70. lack of notice

When you visited the waterfront, over the past 12 months, which areas did you visit?

- [No Answer Entered]
- 2. Doubletree hotel gym/pool
- 3. the entire bay trail bike path from Emeryville to Richmond
- 4. drove along access road
- 5. SOCCER fields
- 6. dog park
- 7. parking lot to teach a young driver
- 8. we overlook the area from the hill so "visit" everyday
- [No Answer Entered]
- 10. [No Answer Entered]
- 11. [No Answer Entered]
- 12. part of the trail to the bulb and the birdwatching place
- 13. bike path
- 14. the cove
- 15. the parking lot

Question 5

In general, why do you go to the waterfront? (Check all that apply)

Full Response

- 1. landscape photography
- 2. Waterfront Clean up days
- 3. [No Answer Entered]
- 4. To commute (on my bike)
- 5. To travel from Emeryville to Buchanan on bike trail
- To enjoy "open space" which is difficult to find in Albany
- To use Western Rack Store at the racetrack I own a pleasure horse and it's one of the few surviving tack stores in the Bay Area

- 8. photography
- 9. for sea bird rescue
- 10. to see what is going on
- 11. Launch kayaks
- 12. I went to help clean the waterfront pick up trash
- 13. commuting by bicycle
- 14. TO REMOVE TRASH
- 15. beach clean up
- 16. to clean up a section of the shoreline
- 17. [No Answer Entered]
- 18. picknicking and sunset watching
- 19. Connect to the Bay Trail
- 20. tour with wfc
- 21. Fresh air, and quiet (when no dogs are barking)
- 22. Rollerskate on smooth asphalt
- 23. I would have liked to launch my kayak but alas no access!
- 24. Would be nice to use the parking area to teach my kids how to drive.
- 25. To watch the Fourth of July fireworks shows
- 26. to get away from cars, traffic, noise, and pollution
- 27. To pick blackberries
- 28. To fly a kite
- 29. to enjoy the beach and the birds
- 30. kitesurfing
- 31. take some food and eat in the area
- To buy two bales of straw to use in my garden from the supplier to the racetrack

Question 7

Which of the following statements best reflect your views?

- 1. It is an excellent source of revenue
- 2. Then maximum open space
- if the owners don't want to continue they should allow additional use such as low height housing, limited retail, and open space as richmond has done
- 4. NO MALL HOULD BE BUILD
- 5. It's an embarrasment to Albany
- Any additional use should be consistent with the park uses i.e. no convention centers nor shopping malls
- 7. Light commercial (mainly aquatic)/ public park, etc.

- 8. Bring nature back to the Bay GGF is too much commercialism
- 9. if it stays don't develop it further, and turn 1/2 the parking lot into open space
- 10. It is ugly and horse racing is antiquated. However, it brings revenue to Albany which must be replaced.
- 11. replace it with a cardroom, a large open space and possibly other functions. We need more income from the area than we are currently getting.
- 12. I really enjoy \$1 Sundays. It is an affordable way to spend an afternoon.
- 13. The field house could be significantly reduced in size, but I see no conflict between various uses and existence of the track.
- 14. The waterfront area should be designated a regional seashore park and restored as much as possible to its natural state for nature-based recreation.
- 15. Support rezoning/ demolishment of GGF *if* the new use enhanced the beauty of the landscape and did not detract (e.g. mall or high rise condos)
- 16. It should NOT be converting to a mall because of existing traffic even on weekends
- 17. Continue to operate, smaller scale, some remodeling
- 18. I endorse the preservation of Golden Gate Fields, but would like to see more focus on public use for the adjacent waterfront.
- 19. Golden Gate fields does not take care in invasive plants, such as pompus grass or the stranded cats that are dumped in their parking lot.
- the city should remain open to negotiating with owner over potential development opps
- 21. If taken down, it should be turned into a park.
- 22. Tear it down and use the land for public access open space.
- 23. I would be in favor of demolishing the racetrack if the land were to be preserved from development, i.e., I'd like to see it revert to "wilderness".
- 24. Race Track owner and Region should find way to accommodate bay trail.
- 25. a horse racetrack is an inappropriate use of this particular land.
- 26. If and when the racetrack can no longer continue to operate, the city of Albany should carefully consider appropriate uses for the site and rezone.

- 27. Sea level rise may make a lot of this moot
- 28. The racetrack should continue if economically viable; if situation changes better use of site should be made w/ income to city/recreation included
- It is fair to allow the Race Track to continue, I am opposed to additional uses such as other types of gambling, casino, etc
- 30. Build a mall
- 31. None of these choices accurately reflect my views. They reflect the views of the survey author.
- I don't like having a gambling venue in our city.(Only value is the tax income)
- Consider transition to park and open space and commercial uses if GG Fields goes.
- Albany does not need more commercial spacewe have plenty of vacant commercial space on Solano and San Pablo.
- 35. Once race track leaves (we hope soon), redo area with appropriate retail near 580 [for revenue], then a thick buffer of trees and a park by the water
- 36. transform it to a multi-use facility, i.e.: concerts and events
- Notify potential buyers in pending sale February 20,
 2010, that Albany wants parks and open space, with minimum development to offset lost revenues.
- 38. Not sure some of these are mutually exclusive. GG Fields owner has right to operate use, but I would like to eventually see the site converted
- 39. It is a colossal waste of precious seafront space
- 40. repurpose existing structures when GGF folds
- This is private property whose owners have a long history of being good neighbors and tax payers in Albany.
- 42. WHY NOT LEARN TO GET ALONG WITH THE TRACK?
- 43. The heyday of live horse racing is long gone
- 44. [No Answer Entered]
- 45. I want mostly open space use if track closes
- 46. should be concerted to open space and parkland
- 47. it seems a good source of income for albany
- 48. No big commercial interests. Public land use good
- 49. There are better uses for the land such as open space, inerpretive centers, museums and such.

- 50. that way when GGF stops operating then it can be demolished and converted to different use
- 51. The Track has not been a good neighbor of late.
 Time to move on. The location is prime community space, and should benefit all of Albany.
- 52. They have been a good neighbor.
- 53. The race track area should not be rezoned at this time.
- 54. Golden Gate fields is an important contributor to the tax base of Albany.
- Its an outdated albatros. Horse racing is cruel.
 IMHO its an embarasement
- 56. its time for the area to become a wonderful park and open space, horse races and gambling aren't right for our community anymore
- 57. It is preferable to building something that draws more traffic and blocks the view
- 58. Besides recreational nature area, want to see community gardens/orchards in place of racetrack.
- 59. GGF should operate so long as it is viable.
- 60. As the sea level rises it will be under water
- 61. It seems clear the the racetrack will move on, although they don't need to be kicked out.
- 62. It is privately held, so asking for demolision is a stretch
- 63. The only value of the racetrack is the taxes it pays to Albany Stronach is only interested in his own financial empire
- 64. I'd like to see conversion to a bicycle velo drome
- 65. Since Golden Gate Fields is privately owned, regular citizens will have limited input as far as land use. Spending \$500K for "visioning" is a travesty
- 66. Important source of revenue for the city
- 67. If GGF is bringing in tax dollars to Albany, it should continue to operate.
- 68. If it's profitable for the city it should stay
- 69. Golden Gate Fields should be purchased. Then, the land it occupies can be included in plans to maximize open space at the Albany waterfront.
- 70. Return as much of site as possible to nature and open space.
- 71. It will be hard, if not impossible, to replace the revenue. BTW I do not approve of horse racing but the reality of it here in Albany is what it is.

- 72. I don't feel the racetrack is evil. I think the focus right now should be on addressing getting the Bulb acceptable for turnover to EBRPD
- 73. At the very least, no significant additional development, please
- 74. When GGF is ready to sell the state should buy for a state recreational center and the GGF racetrack used for a stadium, ex soccer
- 75. Rezoning to permit other uses OK w/Deed Restriction to never allow expanded gambling, even if State laws change.
- 76. I appreciate their presence, community support and tax \$s
- 77. Prefer other uses, but that may mean convincing the owner to sell. Definitel do NOT want rezoning for more gambling or big commercial complex there.
- Going to the races is a fun and exciting pastime providing many children with their only access to horses.
- 79. The race track should be appreciated for it's history, its green orientation and its tax contributions to Albany and should be developed further.
- 80. If the current owners can't make it a viable business, they should not sell the land to another racetrack/gaming company.

Which of the following statements best reflect your feelings? (check one)

- 1. The waterfront must generate enough income to cover the expenses of maintaining it.
- 2. rezoning and some development is ok, but 50 acres greenspace isn't enough
- 3. the tracks owners shouldstay if they want,if not i like the #3 choice here
- 4. LEAVE IT ALONE AND FIND SOMETHING ELSE TO DO
- 5. i'd like to see the majority as park and only as much as necessary developed to provide revenues
- Appropriate balance of more park land than 50 acres, with commercial (these options don't capture that).

- Ideally the race track should go and maybe a bit of 7. very attractive commercial space near the freeway, the rest being public open space.
- The only way we can get the track to close is to offer them something significantly more profitable than they currently have. This would be a cardroom
- 9. A few businesses would be ok, but it is important to preserve the parkland and nature too.
- GGF and new development can co-exist with preserved open space: GGF infield becomes public picnic area
- 11. Retain Golden Gate Fields revenue & clean-up the outdoor park amenities creating a safer safe for children and families to play/hike, ie rusted metals
- 12. 100%natural 'park' many sources of funding ..not limited to local sources
- 13. More concerned about housing inventory
- 14. my kids run cross-country at GGfields it is a fantastic (if under-utilized) resource for the whole East Bay
- 15. Phased development to preserve current revenues (or more), plus an area set aside for open space, size TBD by developers and voters.
- 16. allow commercial development with major open space provisions...not necessarily limited to 50 acres
- 17. I'd like to see the GGF area rezoned to allow other commercial development, but would like the undeveloped portion to remain substantially open space
- 18. Allow only limited development near the freeway, the vast majority of the remaining acreage remaining open
- 19. Something like the third option the more I've learned about the bulb, the more I believe it needs to be maintained as a park.
- There should be commercial development including hotels and restaurants but much park land for public use
- 21. Development close to fwy to block noise.
- 22. none of the above
- 23. I think 1st and 3rd boxes are equally important & 50 acres might not be enough to set aside

- 24. I would like to see new development which brings in more tax revenues to alleviate the strain on individual taxpayers
- 25. None of these choices completely reflects my views. They reflect the biases of the survey author
- 26. I agree with option 2 but I do not think that it shoud be changed to a leash area
- 27. Limited development to preserve current tax revenues with maximum open space not funded by city bond measures!
- Rezone for SOME other comm development 28. PROVIDING that a lot more than "50 acres" be made a park. Your Q'aire is very obviously biased.
- I DON'T KNOW 29.
- 30. I'd like Golden Gate Fields to remain and
- 31. GGF property should be developed with a supportable ratio of public access openspace/ parkland.
- 32. , Rezone, but don't built on the creek or any of the wetland areas including marsh land on Buchanan
- 33. I'd like the waterfront to remain as it is.
- 34. Rezoned to allow commercial development, but with at least 100 acres set aside as open space, including a large set-back from the shoreline
- just leave itthe way it is. why do you feel the needto change it? It will only bring out sider into albany-let build a wall around albany
- 36. All but where exisiting track is should be open space. Non-traffic producing limited development there.
- I'd like the land not necessarily be developed but preserved as open space
- Moderate dev. into housing + min. retail space for residents and waterfront visitors. Limited office space OK. Baytrail essential! Open space good.
- 39. As much open space park land as possible, undeveloped, at least 50 acres from the beach, but I m not too knowledgable about the tax revenue needs
- 40. I like to see it become mostly parkland with a relatively small amount of development (< 25% near the freeway)

- 41. I wouldn't necessarily oppose development on land that's already developed. But turning parking lot or track into parkland would be fine with me, too.
- 42. I would like to see more than 50 acres for open space, and for the development to be like Asilomar
- 43. Like item 2 but doesn't seem feasible so 3/4 reflect my feelings
- 44. no casino, parkland ok if track closes
- 45. The land should cont. to be owned by current owner or Albany & NOT owned by state or federal gov't. Lease land OK for public / undevelop use
- 46. Lots of ways to collect tax revenue from that land without gambling and cruelty to horses. Keep the land open and outdoors, but sell/develop some
- 47. Keep the Bulb for the dogs and get rid of that damn fence for the owls that are NEVER there. It's ridicuolous that the space is fenced off -> no owls
- 48. I'd like to see 95%+ developed for outdoor use and recreation, and the smallest possible part developed for NON-commercial non-profit organizations
- 49. Rezoned for residential and small commercial uses.
- 50. I'd like to see minimal development, enough to cover current tax revenues and something to compliment the majority of the land being a park
- 51. I'd like to see it kept mostly as is I'd hate to see it become yet another strip mall, but I also don't want it turned into the Berkeley Marina.
- 52. MOstly no. 2 above with possibly a small hotel
- 53. Nature/recreation plus businesses that relate directly to area's beauty/views, e.g. restaurant, hotel/hostel, boat/bike rental, cafes, pier, boat tour
- 54. I'd like to see the property rezoned to allow other commercial development, but with MORE THAN 50 acres be set aside for open space
- 55. increase open space, be slow and careful about approving any other development
- 56. I'd like a mix of development and open space, while preserving current tax revenues. I think 50 acres of open space (out of 800) is too little.
- 57. I'd like all public park along the shore, with some commercial development along the freeway.
- 58. Maintain low-density/low-impact uses that account for climate change adaptation.
- 59. Phased development, some rezoning and at least 100 acres for open space

- 60. Property rezoned some Commercial development with open space for the parking area, bulb, plateau, beach & set back, & all area West of Race Track
- 61. 50 acres too large to preserve without large concessions by city in other areas of the waterfront
- 62. There's no rush. I want to see the waterfront changed so let's plan for it but as long as the GGF is viable, let it stay.
- 63. Largely open space, with some commercial use, but not a lot of additional building or traffic
- 64. Open space is primary but some level of revenuegenerating development that is uniquely suitable to this location should be considered..
- 65. I'd like it all to be public land, but that may be too expensive. Keep as much public as possible. Make sure any new development is lovely.
- 66. do not want to take land by rezoning;. i'd like to develop the bulb
- 67. I am happy with it as it is.
- 68. I'd like to see a mixed use plan that provides for a balance between waterfront development to preserve tax revenues and public park land. s
- 69. Third Option, but not necessarily requiring a 'large' setback from shoreline.
- 70. Would like rezoning for limited mixed-use development plus at least 50 acres of open space, incuding a large set-back from shoreline
- 71. I would like to see at least three/fourths of the waterfront become public park land with the rest developed if needed for tax revenue
- 72. predominantly open space (more than 50 acres) with minor development, ok to develop by Pillar point
- 73. limited development w/ majority open space
- 74. Want Bulb/beach to remain as they are, and worry about traffic associated with any development
- 75. I like the Sierra Club proposal
- 76. ...rezoned to allow other commercial development... at least 50 acres set aside as dedicated PUBLIC open space PLUS a large setback from the shoreline.
- 77. I'd like to see phased development of the waterfront that enhance city revenues
- Rezone to allow other commercial dev. but with at least60acresbesetasideasopenspaceinclrestoration of Cordonices Creek

In 2008, Golden Gate Fields generated \$1.7 million in tax revenues for the city of Albany and its schools. If tax revenues from Golden Gate Fields significantly decreased (potentially to zero), how should the city replace those revenues? (check up to 3 responses)

- 1. keep GG Fields and there won't be a problem
- Create a waterfront that would provide tax revenues equal to those generated by the race track, while maintaining and improving the open space.
- no more taxes on businesses or property-develop business
- Add a golf course. Check out San leandro's waterfront.
- Don't plan for what we might happen until we know what IS happening.
- (1) \$1.7/2008 was unusually high (2) more \$\$ will be generated by upscale waterfront businesses or open space users who use Albany to shop/eat/etc
- Solano/San Pablo are known as commercial areas already - increasing dvlpmt is normal progression. The Waterfront should be commercial free.
- Health club/recreation facility with membership fees
- I support retail development, but also care very much about scale and aesthetics of business and mixed use development.
- 10. Bild more attractive commerce and density around public transit nodes. Develop more incentives to use public transit, bicycles, walking rather than ca
- 11. Retain Golden gate fields and perhaps create a more natural setting from the auxillary GG parking lots rarely used, creating versatile usage as needed
- 12. Above suggestion #4 but much more park land
- 13. Allow new development to total (including GGF)\$3M revenues for Albany
- 14. Include commercial development in any attempt to rezone the GG Fields
- 15. stop Albany city wasting money; i don't believe GGF gave us 1.7m!..no more development period.
- 16. combination of options 2,3 & 4 above
- 17. Any dev. will create a big multi-year lag in tax rev., unless parts of the prop are converted to other use (apartments) & race track stays

- 18. get rid of all those administrative positions combine mayors from other cities.
- 19. Let's have the minimum commercial development in Albany and the waterfront necessary to remain financially viable, without overdeveloping any where.
- Albany needs a architectural design committee for the improvement of the commercial areas, and the public landscapes.
- 21. create a dev okab that would provide for REVENUES not necessarily tax revenues equal to those generated by racing, while maintaining some open space
- 22. Gambling never should have been a government revenue source!
- 23. Balanced approach involving partial implementation of #1, #2, #3, and #4 above.
- 24. Maybe more tax from Solano & SP but tricky in this \$ climate. Good design, consideration of traffic etc. is KEY. Beautiful hotel/conf ctr near fwy?
- 25. I'm not well enough informed to respond
- 26. none of the above
- 27. If this happens suddenly a parcel tax would be necessary ideally dev. could be happening now on Cleveland to reduce impact of ggf closing
- 28. If Golden Gate Fields is replaced, whatever replaces it MUST bring in no less than the currently generated tax revenuesaka, no public park, spaces
- 29. None of these accurately reflect my views. They reflect the bias of the survey operator.
- 30. Provide WF tax revenues that exceed GGF revenues while increasing open space.
- 31. Encourage higher-value retail on Solano and San Pablo. Nail salons do not generate much tax revenue.
- 32. "While increasing open space" needs to mean USABLE open space, not an old landfill, and not a piece as "big as the parking lot." Define your terms.
- 33. More revenue must be generated from the race track venue
- 34. An Asilomar type hotel would fit the bill.
- 35. An eco-friendly hotel could generate as much for the City
- 36. Why would tax revenues from GGF decrease?

- 37. zoning changes and development must be started before GGF reduces or ceases racing.
- 38. I don't think that residents (homeowners) should be expected to shoulder the burden of replacing tax revenues if GGP is closed.
- 39. I DON'T THINK YOU HAVE A GOOD ALTERNATIVE!!
- 40. I can care less about the \$ for school I have my kids in Private a school.
- 41. Work with present or new owners of GGF land to generate greater tax revenues.
- 42. Environmental and economic determinants are of great importance; one is not independent of the other; there is an interdependent explorations needed.
- 43. Recoup some taxes from developing waterfront, and some from second option, above.
- 44. I'm not sure, maybe the parcel tax, increase development on San Pablo (NOT Solano), maybe some set-back waterfront development
- 45. create minimal development at water front, make up for rest of revenue in other commercial corridors
- i am concerned with developer manipulation of waterfront issues
- 47. 1.7 million dollars isn't that much. Income for schools could come from various sources.
- 48. I think development revenue on the waterfront doesn't have to equal what's there it can be made up through a mix of the other ways listed.
- 49. Should seek to increase, not just equal current tax revenues through development
- Focus on development which is related to the bay: water access sports, conference facilities, restuarant locations, dog walking facilities like Pt. I
- 51. Reduce services; cut expenditures in the City.
- 52. Development that provides tax revenues equal OR GREATER to those generated by racing, while retaining open space at the shore.
- 53. It's unlikely that one solution will replace 1.7 mil. A combination of plans will be necessary
- 54. NO more homeowner taxes; already out of control.
- 55. I am firmly opposed to incrasing density and height on Solano in order to create more open space on the waterfront.

- 56. think of other non-commercial revenue sources, grants, festivals, benefit concerts, etc.
- 57. NO MORE PARCEL TAXES!! STOP INCREASED TAXES NOW!!
- 58. About #2 above: Well-designed density can equal comfort, convenience, beauty, and greater tax base.
- 59. strategies to attract green, artistic, and other socially responsible, high-revenue businesses serving locals & visitors to S. Pablo/Solano comm dists
- 60. Reduce need for tax revenues
- 61. [No Answer Entered]
- 62. Preservation of the waterfront and the cleaning up of the bay should be the number one priority.
- 63. I think we should do everything possible to keep the racetrack and to become more in harmony with how it could be improved.
- 64. Income tax if possible
- 65. the waterfront should generate at least \$3Million for the City
- Through some form of commercial development, not sure where...
- 67. A plan that looks at a combination of #1, 2, 3, and some level of compatible development at the waterfront.
- 68. #2) increase in existing commercial cooridors but modified I dont think higher buildings are a good options that destrys the character of Albany
- More open space with some commerical development
- 70. We've paid Millions for past projects. what do they say?
- create a plan that lets racing stay while other parts are developed
- 72. allow developement on the current site of GGF
- 73. pot dispensary
- 74. don't have enough information
- 75. get out of the way of Whole Foods and contiguous development on the UC land
- 76. Leave Golden Gate Fields there if it's such a good revenue source
- 77. ... while increasing DEDICATED PUBLIC open space.
- 78. Create a development plan that enhances tax revenues

When envisioning the future of the waterfront, which description best matches your vision? (check up to 3 responses)

- Leave it alone 1.
- 2. Golf golf park
- "vision" means little before one has control of the 3.
- a hip, urban destination with recreation, shops and 4. other uses...no housing!
- Green village/urban destination but WITHOUT 5. housing
- hiking trail, restaurants, conference center with hotel/b&b (since we have no hotels) and possibly athletic field if possible. Cmmty Center/YMCA?
- I like the first one, without the "shop" part.
- 8. no housing
- Put any development up near the freeway
- What makes Albany great? Schools, Housing, Convenience to shops transportation
- 11. Continuous bike/walk path between albany and gilman exits
- 12. The racetrack, with its green open space, is a good partner to more "natural" uses of the waterfront the dual uses could be better integrated
- 13. hip, urban destinationrest yes, , no shopping, there is plenty already in Albany, Berkeley
- 14. let the owners of the property choose how to develop the property!!!!
- 15. a wind farm that is compatible with other uses
- 16. leave the bulb and plateau and beach the way they are, but complete the bay trail
- 17. I like it the way it is now. with the race track, the waterfront, and the bulb!
- 18. no housing, revenue for city adequate, recreation and open space, entertainment/cultural opportunities
- 19. The bulb should be a park, there should be narrow access strip along the water, and the rest should be developed.
- 20. mixed use space where nature, dogs and people can enjoy whether that be as it is (if the racetrack is sustainable) or with some type of mixed use ret
- all water-oriented activities, including cafes, etc.

- 22. revenue generating with limited development that all people can appreciate
- 23. "Restored natural habitats with limited human access": define your terms. This needs to mean "NO MOTORIZED VEHICLES" + NO DOGS they have Pt Isabel
- "Sustainable" in the sense of the 3E's economic, 24. environment and equity
- 25. Facilities for using trails (bathrooms, parking, cafe) and passive open space
- 26. I want dogs to be included in future seniaros
- 27. #1,2,3,4, 7 and some cafes for eating but no housing
- 28. [No Answer Entered]
- 29. limited dining/hotel, like Berkeley Marina; possibly office/research/housing near freeway
- 30. a research institute that can provide taxes like Monterey Bay Aquarium might make sense
- AND mostly a state of the art, balanced and multiuse, economically and environmentally sustainable place.
- 32. water access: kayak and human power boat launch and related activities.
- 33. leave as is, don't force out Golden Gates Fields
- 34. An Albany City Park consisting primarily of Open Space.
- 35. Keep it the way it is. Stop trying to develop it.
- 36. no shopping...only non-profits, education, sustainable energy, sustainable building practices, open space, playing fields, sports, kayak, etc.
- 37. Retain a portion of the property for an off leash dog
- 38. a hip hotel/restaurant/venue spot surrounded by expanded wetlands and other nature
- I like that it hasn't been made into a cookie cutter park area
- 40. mix of pristine, wetlands, trails, open green fields and maybe small restaurant/asilomar type development
- 41. Open space with boat rentals, fishing pier, restaurants, small hotel, community gardens, let artists continue their work there.
- 42. A place for families to eat, be outside, walk, engage in activities (mini golf, Greek Theater) and provides between \$2 and \$3M in tax revenue yearly.

- 43. Lots of natural open space and informal recreation areas; picnic areas; trails; and enough development to replace the City's revenue from the track.
- 44. [No Answer Entered]
- 45. retreat-type hotel, museum of the Bay, messy Bulb as is, lots of variety
- 46. major income generator for the city
- 47. a place for dog lovers even though I don't have a dog
- 48. enhance community with public spaces and public buildings as well as natural spaces... like Asilomar, and a performing arts/visual arts enclosed space
- 49. Not just a place for dog owners to dominate
- Place for families to enjoy nature together, sports fields, fly kites, go to a view restaurant, AlbanyY, areas of wetland restoration, no shops/houses
- 51. Spend money developing our space not racetrack.
- 52. a mix of park. and other uses with racing
- 53. an "Olympic Village" for the county/state. Facilities for soccer, horseback riding, sailing, training, exhibition, events
- 54. A place that celebrates its uniqueness: Wind, Water and Wild.
- 55. historical center and aquatic sport center
- 56. regional park plus some retail, restaurant or entertainment venues
- 57. The race track is already there, bringing in revenue; it can be improved. The beach, bulb and wetlands can be the quiet, natural spot.
- 58. something along the lines of Crissy Fields with the addition of an excellent restaurant, more casual venues and commercial/office/residential tenants.
- straighten the bike path from buchanan to gilman,ie. not go around GGF

Which of the following would you support?

- 1. LEAVE IT ALONE
- 2. For now, leave it be.
- Although I don't have a dog, I respect the great need for a local place to run. There should be an area for this. (NOT on our athletic fields!)

- Better pedestrian access. Bikes have use to the streets. Peds shouldn't have to sahre teh sidewalk with bikes.
- Leave some parking but emphasize paths and open space
- Auto access to waterfront necessary to support development
- No dogs, it smell [expletives deleted by Voices to Vision] all over the place there.
- 8. Shuttle from Albany to include dogs with dog owners
- 9. Housing-Commercial Development
- 10. kayak and boat launches
- 11. commerical businesses
- 12. expand AC transit buses and UC Berkeley shuttles to the waterfront
- 13. Make the dogs go somewhere else they have dog parks, owners are irresponsible
- 14. A lawfully permitted space to continue exercising my dog; preserved artwork and perhaps a spee for ongoing public art; homeless shelter
- 15. access to WF would depend on intended use and need for cars vs bikes/walkers
- 16. Live/work/commercial development of all but bulb and bay trail.
- 17. leave it as it is.
- 18. "Expanded" compared to... the present pkg lot?

 There needs to be auto access, not infinite, not too

 "limited." Underground parking pd by retailers
- 19. permanent bathrooms, water, nature center
- Need much better bike/ped connectivity to the waterfront, but alternatives should be identified (Buchanan Street could be best, but examine options)
- 21. off leash dog areas
- 22. alternative energy generation
- 23. conservation areas for the shorebirds, especially at the mudflats
- 24. No mall type development that would increase traffic
- 25. Ban dogs
- 26. A Bay Research Institute
- 27. smooth asphalt for skating on trail
- 28. Asilomar-like conference facility, water sports access

- 29. who is coming up with these bizarre recommendations? Light rail and shuttle is ridiculous. When is the Whole Foods Market going to be built? Tax UC
- 30. A park owned by the current owner or City of Albany consisting prmarily of "open space".
- 31. public transportation that would link the park with AC transit, etc.
- 32. Provide off leash dog park for residents
- 33. Boat launch for kayakers
- a hotel/convention center; parking for visitors to recreation
- 35. Habitat restoration and intrepretive signs.
- 36. Interpretive signs and viewpoints
- 37. Increase access with real bathroom, coffee place, bike parking, tastefully designed shops
- 38. eating and watersports at the waterfront.
- 39. Please don't encourage car traffic to the waterfront!!
- 40. Maximize natural environment; minimize additional artificial features except as needed to protect nature from visitors
- 41. we need bus service Buchanan /Target/Racetrack/buchanan
- 42. Bike/Pedestrian Bridge from South Albany (UC Village/Target) to Waterfront.
- 43. where is the \$ coming from for these rail/shuttle ideas?
- 44. AC transit bus to albany waterfront, shuttle if waterfront businesses exist
- 45. Parking areas designated for people with disabilities
- 46. If the YMCA were to move to the waterfront, I would definitely want there to be a shuttle and easy bike access
- 47. There already is bike/ped access from Buchanan to the waterfront

Many participants favored waterfront uses to enhance what they called the "good of the community." Which of the following community uses would you support at the waterfront?

- 1. keep it natural
- 2. athletic fields with lights
- 3. GOLF COURSE (something for grownups)!!

- 4. Modest Hotel/Bed & Breakfasts to host visitors since our homes are so small:)!!
- Point Isabel is a great example of community camraderie - although a dog-free area should be considered
- 6. Can't the first three be combined?
- Outdoor, low impact theatre stage on the beach similar to North Lake Tahoe Shakespeare
- 8. Picnic areas, dock with kayak launch and boat house
- low key park and open space is good for the community
- Development with medium-density housing, shops and recreational facilities, a TOD-like development in proximity to the proposed Berkeley ferry
- 11. Farmers' market only
- 12. Farmers' market
- 13. off-leash dog park area
- 14. More Schools and Housing
- 15. aquatic sports, patch of forest for child recreation
- 16. No structure development
- 17. None of the above.
- 18. Totally depends on design of venue, for most of these. The land is not suitable for farming.
- replace horse racetrack with pro-am level cycling velodrome and BMX track
- 20. I prefer keeping it as it is.
- 21. need mix so that economics will work
- 22. Things which generate a lot of tax revenue or would pay high rents
- 23. It would be difficult to disagree with any of these. Again, the choices reflect the biases of the survey author.
- 24. leave it as it is unless the racetrack is leaving, then possibly some type of green mixed use retail/housing complex
- 25. Allow it to remain a dog park area
- 26. Conference center and lodging like Asilomar
- 27. retail space
- 28. Things that will bring income to the city!
- 29. These should be models of accessibility,
- 30. No gambling (racetrack, casino, card room)
- 31. Natural area close to home with easy access for cars, walkers, bikes

- 32. Velodrome.
- 33. Youth Hostel
- 34. Hiking, kite flying, activites enhanced by the view. (These other things can happen anywhere.) take advantage of uniqueness of the spot!
- 35. I am opposed to flea market or farmers market, as there is already a vital farmers market at EC Plaza.
- 36. Leave it the way it is!!!!!!
- 37. non-profit, small scale, flexible multi-use spaces that are properly managed...no huge concerts, festivals... only small, sustainable, and smart
- Buildings such as the nice ideas above should be in town, leaving the waterfront for nature-oriented activities.
- 39. too salty and windy for a farm
- 40. Most of the above options would require too much space devoted to parking. Let's concentrate on creating a "world class" shoreline park.
- [No Answer Entered]
- 42. ALL, not any, but ALL -the more variety of uses the better.
- 43. continue the Bay Trail
- 44. Ferry service/dock
- 45. Being able to enjoy the small beach without being overun by dogs
- 46. Albany Y
- 47. looking at other uses we've favored in past studies
- 48. sports center, docks &/or ramps for aquatic activities
- 49. I would support these if they were incorporated into the GGF site; but, not if they require new building on the "wild" areas.
- 50. It needs to generate money
- I'd prefer to leave it alone, but these are the uses I would prefer
- 52. Indoor recreation/sports

Are there any other comments you would like to share about the waterfront or the community process?

1. The Bulb is a wonderful natural resource and there are so few left in Albany. It has beautiful views of the bay and I think it is a wonderful asset for the town. I think it would be a terrible mistake to put

- money into it at such a terrible economic time. A good clean-up and expansion of trails would more than do it for now. I think attention should be concentrated on the Albany schools, another great aspect about living in Albany.
- 2. I would like to see the Race track stay together with other businesses like some restaurants, shops, housing, entertainment and green areas.
- 3. Like all communitis, Albany needs money. Park and open space CAN co-exist with businesses that are thoughtful choices to the needs of our residences... and forward thinking green styles.
- 4. This whole process is ridiculous. We should be working with the owner of the property, not playing "Big Brother" to the owner. A complete waste of taxpayer money.
- When you compose an online survey please make it obvious how many pages are remaining. I was about to log out part way through.
- 6. A stadium for the Oakland Athletics would be great
- I would to attract quality shopping, rather than drive to San Francisco. There is almost none in Berkeley and Albany could build revenues with quality merchandisers.
- 8. i like the idea of access for everyone with a little retail, housing and open space. not everyone wants all nature or all business.i feel the area is to small to think about energy production or any closed-off type use.with the small shore footage balance is a good theme.
- 9. Good process. Hopefully, a balanced solution will be found. I hope we're not wasting effort as Golden Gate Fields' owner actually owns the land and has real control. It would be nice to know the probability that this land will fall into Albany's lap.
- Please find something better to do with your time.
 Leave the water front alone- it jsut find. and for God sake we do not need a mall type area down there
- 11. maximize parklands; minimize commercial development; development should be low (no tall buildings or wind turbines) and fit in with parkland uses and aesthetics
- 12. Been paying taxes for schools and playing fields for the kids for the last 25 years. Time to put in

- something for us grownups. A golf facility similar to Monarch Bay in San Leandro. I think they did a fabulous job down there. Golf is great for the kids too. Build a GREEN golf course!
- 13. As much as I know you will probably chuck these comments...it is YOU...Fern Tiger...who epitomize what is corrosive about the entire waterfront gestalt. Why exactly is the city spending close to a \$1mil on focus groups and web surveys? What does this accomplish? What Albany residents want is LEADERSHIP WITH A SPINE THAT CAN ACT ON A DECISION THAT DOESN'T REQUIRE GLOBAL CONSENSUS COMMUNITIES WITH 20 TIMES OUR POPULATION ARE ABLE TO MAKE RESPONSIBLE DECISIONS THAT ARE NEVER QUITE PERFECT AND NEVER APPEASE EVERYBODY. I realize that are myriad issues and agencies and commercial interests. But enough of the idealism and talk. As we're seeing at the federal level, this NIMBYeral naivite of "vision" is [expletive deleted by Voices to Vision]. So...to Albany government I say: ACT! DO SOMETHING! As the conservative pundits would say: STOP DITHERING! Or...stop pretending and just do nothing at all, because it's getting expensive.
- 14. Any chance of the ferry to SF docking there
- 15. The area needs to be cleaned up and maintained and we need more open space. Albany has plenty of restaurants, and entertainment venues close by. We also need to look at supplementing the tax revenue we receive from the race track, so that's why I'm not in favor of getting rid of it with more commercial enterprise and traffic.
- 16. I and my family enjoy visiting the waterfront to ride bikes. The natural areas straight to the beach are not very nice. The bike path that travels along the wetlands along 80 are nice. I would favor commercial development of the waterfront as long as public access is maintained and the revenues that would result could meet or exceed what the city currently receives from the race track.
- 17. The waterfront is both a treasured and special recreational/nature area, AND a terrific source of much needed tax revenue. I support finding a ways

- to make both available and utilized. Good luck and thanks for this opportunity to 'weigh in.'
- peace, [name deleted by Voices to Vision]
- 18. The whole thing hinges on transportation. Need a way to get people to/from the waterfront without cars. I don't think enough attention has been paid to this.
- 19. Nothing more to say!
- 20. Preserve the art structures there as much as possible. thank you!
- 21. I love this place. I moved here 25 years ago and there is nowhere else where I would want to be. My daughter grew up in this town and probably knows every young adult her age since she must have seen them at some point or another in school or daycare. I hope that Albany won't become another place where people come from the surrounding areas to shop at the mall. Having independently owned stores, like it's on Solano, it's good for the community, it's the chain type that could turn the place in yet another Concord.
- 22. Thank you to all the people who have made this public input process happen. Our family is grateful for the opportunity to contribute to this discussion. The waterfront is a uniquely valuable and precious part of Albany one that could serve our community so much better than it currently does. Once again, thank you for all your good work.
- 23. What is the ultimate point of this? How does it relate to creation of a Specific Plan per California planning law that would articulate the community's vision for the future?
- 24. SF Bay is to Albany as the various Tahoe communities are to Lake Tahoe. Monterey Bay is also to Carmel and Monterey City (OK, a bit of hyperbole, need I wax more poetic?). We need to restore/protect what it is we have as a natural resource. The sliver of SF Bay that we have is all that we have to return Albany to a greener, more livable home. What else is left for the general enjoyment? Yes, most of the time we must bundle up to enjoy the Bay. So what to do? Free cool-weather gear for all Albany residents!!

- 25. I want a multi-use development...trails/small park, a sport field or two, a community center (could be live theatre/rental) and MOST importantly a revenue-generating, modest inn or bed & breakfast or hotel where visitors and family/friends can stay since we have no hotel at all in Albany. I wouldn't object to tastefully developed small retail area (to generate revenue). I strongly caution AGAINST renewable energy development since most experimental ones along waterfronts have not generated much revenue and mar the beautiful bay coastline. I want BALANCED public/commty use with revenue generating retail (hence the hotel and other high-revenue retail)
- 26. n/a
- 27. For some ideas of how to combine green space, trails, sculptures, outdoor concert venue, and commercialism, check out Riverside Park and Pettibone Park. Both parks are great examples of how to "make everyone happy."
- 28. I take my dog to the bulb/beach every weekend and feel lucky to have such a wonderful space so close to my home. When friends visit from out of town, I take them there to show it off. We would be devastated if this was taken away from us, as it's one of the only places my dog can romp around offleash. As a homeowner, I pay exorbitant property taxes to live here, but this is one thing I don't mind paying for. My feelings about the race track are ambivalent but I do think they should parcel off most of the parking lot and turn it into open space/park. As long as they don't further develop the commercial aspect of the racetrack I am fine w/ it.
- 29. To reiterate an earlier comment, I'm still not clear on how/why these conversations started. Did GGF indicate that they were leaving? Is it wishful thinking by our current city government? Are we simply being proactive and "ready" with a plan? It's been a great and well-run exercise, but if GGF has no intention of leaving, then why are we spending so much money on this?
- 30. I like this option of a survey.
- 31. Albany residents may have an unprecedented opportunity to reclaim more open space for it's

- resident's use and enjoyment. I think a development like Crissy Field is a great example of how our waterfront could successfully be redeveloped.
- 32. I think it is a miscarriage of voter trust the the Albany Parks and Rec Department and the City Counsel are trying to take money from Measure WW from open space areas and build a Rec Center at the site of the Senior Center on Masonic Av. The funds from WW should go to the waterfront or other open space.
- 33. The Albany waterfront is a unique location and any development plan should keep this in mind. Although the Bulb is a historical dump now vegetated by invasive plants, it provides a "wild" unmanaged habitat that has its own appeal. Likewise the environmental art makes this location unique in Bay Area. Fencing a small area in the hope that burrowing owls will use it is futile. The mudflats and bays provide critical habitat for many birds, especially during winter. If the race track closes, then there is an opportunity to restore some marsh land, provide some economic development and leave space for public enjoyment of the beach and waterfront. It is important to not build a mall or shopping community that will compete with merchants in downtown Albany.
- 34. I think the community is looking at the waterfront through politically correct filters and missing the best option entirely. They are going to be stuck with a racetrack and parking lot and inadequate income for another 50 years unless they make Magna an offer they cannot refuse - a cardroom with greatly increased income for the community and a huge amount of open space. A cardroom is not a beautiful "elevating" concept but it is the best way to get what the community wants and needs. People need to look at the probable future including higher taxes, and diminished small town ambiance if we do not quickly get more income from the waterfront. The Council did the community a great disservice with their recent anti-gambling resolution. It flies in the face of remaining neutral while your process continues.

- 35. Right now pedestrians have terrible access to the waterfront. This should be fixed. However, combined bike/ped trails are not the answer. As a pedestrian I have been nearly clipped by too many bikes on the bay trail and on the bridge to the waterfront. Please do not lump peds and bikes together in the same space. It is not safe for the pedestrians. Also, right now many people have aggressive dogs off leash in the waterfront/bulb. I have friends who will not take their own dogs there because of the dangerous off leash dogs. Also, this is very unsafe for families. Safer open space for families is what we should be aiming for.
- 36. I am impressed by the process thus far. There are a variety of untapped opportunities related to GGF. It is possible to keep it to generate taxe revenues and at the same time reduce its imprint (by reducing the size of the field house) and expand access to the public who may not be familiar with horses. Racing is not just about gambling! What if there were tours of the backstretch and shedrows so people could bring their kids to see the horses and how they are cared for? What about public viewing areas completely separate from the gambling areas that were free for Albany residents (issue a pass)? So a picnic area in the infield where families could watch the races and/or exercises in the morning. It is interesting to view, historic think Seabiscut - and would expose (sub)urbanites to another way of life. We could use the manure for a community farm in the infield, as well. Lots of interesting options for co-existence that would enable continued tax revenues and might make GGF a unique destination both in the Bay Area and the horse racing world.
- 37. PLEASE MAINTAIN THE WATERFRONT AS A NATURAL OASIS FOR ENJOYING NATURE FOR FAMILIES, IT SHOULD NOT BECOME A COMMERCIAL VENTURE. THANKS!
- 38. Light rail to the waterfront is a ridiculous idea.

 Otherwise I'm for maintaining our tax base.

 Although I don't love large stores, that location with the freeway access makes sense for some larger development. Bicycle access to the waterfront needs

- to be improved. The access from Buchanan requires riding on the wrong side of the road.
- thank you for the opportunity to complete a survey when evening meetings are difficult for families to attend.
- 40. Whatever ends up down there, it must provide at least \$1M more in revenue for the City and schools than currently. We can't rely on the state any more.
- 41. I will probably have to be out of town on the weekend of Jan 9/10. Please have at least one alternative date for the Part Two community sessions!
- 42. Two days could be too short the time span of such community sessions. Could those 2 (or several more) be spread out in several weeks. For example, I'd be out of town for 2 weeks from early- to mid-January.
- Should be accessable to all, If possible use should be water oriented.
- 44. Stop focusing on monetary aspects......we are in great need of open spaces [NOT for sports]..... the city wastes too much money on "consultants" including you!......need to conserve what little open land we have for plants, birds and animals with minimal human interference.....Once this land is developed ie destroyed, very difficult to regain its natural beauty..possibly interested in small wind farm off shore to help regain some monies
- 45. What I would like to see is an Asilomar-type development on part of the land. The focus would be very green even to the point that it is a model environmental-friendly place to stay/retreat center/educational facility. It would generate good tax \$\$ like a hotel, be open & naturally landscaped, and leave plenty of land for other activities.
- 46. Something needs to be done with the waterfront property. We've heard too many residents say that it's fine as is, but we're not sure how often those individuals actually visit the Waterfront. The space, as it is, is not safe, not beautiful, and not clean. It needs to change for the better.
- 47. Many of the things I see suggested here seem to assume that the Albany waterfront will be somehow integrated into the fabric of the city. Yet I see the I-80 freeway (combined with distance) as a barrier

that will always keep the waterfront separate from the rest of the city, so it will remain a special destination, rather than an everyday part of city life. For example, something like a farmer's market sounds well and good, but if it's not something that we Albanians can easily walk to, it will remain a foreign and exotic attraction. That's what a lot of us value in Albany: a variety of shops and restaurants that are easily reachable on foot, or with a minimal car ride. Any commercial development in the waterfront area will feel like it's so far away, it might as well be in another city.

By the same token, if the waterfront is developed with shops, restaurants, etc., it will be no different from Emeryvillean attraction that people come from all over the East Bay to visit, but not part of Albany as we know it.

I think it will be most successful if it remains more or less as it is: much of it open and (relatively) undeveloped, with a few major "developments". If the race track were to go away, part of its location could be taken by a great restaurant overlooking the Bay (from the top of Fleming Point).

I know there's no easy answer.

- 48. Of course I want as much open space and preserved wild areas as possible but Albany seems to be more and more short on cash and the costs to live here can't go up as much as they have been while keeping a middle class community which I desire more than nature/open space.
- 49. I do not like the drive to commercialization of the area beyond what the racetrack offers.
- Anyone who totally ignores the tax value of the water front will be the first to complain when city services are cut.
- More sustainable housing and commercial development.
- 52. Adding any additional parcel tax is not feasible. Some of us older folks are retiring and our property tax is already too high. I think it is important to look at the waste of the city. The pool is not being built, the Albany community center is just a wasteland of broken structures. I use to work at the community center and the light bulbs the city used cost 100.00 a

- piece!!! What a waste of money. Then the schools are always asking for money and it always comes from the homeowners!! Frankly, some of us are tired of this misuse of funds!!! Thanks for listening.
- 53. My husband and I strongly favor using the waterfront primarily as a place for recreation in a natural environment. We would rather pay increased taxes than see this area used to generate revenue.
- 54. I have lived in Albany with my family, for 27 years, and my wife and I plan to live here the rest of our lives. We want to see the waterfront remain as natural and minimally developed as possible, so we can visit and enjoy it, with as little development as possible, and then only to help generate revenue absolutely necassary for the city. We do not want heavy development elsewhere in the city, though developing Cleveland Ave. seems like a great opportunity to use an undeveloped area for commercial and/or low profile housing that will not negatively impact the character of our city. Turn it into a "4th Street" as in Berkeley, perhaps with some housing. Thanks.
- 55. It is very important to me that we have a continous bike/walk path between albany and gilman exits. I support an open space and nature related activities while maintain the current tax base.

 If the tax base is insufficient only would I support any development.

 Thank you
- 56. Being landfill and composed of recycled cement remnants, the Bay coastal areas callout for design to create natural-looking landscapes. There is a need for planting, with emphasis on creating sheltered areas for the migratory birds. The views are a given, and now it time to plan & design well thought out landscape, like those of GoldenGate Park, or Central Park N.Y. It really could be a natural beautiful coast to visit if done with the approach of bringing back the bay to a natural setting. Controlling where people access with boardwalks, paths, particular limited beach access, etc. can be balanced with nature-scapes for plants, animals, tide zones, birds, mudflats, etc. The kind of beauty I am describing

- is absent from the East Bay coastline in general, so it would be a very appreciated missing piece for a large population living in the East Bay.
- 57. I am glad you are taking the time and trouble to think about all this!
- 58. I would hope that this process is coming to a close with the community sessions in January. I strongly feel that it is time to publish your results and close the book on this survey process until something more definitive is put forth by the current (or future) owners of Golden Gate Fields. Any additional efforts to drag this out will be a waste of time and tax dollars.
- 59. It is too hard to get to now without a vehicle...make it more walker/biker friendly.It looks tacky. Time for a clean up. No need to wait til Voices to Vision is complete.
- 60. I'm not sure what is best for the waterfront, but I know that I don't want it to have dogs run without leash. I have 2 children that are allergic to dogs and last time I went over 1 year ago, there were dog poops on the paths. i don't want to pay more taxes to fund the development and I want it to be self-sustaining.
- 61. wonderful and thoughtful planning effort.
- 62. This is a waste of time and resources. PLEASE stop spending our tax dollars on this. Focus on our schools...converting the city to alternative energy. More efficient recycling programs.
- 63. Make the waterfront more child and teen friendly (ie. make areas for children's games), create a center for water aquatics (snorkeling, kayaking,etc.), maybe a small shop or two (for food, local or non-local food is OK), and a playstructure (like the Adventure Playground in Berkeley).
- 64. Decisions made by Albany regarding The Bulb have broad regional implications. Albany's tax base cannot be the driving force in considering how to preserve this unique community resource.
- 65. lets use the space to generate revenue and outside venues
- 66. I think the Albany waterfront is a precious piece of land. The racetrack was there and has every right to

- remain there so long as the owner wants. I do think that the racetrack can upgrade its external features to make it look more appealing and modern but should stay there. The view of the bay is just gorgeous and any type of commercial building that should be added will just take away the beauty of nature.
- 67. I just think this is a great opportunity to give not just Albany but the earth a little bit more breathing room- more rehabilitated or unspoiled land, trees, etc., etc. We don't need more places to shop or more things to do, we need some more places that are natural and healing to the body and the spirit. I'd like to plant trees there and let the land heal itself.
- 68. Regarding the issue of dogs, I responded "unsure" because I didn't care for any of the answers. I think there should be some areas where dogs are not allowed. I also believe we should have an enclosed "off leash" area like Pt. Isabel where dogs can run free and socialize. What I'm unsure about is having areas for dogs on leash that are likely to be used extensively by walkers and cyclists. Mixing the 3 user groups can cause conflicts with pedestrians and cyclists when dog owners don't maintain control of their dogs while on leash.
- 69. Thanks!
- LEAVE THE BULB UNTOUCHED AND OPEN
 TO DOGS (with exception to the burrowing owl
 restoration area).
- 71. Please do something about the dogs. They are a danger to pedestrians, bicyclist, etc. The owners are rude, do not clean up after their dogs, think they have more rights than people. They can go to dog parks, but there are no bike parks for high taxpaying citizens of Albany.
- 72. I am nearing sixty, have always been politically active (have gone door to door in a great many Albany elections), and am a "card carrying environmentalist" (I once taught environmental law and land use planning). I used to participate in waterfront planning matters (dating back to the mid 90s) but stopped. At the local political level, I have never witnessed anything/anywhere more dreadful. The deceitful scare tactics of the

- Sierra Club, CESP, CAS, SOS, [personal named deleted by Voices to Vision] and others have been and continue to be a dehumanizing disgrace. They have succeeded in nothing so much as to polarize the community. The greatest irony is that while we locally and globally face unprecedented environmental crises, these moronic imposters apparently are sufficiently delusional to think, and to have others think, that demonizing GGF and turning a parking lot into a park will somehow save the planet. It's all too sad for words. Albany is ever more becoming just another intolerant, politically correct, affluent, white (mostly) enclave. Best use of the waterfront: leave it exactly as is, let GGF do as it will (subject OF COURSE to Measure C approval), and in the meantime invite the otherwise homeless to return. "Voices to Vision" ... I doubt it. Foolishness.
- 73. Albany's waterfront is unique, but the grandeur of the place is obscured by the visual distraction and clutter of the racetrack. Any changes at the waterfront should center on the special and natural qualities of the magnificent site: facing West on the shores of the great Bay and looking out the Golden Gate towards the open Pacific.
- 74. Some of the choices I'd agree with part, and disagree with part particularly Page 8

 Dogs I'd go for off leash in a small portion, maybe on leash in a larger portion, and a no dogs part Pt.

 Isabel provides some cautions

 What asurance that the provided choices WOULD replace tax revenues? I think that's doubtful

 Note that the school district has passed another parcel tax recently Please add that income (and its potential loss) to your calculations
- 75. I don't know how much your outreach is costing me (and what part I might have otherwise wanted to go to the schools), but I do enjoy the opportunities and the processes provided. I feel listened to. Thanks.

 P.S. It would be interesting to see some estimated costs of various items (including this ongoing process of education and solicitation of views).
- 76. I really admire the process you're using, of taking community input. Great job.

- 77. My perception of bulb-use evolved after my participation in Vision Meeting, due to walking trip with two naturalists. Though bulb is made of dumped debris, it's teeming with wildlife especially sensitive for bird breeding. Not suitable for any building, I think it's a treasure as-is, for art and wild life. Tricky to figure out use-abuse issues with dog owners and homeless I don't have answers needs some balanced approach? Waterfront are also most valuable in natural state, build gorgeous highly-functional "green" hotel & conf. ctr, restaurant near fwy, for tax revenue and citizen use?
- 78. I would not support a ferry connection at the Albany waterfront if dredging were required.
- 79. I don't want to see the waterfront become just open area without some revenue generating options. I hope that a compromise can be reached between those who HATE any development at all with those of us who would like to see open space AND hotel, shops, whatever to help pay for the ongoing maintenance of the waterfront. I am in walking distance of the waterfront but I almost NEVER go there. It is cold and windy much of the time and frankly areas like the bulb are kind of scary. I want to see the waterfront become a destination that I would be proud to take family and friends instead of a racetrack, huge parking lot with a sad little beach with million dollar views. It is currently a great place for dogs but not for the rest of us.
- 80. There are multiple adults at my home not clear if each can do their own survey or need to request additional passwords. Some of these questions are mixing multiple issues making it hard to answer with a simple check mark. The economic impact AND the type of use of this land must go hand in hand.
- 81. We need tax revenue generated by this Golden Gate Fields area to support our local schools! Our schools are in big trouble and every election cycle we have to pass parcel taxes which negatively affect our already struggling individual taxpayers, just to make our schools run. If it is between open spaces and nature, parks, etc. and good schools, I

- choose good schools and a better revenue stream for Albany.
- 82. I believe this survey is biased in favor of and controlled by anti-development factions in city government. The choices given clearly reflect antidevelopment bias and are controlled to produce an anti-development result. I believe this entire project is a waste of public funds, because there is no specific proposal before the City for the waterfront, and the bulk of the land in controversy is privately held. In addition, the City has a referendum process for approving development proposals. It is highly unlikely in my view that the results of this process will have any beneficial effect on the resolution of the ongoing political battle over what development of the extremely valuable racetrack property will or will not be permitted. In the end, the voters of this City will decide. In the meantime, our City lacks the funds to allow the factions to pursue this kind of pointless exercise in faux democracy, which in the final result benefits only the consultants, political activists, and bureaucrats that devised it.
- 83. My answers are gut responses with little understanding of the full impact of any particular option. I would want to know the full implications of what "staged development to preserve existing tax revenues" and "50 acres of open space" meant before I actually voted. In other words, take my responses (and others) with a grain of salt.
- 84. My previous comments were deleted when I went back to review my responses.

 Sufficient space is not provided for comments on "Other Options"

 Provide more information of the costs of the waterfront options we asked to consider. A knowledge of the costs is essential to the effective planning for any project. Would it cost \$10 million or \$100 million to acquire GG Fields? What have been the approximate costs of similar park and open space developments? This infomation is available from the Alameda County Assessors Office or private assessors and other public agencies or development documents.
 - It is difficult to ask commprehensive questions for

- an issue. You have done pretty well, but I hope the next public meetings will allow us to fill in the gaps of missing information concerning alternative visions.
- 85. The status of this expensive visioning process has not been sufficiently communicated to the community. The key to the entire process seems to be the owner of GGF, but no one seems willing to admit that. I fear that we are spending \$600,000+(?) on a process that will make no difference to the final result.
- 86. To recap, (1) Albany must retain some/a lot of the tax revenue presently provided by the racetrack. (2)Therefore a redev plan needs to include some retail nearest to the freeway/frontage road, and underground parking. (3) A barrier of trees or other tasteful means should be put between that retail and the rest of the waterfront, which should be a park with NO motorized, off-road vehicles outside the parking lot, bicycles and skateboards STRICTLY limited to dedicated, separate bike trails, Pedestrian-only zones, and NO DOGS.
 - It should be noted as well that the construction of the questions on this survey make clear that there is a pre-determined agenda (retention of the racetrack) and that they did not allow for selection of options that actually reflect the respondent's opinion on the matters being raised. The click-the-box format, by itself, makes this bias pretty clear.
- 87. Put up signs and mailings to encourage involvement! Do not make this a shopping center! Use Cleveland Ave. for expanding shopping. Create something for people to enjoy at minimal cost. Somewhere to go without having to spend alot of money.
- I like this process! Please don't develop the waterfront.
- 89. The City of Albany should advise potential buyers of Golden Gate Fields about the current zoning and desire for parks and open space on the waterfront.
- 90. I really like the idea of a community farm.
- 91. Because Magna plans to sell GGF in February, we should stick to our current zoning so as not to encourage big developers to buy the private

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- property in expectation of building a huge development; like Santa Fe-Pacific, Caruso, and others unsuccessfully proposed in the past.
- 92. I want whatever is done at waterfront to be have neutral or positive impact on city's finances. I do not support developments that result in less net revenue than status quo.
- 93. Would like future development to embrace sustainability for all 3E's (environment, equity and economy). Needs to contribute revenues on par with race track. Would like future uses to be compact, yet urban, and the whole site to be better connected to the rest of Albany. Focus on bike/ped connectivity. Consider CapCorridor (or future rail transit on that corridor) as an asset. Is there a way to get a transit level of service on the rail line that would then link to Emeryville, connects to BART in Richmond, and potentially in future to West Oakland BART. Would add value to the property and reduce VMT. Landscaping should be California natives. Need to know more about what is being considered for renewable energy generation.
- 94. I think the waterfront is great just the way it is. I hope that the changes will be minimal.
- 95. The waterfront issue must be decided by the residents of Albany for the good of Albany without the influence of the Sierra Club, Save the Bay, CAS, CESP, or any of the many other organizations under their umbrella.
- 96. No gambling, casino development or shopping center. It really should be a well planned public place that would attract recreational day use. The only building i would be ok with are Possibly restrooms with low flow fixtures and PV panels on the roof.
- 97. Waterfront can bring a lot of money to the city if commercially developed; don't get entangled in "green" issues!
- 98. thank you for all of your efforts.
- 99. While this visioning process has utilized virtually every design method in the book, I'm not sure it will help reduce or eliminate the divisions in our community nor make any progress toward resolution of the site. I have no confidence that the

- current mayor and city council will listen to any opinions other than their own. Similarly, there are groups in the city that are so sure they are right, they are unwilling to listen or compromise. The next step has to be to find a way to get people out of their trenches for the common good.
- 100. I think that the waterfront needs to be developed, but I support minimal development. Preserving the natural areas and wildlife is important, and making them accessible, without creating too much traffic or congestion. Also, keeping in mind that the development should continue to produce the tax revenues that support the city of Albany without shifting the tax burden to homeowners or businesses.
- 101. I THINK YOU NEED TO LIGHTEN UP ON THE RACE TRACK AND FIND A WAY TO BECOME IN CONCERT WITH THEM AS THEY SEEM TO BE HERE FOR THE LONG RUN, EVEN THOUGH THERE OVERALL INDUSTRY SEEMS TO BE IN DECLINE. I KNOW THAT THIS CITY IS ANTI RACE TRACK, BUT I WOULD THINK THAT OUR CITY MONEY WOULD BE BETTER SPENT TRYING TO FIND A PATH FORWARD IN HARMONY WITH OUR RACE TRACK NEIGHBORS THAN WITH THE MONEY YOU ARE CURRENTLY SPENDING ON VOICES TO VISIONS. SORRY, NO DISRESPECT MEANT.
- 102. Maybe it's not possible to leave it unchanged, but for what it's worth: I like the waterfront exactly as it is. It's the last untouched, undeveloped place I can go.
- 103. How are you tracking to make sure you only get one survey per household? Surveys and elections are only as good as the integrity of the process.
- 104. good job!
- 105. I'm very concerned about any development that would sharply increase traffic to the area, including things like museums or performance venues. A not-too-big hotel/conference center that wouldn't bring in any more people than GG Fields could be fine in the area where the track is now, as could a couple of "nice view" restaurants where the grand stand is. But I want the beach and bulb to be open space and the parking lot to be a park.

- I'm not in favor of more athletic fields in the area, except maybe in the area where the stables are; definitely not close to the water.
- 106. I enjoy the community process, but I hope the next stages will take more seriously the issue of financial feasibility we can envision some utopian environment on the waterfront, but will anybody come and build it?
- 107. I don't think homeowners can stand any more property assessments they are excessive already. We like having Golden Gate Fields there, we like the Albany Bulb sculptures and the green space. I would not like to hear loud music or see a carnival there, but the idea of educational exhibits and trail development sounds good, as does green energy research. A green village might be nice unless it turned the whole area into a commercial/residential zone. No apartments or condos! No excessive attention to access, parking lots, and shuttle buses or trains. Leave it as pristine, quiet, and restful as possible.
- 108. I am glad we are having the opportunity to do voice our vision in advance of major decisions being made. Unfortunately, our community has so much contention around this issue and if there isn't greater participation now and before important decisions are made, progress and amity will be impeded (my fear).
- 109. I look forward to seeing the outcome of this process. The waterfront can't be all things to all people, but I hope we can work towards a vision that takes care of some of our needs (like city funding) while being realistic about the possibilities.
- 110. I think the city of Albany should create a redevelopment area for the entire waterfront not currently part of the State Park and work out a plan that includes major habitat restoration, new well thought out retail development, housing and possibly a hotel/meeting facility on the plateau and restoring and adding to the beach and wetlands area. I feel developing a well thought out plan with a top urban land use firm would create the best mix of uses and generate much needed tax revenue

- to replace the useless race track and preserve and enhance the natural beauty of the area.
- 111. Thanks for some judiciously seeking the input of the community. It is truly appreciated!
- 112. Any tax burden on Albany homeowners should be minimal to none. Property taxes are already very high, especially since so many are "per parcel" not per square foot. This places an undue burden on lower income homeowners like myself that own a modest condo.
- 113. I think it's important to explain to people (I'm not even sure myself) how some of the details of various choices (from solar power to dogs on the waterfront) would be worked out and by what process. I might be more open to certain choices if there was a better understanding that saying to yes to an idea does not mean it just going to "happen" without the chance for more input to process. For example on the issue of dogs, limiting them to a restricted area could mean anywhere from one particular path to more than half the waterfront.
- 114. The waterfront is a valuable resource for Albany. It can generate much needed revenue for our city, recreation space for our community and it can also be planned and designed intelligently to maximize green building technologies and provide for open space,nature, public art, and enhance views of SF and within the site itself.
- 115. If commercially developed, please remember that many Albany residents own homes with beautiful views of the Bay and SF, and bridges, which are the main reason for purchasing at this location. Please preserve these views by not allowing tall buildings or bright lights at night. Thank-you
- 116. I fear that people do not realize the revenue generated by the race track and the cost to Albany residents if the waterfront becomes a non revenue generating use. If this happens then the residents are stuck with paying more for services or loosing services.
- 117. No farming; no taxes to develop energy sources. Keep tax revenues and build more athletic fields.
- 118. A streetcar running on Solano and San Pablo and to the waterfront sounds like a great idea!

- 119. I feel the summary presented to the Council form the visioning meetings was misleading, as at the session I was at we were told to assume a blank sheet of paper as to whether or not the track was there. As long as the track owners can operate a viable business and contribute \$\$ to the City (irrespective of the holding company multiproperty situation) they should stay and be allowed to enhance their private property site and their business along with the Bay Trail easements of course. The State and City's proven inability to enhance the scenic/recreational properties of land already in public ownership is a consideration that should provide impetus to seek further development on the privately owned portions with mitigation \$\$ to fix this situation on the poorly managed land already in public ownership.
- 120. Mainly i'd like to see the waterfront stay natural. However, I wouldn't oppose certain development in areas that are not currently natural such as on the site of the track, if it closed, or on part of the track's parking lot. I would not want to see development interfere significantly with views.
- of the view, the wildlife habitat. The revenues from development should go to Albany, rather than CA. (like conference facilities). And those developments should be integrated with one another, so that if one were staying at a conference retreat center, one could take a kayak lesson, or rent a bike, or go to eat at a restaurant with a view. It should be a place to congregate, and enjoy hiking, walking, biking, kayaking, sailing a place to teach children about the Bay, like the facility at Lake Merritt. Let the theatres and shops be somewhere else, where the view doesn't enhance that experience. Our piece of shore should connect well with Berkeley's and El Cerrito's and Richmonds in a feeling of continuous space.
- 122. We have to be realistic. I think the race track has been a great Albany Neighbor even though I have never been to the races. Any plan should try and include them.
- 123. This site is a rare public goodany plan needs to consider preserving it as much as possible for future

- generations. To be a bit cynical, global warming may raise the bay level enough that much of the property could be underwater in 20 years and any plan needs to consider the likelihood of this. Fleming point may once again be an island and the racetrack may be a marshland.
- 124. Let it be.
- 125. "This land is our land"; it's public and should stay so for generations to come. We need it for the expanse of vision to encompass the entire Pacific and its rim. That's what happens to me when I stand down on the waterfront looking out beyond the Golden Gate or up at the stars. Calm, peace and perspective return. This should be available to everyone. Keep the housing, industry, offices and shopping in town.
- 126. There is no mention anywhere of the fact that the beach is a STATE PARK, and cannot be messed with. Also, that the bulb is to be folded into this park. No mention of the so-called "art," which for the most part is not made of things that are already there, but of things BROUGHT IN. Therefore, it is garbage dumping and a form of vandalism. I have been in discussion with one of the leaders of SNIFF, and he absolutely KNOWS that he is breaking the law and squatting on public property. They DO NOT have this right; this is NOT artistic license. No self-respecting artist would deface public property and take such liberties. This is NOT art for the most part, and these ARE NOT artists (and I have been involved with art all of my life).
- 127. The owners of Golden Gate Fields should have the majority decision power of what, if anything they would like done on their property. Public opinion should only come into play if they decide to expand or close. I frequently walk the bay trail in Emeryville and Berkeley but don't feel safe at the bulb when I'm alone. Definitely no casino or Strip mall. A nice restaurant with a banquet facility would be nice, surrounded by a natural but not overgrown landscape. There are no state funds for establishing a park or wetlands. Can the City afford this? Local movie theaters are struggling. I don't think people realize how cold and miserable it can

be at the waterfront when they suggest a farmers market. A dog park would be fine but Pt. Isabel is only one exit down the Hywy. Again, Golden Gate fields should have a strong say in what they want to do on their property. Typically a business is going to do something that is desired by the community, if they have any intelligence. We are looking forward to a whole foods going in at UC Berkeley. I would like to see it go in at the corn field at Buchanan and San Pablo. We'd love to see UC Berkeley property taxed and UC contributing more to our community. We greatly appreciate the refurbished parks thru out the city. One pool in our community is enough, definitely not pool at the waterfront. No Casino.

- 128. Have Albany City resident and/or member only pistol or trap and skeet shooting fields been considered for the Albany waterfront area?
- 129. Thanks for making such a big effort to gather community opinions.
- 130. I basically want to see sensible, fiscally responsible, environmental development of the waterfront.
- 131. great outreach thanks for including me good luck with this one main driver should be a to develop a plan that gets executed and funded. I would not want to see a plan that lives only on a website or city hall but is stunning. Better would be some development that have real effect in next 5 years
- 132. Leave the bulb for the dogs. People who want to develop this land are not dog lovers. If you have a dog, you understand the need to be able to walk your dog OFF LEASH. Developing this space will only bring in gangs and trash from other cities. We are too close to Oakland and Richmond to be allowing [expletive deleted by Voices to Vision] to happen in this great city. Stop trying to make Albany something that it's not. Keep it a hidden gem, don't overexpose it.
- 133. Tax revenue is as important as open space that is the reality. I believe a great plan can be developed that does both.
- 134. Its a beautiful property that has been poorly managed in the past. An ugly racetrack and enormous paved areas that are of little use. Its time for a park, open space, playing fields, and a small

- amount of buildings for non-profit tenants, marine/bay research, education programs, green energy, public meeting spaces, retreat center, etc.

 Small, sustainable, flexible, green, local....make the space a vision and a statement about how essential access to nature and sustainable living is, and a big NO to development, malls, shopping strips, over consumption, and consumerism.

 Regarding the survey, it would have been very nice to have the option of receiving a copy of our comments, to make the process transparent, and keep the parties honest.
- 135. The discussion regarding the water front has been ongoing for about 30 years +/-. Its time to proceed with a proposal that is supported by the Albany residents, without increasing parcel taxes AGAIN and AGAIN. It seems every time there is a change in the city council we are almost go back to square one. Keeping an off leash dog park is important. Eliminating the transients on the bulb should be a primary effort, which the city has been lax in doing. Each time we visit the bulb, there is always some apprehension about transients.

Thanks!

- 136. I would be very disappointed if Golden Gate Fields were to leave Albany.
- 137. You're doing a great job. I never expected anyone selected by this council majority to select a consultant capable and interested in having a fair and unbiased procedure permitting all voices in Albany to be heard.
- 138. I hope that this process has been able to better define what the Albany community would like to see at the waterfront, and in doing so both deflate some of the heated debate that has crippled our politics from time to time and made clear to the current and future property owners that the values of park and open space as well as fiscal responsibility remain strong with the community.
- 139. The focus group facilitators were excellent. This has been an outstanding process.
- 140. Objectives: Attract more people to the waterfront and maintain tax revenue.
 If racetrack is coming down, need to select viable

businesses to replace it. If it is staying, we need to supplement race track with other businesses to draw more people to the area. Need to be careful in selecting businesses that will be viable, especially in this economy. There is already a motel at the Berkeley marina, shops in Emeryville, tons of restaurants and shops along Solano. There are lots of parks in the Bay Area. Why will people come here?

The area needs some restaurants/food stands to serve increased number of visitors, including people who regularly use the new Berkeley athletic fields. perhaps adding tennis courts and complimentary athletic areas would attract people. Water sports, dog walking, and family activities should be encouraged.

The bulb should remain fairly undeveloped, basically as is, with added attractions and educational activities. Allow for continued blackberry picking in Fall. I like the idea of expanding gardening... what low-maintenance plants can be grown out there besides fennel and blackberries? Is irrigation water available? would be nice to have other wild foods growing there and associated education, for all to pick. People also want space for construction and play. Have a community tool donation/lending area, other art/ building materials, and space to build play houses/ forts, etc. using local construction debris materials. Community trash cleanup day in the area that will be used is key, to make sure area does not get rundown, no drug needles are around, and the area seems safe. I want the bulb area to be open to use by all. Not sure if alternative energy is compatible with encouraging people to use the land, that's my only hesitation with that strategy. Thanks!!

141. What I like about the Albany waterfront is that it's a relatively "wild" space. Unlike the Berkeley Marina park area, you can lose yourself at the Bulb. It's a beautiful, quiet place that currently balances nature enthusiasts, families, dog owners, and people looking to be outside/exercise in an unstructured landscape. I am fearful of this becoming yet another cookie-cutter park or strip mall. I have no issues

- with the racetrack it draws revenue for the city, but doesn't draw such huge crowds that it impedes regular activity. I just don't want to see yet another waterfront area tapped for its shopping/commercial value, stripping it of all that makes it valuable to residents and natural preservation.
- 142. You've done a great job soliciting community input there should be no complaints!
- 143. Thank you.....this is a very constructive and well-designed process. Well done.
- 144. Constant shoreline clean-up for the plastic that washes up on the beach. The location of winds and waves make this a dump spot for this pollution along the shoreline. Constant motoring and clean-up is required. Interpretive signage for this as well as information about the habitat to educate dog owners about the seasonal as well as tidal influences that affect the wildlife and how dogs off leash can impact it.
- 145. I don't mind limited development of the shoreline area, as long as it's tastefully done. The natural shoreline and ocean views need to be largely preserved and respected, with any construction integrated into it but not detracting from it. I don't want they area focused on shopping and turned into a mall - but small, low profile shops CONSISTENT WITH THE INTENDED SHORELINE ACTIVITIES (e.g. kayak/windsurf/ sailing shops, bike/rollerblade rental, sandwich/ burger shops, maybe a small outdoor ampitheatre) with a shoreline pathway and patios would be nice. Similarly, access should be increased but also consistent with the activities the area supports, i.e. foot/bike pathway access, and maybe shuttle, but not automobile.
- 146. Any commercial development at the Albany
 Waterfront is Unconscionable. We have existing
 commercial areas in Albany that are dilapidated
 and vacant. If we can't fill existing commercial space
 with vibrant retail options, how can we be certain
 to attract retailers to the Waterfront? Who wants
 another Starbucks out there? The probability of
 the Waterfront becoming tacky and underused is
 very high, and we must have the courage to resist

- development there. I go to the Berkeley Marina nearly daily as do hundreds of other people. It's fantastic. People want, need and enjoy the open space, the beauty of the bay, bridges, skyline, shore birds, etc. Let's address our psychic needs and worry less about luring tax dollars. If we need more money in Albany, raise taxes and be done with it.
- 147. We strongly believe that careful, well-designed small-scale density enhancement should be developed for San Pablo Ave (especially, since it lacks character or focus) and Solano Ave (which has character and focus that can be built on) to provide retail, residential, education, entertainment, etc, to meet the community's urban needs and to generate tax revenues. Waterfront should be dedicated solely to purposes closely related to its enormous and unique beauty.
- 148. The waterfront and freshwater rivers/water sources/tidelands are our most valuable natural resources. we must protect them from development and preserve them for ourselves, visitors and our children, and to protect and help the natural flaura and fauna flourish. This will enhance rather than destroy the value, attractiveness and beauty of our city and our area.
- 149. portions of this survey referred to music/theatre venues and performance spaces as separate options for the waterfront; I was not clear what the difference between these 2 was. Similarly, I was not clear about the difference between the "educational center" and "research institute" options, and also not clear about the difference between the "educational center" and the "environmental center" that was listed as part of the museum/aquarium concept. My responses indicating I support those concepts were assuming that any of the educational/research/enviro centers would be focused on the local environment, and the arts venues would be for performing arts (e.g., I would not support a multiplex movie theater).
- 150. The waterfront is too large a piece of Albany to not be used for multiple purposes.

- 151. We must earn money for Albany, but not with a shopping mall. A research institute or some such would be fine and not prevent the recreational uses.
- 152. I appreciate the novel and excellent approach that Fern Tiger uses to get to the "mind" of the community.
- 153. In the current global warming scenario, sea levels would rise to drown much of the bulb, so it would be counterproductive to do very much of anything to land which in in danger of flooding.
- 154. Waterfront development should be mostly public or non-profit. It should be a community asset for it's natural beauty and as a peaceful gathering and recreational place, not for its potential as a part of Albany's tax base. We can get our taxes from other sources; we should not exploit the waterfront for this purpose. VERY LIMITED for-profit development is OK, as long as it's the type of development (such as a discreet restaurant or hotel venue) that brings LOCAL families and/or their visitors down to the waterfront. But mostly it should be park space of some sort.
- 155. Who ever designed this survey should learn the difference between a checkbox and a radio button.
- 156. It is vital that we maintain the area as generating some revenue, while also providing open, outdoor space for families to walk, bike, etc. I like the ideas of revenue potentially coming from Greek Theater, museum/aquarium, office space, hotel, "Beach Chalet" type restaurant. I do not like the idea of stores taking revenue away from Solano Avenue merchants. And lastly, nothing along the lines of a big "Bed, Bath and Beyond"! Also, please, no housing as we don't need to further crowd our public schools. Lastly, also no private schools let's continue to build and support our public schools! Thank you for your work on this!
- 157. I do not want any major development at the waterfront like that proposed by Caruso. The only acceptable development should be to compensate for lost revenues to the city of Albany from the racetrack.
- 158. A mixed-use, high to low density, "state-of-the-art/shelf" green development that was an attractant

- for Albany as well as the region/I-80 would be amazing. I would support high density market rate+ housing, (offices+commercial at the eastern edges) and retail (yes, even krap boutique chain stores..) whose rent/leases could support other urban waterfront developments that are usually excluded cause of front end hard costs: class 1 bike paths, boardwalks, green energy, LEED Platinum requirement, onsite rain and greywater management, public plaza with views of SF, etc. This hasn't been done before on the west coast of the USA and would be a national demonstration. Best of luck with this process; no one will be able to argue that you guys didn't offer enough public involvement. This is arguably the most I've ever seen surrounding such a small area (<200 acres) Cheers!
- 159. Here is a good article on the Krannert Center for the performing art's in Illinois Outside Concert series. [identifying information deleted by Voices to Vision]: http://the217.com/articles/view/outside_at_ the_research_park_begins_three_part_series I would really like the area to be cleaned up. Some of the "art" is certainly interesting, so perhaps there is a place to display with a sign. If there is any commercial development, I would like it to be VERY small. Maybe ONE SMALL restaurant and ONE SMALL Bed and Breakfast and/or a couple of very small (NON CHAIN) boutiques. We would love something like Ceasar Chavez but with the beach we have now. Trails are great, open space is great for kite flying, paved paths would be great for biking/ running, the theatre could work if you keep it on the small scale (outdoors with basically the performance stage and people bring their own lawn chairs). Love the idea of transportation (shuttle, trolley, train, whatever) to the spot. We live in the Village and it can certainly be a hike with kids (and we are closer than most!). I think the horse track should go.
- 160. I am strongly opposed to the kind of largescale development at the Waterfront that was proposed by Caruso. Open space is a high priority. Commercial development should be restricted to providing tax revenues to the city equal to

- those paid by the racetrack. There are several development alternatives identified in this survey that would be appropriate. This Voices to Vision community participation process is very important to helping Albany residents determine the best way forward for the Waterfront. Many Albany residents are unaware of the goals and tactics of Frank Stronach, and if they knew more about him and Magna they would be much less supportive of the racetrack.
- 161. My opinions: 1. the racetrack must go (torn down),
 2. the whole area should be turned into a wonderful shoreline park, 3. if there has to be any commercial development, it must only be along the freeway, 4. I'm willing to pay increased taxes to offset the loss of the racetrack revenue.
- 162. I would like to see as much open space as possible. If racetrack stays, then north parking lot and Bay Trail should be converted into open public space. If track closes, I wish as little development as possible, but enough to generate tax revenues approximately equivalent to what the property generates today. I think retail shopping should be minimized. Would prefer restaurants/waterfront recreation, possible smaller, low rise hotel.
- 163. The costs of climate change adaptation can be extremely high. The city needs to think extremely carefully about any development in low-lying areas of the water front.
- 164. I think the Voices to Vision has been an excellent project so far to solicit the communities' opinion on what should be done with the waterfront.
- 165. You guys are doing a magnificent job
- 166. The "waterfront" area is a gem that the City of Albany should protect. Open spaces, restored habitats, restricted access by dogs, and limited use by cars and bikes on the trails will make the area much more valuable for the future than any development or multi-use plan.
 - My hope and desire is that the area will remain open and used by humans to enjoy the views, the habitat and learn about the local environment.

- 167. for January sessions please tell attendees how much it would cost to remove GGF land improvements some or all to make land into "open space".
- 168. Again, I feel spending \$500K on this visioning process is a waste of time. For the forseeable future, the racetrack is primarily privately owned. Our city can day dream all it wants but Golden Gate Fields will do as it wishes with its property. This visioning process will result in yet another stack of documents joining others in shelves someplace in city hall, gathering dust at a tremendous cost. It is the result of naive, extravegant thinking by a small group of residents. The whole situation will have to be revisited when Golden Gate Fields is sold & the new buyers/developers will be guided by existing waterfront laws and their own plans, not the wishful thinking of this generation of citizens.
- 169. I really appreciate the intelligence, the attention to subtle differences and high quality of effort that has been shown in every part of the Voices to Vision process. I am staggeringly impressed and look forward to the January meetings. I have been meaning, however, to email you to correct the time-line used in the first announcement, the large format glossy booklet that we received. You must've used the Sierra Club's time-line which they presented at a meeting a couple of years ago. I came late and was told by a fellow Albanian that they had skipped the very contentious election of (I believe) 1992 (or was it '93). Landbrook (an international gaming corportation) was the owner of GGF, and they spent \$200,000. to get us to vote to support an expansion of the their betting area into a casino. They won by something like 87 votes, but a group of us called the Citizens for Responsible Government (Robert Otis did the legal work probono, and David Arkin was our President) held it up in court over the mediocrity of their environmental impact report. After 5 years? seven? when Magna bought GGF, the report was revealed to be inadequate and we won. This whole series of events should be re-included in the time line. Thanks again for your great effort with this project-[name deleted by Voices to Vision]

- 170. Thank you for devising this process...it is being very well conducted. It is my hope that we can continue to have the racetrack and to encourage it to be a significant contributor to the life of our community, not just in the tax revenue sense. I think we need to remember that it is a significant employer and adds something unique to our portion of the waterfront. This relationship could be nurtured and developed. Thank you.
- 171. I would like to keep the Waterfront such as it is.

 Funky with nature. Howevever if changes are made then it should emphasis park land, open space and trails. Maybe a resturant and a few small local retail shope away from the water
- 172. The waterfront is a potentially beautiful asset. The waterfront park in Alameda is a great example of what we should provide.

 The race track is our "stadium" we should try to keep it as long as it is viable. If racing dies out, then change the use to hotel. There is a spectacular view from the hill of the Gate and it should be preserved as open space.
 - I do not believe that revenue is an issue.
- 173. Albany's potential is huge and it's a town that's suffered from thinking too small. Geographically it's located in an extraordinary place uniquely & directly across from sweeping views of the Golden Gate Bridge and the entire span of the Bay. Today Albany looks like a City in decline with abundant litter everywhere, homeless people on all the main streets, and more and more forgotten houses that make Albany appear headed towards being a slum. Even El Cerrito looks like a special place compared to they basic health and present condition of Albany's care and maintenance. Even crime is reaching new high levels throughout the City with a Police force not seemingly equipped for "urban issues". Albany citizens better take control of their future, otherwise it's going to turn into a small Richmond and no longer be that special place we think it is.
- 174. More education of the community is needed about who owns what areas and how any conversion of GGF to other uses would cost the city in the short,

- medium and long term so they ca make better informed decisions
- 175. I visit the waterfront quite a bit and want the open space preserved. That said, my property taxes are already very high, and the reality is that Albany needs the tax revenue to sustain our city. Thanks.
- 176. I really want us to thing bigger than our narrow self centered selves. There is an abundance of wildlife and natural beauty to preserve for future generations. I do not want my kid growing up to only love urban spaces, I want her to know and love close natural places in our community.
- 177. I would like to have open space at the Albany waterfront. I understand that tax generation is important to many Albany residents. But, looking at the current economic climate, I would like to see thorough economic studies of any tax-generating uses under consideration.
 - As for the community process, I enjoyed participating in the May/June community sessions. I have one suggestion. For the last exercise, here was not enough time for the people in my group to discuss and come to a consensus regarding where to place the blocks representing potential income generators. With more time to put thought into these important decisions, his would have been a very valuable source of information. In my group, a few individuals pushed through what they wanted and many individuals were silent and did not express their ideas.
- 178. There are already shopping, dog parks, restaurants, educational facilities, public art, hotels, shopping areas and all the other crazy ideas expressed in this survey throughout the area. What we truly lack in Albany is well preserved, natural open-space that respects and reflects the beauty of the local ecosystem and creates opportunities to walk, hike, bike and enjoy the Bay shoreline. This is more than an opportunity, it is a moral imperative for Albany to re-create a natural shoreline park that protects ever shrinking habitat and creates a legacy of true beauty for the City.
- 179. I'd like to see some sort of visual representation of the various proposed future layouts for the

- waterfront as created and worked on in the spring workshops.
- 180. The exposed rebar and other associated hazards at the Bulb must be mitigated. The City should focus on doing what needs to be done to hand over the bulb to EBRPD or the State for a park.

 As for the racetrack property because the owner does have property rights I think the past initiative the requires more than normal approvals for different land uses is helpful in ensuring the City residents get something they would like in a possible post racetrack scenario. I think the City should more actively puruse a positive relationship with the land owner.
- 181. The "wild", spontaneous quality of the bulb's untended organic (and cultural) exuberance rising from a neglected dump of construction debris and, to a lesser extent, the natural quality of the beach are unique in the region, and a large part of their appeal. I hope that this wildness can be maintained, and we can resist the temptation to plan, manicure, build, and sanitize it into just another nice park. I love nice parks, too, but this parcel is different, and we should appreciate and keep it for what it fortuitously became.
- 182. I would love to see wetlands and the natural environment restored, and protection for birds and native animals. I would like to see Albany contact some granting agenies-like the Nature Conservancy to see if they would help with the project. I would hate to see big box stores allowed in as I don't want Albany to become another East Palo Altothe whole community would be cheapened and lose value.
- 183. We believe in a happy medium. Open space and recreation but some business to help support the area.
- 184. Although the V2V costs initially concerned me, I've been extremely impressed with the quality of your community workshops & research. It now looks like a necessary process.
 - You got to the heart of the political and (dis) informational issues that created the status quo very clear-eyed but not unnecessarily blamey.

 I hope Albany broadly applies your findings

- regarding citizens' vision for community development/ urban planning, so the good work radiates beyond the waterfront.
- 185. I think the waterfront is a special place and should just the way it is.
- 186. If racing leaves ,because of bankruptcy or other we would have a gap in income. better to develop the bulb somewhat and whatever truly is owned by Albany than to try and appropriate someone else's property.
- 187. Really enjoy this process, the company hired to do this public survey interaction is really good. Get the word out to the those that haven't gotten involved. Thanks
- 188. So far so good.
- 189. Though I was opposed to the expense of this process I am hopeful of an unbiased vision for Albany
- 190. No. Thanks for allowing to make an input.
- 191. I have been going to the landfill since I moved to Albany 18 years ago and I enjoy the lawless, chaotic nature of site. I realize this will change in the future but I hope to still be able to throw balls for my 2dogs and enjoy the amazing scenery offered by the site. I am willing to share it with others and hope that the city will retain a tax base if the race track goes away. Thanks for letting me take part.
- 192. It is important to maintain free and open beach access. If any building is done, it should be done by union construction workers or companies that pay the prevailing wage and also offer equivalent benefits including a pension plan and a health and welfare plan. Low bids and a non-union contractor has led to the Albany Library tower being wrapped in plastic and water damaged for the last 4 or 5 years. It is still there.
- 193. I was very impressed and pleased with the structured process to solicit and focus our community participation in planning for the future of Albany's waterfront.
- 194. I believe we have a true treasure in the race track. It is the only race track left in northern California. It's presence helps the San Francisco Bay Area in making it truly world-class destination. We may

- not need the race track but we would miss out on something very few cities have just like the bowling alley. These venues help make Albany a place to go to.; I believe we have a true treasure in the race track. It is the only race track left in northern California. It's presence helps the San Francisco Bay Area in making it truly world-class destination. We may not need the race track but we would miss out on something very few cities have just like the bowling alley. These venues help make Albany a place to go to.
- 195. NO NEW TAXES! The city council which ran on a green ticket paid for by outside local develoers has brought in essentially no new sales tax revenues and has put through yet another parcel tax. This is neither a solution nor sustainable. Let me repeat:

 NO NEW TAXES, get out of the way of conscious development and bring in money another way.
- 196. We really like the Bulb the way it is wild and posturban at the same time. We care less about the other areas but are generally against a lot of development - would prefer to keep it low-key. Increasing retail is the worst idea - there's plenty of retail in the North East Bay - don't mess up our waterfront with more commercialism, PLEASE!
- 197. Since you are unable to ensure that respondents are all Albany residents, I would hope you would take the responses with a HUGE grain of salt. If, on the other hand, this survey were conducted via email, it would be more reliable. [name deleted by Voices to Vision]
- 198. I appreciate the community process. When will we (the community) see the data and results from these surveys? What assurances do we have that development plans will actually follow the community-expressed vision?
- 199. Vehicle access is a big concern after watching the impact on freeway access in El Cerrito/Central Ave. and Berkeley/Gilman after nearby areas were developed Pacific East Mall opened and was Ok until Cal Trans closed the Pierce St. exit. Gilman was a nightmare before the soccer fields opened but is even worse on the weekends now. If shuttles/light

- rail are not viable to the waterfront, I would be less supportive of retail/restaurants being developed.
- 200. In case you can't tell from my responses, I haven't given this project much thought. I am not opposed to development, but the thought of a hotel going out there isn't as pleasant as community gathering venues. I fear that development will limit public access...even though I don't go out there that often. I don't have kids to take to the beach and I don't have a dog.
- 201. I'd like to see the city consider allowing the racetrack to continue but take a smaller area, and allow development that can augment the racetrack while setting aside some land for park
- 202. After living in Albany for 40 years I find these "every few years" surveys laughable. The people involved seem one sided and unwilling to compromise, the money spent wasted and in the end nothing much changes.
- 203. The waterfront is a great location for wind turbines; to use for wind energy to help power Albany and surrounding areas. This could be a good source of future savings or revenue.
- 204. Not another Emery Bay. Small hotel, small touristy shops, senior housing, education all OK. Anything that gets some people there so it feels safer. Some protection from the wind.
- 205. The waterfront is a top priority issue & I prefer to "voice your vision" online. I hope there are more to come.
- 206. Thanks for putting this together. Would I be able to receive an email regarding when the community sessions will take place. Perhaps sending those out to people as an Outlook calendar item will help keep this on the forefront of peoples minds. I would also be interested in seeing the results of this survey.
- 207. please listen to what the community wants to create. The Major focus should be on what people want rather than what they dont want. thank you.
- 208. i appreciate the way you are involving the community in this process

Phase Two

Phase Two: Outreach



to Voice Your Vision about the future of the Albany Waterfront

Final Phase Community Sessions

January 9 – 10, 2010



444-4567 www.voicestovision.com



Postcard mailed to every Albany household

RSVP TODAY! www.voicestovision.com

VOICE YOUR VISION

WHO

Residents of Albany

WHERE

Senior Center and Community Center/Library

WHAT

VOICES TO VISION: Final Phase of the community process on Albany Waterfront WHY

To discuss and refine a vision for the future of the Albany Waterfront

WHEN*

- Saturday, January 9, 2010, 10am Noon, Senior Center
- Saturday, January 9, 2010, 2 4pm, Community Center/Library
- Sunday, January 10, 2010, 10am Noon, Senior Center
- Sunday, January 10, 2010, 2 4pm, Community Center/Library
- Sunday, January 10, 2010, 5 7pm, Community Center/Library

HOW*

RSVP to come to one of the sessions listed above. RSVP at www.voicestovision.com or (510) 444-4567



For more information and to RSVP

www.voicestovision.com or (510) 444-4567





Phase Two: Session Tools



Albany, CA

Voices to Vision

Facilitator Script Phase 2

January 2010

MATERIALS: SHOWN IN BLUE

STAGE DIRECTIONS: SHOWN IN RED

FACILITATOR SCRIPT: SHOWN IN BLACK

NOTE: FACILITATORS WEAR V2V T-SHIRTS

SESSION SET-UP

MAKE SURE TO ARRIVE AT LEAST 60 MINUTES IN ADVANCE.

ENSURE THAT ALL MATERIALS ARE IN PLACE (E.G. WHAT NEEDS TO BE HUNG ON WALLS; WHAT GOES ON TABLES, ETC.)

Each table has:

- 3 mugs): green for "pros"/ red for "cons"/ yellow or white for "neutral" or "don't know"
- Placemat for mugs
- 6 waters
- 6 pens
- 1 tabloid
- pink index cards (for questions)
- kitchen timer

GROUP TABLES AND CHAIRS IN SETS OF SIX;

PUT AN ORANGE "DOT" ON ONE CHAIR AT EACH TABLE.

MATERIALS NEEDED: Cassidy to confirm and adjust

- CHECK-IN SHEET
- Binder with addresses/ rsvps/ etc. Per may/june system
- NAME TAGS (pens for nametags)
- DEMOGRAPHIC QUESTIONNAIRES
- Evaluation questionnaires
- 2 LAPTOPS WITH POWERPOINT PRESENTATIONS powerpoint projector/ cords/ etc.
- COPIES OF POWERPOINT PRESENTATION (300+)
- PENS/MARKERS for all participants
- Waters for all participants
- BLOWUPS (process diagram;"in the box;" rules of the day; site map with ownership; other site map with features; facts from previous sessions; 6 scenarios sheets blown up larger than 18x24 for wall; findings etc. blown up from handouts)
- STICKER "DOTS" for one chair at each table
- BELL OR WHISTLE FOR TIMER
- SESSION MATERIALS (drawing sets; 6 group pro/con tally sheets and set sets cards, one for each scenario for each table; individual sheet #1 with column tallies; individual summary worksheets for final participant input; pro/con/neutral cups for each table)
- RUBBER BANDS/PAPER CLIPS
- FOLDERS/BOXES FOR COMPLETED MATERIALS
- Binders with all maps

January 9 and 10, 2010 Albany Voices to Vision Community Sessions Facilitator Script

(9:45)

Begin running PDF with maps and images of May/June sessions... continuous loop...

Invite participants to take a seat at any table and thank them for coming... Ask that they complete demographic survey that they received at sign-in table..

(10:10)

Stop PowerPoint at 10:10/ Cue introductory PowerPoint (but don't turn on to run)

We'll just wait a few more minutes... people are still arriving....

(10:10)

INTRODUCTIONS AND OVERVIEW of THE DAY (5 minutes)

Welcome to the second and final phase of the Voices to Vision community sessions. I should say 'welcome back' to those of you who participated in one of the 38 sessions in May and June... you may have seen yourselves in the images that have been running... (adjust per 2 rooms)

My	name	is		and	these	are	my	co-facilitators,
			and	We	are all	with I	Fern T	iger Associates
– an	d our fi	rm l	nas been responsible fo	or this	process	sinc	e the	city contracted
with	us abo	ut 18	months ago.					

Your participation today will inform the creation of a vision for Albany's waterfront... but we will not be making hard/fast detailed decisions.. Remember we are working on a vision/ a concept.. Not a specific detailed plan

Everyone who lives in Albany has been invited to attend one of the 5 sessions taking place this weekend, but everyone can come just once. We are also doing a session for non-Albany residents on January 19. Like the sessions in May and June, each session this weekend will be identical to this one today – in terms of format and activities – but each session will be different because of what you bring to it.

Remember that this weekend's sessions are really but one part of the Voices to Vision process – which started with a good deal of research and the publication that was mailed to each household last spring, and then went into the first round of community sessions and most recently the November on-line questionnaire. To date, more than 1,000 unduplicated residents have participated in Voices to Vision. Point to Flow Chart. It's the results of these parts of Voices to Vision that formed the basis for what we'll do today.

We do have some Rules of the Day – point to chart – most important, please turn off your cell phones... and be respectful of each other. Hopefully we can all live with these rules... Also – It's important to stay for the full session...

I also want to point out the cards on the table for questions – we'll collect them and get responses on the website as soon as possible.

So today...the main focus is a group exercise that will move toward framing a vision and guidelines for the waterfront... but first... a short presentation of what has led to the 6 conceptual scenarios that you will be contemplating today... and then I'll keep quiet and you can all get to work.

(10:15)

How we've gotten to where we are...

Begin PowerPoint (main section).

Slide: Voices to Vision Community Sessions

Again... welcome.

Jump to page 14 if not reading from script and ad-libbing the pp

Slide: The Albany Waterfront

Probably everyone here realizes that the Albany waterfront is an amazing asset...

But these 190 acres stretching from Richmond to Berkeley, west of the freeway, create a complex site... with 102 acres privately owned, for many many years... 50 acres already part of the state park system... and another 38 acres slated for inclusion in the state park, but still owned by the city of Albany....

The private portion of the site contributes to the city's budget and the schools through tax revenues ... in 2008, it accounted for around \$1.7 million to the city and schools (about 7% of the city's general fund and 2% of AUSD's budget).

But the waterfront site has not just generated revenue – it has also generated community conflict – to the point that Measure C was put in place, requiring that any changes to the zoning require a majority vote of Albany residents.

Despite the history of conflict, the city believed that community dialogue could lead to a shared vision... and so the city took the lead to develop a proactive approach to planning for the future... an approach that would not be developer driven – and that approach is now called Voices to Vision... By being here today, you are a part of that proactive approach.

Slide: Project Challenges

The approach is not without challenges...

Among them, the site itself – which is under the jurisdiction of multiple public agencies...

The site has a complex history ... and residents have not just different levels of understanding, but also differing levels of interest and involvement...

And of course there are competing interests and diverse visions for the site... which the process is attempting to reconcile...

Grounding the vision in reality, while still being "visionary" is a major challenge...

And once there is a vision... funding for the implementation of any vision will most certainly be challenging...

Slide: Goals of Voices to Vision

So the goals of the process were set early on:

- Be proactive; plan for the future... that's happening
- Educate the Albany community with facts and neutral information...
- Engage the community to ensure input here you are...
- Build trust through respectful dialogue we expect that will continue today
- Define a common "vision" we hope that these sessions will move us a step closer.... and allow us to determine guidelines for future owners of the site...

Slide: Voices to Vision Part One

The community process to date has offered rich perspectives from...

- The 38 highly interactive community sessions in the spring.
- More than 750 residents participated, including 100 youth, generating a range of ideas and scores of potential site configurations...
- To add to this input, hundreds of residents completed the online community questionnaire...
- So far about 1,000 residents have participated... and we anticipate about 200 more this weekend.

Slide: Part One Participation Sessions

- At the first round of sessions, groups of 3 to 5 participants determined their "ideal" site configurations – focusing primarily on uses, locations, open space, tax revenue generation
- These sessions resulted in 200 different maps
- To this information we added data from the online survey
- And data from other sources... to create the scenarios that you're consider today...

Slide: Common Site Themes

- Nearly all agree and express support for the completion of the Bay Trail, and some expansion of open space...
- Most favor substantial tax revenue generation at the waterfront... even those favoring the development of significant open space often want significant tax revenue as well...
- And the most common structure that participants in the May June sessions added to the site was a 3-story, boutique hotel

Slide: Differing Opinions

Of course there were also differences of opinion...

- In the spring sessions, only about 10% of participants showed preservation of Golden Gate Fields in the long term (not necessarily wanting to rush GGF out but acknowledging that racing would not be the use they would favor as a "vision" for the site)
- Most didn't favor a large office campus... and housing was controversial...
 with some strongly in favor, and others strongly opposed....
- While most desired additional dedicated open space... the amount ranged from about 20% of the Golden Gate Fields site to 100% of the site... translating to a range of about 20 to 100 acres....

- And while most desired tax revenue to continue to come to the city and the schools... the amount varied.... from none to more than \$3 million annually (compared with the \$1.7 million in 2008)
- You can take a look at the handouts for more on the session and survey results...

Slide: Most Common "Bright Ideas"

Participants in the spring sessions were asked to come up with at least one "bright idea" for the site... and there were definitely some ideas that came up again and again... and others that popped up just once... You will see the most common ideas on the scenarios today.. Perhaps most notable was the interest in supporting water recreation, alternative energy generation, and an interpretive center...

Slide: Summary

Then it was time to take this information and move to the next step..

Slide: Scenario Development

- The concepts generated by the community.... combined with additional information.... yielded options that represent residents' priorities that emerged in the spring and through the fall online questionnaire... options that were then vetted by economists, planners, and architects... to result in the conceptual site plans that you will see today.
- But remember: these scenarios are not "final"... they are ways to refine the overall vision; land uses; locations; potential tax revenue; etc...
- You will not be "picking" a plan... but commenting on each of the six...

These scenarios should be looked at as possible directions, not specific
plans or proposals. They reflect input from the community, but they do
not represent any one person's proposal or idea; rather they are aggregated
concepts presented in a way to elicit more refined feedback from you...

Slide: View slides

Because views of the site were an issue that came up often, we had a few simulations done of building envelopes in different places, at different heights...

Slide: Today

So today you'll have a chance to review six scenarios that represent a range of thinking, based on concepts that emerged from community-driven ideas... and from the survey... and that include information from a range of experts... They use realistic building sizes... and estimates of tax revenue potential...

Slide: All Scenarios (one)

Before we go through the individual scenarios, I want to go through some elements that are consistent throughout all.... And these are listed on the base maps that you will have... So keep in mind, that in all scenarios...

- Buildings would be LEED-certified.
- Built structures would have photovoltaics and/or native plant landscaping on roofs.
- Potential for co-generation and tri-generation would be developed.
- Gray water recovery systems would store and distribute reclaimed water for landscape irrigation wherever possible; native and other naturally droughtresistant plants would be used in other areas.
- Potential for alternative/wind energy would be considered.

- Bay Trail would extend across site.
- Site would have separate paths for pedestrians and bikes.
- Development of open space and buildings would take into account potential rise in sea level.
- Buildings would be located in areas presently developed.

Slide: All Scenarios (two)

- No buildings or parking would be located within 100' of shoreline.
- No asphalt parking lots would drain toward to bay;
- Transportation and access improvements would be addressed.
- The existing fishing pier would be renovated.
- A small interpretive center would be part of any museum or aquarium.

And..

While the "Bulb" is currently slated for future inclusion in the Eastshore
State Park, many proposals have emerged which may not be consistent with
state park guidelines, but could be part of any scenario presented.... We
won't be focusing on the bulb today.

Slide: Grid

The base sheet that you'll have to reference throughout the exercise also includes a comparison of some of the key attributes of each scenario... including the amount of new dedicated open space, new development, building footprints and estimated gross tax revenue....

Slide: Today's Goals

So today we hope to gather input from you about desired land uses and configurations... to encourage discussion about how the conceptual scenarios might be enhanced or modified... and to develop and share messages about the waterfront, intended to guide the vision and direction of this unique asset...

As I said, you'll have a chance to review six conceptual scenarios...

Slide: scenario 1

- one that dedicates the entire waterfront site as new open space...

Slide: scenario 2

- one that adds to that open space a hotel and conference center at the south...

Slide: scenario 3

one that adds to the open space an "Asilomar style" complex...

Slide: scenario 4

 one that adds to the open space outdoor-recreation focused retail and a hotel...

Slide: scenario 5

- a more classic mixed use scenario... with retail, housing, and office...

Slide: scenario 6

 and one that leaves the race track... and adds a small hotel... setting the stage for racing to continue... or to cease... leaving that open to your input...

Slide: Instructions

So now we're at the heart of the meeting – your chance to weigh in... it's a detailed process and we need to move through it at a fairly tight pace to complete the entire exercise... if we don't get through it all, you won't have a chance to fully express your views....

Here's what you'll be doing... and you have these instructions at your table.

You'll review scenario one with your table...

Then you'll have a chance to weigh in yourself...

Then you'll move to scenario two...

And we'll be going through this in detail in a minute...

PowerPoint off...

(10:35)

First – take a moment to check the back of your chair for an orange dot sticker. There should be one at each table... Whoever at your table has the dot on their chair is the official "timer" for your table... You'll hear what that means soon.

Now let me start by explaining that we designed today's exercises so that you both engage with the people at your table.. And also weigh in as an individual... We heard from some people that while the seemed to like the May/June sessions, and the fact that they worked in very small groups.. But still some felt intimidated by others in their group and felt that maybe they didn't always completely get to express their feelings... or ideas... so this time there is considerable attention given to enabling you to get your personal opinions across...

(Co-facilitators distributing Scenario One Map and Scenario One card deck and Individual Summary Worksheets)

OK – Let me start by explaining the first map and the cards that go along with it... which are being delivered to your tables as we speak .. but please direct your attention to me, and leave the materials in their packets until I tell you more...

Essentially you will be doing the same exercise 6 times – for six different scenarios. ... and then a final exercise at the end.

So First: Scenario One...

What you'll see is that this scenario focuses on

- Public park with low impact activities (e.g., bird watching, hiking, etc.) .. it's intended to be for pedestrians only
- Wetland restoration, with adjacent Bay Trail
- Regional open space, that is contiguous at the north with Eastshore State Park
- There are very few built structures in this scenario; we currently show an interpretive center or small museum, and buildings to support park in designated areas (restrooms, parking, trails, etc.).. There's parking near the interpretive center for both the center and the park...

This scenario would

- Require public financing for purchase, development, and ongoing of maintenance
- It's not expected to generate tax revenues (although developing site into significant natural resource could have positive economic impact on Albany and adjacent communities)
- Without tax revenues from the site, Albany would need to identify ways to replace tax revenues currently generated at site (\$1.7 million in 2008) and /or city/AUSD budgets would need to be adjusted

Now it's your turn – here's what you'll do:

- As a group with the others at your table, take a minute to review the conceptual site plan for Scenario One and talk with people at your table about the key question: how would this scenario make the waterfront feel the same or different than it does today?
- Then, on your own you have a deck of 10 cards. Each card has an attribute of the scenario... one is blank. There are many other attributes that are NOT included in the cards... but don't worry... there will be a chance to

- add an attribute that you think is key... and, in a bit, you will have a chance to weigh in on the scenario over various broad categories...
- So review each card and decide if you think it is a positive, negative, or neutral attribute... If you don't know or don't care, call it neutral... If you want to add an attribute that is a very important positive or negative for you, then write it on the blank. Then place cards you think are positive in the green cup at your table; those you think are negative in the red cup; and any you think are neutral or you don't know, in the yellow cup... You have just a few minutes for this and the facilitators will be walking around if you have questions...

After you're done with the cards, complete the first column .. Just the first column.. On the sheet called Individual Summary Work Sheet... By yourself.. on your own worksheet... and also answer the questions related to Scenario One on the back side of the sheet.

Your table timer will keep time for this Scenario... so let's set the timer to 10 minutes... when the timers go off, I'll be explaining Scenario Two... and you'll be repeating the steps we just walked through for that scenario... So remember: you'll need to be all done with Scenario One because we'll be moving ahead to the next one!

Set your timers!.. I will come back up to explain Scenario Two after you complete this

(10:45)

Facilitator sets timer for 10 minutes

A minute or two before timers set to go off... Facilitators hand out Scenario Two Map and cards

(10:55)

Now you've completed the first of your six scenarios... Let's move to **Scenario Two...**

- Let's move to Scenario Two...
- also has a large Public park that adds 87 acres of new open space to the waterfront..
- the Wetlands get restored and the Bay Trail is placed near the wetlands
- Regional open space, contiguous at north with Eastshore State Park
- There's a 300 room hotel in this scenario which brings in about 1.4M in tax revenues... the hotel has a conference center and a rooftop restaurant..
- The hotel is located close to Berkeley on the southern end of the site..
- There's a museum or it could be an interpretive center shown

From a financial perspective...

- Developer of hotel would be expected to finance some portion of public park and pay for ongoing maintenance
- Some public financing needed for purchase, development, and ongoing maintenance of remainder of the site
- Estimated tax revenue to city approximately \$300,000 less than 2008 GGF revenues
- Okay set your timers for 8 minutes.. .and start!

Facilitators pass out Scenario Three map and cards

(11:05)

Now let's move to **Scenario Three.** This scenario has

- 83 acres of new dedicated park space in what is currently GGF.. But it also has
- A Unique, urban eco-hotel, with restaurant, featuring food grown in on-site gardens and orchards; environmentally-friendly amenities (earth-friendly spa services, etc.)
- The hotel has 100 rooms.. And feels like "Asilomar for those of you who have been there... (1- and 2-story, 4-8-room buildings disbursed in the area adjacent to the new park and wetlands)
- Waterfront park looks toward Golden Gate; shoreline promenade
- Expanded, restored wetlands with boardwalk
- Bay Trail along perimeter of wetlands
- Aquarium / interpretative center

Financially...

- Developer of hotel expected to finance some portion of public park and handle ongoing maintenance for that portion
- Public financing would be needed for purchase, development, and maintenance of remainder park and wetlands restoration
- Estimated tax revenue to city approximately is approximately \$700,000 which is about \$1 million less than 2008 GGF
- Okay, just like last time, set your timer for 8 minutes

Facilitators pass out Scenario 4 map and cards

(11:15)

Now Scenario Four...

- Here we have an increase of 72 acres of dedicated new open space and potential tax revenue of \$2,6 million.. Which is about \$900,000 more than GGF in 2008
- The site includes a 3 story hotel with conference center.. 3 stories is just a tiny bit taller than the existing GGF clubhouse...
- This scenario features sports-focused retail with REI types of anchor stores
- There are restaurants and cafes
- The public park includes a 100-200' swath of land along the shore with a promenade for walkers and runners and bikers
- The park includes playgrounds and other recreational uses
- The hotel and museum are both on Fleming point so they have sweeping views of the Golden Gate...
- There's a 5 level parking garage built into the hil and a 3 level parking garage along freeway...The retail is tucked behind the area that is now GGRT

Financing...

- Developer would be expected to finance a significant portion of the proposed public park and provide for ongoing maintenance...
- But there would still need to be public financing for the rest of the park...
 The tax revenue from this scenario is anticipated at \$1.2 million from the hotel and 1.4 million from retail...
- set your timers 8 minutes!

Facilitators pass out Scenario 5 map and cards

(11:25)

Now Scenario Five...

- Here we have a classic mixed use development with housing retail and offices as well as 68 acres of new dedicated park space
- The scenario suggests 200 condo units which would be in three 5 story buildings with garages and there could be some live/work artist units
- The retail complex would have 3 level garages adjacent
- There's a 7 story office building that includes a 2 story garage
- there's also a museum and an outdoor amphitheater built into the hillside
- It's possible that this scenario could have an arts focus and include various arts venues

Financing

- Developer expected to finance significant portion of public park and provide funding for ongoing maintenance
- Some public financing would still be needed for purchase, development,
 and maintenance of remainder of open space and wetlands restoration
- Tax revenue expected to exceed 2008 ggf revenue, with a total of \$2.1
 Million; \$1.4 Million from retail: \$350,000 from office building; \$350,000 from condos
- Once more set your timers for 8 minutes!

Facilitators pass out Scenario 6 map and cards

(11:35)

Okay – this is the **last scenario...**

- This scenario includes a 90-room, 3-story boutique hotel on portion of existing parking area; near beach
- Potential for continuation of horseracing for whatever length of time is realistic
- Because of the hotel that gets added, there would be some tax revenue to city (from hotel operations) regardless of whether horseracing remains or declines (or ceases) -
- and also taxevenue coming to city during any transition period
- Adaptive re-use of portion of track interior (for botanical gardens or other public uses)
- Promenade / Bay Trail at Shoreline Park
- Reconstructed parking areas with vegetation and lighting
- Small interpretive center
- Because this scenario would eliminate a portion of GGF parking, the track would be required to set up off-site parking with shuttle service
- Hotel location offers potential for phased development of site (with other uses, e.g. additional open space and/or expanded hotel and/or retail and/or office and/or housing)

Financing

- developer of the hotel would fund the creation and ongoing maintenance of public park and wetlands restoration
- tax revenues anticipated to exceed current 2008 GGF tax to city; additional \$600,000 from hotel
- last time set your timer for 8 minutes!

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(Co-facilitators pass out All Scenarios Summary Worksheet)

(11:45)

- Now for the final activity... please take a few minutes to complete the Summary Worksheet that is being passed out.... This will give you a chance give some additional input on the scenarios now that you've had a chance to review all of them...
- And last, there's a place for you to write your own message to any future owner of the property. What do you hope a future owner would know, or consider, or do with respect to the waterfront site?.....

(facilitators distribute group message worksheet)

(11:55)

- Okay now take a few minutes to talk to your table mates about your messages to the property owner...
- See if you have some common themes ... and if you can come up with a table message you'd like to share, we'll ask in a few minutes... Remember that your individual messages will still be collected, so if you don't have a common table message, or if your own message is different, don't worry... your message will still be part of the information gathered...

(facilitators distribute evaluation forms)

(12:00)

OKAY! Lots of work going on... as one last thing today... let's take a minute or two to listen to any common themes that emerged...

Going around the room, facilitator asks each table if they have common theme that emerged in the messages... Note if some are similar, very different, etc...

(12:10)

Okay, that's great. I think we can see some consensus... and some divergence... which is to be expected. But we definitely have great input that we can incorporate into the final report on the community's vision for the waterfront.

Be sure to look for the final report on the Voices to Vision website – most likely sometime in March.

Thanks so much for your time and thoughtful input today... Please take a few moments to complete the evaluation form which has arrived at your tables... and leave those, along with any group or individual worksheets that have not yet been collected, on your table so we can be sure to have all of your input...!

Collect materials from each table; clip them together and/or put them in labeled folders/boxes.



Albany Waterfront: FACTS

- 190 acres + tidelands, west of I-80/I-580
- Albany owns 38 acres (Bulb + Buchanan St. Ext.); State/EBRPD owns 50 acres (Plateau + northern shoreline); MEC owns 102 acres (GGF)
- Much of area "filled" to create present shoreline; bedrock – only Fleming Point; site varies in "buildability"
- Strong winds from the bay
- Climate change could increase sea level
- Four creeks, underground culverts, wetlands, and mudflats
- GGF pays \$1.7 million (tax revenues, FY-2007-08); accounts for 7.7% of Albany General Fund budget and 2% of school district budget
- Current waterfront zoning: park and rec facilities; utilities; bars; commercial recreation; parking; restaurants; and waterfront- and sports-related commercial sales and services
- Measure C requires majority vote of residents to change waterfront zoning
- Eastshore State Park General Plan (2002) includes all publicly-owned land at Albany waterfront
- GGF parking areas not often filled to capacity
- Gaining additional tax revenue from development does not always provide "net" gain for city
- Development (inc. "open space") can provide benefits beyond revenue



Albany Waterfront: ADDITIONAL FACTS

- GGF's owner, Magna Entertainment Corp (MEC), filed for bankruptcy in 2009; GGF expected to be auctioned in February 2010
- MEC's purchase of GGF involved buying the business, "Golden Gate Race Track," through a stock purchase (a transfer valued at \$77 million in 1999 involving cash, notes, Magna stock)*
- Horseracing is the only form of gambling currently allowed at waterfront site
- Many land uses suggested for the site at the community sessions in May/June would require re-zoning (hotel, retail, housing, offices, etc. currently not permitted by Albany Waterfront Zoning), would be subject to a Measure C vote by residents
- In 2001, development costs for Crissy Field,
 a similar 100-acre site in San Francisco, were
 \$34.4 million, or \$344,000 per acre
- Experts predict a sea level rise of up to
 1.4 meters, significantly impacting coastal environs and proximate development. Berkeley Waterfront Master Plan cites GGF stable area to be developed as hotel (up to 265 rooms on eastern 20 acres) with related restaurants

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^{*} Not privy to sales documents; wasn't simple land purchase and "remnants" of prior companies remained involved (Ladbroke); not a simple answer; does not show up in typical way in county property records; for accurate information, one would have to obtain information from the Buyer or the Seller.



Key Findings from 2009 Voices to Vision Spring Sessions

In total, more than 650 Albany adults plus 100 youth participated in Spring and Fall sessions, creating about 200 different maps of the site over the course of 40 sessions. [Demographics of adult participants: 52% over 55 years old; 60% college graduates; 88% homeowners; 42% visit waterfront at least monthly; 49% lived in Albany more than 20 years; 60% had not participated in any previous waterfront community session]

- All participants want to see the Bay Trail completed... although some differ as to where the trail should be located.
- Beyond the 88 acres that are publically-owned (38 by the city of Albany and 50 by the state), everyone wants to expand the amount of dedicated open space at the waterfront... but to varying degrees.
 - **About 15% dedicated more than 90 acres** (of the 102 acres currently owned by MEC) for open space.
 - About 40% dedicated between 60 and 90 acres (of the 102 acres currently owned by MEC) for open space.
 - About 35% dedicated between 20 and 60 acres (of the 102 acres currently owned by MEC) for open space.
 - About 10% dedicated less than 20 acres (of the 102 acres currently owned by MEC) for open space.
 - Youth showed significantly less open space (with more than 70% creating maps with less than 20 acres of open space, of the 102 acres currently owned by MEC.)
 - Non-residents showed significantly more open space (with more than 45% creating
 maps with more than 90 acres of open space, of the 102 acres currently owned by
 MEC).
- With regard to the uses people favored...
 - More than 140 maps, reflecting the participation of more than 85% of total session attenders, placed a hotel on a portion of the site, with the vast majority favoring a low-rise (1 to 3 story), boutique hotel (with many describing it as "Asilomar-like"). (Likewise, regional and youth participants showed significant interest in a hotel on part of the site.)
 - Other popular suggestions for the site (each requiring small parcels of land) were museums, aquariums, interpretive centers, and other education-oriented uses.
 - More than 100 maps, reflecting participation of more than 50% of total session attenders, included retail and restaurant development.
 - Housing as a use at the site generated a good deal of discussion at many sessions with many residents having a difficult time envisioning how housing at this location could be integrated into the life of Albany... Still, some believed the waterfront offered a great opportunity to provide additional housing (often for distinct subsets of the population... such as seniors, some thought for artists...) And there were many discussions about whether housing at the waterfront would make the waterfront seem

January 2010



Albany Waterfront **Questionnaire Findings**

479 residents responded to the online survey; 43% of them had participated in the May/June community sessions; 44% are over age 55; 82% are homeowners; 34% have lived in Albany for more than 20 years

In general, Albany residents enjoy, and take advantage of their waterfront resource.

- In the last year, 65% of respondents have visited the waterfront at least "a few times" or "almost every month"
- ▶ 70% have been out to the Bulb in the last year
- ► 82% visit the waterfront "to enjoy the outdoors"
- ► 78% go to the waterfront to exercise
- ► 73% of respondents go to the waterfront "to see the view"
- ▶ 62% have been to the Beach in the past year

Respondents believe the waterfront is "a beautiful and special place to visit" (77%)

- ▶ 85% believe the waterfront should be kept clean and clear of trash
- ► 58% of respondents feel safe at the waterfront
- ▶ 49% believe the handmade sculptures (including the art) at the Bulb should be preserved

Albany residents expressed divergent views about the future of Golden Gate Fields racetrack.

- 33% of respondents believe the racetrack "should continue to operate as long as the owner wants
- ▶ 29% feel the race should be demolished to convert the site to a different use
- ▶ 23% believe "the racetrack should continue to operate, but should be re-zoned to allow for additional uses"
- Another 23% of respondents stated that they are not sure what the future of the racetrack should be

In general, Albany residents feel that the city should create a development plan for the waterfront that provides tax revenues equal to those generated by horse racing, while at the same time, increasing available open space (63%)

27% of residents want the entire waterfront to become public park (with only park amenities) through city and regional bond measures. 26% want Golden Gate Fields' property to be re-zoned to allow other commercial development with the provision that 50 acres be set aside as open space.

The majority of respondents "agree" or "strongly agree" that green, open space at the waterfront should primarily be "park lands and recreational uses." (92%)

Albany Handout- January 2010



Voices to Vision – January Session **Instructions for Table Exercise**

1. As a table group: Review conceptual site plan of scenario #1.

Discuss elements and key question: how would the waterfront feel different and/or the same as it does

today?

Ask facilitators clarifying questions about the scenario

2. Individually: Review deck of cards for scenario #1.

Determine which cards you would personally define as a

"pro," "neutral/don't know," and "con."

Place cards in color coded containers on your table:

green (pro), red (con), or yellow (neutral).

If desired, "write in" an attribute on blank card and

place in appropriate container.

3. Individually: Complete scenario #1 column and answer 2 questions

related to scenario #1 on back of "Individual Scenario"

Worksheet.

4. Repeat steps 1 through 3 for Scenarios 2, 3, 4, 5, and 6.

5. Wait for additional instructions (final exercise).

Albany Community Sessions - Individual Worksheets

Remember, in all scenarios:

- Buildings would be LEED-certified.
- Built structures would have photovoltaics and/or native plant landscaping on roofs.
- Potential for cogeneration and/or tri-generation to be developed.
- Gray water recovery systems would store and distribute reclaimed water for landscape irrigation wherever possible; native and other naturally drought-resistant plants would be used in other areas.
- Creation of alternative energy (wind, solar, etc.) throughout site would be required, as appropriate.
- Bay Trail would extend across site.
- Site would have separate paths for pedestrians and bikes.
- Development of open space and buildings would take into account potential rise in sea level.
- Buildings would be located in areas presently developed as racetrack or parking.
- No buildings or parking would be located within 100' of shoreline.
- All parking areas and roads will be pervious pavement, draining toward Bay; runoff would be directed toward drainage swales for natural filtration.
- Transportation and access improvements would be addressed, including shuttle service to Solano and San Pablo avenues and BART, as appropriate.
- The existing fishing pier would be renovated.
- Any development plan would include an interpretive center, museum, and/or aquarium.

While the "Bulb" is slated for future inclusion in the Eastshore State Park, many community proposals emerged which may not be consistent with state guidelines; these options could relate to all scenarios.

SCENARIO OVERVIEW	NEW DEDICATED PARK/ OPEN SPACE (+/-) *	BUILT AREA, INCL. CIRCULATION & PARKING (+/-)	BUILDING FOOTPRINTS (+/-)	CONCEPTUAL SCENARIO LAND USES	ESTIMATED GROSS TAX REVENUE (+/-)
Scenario 1:	98 acres	4 acres	1 acre	Public park; interpretive center	None
Scenario 2:	87 acres	15 acres	5 acres	Public park; 10-story hotel with 3-story conference center; museum	\$1,400,000
Scenario 3:	83 acres	19 acres	3 acres	Public park; aquarium; 2-story "Asilomar-style" boutique hotel; food gardens; restaurant	\$ 700,000
Scenario 4:	72 acres	30 acres	12 acres	Public park; 3-story hotel with conference center; sports-focused retail/restaurants; museum; garage; water-sports rental, etc.	\$2,600,000
Scenario 5:	68 acres	34 acres	14 acres	Public park; retail/restaurants; 7-story office building, incl. garage; 5-story condos, incl. garage; amphitheater; interpretive center	\$2,100,000
Scenario 6:	19 acres**	83 acres	9 acres	Racetrack; 3-story boutique hotel; interpretive center; public park**	\$2,300,000

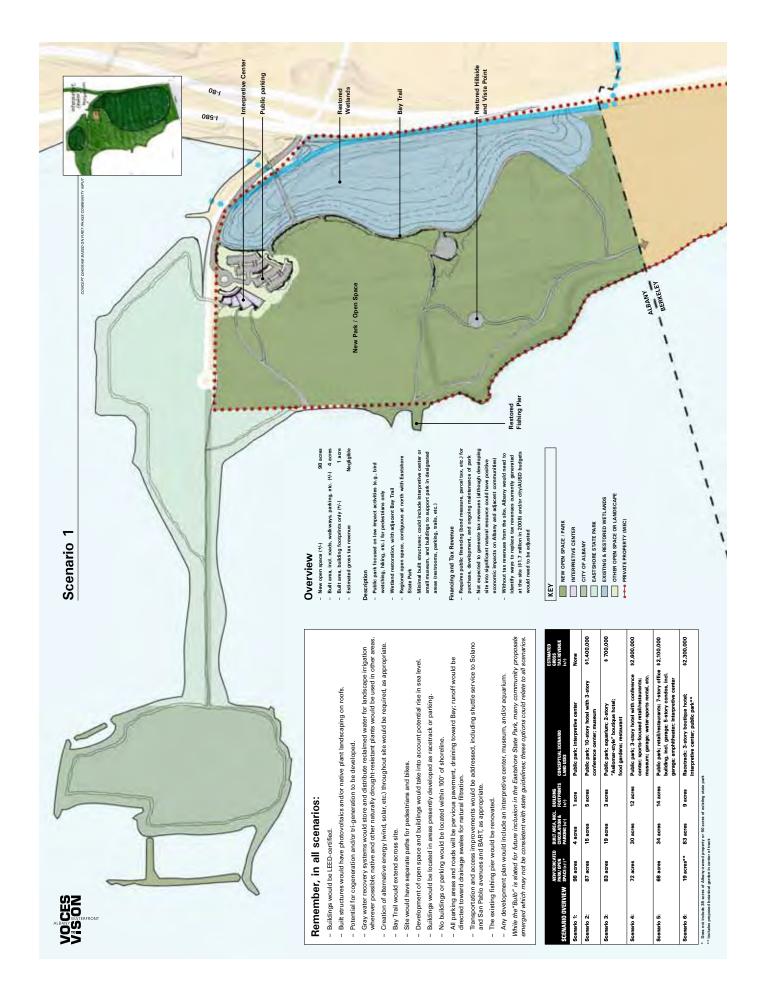
^{*} Does not include 38 acres of Albany-owned property or 50 acres of existing state park

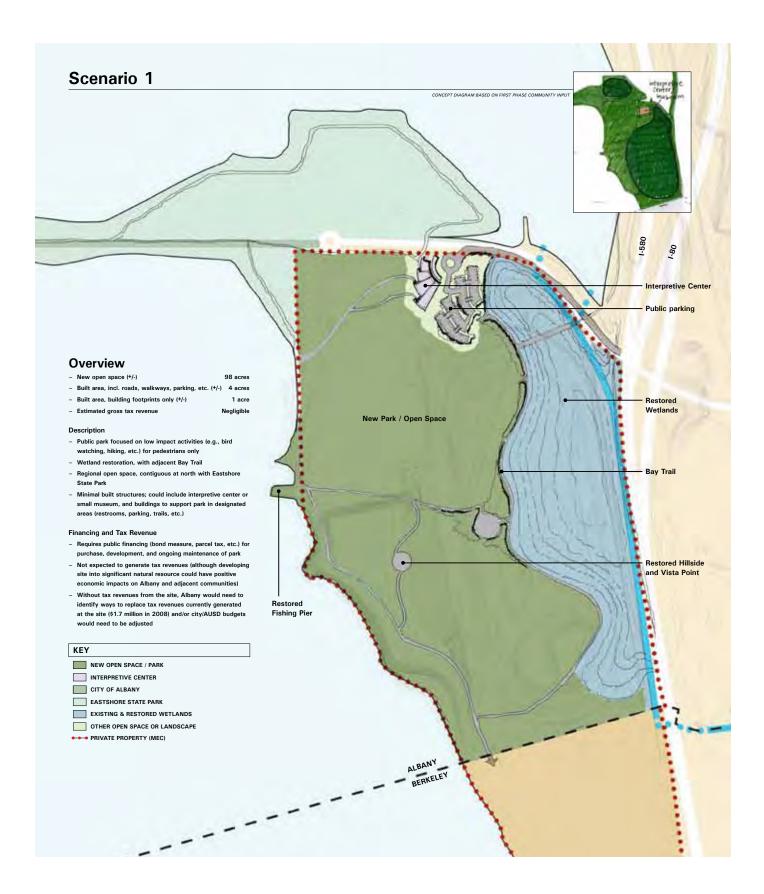
Fern Tiger Associates City of Albany: Voices to Vision 539

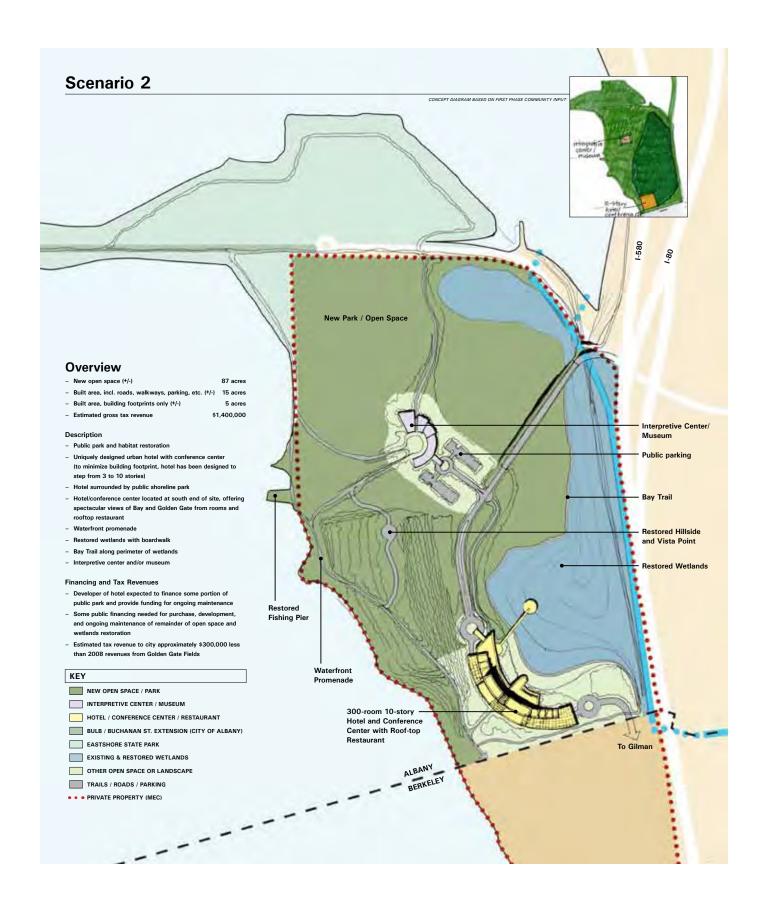
^{**} Includes proposed botanical garden in center of track

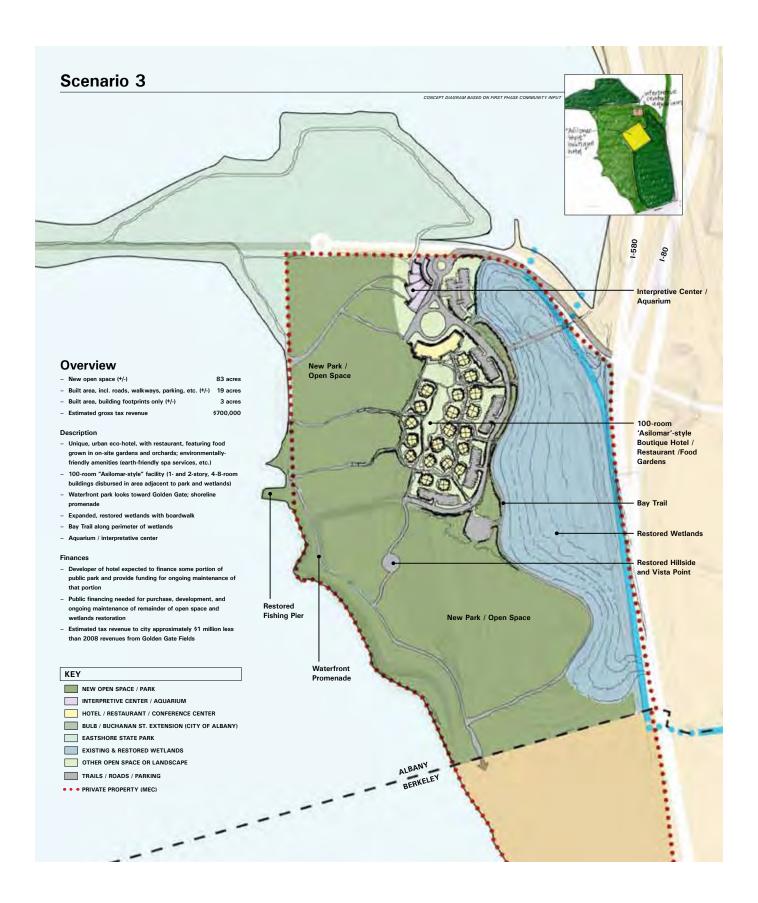


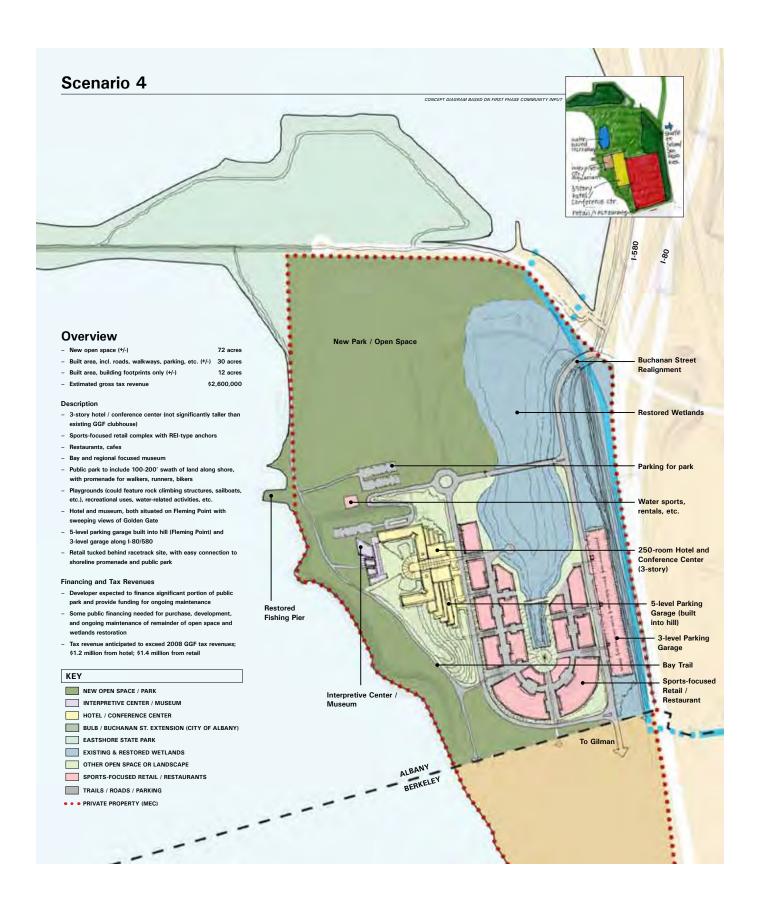
"Pro", "Con", and "Neutral" mugs used to collect cards

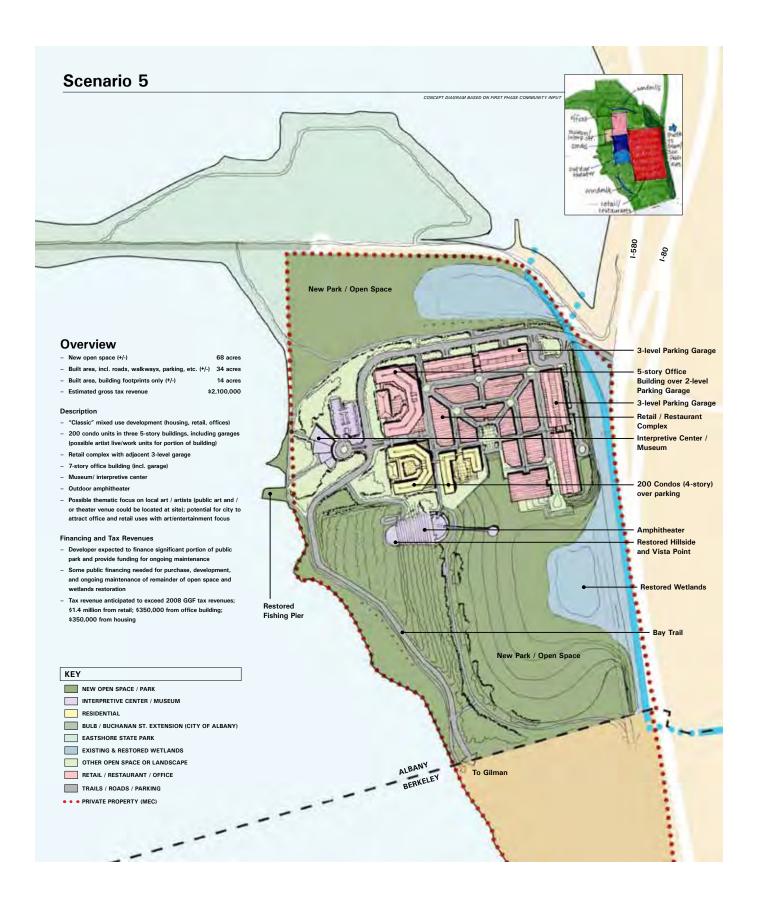


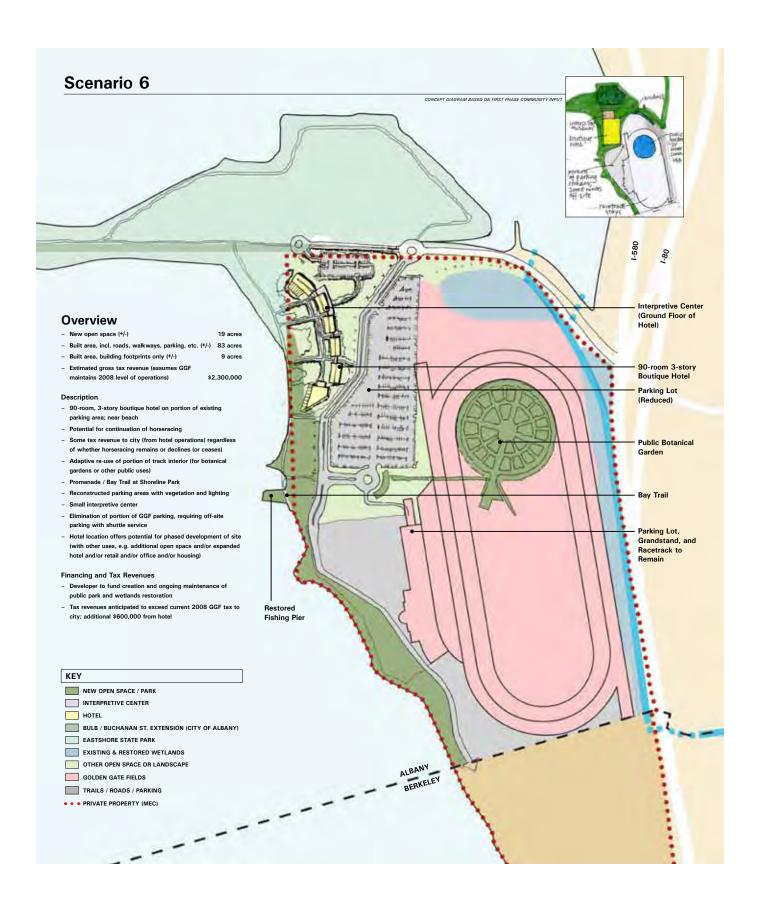














"Individual Scenario" Worksheet

(complete each column after review of individual scenario)

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
			(Check all	that apply)	١	
My requirements for open space are satisfied.						
The site reflects an acceptable scale of development.						
In my view, the land uses are appropriate for the site.						
Building placement on the site is logical.						
Tax revenues are an appropriate level for this site						
Land uses support my ecological goals for the site.						
The site concept enhances a valuable city resource.						
The site meets my expectations for a community asset.						
The site concept answers my hope for creative uses.						

Albany Community Sessions - Individual Worksheets



What I like best about Scenario 1 is:
What I like least about Scenario 1 is:
What I like best about Scenario 2 is:
What I like least about Scenario 2 is:
What I like best about Scenario 3 is:
What I like least about Scenario 3 is:
What I like best about Scenario 4 is:
What I like least about Scenario 4 is:
What I like best about Scenario 5 is:
What I like least about Scenario 5 is:
What I like best about Scenario 6 is:
What I like least about Scenario 6 is:

Albany Community Sessions - Individual Worksheets



"All Scenarios" Worksheet

(complete after review of all scenarios)

•	My goal for open space is best met by Scenario
•	The most appropriate uses for the site are best reflected in Scenario
•	The best location(s) for development are illustrated in Scenario
•	A sufficient level of local tax revenues is generated in Scenario
My fav	vorite scenario is
I woul	d only support this scenario if
I woul	d like this scenario even more if
My m	essage to any future owner(s) of the property is:
"When	n considering future uses for the waterfront, I hope you will
	• • • • • • • • • • • • • • • • • • •

Albany Community Sessions - Individual Worksheets

Voices to Vision Community Sessions

Part Two

January 2010 Fern Tiger Associates





The Albany Waterfront: A Unique Asset

- Complex site: 102 acres private + 88 acres publicly owned
- Site currently contributes to tax base (\$1.7M to Gen Fund/AUSD)
- History of conflict about future of site (diverse visions)
- Change to current zoning requires vote of Albany residents
- Belief that community dialogue could lead to shared vision
- City decided to take lead proactive approach to planning for future (not developer-driven)

Project Challenges

- Process sponsored by city (city doesn't own majority of land)
- Site under jurisdiction of multiple public agencies
- Complex history; difficult to get complete information
- Uneven levels of resident interest, understanding, involvement
- Competing interests / diverse visions
- Creating a grounded (viable) vision
- Changing realities (economy, Pt. Molate, landowner bankruptcy)

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Goals of Voices to Vision

- Create a proactive plan for the Waterfront's future
- Educate Albany community with facts and neutral information
- Engage community to ensure input
- Build trust through respectful dialogue
- Define common "vision"
- Determine community-supported "guidelines" for future owner(s) of site





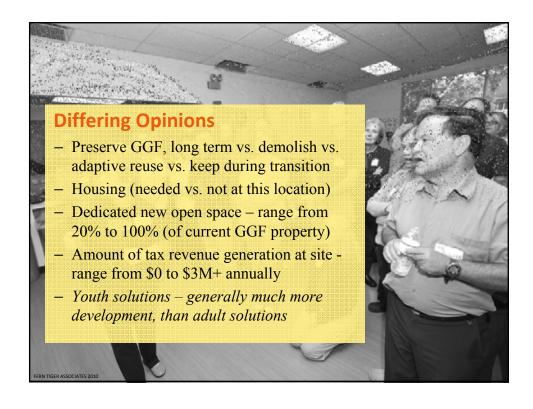
- Publication sent to all Albany addresses (9,400+/- households)
- 38 community sessions (May/ June); 650+ residents participated + 100 youth (Oct.)
- Participant demographics reflect Albany
- Many ideas and scores of potential site configurations
- Online survey: 450+ participated (58% new to process)
- 1,000 unduplicated residents involved to date; 350+ registered for Jan sessions (35%+/- new)

May/June + October

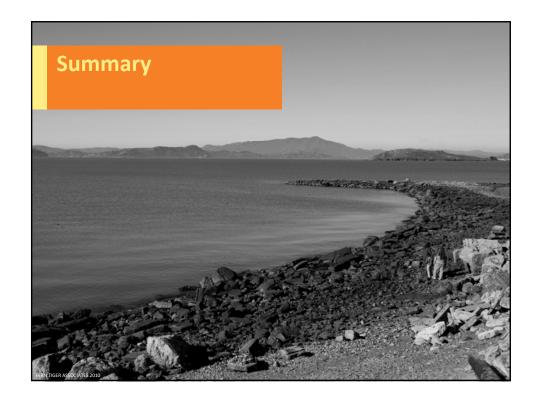
Part One Participation Sessions

- Small groups (3-5 people) within larger sessions (10-50)
- Determined "ideal" site configuration (uses, locations, open space, revenue generation, etc.)
- More than 200 differently configured site maps
- Other data collected and considered (post sessions):
 - Racetrack tax revenues to city and schools
 - Development costs and issues
 - Transportation planning needs
 - Impact on city services
 - Visual impacts







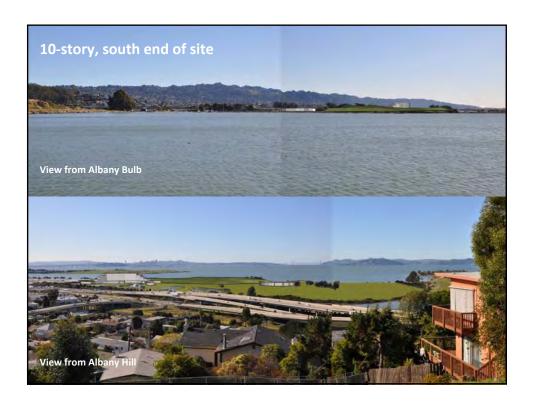


Analysis/ Preparation

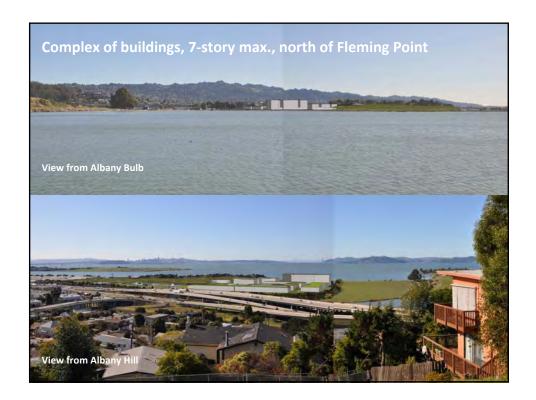
Scenario Development

- Analysis of May/June maps to capture priorities (+ online questionnaire + additional expert information)
- Six aggregate options ("conceptual scenarios")
- Scenarios conceptual only, not intended as detailed plans sense of overall vision, land uses, placement of structures; potential tax revenues; etc.
- Scenarios reviewed by experts (economists, planners, architects)
- General discussions with other experts (park estimators, transportation consultants, public safety officials)
- Views from different locations
- Development of six rendered scenarios for January sessions









January 9, 10

Today

Review six scenarios that reflect:

- Range of thinking (amount of open space; land uses, tax revenues; location of structures; heights and building footprints; broad environmental impacts, etc.)
- Information from experts
- Concepts from community-driven ideas
- Opinions from survey
- Realistic size of buildings
- Estimates of tax revenue potential

Common to all Conceptual Scenarios # 1-6

All Scenarios Include

- Requirement that all structures be LEED-certified ("green")
- Photovoltaics and/or native plant landscaping on roofs
- Potential for cogeneration and/or tri-generation to be developed
- Completion of Bay Trail; separated bike/pedestrian paths
- Gray water recovery systems (reclaimed for irrigation; native/ naturally drought resistant plants); parking/roads pervious pavement; runoff directed to swales for natural filtration
- Sea level rise taken into account for all development
- Buildings located in areas presently developed (track or parking)

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Common to all Conceptual Scenarios # 1-6

All Scenarios Include (Continued)

- No buildings within 100' of shoreline
- Fishing pier restored
- Transportation and access improvements, including shuttles to Solano and San Pablo avenues and BART, as appropriate
- Interpretive center and/or museum and/or aquarium

Note: Bulb slated for inclusion in Eastshore State Park; many community proposals showed ideas not consistent with state guidelines; these ideas not topic of today's discussion; will be reflected and reported in final plan

Scenario Overview

SCENARIO OVERVIEW	NEW DEDICATED BUILT AREA, INCL. PARK/ OPEN CIRCULATION & PARKING (+/-)		BUILDING FOOTPRINTS (+/-)	CONCEPTUAL SCENARIO LAND USES	ESTIMATED GROSS TAX REVENUE (+/-)	
Scenario 1:	98 acres	4 acres	1 acre	Public park; interpretive center	None	
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Scenario 6:	19 acres**	83 acres	9 acres	Racetrack; 3-story boutique hotel; interpretive center; public park**	\$2,300,000	

Today's Goals

- Share conceptual scenarios generated through community sessions and survey
- Gather input from community on desired land uses and configurations as shown in scenarios
- Encourage discussion about how to enhance or modify conceptual scenarios
- Develop and share messages about the waterfront, intended to guide vision and future directions for Albany's waterfront

Group and Individual Activities re: Scenarios

Instructions

- 1. As a table, review Conceptual Scenario #1; discuss elements (+ guiding question); ask facilitators clarifying questions about the scenario.
- 2. Individually Review cards (for Scenario #1); determine which cards you would personally define as "pro," "neutral," and "con;" place cards into the color-coded containers (G/Y/R); blank card in deck
- 3. Complete column 1 on form; answer 2 questions
- 4. Repeat steps 1-3 for Scenarios 2, 3, 4, 5, 6
- 5. Wait for additional instructions (final exercise)

















Phase Two: Data

Age

- 18-25 = 1%
- 26-40 = 8%
- 41-55 = 35%
- 55+ = 55%

Ethnicity and Race

- Caucasian/white = 89%
- Hispanic/latino = 1%
- Asian/Pacific Is. = 6%
- African American = 0
- Would rather not say = 2%
- Other = 2%

Occupation/Industry

- Architecture/art/design = 10%
- Non-Profit = 6%
- Healthcare = 8%
- Retail = 2%
- Technology = 9%
- Retired = 18%
- Unemployed = 1%
- Education = 13%
- Gov./Public Sector = 10%
- Legal services = 3%
- Media/PR/Advertising = 2%
- Real Estate = 1%
- Finance/Insurance = 2%
- Student = 1%
- Other = 14%

Highest Level of education completed

- Less than high school = 0
- High school or equivalent = 2%
- Post-secondary Vocational / Technical = 2%
- Some college = 3%
- B.A./B.S. = 40%
- Graduate/Professional = 53%
- Other = 1%

Housing

- Own in Albany = 92%
- Rent in Albany = 8%

Number of persons in your household

- 1 = 16%
- 2 = 43%
- 3 = 20%
- 4+ = 22%

Do you own a car?

- Yes = 97%
- No = 3%

Do you have a dog?

- Yes = 31%
- No = 69%

Do you walk your dog at the waterfront?

- Yes = 81%
- No = 19%

On Leash?

- Yes = 70%
- No = 30%

Off leash?

- Yes = 89%
- No = 11%

Do you own a Computer at home?

- Yes = 97%
- No = 3%

How many years have you lived in Albany?

- > 1 year = 1%
- 1 5 Years = 10%
- 6-10 years = 17%
- 11-20 years = 27%
- 21-30 years = 22%
- 30 + years = 21%
- All my life = 3%

Annual household income

- >\$25K = 1%
- \$25 49,999K = 10%
- \$50 74,999K = 16%
- \$75 99,999K = 18%
- \$100 \$125,000K = 21%
- \$125K += 35%

Do you work in Albany?

- Yes = 22%
- No = 66%
- N/A = 13%

If you do not work in Albany, in what city do you work?

- San Francisco = 30%
- Oakland = 16%
- Berkeley = 24%
- El Cerrito = 4%
- Other = 26%

What mode of transportation do you use to commute to work?

- Car = 44%
- Bike = 16%
- Carpool = 5%
- BART = 19%
- Bus = 10%
- Walk = 6%
- Other = 1%

How often do you visit the Albany waterfront?

- I have never been = 2%
- I go about once a month = 42%
- I go about once a year = 9%
- I go about once each week = 24%
- I go a few times a year = 58%
- I rarely go to the waterfront = 18%

Did you participate in the May/June V2V sessions?

- Yes = 67%
- No = 33%

Did you participate in the Survey?

- Yes = 49%
- No = 51%

What prompted you to participate in this V2V session?

- UNIVERSE = 780
- Postcard = 22%
- TV/Press = 4%
- V2V.com = 8%
- Phone call from org = 4%
- Flyer = 6%
- I follow WF issues = 19%
- Lawn sign = 8%
- Heard about it through cable station = 6%
- Encouragement from friend = 5%
- E-tree/e-newsletter = 6%
- Email from V2V = 16%

Voices to Vision Phase 2 Session Evaluation Totals

Do you feel as though you were well prepared for the session?

- YES = 55%
- NO = 70%

Did you do anything to prepare for the session?

- YES = 50%
- NO = 39%
 - I VISITED V2V.COM = 31%
 - READ THE TABLOID = 38%
 - ENGAGED IN DISCUSSIO W/ OTHERS = 37%
 - \circ OTHER = 4%

Do you recall receiving the tabloid in the spring?

- YES = 89%
- NO =11%

Did you read the tabloid?

- YES = 94%
- NO = 6%

Was it helpful?

- YES = 298%
- NO = 2%

Did you hold on to it?

- YES = 57%
- NO = 43%

Pace of the Session?

- JUST RIGHT = 71%
- TOO FAST = 26%
- TOO SLOW = 2%

Voices to Vision Phase 2 Session Evaluation Totals

What was your favorite part of the session?

- Powerpoint presentation = 12%
- Drafting the message = 5%
- The Six Scenarios Game = 74%
- Hearing the opinions of others = 39%
- Other = 42%

Did you participate in Phase 1?

- YES = 73%
- NO = 27%

Were you actively engaged in the session?

- YES = 99%
- NO = 1%

Were your viewpoints recognized?

- YES = 98%
- NO = 2%
- YES/NO = 1%

The activities were easy to understand given the complexity of the issues

- YES = 93%
- NO = 7%

The facilitator was helpful

- YES = 98%
- NO = 2%

I learned a lot from the session

- YES = 91%
- NO = 9%

The information presented was objective

- YES = 95%
- NO = 5%

I enjoyed the session

- YES = 97%
- NO = 3%

Voices to Vision Phase 2 Session Evaluation Totals

The facilities were good

- YES = 98%
- NO = 2%

The materials were professionally developed

- YES = 99%
- NO = 1%

Voices to Vision was better than I expected it to be

- YES = 93%
- NO = 7%

Do you believe the outcome of Voices to Vision will lead to a coherent vision?289

- Yes, definitely = 20%
- Yes, somewhat = 34%
- Not really = 4%
- Not sure = 7%
- I hope so = 35%

RESIDENT ATTRIBUTE CARD A	NAL		
Site entirely open space		PRO	CON
	1	16	15
	1L	9	6
	2	19	28
	2L	8	16
	3	9	27
	3L	5	8
	4	14	30
	4L	6	7
	5	25	14
	5L	11	6
TOTALS		122	157
Restoration of major wetlands		PRO	CON
	1	40	0
	1L	15	0
	2	39	4
	2L	26	3
	3	22	5
	3L	11	1
	4	37	3
	4L	14	1
	5	41	2
	5L	20	1
TOTALS		265	20
Requires public financing		PRO	CON
	1	6	29
	1L	2	9
	2	8	33
	2L	3	20
	3	5	24
	3L	1	9
	4	12	37
	4L	6	11
	5	10	21
	5L	6	14
TOTALS		59	207

RESIDENT ATTRIBUTE CARD ANALYSIS - SCENARIO 1

Interpretive/educational center	PRO	CON
	33	1
11	. 10	4
2	. 40	3
21	. 19	5
3	25	
31	. 8	2
4	31	3
41	-	2
		1
51		1
TOTALS	227	23
Doub doctination for local regional		
Park destination for local, regional		
and out-of-town visitors	PRO	CON
1		6
11		2
2		2
21		1
31		5 2
2		5
41		1
5		2
5L		2
TOTALS	227	28
Minimal traffic impact	PRO	CON
1	35	0
11	. 13	0
2	36	2
21	. 22	3
3		4
31		1
	9.1	0
41		1
		2
51		0
TOTALS	246	13

RESIDENT ATTRIBUTE CARD ANALYSIS - SCENARIO 1

No associated revenue for city or		
schools	PRO	CON
1	3	37
1L	2	14
2	3	41
2L	1	31
3	1	39
3L	1	14
4	4	47
4L	0	16
5	4	36
5L	0	20
TOTALS	19	295
Flaming Brint hillside sectored		2211
Fleming Point hillside restored	PRO	CON

Fleming Point hillside restored	П	PRO	CON
	1	22	4
11		13	1
	2	27	6
21		17	1
;	3	11	6
31		9	2
4	4	27	1
41		9	1
!	5	32	2
51		13	1
TOTALS	٦	180	25

ATTRIBUTE CARD ANALYSIS - SCENARIO 2				
\$1.4 million in tax revenue to	the			
city		PRO	CON	
	1	27	10	
	1L	10	3	
	2	31	11	
	2L	24	7	
	3	28	11	
	3L	9	2	
	4	25	20	
	4L	10	3	
	5 5L	36	8	
TOTALS	ЭL	15	5	
TOTALS		215	80	
Addresses need for local				
accommodations for leisure a	nd			
business travelers	IIu	PRO	CON	
Buomicoo travoloro	1	21	7	
	1L	5	6	
	2	32	10	
	2L	15	10	
	3	27	8	
	3L	10	3	
	4	33	7	
	4L	8	3	
	5	32	2	
	5L	16	2	
TOTALS		199	49	
10-story building; sweeping				
views, access to park; steps				
down to 3 stories		PRO	CON	
	1	17	15	
	1L	1	10	
	2	22	18	
	2L	9	11	
	3	17	18	
	3L	1	10	
ļ	4	22	19	
	4L	4	8	
	5 5L	13	20 13	
TOTALS	IJL	107		
TOTALS		107	142	

ATTRIBUTE CARD ANALYSIS	S - S	CENARIO 2	2
Building visible from Albany and from points at waterfront		PRO	CON
	1	1	15
	1L	1	(
	2	6	15
	2L	3	10
	3	5	16
	3L	3	3
	4	5	2
	4L	0	12
	5 5L	3	2 ²
TOTALS	ЭL	0	141
TOTALS		27	141
No commercial uses within			
walking distance of hotel		PRO	CON
	1	6	18
	1L	4	8
	2	9	29
	2L	4	2
	3	10	2
	3L	3	8
	4	12	2
	4L	6	10
	5	10	23
	5L	2	15
TOTALS		66	180
Developer funds a portion of construction and maintenanc costs for shoreline park;	:e		
remainder borne by public		PRO	CON
	1	28	(
	41	4.0	
	1L	12	3
	2	35	8
	2 2L	35 26	-
	2 2L 3	35 26 32	-
	2 2L 3 3L	35 26 32 9	
	2 2L 3 3L 4	35 26 32 9 34	- 1
	2 2L 3 3L 4 4L	35 26 32 9 34 8	1°
	2 2L 3 3L 4	35 26 32 9 34	8 8 -

Fleming Point hillside restored	ATTRIBUTE CARD ANALYSIS - SCENARIO 2				
1L	-				
2 30 2 24 1 1 3 32 3 34 34 5 4 10 1 1 1 1 1 1 1 1					
CON		_			
3 32 3 3 3 4 34 5 5 37 1 1 1 1 1 1 1 1 1		-			
State		-			
4					
AL		_	_		
S 37		-			
TOTALS 226 18		=1			
Majority of development at south end of site (near Berkeley border)		-			
Majority of development at south end of site (near Berkeley border) PRO CON 1 29 3 1L 11 3 2 32 5 2L 13 5 3 31 4 3L 7 3 4L 10 3 5 35 4 5L 7 2 TOTALS 210 37 Interpretive center/museum PRO CON 1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 4 34 2 4L 11 4 5 41 2 5L 11 2		_			
South end of site (near Berkeley border)	TOTALS		226	18	
South end of site (near Berkeley border)		_			
1 29 3 3 1 1 1 3 3 5 3 3 3 4 3 5 3 5 4 5 7 2 3 5 5 3 5 5 4 5 5 5 5 5 5 5					
1L 11 3 2 32 5 2L 13 5 3 31 4 3L 7 3 4 35 5 4L 10 3 5 35 4 5L 7 2 TOTALS 210 37 Interpretive center/museum PRO CON 1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2	border)		PRO	CON	
1L 11 3 2 32 5 2L 13 5 3 31 4 3L 7 3 4 35 5 4L 10 3 5 35 4 5L 7 2 TOTALS 210 37 Interpretive center/museum PRO CON 1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2		1	29	3	
2 32 5 2L 13 5 3 31 4 3L 7 3 4 35 5 4L 10 3 5 35 4 5L 7 2 TOTALS 210 37 Interpretive center/museum PRO CON 1 31 31 3 1L 11 1 2 38 9 2L 21 4 3 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5 L 11 2	11		11	3	
2L 13 5 3 31 4 3L 7 3 4 35 5 4L 10 3 5 35 4 5L 7 2 TOTALS 210 37 Interpretive center/museum PRO CON 1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2		2	32		
3L 7 3 4 35 5 5 5 5 5 5 5 5	21		13		
4 35 5 5 4 10 3 3 5 35 4 4 10 3 5 35 4 5 7 2 2 7 2 7 2 7 7 2 7 7		3	31		
Second	31		7	3	
5 35 4 5L 7 2 TOTALS Interpretive center/museum PRO CON 1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2	4	4	35		
5L 7 2 TOTALS 210 37 Interpretive center/museum PRO CON 1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2	41	_	10	3	
TOTALS 210 37 Interpretive center/museum PRO CON 1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2		5	35		
Interpretive center/museum PRO CON 1 31 3 1L 11 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2	51	_	7	2	
1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2	TOTALS		210	37	
1 31 3 1L 11 1 2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2					
1L 11 1 1 1 2 38 9 9 2L 21 4 4 33 33 4 1 3 4 2 4 4 34 2 4 4 11 4 4 5 41 2 5 5 11 2	Interpretive center/museum	٦	PRO	CON	
2 38 9 2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2		1	31	3	
2L 21 4 3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2	11		11	1	
3 33 4 3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2		2	38		
3L 9 1 4 34 2 4L 11 4 5 41 2 5L 11 2	21	_	21		
4 34 2 4L 11 4 5 41 2 5L 11 2	;	3	33		
4L 11 4 5 41 2 5L 11 2	31		9		
5 41 2 5L 11 2		4	_		
5L 11 2	41		11		
5L 11 2		5	41	2	
TOTALS 240 32			11	2	
	TOTALS		240	32	

ATTRIBUTE CARD ANALYSIS - SCENARIO 3			
One- and two- story boutique hotel and conference center	PRO	CON	
1	23	8	
1L	11	2	
2	27	13	
2L	20	4	
3	31	6	
3L	10	4	
4	31	13	
4L	12	3	
5	28	6	
5L	17	3	
TOTALS	210	62	

Large area dedicated to		
pedestrian-only open space	PRO	CON
1	39	1
1L	14	0
2	40	2
2L	21	3
3	39	3
3L	10	2
4	35	7
4L	12	2
5	39	4
5L	21	1
TOTALS	270	25

Hotel addresses need for locally-based visitor accomodations		PRO	CON
	1	26	6
1	L	9	2 5
	2	37	5
2	L	17	3
	3	31	3
3	L	10	3 3 8 2
	4	32	8
4	L	10	2
	5	32	2
5	L	16	1
TOTALS		220	35

ATTRIBUTE CARD ANALYSIS - SCENARIO 3

No commercial uses within		
walking distance of hotel	PRO	CON
1	9	16
1L	4	5
2	10	23
2L	4	18
3	15	18
3L	4	8
4	6	31
4L	4	10
5	10	20
5L	5	11
TOTALS	71	160

Minimal traffic impact at peak		
hours	PRO	CON
1	34	1
1L	10	0
2	38	0
2L	22	2
3	35	6
3L	14	0
4	26	4
4L	14	2
5	37	0
5L	18	1
TOTALS	248	16

Developer funds a portion of construction and maintenance costs for shoreline park; remainder borne by public	PRO	CON
1	27	6
1L	11	3
2	33	7
2L	21	4
3	31	8
3L	13	1
4	34	11
4L	9	6
5	32	7
5L	10	4
TOTALS	221	57

ATTRIBUTE CARD ANALYSIS - SCENARIO 3

Approx. \$700k in tax revenue to		
city	PRO	CON
1	10	28
1L	4	6
2	11	33
2L	5	23
3	10	31
3L	2	11
4	13	33
4L	4	12
5	10	25
5L	4	11
TOTALS	73	213

Restaurant with organic food grown in on-site gardens and orchards	PRO	CON
1	31	5
1L	12	0
2	31	7
2L	22	2
3	33	1
3L	11	2
4	34	5
4L	12	3
5	33	6
5L	17	1
TOTALS	236	32

Interpretive center/aquarium	PRO	CON
1	29	2
1L	5	2
2	37	2
2L	20	3
3	31	5
3L	9	1
4	33	7
4L	11	4
5	36	3
5L	13	3
TOTALS	224	32

ATTRIBUTE CARD ANALYSIS - SCENARIO 4			
portion of public park and its	1		
ongoing maintenance		PRO	CON
origoning maintenance	┙	PRU	CON
•	1	39	3
11	L	15	2
	2	37	9
21		31	1
	3	35	4
31		11	0
	4	4	4
41		14	3
	5	41	2
51		18	2
TOTALS		245	30

No structure exceeds 3 stories		
above ground	PRO	CON
1	34	1
11	. 13	3
2	33	6
21	. 24	1
3	30	10
31	. 12	0
4	40	4
41	. 14	2
5	37	4
5L	. 18	3
TOTALS	255	34

Co-location of site amenities		
creates economic benefits	PRO	CON
1	29	7
1L	12	2
2	27	11
2L	20	2
3	30	10
3L	11	1
4	28	11
4L	13	3
5	21	12
5L	16	5
TOTALS	207	64

ATTRIBUTE CARD ANALYSIS - SCENARIO 4		
Two parking structures: one		
terraced at Fleming Point; one		
buffers I-80/580	PRO	CON
1	15	12
1L	3	8
2	16	25
2L	9	15
3	14	22
3L	4	7
4	28	11
4L	10	5
5	13	26
5L	3	11
TOTALS	115	142

During demolition and construction, significant reduction of tax revenue to city and schools	PRO	CON
1	3	24
1L	0	12
2	6	30
2L	3	18
3	3	29
3L	1	11
4	3	30
4L	0	10
5	0	29
5L	1	14
TOTALS	20	207

Location on Fleming Pt. creates sweeping views of Bay and bridges from hotel and interpretive		
center/museum	PRO	CON
1	26	6
1L	7	1
2	28	12
2L	17	6
3	23	12
3L	10	2
4	29	16
4L	7	4
5	21	19
5L	13	4
TOTALS	181	82

ATTRIBUTE CARD ANALYSIS - SCENARIO 4		
Approx. \$2.6 million in tax revenue		
to city	PRO	CON
1	33	2
1L	14	0
2	37	6
2L	26	1
3	34	6
3L	11	0
4	41	8
4L	15	2
5	29	4
5L	20	2
TOTALS	260	31

Outdoor recreation-focused retail provides unique regional shopping destination	PRO	CON
1	20	14
1L	4	5
2	16	25
2L	9	11
3	13	18
3L	4	5
4	20	16
4L	10	6
5	10	29
5L	8	8
TOTALS	114	137

Interpretive center/museum		PRO	CON
	1	29	1
	1L	7	2
	2	31	4
	2L	22	1
	3	28	6
	3L	8	1
	4	30	4
	4L	11	3
	5	37	1
	5L	12	2
TOTALS		215	25

ATTRIBUTE CARD ANALYSIS - SCENARIO 5		
Land uses represent potential		
economic synergy	PRO	CON
1	12	15
1L	8	6
2	17	19
2L	15	9
3	15	24
3L	3	7
4	22	18
4L	7	7
5	11	21
5L	11	4
TOTALS	121	130

Significant retail/restaurant		
complex	PRO	CON
1	7	29
1L	4	12
2	13	31
2L	8	19
3	10	27
3L	4	11
4	19	22
4L	4	11
5	7	38
5L	6	12
TOTALS	82	212

I all buildings visible from Albany Hill and from parts of the waterfront site	PRO	CON
1	3	25
1L	1	12
2	2	29
2L	1	19
3	1	32
3L	0	12
4	1	36
4L	0	13
5	1	41
5L	0	19
TOTALS	10	238

ATTRIBUTE CARD ANALYSIS - SCENARIO 5		
Housing separated from existing Albany		
neighborhoods by I-80/580	PRO	CON
1	2	24
1L	0	9
2	12	33
2L	0	16
3	1	36
3L	2	10
4	2	35
4L	0	11
5	2	37
5L	0	18
TOTALS	21	229

Traffic impact high due to		
combination of uses	PRO	CON
1	2	35
1L	1	13
2	2	44
2L	0	27
3	0	39
3L	0	16
4	0	41
4L	0	15
5	1	47
5L	1	21
TOTALS	7	298

During demolition and construction, significant reduction of tax revenue to city (and schools)	PRO	CON
1	1	28
1L	0	14
2	2	34
2L	0	22
3	0	31
3L	1	8
4	2	32
4L	0	12
5	1	35
5L	0	17
TOTALS	7	233

ATTRIBUTE CARD ANALYSIS - SCENARIO 5			
Approximately \$2.1 million in			
tax revenue to city	PRO	CON	
1	35	3	
1L	14	3	
2	35	6	
2L	26	4	
3	32	8	
3L	8	2	
4	31	11	
4L	14	2	
5	28	5	
5L	14	2	
TOTALS	237	46	

Amphitheater for public concerts and performances	PRO	CON
1	30	6
1L	13	2
2	27	12
2L	22	6
3	35	6
3L	9	2
4	30	10
4L	12	4
5	35	4
5L	13	3
TOTALS	226	55

ATTRIBUTE CARD ANALYSIS - SCENARIO 6			
Land uses represent potential economic synergy	PRO	CON	
1	10	23	
11	. 8	5	
2	13	23	
21	. 11	11	
3	7	28	
31	. 3	6	
4	16	15	
4L	. 3	7	
5	10	30	
5L	. 6	9	
TOTALS	87	157	

Portion of GGF parking moves off site; shuttle provided by GGF as needed	PRO	CON
lieeueu	PRU	CON
1	12	14
1L	5	4
2	11	18
2L	14	7
3	4	24
3L	3	3
4	22	9
4L	4	9
5	4	27
5L	7	8
TOTALS	74	109

3-story boutique hotel with interpretive center with proximity		
to open space	PRO	CON
1	22	14
1L	6	8
2	29	11
2L	24	2
3	8	26
3L	8	2
4	34	5
4L	12	2
5	23	16
5L	16	1
TOTALS	160	73

ATTRIBUTE CARD ANALYSIS - SCENARIO 6			
Site provides some tax revenue to city regardless of status of racing			
operations	PRO	CON	
1	30	2	
1L	11	4	
2	37	5	
2L	30	1	
3	12	27	
3L	11	0	
4	34	5	
4L	12	2	
5	25	11	
5L	15	2	
TOTALS	187	57	

Possibility of new park development if racetrack operations cease		PRO	CON
	1	28	5
	1L	8	5
	2	27	8
	2L	26	4
	3	15	20
	3L	9	1
	4	34	6
	4L	11	3
	5	20	13
	5L	15	2
TOTALS		165	62

Possibility of additional revenue- generating development if race track operations cease	PRO	CON
1	26	13
1L	9	4
2	21	11
2L	24	2
3	12	27
3L	6	1
4	30	7
4L	12	2
5	13	19
5L	16	4
TOTALS	143	77

ATTRIBUTE CARD ANALYSIS - SCENARIO 6		
Hotel and racetrack generate approx. \$2.3 million in tax revenue		
to city	PRO	CON
1	28	6
1L	12	3
2	30	8
2L	27	2
3	14	25
3L	9	0
4	29	4
4L	15	1
5	20	16
5L	19	1
TOTALS	175	60

Developer to fund creation and ongoing maintenance of public park area, including wetland restoration	PRO	CON
1	33	
1L	13	
2	37	7
2L	30	2
3	11	28
3L	10	0
4	44	3
4L	13	2
5	24	16
5L	17	3
TOTALS	199	62

INDIVIDUAL SCENARIO	INDIVIDUAL SCENARIO WORKSHEET SUMMARY								
My requirements for									
open space are									
satisfied	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6			
1	4	2	7	15	14	2			
1L	0	0	4	7	3	3			
2	1	1	20	15	10	5			
2L	0	1	5	6	11	8			
3	3	3	17	7	14	4			
3L	1	1	2	4	5	1			
4	2	3	12	21	10	7			
4L	2	1	2	4	5	3			
5	2	6	26	8	7	2			
5L	1	1	7	7	5	2			
TOTALS	16	19	102	94	84	37			

The site reflects an acceptable scale of						
development	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	19	30	33	19	9	11
1L	6	7	11	7	3	4
2	14	26	34	19	9	11
2L	9	14	16	10	9	13
3	15	29	33	16	11	5
3L	5	4	11	6	2	2
4	15	26	28	26	15	15
4L	7	9	10	10	3	6
5	24	28	31	8	5	7
5L	13	9	19	9	4	5
TOTALS	127	182	226	130	70	79

In my view the land uses are appropriate for						
the site	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	24	26	31	25	8	11
1L	6	7	11	7	3	4
2	18	32	35	16	8	12
2L	10	13	17	9	9	10
3	22	27	35	18	11	3
3L	8	7	12	6	1	3
4	20	27	27	26	12	11
4L	9	8	10	8	3	5
5	26	31	30	6	4	4
5L	13	11	15	10	4	3
TOTALS	156	189	223	131	63	66

City of Albany: Voices to Vision

INDIVIDUAL SCENARIO WORKSHEET SUMMARY								
Building placement on								
the site is logical	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6		
1	33	29	15	25	10	9		
1L	9	10	8	9	4	2		
2	26	37	33	21	10	14		
2L	15	20	18	11	12	17		
3	26	31	24	17	8	5		
3L	10	8	10	7	3	3		
4	30	37	23	30	7	10		
4L	10	12	9	10	2	5		
5	30	33	25	13	5	4		
5L	14	12	18	13	6	4		
TOTALS	203	229	183	156	67	73		

Tax revenues are an appropriate level for						
this site	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	6	16	7	0	3	12
1L	4	10	0	0	0	3
2	4	26	0	1	4	12
2L	0	18	1	3	3	11
3	4	17	10	0	0	13
3L	0	7	3	0	1	2
4	5	20	6	0	3	16
4L	3	3	4	0	0	3
5	8	20	10	1	1	8
5L	2	11	1	3	5	1
TOTALS	36	148	42	8	20	81

Land uses support my ecological goals for the						
site	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	32	23	29	21	11	3
1L	13	10	14	7	3	2
2	35	33	32	14	9	4
2L	18	23	25	14	8	8
3	38	33	39	18	7	3
3L	9	7	11	5	0	1
4	34	37	34	30	14	15
4L	12	9	11	6	3	3
5	38	36	36	10	4	2
5L	18	13	17	8	4	3
TOTALS	247	224	248	133	63	44

INDIVIDUAL SCENARIO	INDIVIDUAL SCENARIO WORKSHEET SUMMARY							
The site concept enhances a valuable								
city resource	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6		
1	26	24	27	26	15	10		
1L	10	6	11	9	6	3		
2	26	30	26	18	8	13		
2L	13	19	18	10	8	12		
3	25	28	33	15	11	7		
3L	7	7	10	5	1	2		
4	27	30	33	30	14	15		
4L	8	11	11	11	5	6		
5	27	23	26	12	4	3		
5L	11	11	17	12	8	7		
TOTALS	180	189	212	148	80	78		

The site meets my expectations for a						
community asset	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	16	18	17	25	10	3
1L	8	6	8	6	4	4
2	20	21	23	13	7	5
2L	14	13	14	12	6	8
3	17	21	26	16	10	4
3L	4	1	9	5	3	0
4	21	26	25	27	11	11
4L	6	8	4	10	4	2
5	27	23	26	12	4	3
5L	10	8	9	8	5	4
TOTALS	143	145	161	134	64	44

The site concept answers my hope for creative uses	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	11	13		14		2
1L	6	3	7	5	4	5
2	10	15	18	9	8	5
2L	7	8	14	8	7	9
3	11	13	20	8	7	4
3L	2	1	7	4	3	0
4	12	18	20	23	10	9
4L	5	5	5	7	4	2
5	19	22	24	8	5	2
5L	3	2	12	6	5	4
TOTALS	86	98	149	92	60	42

ALL SCENARIOS WORK SHEET SUMMARY								
MY GOAL FOR OPEN SPACE IS BEST MET BY	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6		
1	11	4	10	7	1	0		
1L	9	3	5	3	0	0		
2	15	16	9	13	6	2		
2L	8	8	11	8	3	3		
3	8	17	18	11	1	2		
3L	4	1	6	6	0	0		
4	17	14	16	16	5	6		
4L	6	1	6	5	1	2		
5	16	20	14	6	1	0		
5L	9	0	9	3	1	1		
TOTALS	103	84	104	78	19	16		

THE MOST APPROPRIATE USES FOR THE SITE ARE BEST REFLECTED IN	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	3	4	8	10	1	1
1L	3	2	7	7	0	2
2	6	15	8	16	3	3
2L	0	5	13	5	5	4
3	4	16	16	13	4	1
3L	2	2	8	6	0	0
4	3	12	12	22	6	3
4L	4	2	3	6	3	2
5	7	15	19	13	2	1
5L	2	1	11	6	2	2
TOTALS	34	74	105	104	26	19

THE BEST LOCATION(S) FOR DEVELOPMENT ARE ILLUSTRATED IN	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	2	8	5	11	1	1
1L	1	4	4	7	0	0
2	2	21	10	15	1	6
2L	2	5	8	3	3	7
3	1	23	14	8	0	2
3L	0	4	4	5	0	0
4	1	16	10	29	5	2
4L	0	4	3	7	2	2
5	4	17	14	14	1	0
5L	1	4	7	7	2	2
TOTALS	14	106	79	106	15	22

ALL SCENARIOS WORK SHEET SUMMARY									
A SUFFICIENT LEVEL									
OF LOCAL TAX									
REVENUES IS									
GENERATED IN	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6			
1	0	5	5	12	0	1			
1L	0	2	2	7	3	2			
2	2	12	4	19	7	8			
2L	0	6	5	11	5	5			
3	1	19	6	18	5	2			
3L	0	4	2	7	1	1			
4	0	14	7	29	10	9			
4L	0	1	3	8	1	3			
5	3	24	9	14	5	2			
5L	1	7	1	7	4	2			
TOTALS	7	94	44	132	41	35			

MY FAVORITE						
SCENARIO IS	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
1	3	5	5	12	0	1
1L	4	2	6	5	0	3
2	8	15	8	13	4	2
2L	2	5	11	5	2	3
3	4	16	12	11	2	2
3L	2	1	6	7	0	0
4	7	10	9	23	3	3
4L	4	1	2	6	2	2
5	8	15	13	9	3	1
5L	2	1	10	6	2	2
TOTALS	44	71	82	97	18	19

Write In Attribute Cards

In each deck of attribute cards for each scenario, participants also received 2-3 blank cards on which to write any additional positive, neutral and negative attributes they felt were not represented in the pre-printed series. Participants also used these cards to make recommendations of additional features and attributes they would like to see represented in the specific scenarios. The statements below reflect the most popular attributes that residents wrote in on these blank cards. On almost all of the PRO write-in cards, residents commented on the placement of the Bay Trail and how it should either be next to the water or next to both the water and the freeway as well as the fact that it pedestrians and cyclists should have separated paths along it.

Pro Attributes

Scenario 1

- Add features to generate increased revenue:
 - Day use fees
 - Warming hut
 - Parking fees
 - Windfarm or other alternative energy generator
 - Charge non-residents to use park
 - Café/restaurant,
- Include off-leash dog area
- Build interpretive center on bedrock
- Have a boardwalk over restored wetlands

Scenario 2

- Reduce height of the hotel
- Add commercial/retail development around hotel development
- Add access for boats
- Increase revenue by adding other activities
- Include off-leash dog area

Scenario 3

- Develop public transit system from hotel to downtown Albany
- To increase revenue generation:
 - Add more rooms to the hotel
 - Increase height of hotel
 - Add an amphitheater/performing arts center
 - Add a restaurant/café
 - Add water-based recreational activities
- Move hotel to the south end of the site

Scenario 4

- Diverse revenue stream is a positive attribute
- Add water sport rentals, sport fields and restaurants
- Too much development in general
- Too much retail in general
- Retail should not be sports focused

Scenario 5

- Amphitheater is a good amenity
- Too much wetlands restoration
- Add water sport rental
- Arts/entertainment focus

Scenario 6

- Potential to use racetrack and grandstands for other uses in the long term
- Add public facilities (pool/tennis courts) and a membership-type program to the hotel
- Botanical Garden
- Location of the hotel makes it attractive to developers
- Adaptive re-use of GGF is a positive attribute

Con Attributes

Scenario 1

- Safety issues: no policing, may attract more homeless, difficult to patrol after dark
- No tax revenue
- Requires funding to acquire and additional ongoing spending to maintain
- No access for disabled individuals
- Interpretive center not sufficient in generating revenue, need additional development
- Location of the interpretive center (not oriented for passive solar)
- Insufficient activities for youth
- All open space

Scenario 2

- Building height (10-stories)
- Development costs borne by city and public
- Low revenue generation
- Traffic impact on Gilman
- Road through site
- No youth input/direction
- Cost of restoring Fleming Point

Scenario 3

- Road through site
- Revenue still lower than that of GGF
- Cost of rooms too high?
- Placement of hotel at the north end
- Its "snobish"
- "Sprawled" layout
- Lack of commercial development
- Lack of athletic activities

Scenario 4

- Commercial retail could detract from existing businesses
- Too much retail
- Amount of development
- Traffic impacts
- Location of parking
- Lack of retail integration
- Restricted/difficult bulb access
- Lack of lawn and water sport space

Scenario 5

- Condos
- Office building
- Access to open space
- Location of development (should be moved south)
- Outdoor amphitheater (should be indoor considering climate)
- Placement of roads
- Building heights
- Increased carbon footprint
- Lack of water sport rentals and athletic activities
- Drives out GGF

Scenario 6

- Location of hotel
- Lack of open space
- Unpredictability
- Does not consider youth interest
- GGF stays
- Not enough wetlands
- Adds more development to waterfront
- Botanical gardens

- Maintain sufficient outdoor space and don't just consider current income needs
- Confine development/building to south end of park
- Not consider over building with housing and retail and help restore wetlands
- Cerrito Creek needs to fan out into a marsh. Please provide a marsh for the creek.
- Make this a unique site that attracts people and generates more revenue than the current use
- Restore the coastline and fishing pier so you will get more visitors. Take public space needs and wetlands restoration into great consideration
- Keep it clean, open space
- Have it be beautiful, no ugly buildings please
- Any development means irreversible process—this shoreline as it is will disappear forever
- Keep as much open space as possible
- Build a beautiful project that fits into the colors and scales of the site. That it wont interfere with profits from existing businesses. Earthquake safety!
- Leave development on south side
- Provide "bridge" revenue to city while site is being developed
- Encourage use of waterfront. Make sure development is "timeless" and doesn't become the victim of development projects (ie. Richmond Hilltop)
- Preserve area for public and not over develop for commercial uses
- Allow the waterfront, especially around Fleming Point, to be restored and to have good foot and bike paths

- "When considering future uses for the waterfront, I hope you will...."
- Remember Albany residents! This space should complement our town.
- Once you destroy land, you can't get it back.
- Think community (eg. amphitheater), non-So.California architecture, local commercial uses, no chains (except hotel). Work with city.
- Get rid of the race track
- Preserve open space, access to Bay, enhance ecological connection to the Bay.
- Restore the area along the Bay to open space and accessible to bay by kayaks and non-motorized boats. Eliminate concrete and smaller footprint for development.
- Be a public agency (state or city park district); develop this space as a "world class" shoreline park.
- Work with residents and city
- Give us the most open space for the least development
- Think about how proud you will be of this project at the end of your career
- Think green place bldg revenue @ Berkeley side, keep Fleming Point and an amphitheater outdoor!
- Keep in mind maintenance, security, cleanliness
- Think of the long-term quality of life impact on Albany residents beyond the short-term bottom line
- Attempt to project how your development will affect current business and traffic in Albany
- Think of what Albany wants
- Create a destination location that draws revenue from wide area and brings people to the waterfront (Asilomar or sports / recreation)
- Take the long view and the preferences of the Albany community in mind
- Realize the unique nature of this property and avoid anything that destroys that uniqueness

- Maximize non-commercial open space uses
- Manage well your own business and the public trust we have given you
- Create and maintain maximum open space that honors the uniqueness of this site
- Not make a bunch of retail and not increase traffic
- Consider long-term, reliable, tax revenue
- Make sure it doesn't negatively impact Solano businesses. Make sure it is balanced between income generating/open space. Stay connected to the greater Albany community so it doesn't become a separate town.
- Consider natural open space as a unique and important asset in the East Bay.
- Enhance the unique ecological value of the space
- Keep as much open space as possible while using the land for creative uses like an amphitheater/water rentals
- Get a good or great developer with experience and success in this type of development
- Create residential housing for people over 55. This will increase the housing stock in Albany with no impact on the schools
- Maintain buffers between developed and natural area. Do not fragment.
- Provide open spaces, develop more waterfront recreational activities (eg. Boating)
- Ensure that connected to community and other side of freeway
- Not consider retail and big hotels
- Think of future generations and the need to preserve the natural world
- Consider the wishes of all of the residents of Albany
- Find a solution which benefits Albany as well as meets your needs
- Find equity between activities, revenue kept at current levels or higher and peaceful open

"When considering future uses for the waterfront, I hope you will..."

space

- Recognize the ecological value of the site and need to integrate with the character and needs of the community—be a part of the community
- Preserve open spaces and bay views and consider ways to bring in people with out excessive increase in car traffic
- Truly take the environment into consideration
- Make it all fully accessible to everyone
- Mix use and preserve at least 300 feet along waterfront and buffer park next to beach and bulb
- Partner with the city to create a moderate development and resource for the community
- Keep this as an asset of Albany that brings gains to the private owner and the public majority
- Keep the track, redevelop the club house into a community theater/art complex. The hotel could be located at the end of the bulb. Give part of parking lot to park.
- Think about the space creatively, not decide on a generic solution. Tap into the unique identity and needs of Albany/Berkeley. (Ex: UC Conference center, ecology minded hostels etc.) How about stables/horse rental? Evocative of racetrack (police on horses?). Art- performing art space could be created in current grand stand building. Think out of the box.
- Provide waterfront access with hotel and conference center facilities + waterfront restaurants. I would also like space for dog recreation.
- Provide for water related activities such as human propelled boats. Include 500,1000, and 2000 meter race courses. Maintain off-leash dog beach.
- Consider ecological sustainability, wind + solar, sea level rise, pedestrian bridge, minimize car use. Focus on ecology, education, the arts, community building, no big box, restore wetlands, appreciate unique shoreline assets.
- Create an open space with limited retail that residents 100 years from now will appreciate and incorporate concern for rising sea level.

- Maintain revenue for City and include more community related businesses and fun, accessible activities.
- Understand the value in the geographical location of Albany and the potential real power that could be created here
- Eschew large chain stores and big malls
- No big box. Low profile.
- Avoid large chain stores. Keep it small and low-profile/blended. Sail boats and kayaks.
- Keep development tasteful.
- Consider that lots of dog walkers, bikers and hikers enjoy using the waterfront. Revenue is very important for Albany.
- Please consider the proximity to the Bay in your plans. This is a local resource and it is vital to build with that in mind. Albany is unique, please respect the perspective of it's inhabitants.
- Ensure your development benefits the community, schools and the environment
- Balance the need for some economic development with the opportunity to maintain/preserve this unique site. Be environmentally sound, sensitive. Keep development to a minimum– basically meet Albany's school and city needs. No big box development, housing tasteful, retail only if necessary. Maintain Albany's quality of life.
- I would like to see and Asilomar-like facility in the state part and then a water sports devoted set of services with an aquarium/marshland.
- Develop something special
- Respect the small town feel of Albany
- Keep development lower than current grandstand. More green space than buildings.
 Have less retail and more green space, less asphalt and more locally-owned businesses.
 Respect small town feel of Albany
- Provide open space, keep commercial uses appropriate to needs of local community
- Preserve and restore bay front, add wetlands, provide opportunities for residents to gather and interact, not just shop

"When considering future uses for the waterfront, I hope you will...."

- Respect the uniqueness of Albany, its small town feel, small shops, outspoken community
- Create a unique, inclusive community space that will generate revenue and attract local business, Albany residents and non residents alike.
- Donate it all to City
- Embrace a community approach to the long term
- Develop site without adding more retail
- Keep all development eco-oriented and unique not mass commercial
- Plan for sustainable wetland and open space/habitat. Maintain and enhance sense of community that we have in Albany
- Support and maintain the community feeling that is the heart of Albany. We have an identity, a small town ambiance

SESSION 2

- Balance triple bottom liken (people, environment, economy); retain/honor small town draw of Albany; think into future 3 generations
- Promote goal of environmental sustainability, promote non-motorized access to waterfront, support transit-oriented redevelopment along San Pablo and Solano
- Strike a balance between development, profit, and open-space outdoor recreation
- Create an artful building, architecturally interesting, not too intrusive, preserve open space, be welcoming to residents of city, encourage sports
- Build higher density, more compact structures so more space is available for open space and marsh restoration
- This property is the only remaining track in Albany of significant size to provide for a sizeable contiguous expansion of public open space. Please maximize its beauty, access, and availability to the public.
- Promote environmental goals while bringing the community to the waterfront

- Restore wetlands, preserve and restore lots of open space, mitigate traffic (bike, ped, shuttle) and adopt a diverse mix of uses for the site to balance revenue and risk
- Provide viewing benches, vistas, hiking trails, access for disabled, areas for kids to get their toes wet, children's structures for playing. We need a place for people to enjoy the Bay. Inexpensive hot dog stands.
- Consider open space and make it as much as possible
- Respect what the people of Albany want and need over what is not needed and not used
- Consider the substantial opposition you will face from well funded (Sierra Club) organizations such as CESP and CAS who are working in total disregard of the residents of Albany
- Redesign the racetrack site with a modest level of development
- Have good access from Gilman AND Buchanan
- Support the vision of Albany citizens in any plan you propose, including maximum open space
- Put all development at the South End and get rid of the huge parking lots while making it an attractive destination to the community. Work quickly to maintain revenue.
- Find a creative "out of the box" developer with green experience and can think in terms of friendly, small walkways, and natural materials. Maximum open space. I hope you love nature.
- Not expect to be able to develop anything beyond scenario 2 or 3. No retail, no housing, no offices. Maximum open space is needed on this site with magnificent views of the bay
- Appreciate the importance of the current uses by open space constituency with slowly evolving changes based on high risk and vested interests
- Think of developing a world class site that brings open space, an educational center, electric shuttles and a green hotel + conf center
- Be realistic in balancing the potential financial gains from "highest and best use" against the political realities of inevitable community hostility to such approach.

- Do not include housing or large scale retail. Keep as much open space as possible tread lightly, integrate public transportation, bicycling, walking
- Consider the unique assets of the site and the community of Albany
- Consider open space as extremely valuable
- Realize that the more closely you meet the community's desires, the less expensive your development process will be and the more economically viable the property will be in the long run
- Carefully consider the views of Albany citizens- we do not want large-scale development, we want considerable open space. We need to maintain tax revenues to the city. Small scale development of acceptable kind.
- Take into account this unique site with beautiful views and keep the development small and take into account the level of open space for all kinds of people, especially Albany's community to keep this one of the best views in the USA on San Francisco Bay.
- Take into account the small town feel of Albany
- Not include any housing or retail. Small hotel/conference center and a restaurant or 2 are good. Preserve as much open space as possible. Envision what the site will look like in 50 years
- Be transparent that your current profitability, allowing the city to negotiate an offer that will make it profitable for you to close the track
- Have as much open space as possible and develop only enough to generate some revenue (to help. obviously needs some public financing
- Maintain tax base not of additional operation costs
- Future owner should be City of Albany. I would vote for tax to pay for it
- Consider that any development be attractive and useful to a large population than just the Albany residents. That the are would be a destination (regional, county, statewide)
- Not include retail. Maintain an atmosphere of outdoor space that accentuates the proximity to the beach, including the view of SF. A low, Asilomar-type hotel with a few non-chain restaurants someone like the Berkeley marina would be ideal

"When considering future uses for the waterfront, I hope you will..."

- Balance revenue privilege of access and maximizing open space for future generations
- Take into account the wishes of Albany citizens so that the final project is sustainable, generates tax revenue, and is esthetically pleasing
- Keep open areas continuous and keep in mind what plans Berkeley might have for the are to the south
- Build hotel and restaurant/conf facility, which can be used by our community. Retail to be outdoor/sports related w/ cafe(s) walking areas family fun and dogs too
- Consider equity issues- access for diverse populations, disabled, old--- many of these scenarios are high end, for the privilege
- Respect Albany's tax and environmental concerns. Find a balance
- Remember the value of open space and as balanced against corporate profits
- Consider how development can work with restoring the ecology of the place
- Hire one or several of the world's best architects for this one of a kind international treasure of a development site
- Be green. Provide free transportation from Solano Av. Balance open space with use that generate \$\$
- Tread lightly
- Know that you are welcome in our community and know that we are not as crazy/antidevelopment as you may have heard
- Recognize that I first came to Albany and discovered the bulb with my dog. I spent so much time there and want to maintain lots of open space with strategic sitings for hotel/conference and a place for my daughter to learn about the Bay. The site is unique! The edge of the bay, one of the last access points to it. I want to see it survive as an open vista to the water

SESSION 3L

• Prefer hotels, one small hotel on Fleming Point and one larger hotel with some retail on south side like #2

"When considering future uses for the waterfront, I hope you will...."

- Leave the land as untouched by humans as possible- this is an extraordinary resource and one of the few remaining locally of its kind
- Open up the waterfront to make it more usable to people and safe for kids (ie. No rebar or beaches chock full of dogs running off leash)
- Preserve as much open space and natural habitat as possible. We don't need more traffic and commercial blight
- Develop with the highest level of aesthetics and harmony with the land in mind
- Manage future development to ensure that the uses on the site are accountable to the needs of Albany residents, including supporting City services and schools while enhancing the open space needs.
- Balance a lot of nature focused allocation with sufficient revenue generating diverse retail, hotel and arts development
- Need diverse retail development on # 4, not totally focused on sports
- Include the YMCA and sports facility for our children
- Create a regional draw (not just Albany). Ensure that maximum revenue- consistent with uses is maintained
- Maintain the open space and link it to the bulb and provide a destination to a broader public
- Be a model for eco-friendly business. We are trying hard to reduce our carbon footprint and we expect you to be a partner in this.
- Keep it as green as possible, with minimum revenue requirements met
- Maintain some open space areas
- Think about why people move to or visit Albany and how development will impact the environment flora, fauna, and open space

SESSION 3

• Not put retail in housing; get \$2.6 million in approx revenue; love idea of amphitheater;

"When considering future uses for the waterfront, I hope you will...."

like hotel; like aquarium

- Work to encourage an innovative theme (green design, recreation outdoor use, healthy foods) to create an innovative retail area that works with...
- We want park and green space and to maintain the revenue
- Let there be as much green space as possible restoring wetlands and the oceanfront w/only the minimal amount of development necessary for tax revenue generation. We should consider this within the greater context of city wide tax revenue opportunities
- Develop uses that take unique advantage of this site and that balance economic benefit with environmental and community benefit. No generic, cookie cutter development.
- Remember that open space needs to be protected for the future. We already have enough retail and ugly urban sprawl
- Consider open space a priority an amphitheater and nature center as is great as it a small organic restaurant, less parking with shuttle
- Make sure buildings relate well to the waterfront environment, no buildings near the water
- 1. Create as much open space and restore as much wetlands as financially viable, feasible and realistic 2. Incorporate play structures for children Albany has lots of children
- Put in bike paths. As long as revenue loss isn't too great, I would rather pay a bit more for a definite public enhancement
- Leave open space with enough commercial development to support the area (scenario 2 with a bit more commercial development). Bike paths to minimize the traffic and parking needs
- Prioritize the preservation of the maximum amount of open space and restoration of the site to its natural wild state while providing for economic benefit, but in the larger context of the complete Albany economic environment
- Consider views from hill
- Work cooperatively with the city and community and respect the community's vision of more open space while considering the development of the property and contribute to the city's tax

- Have displays of the history of the site, including powder plant plus explosions etc. Work cooperatively with the city...it would be nice if we as a city were friendlier to the people of the racetrack who have given us revenue all this time. They are skilled hard working people.
- Remember the community's priorities, i.e. open space and work with the community to incorporate their needs into the uses
- Make it a home for a wide variety of uses and keep the kids' desire for things to do in mind...
- Keep the uses special to the unique spectacular bayfront setting make uses complement, not compete with other Albany activities/facilities
- Maintain open space
- Keep a strong connection to Eastshore State Park on both ends of the property while
 producing the same or greater amount of revenue to the city with appropriate
 development
- Achieve a unique identity for the space that blends the outdoor open space with economic interests that generates/matches/surpasses revenue we get now
- Open space with some commercial development to maintain revenues
- Consider having access to water activities
- Provide adequate green space and choose realistic combination of retail/office/housing near public transportation. Definitely oppose adding gambling to race track
- Replace the racetrack with development like Scenario 4
- Keep buildings at south end of property, away from waterfront, maximize open space contiguous to ESP. Bay Trail and promenade must be on Bay side as well as around some wetlands. No residential or office buildings
- Think about everything going under cement. We need to think more about the environmental changes than just revenue. It is very important, but not the whole thing. Retaining a quality of life.
- That long term mixed use revenue to the city and school will continue. I would like to see much of the are retain a little more of its slightly rough edges

- Include public space (off leash), preserve tax revenue, provide draw for residents and outof-towners
- Please don't propose something that Albany will not approve
- Consider the history of public reaction to Caruso's plans. The Albany public spoke overwhelmingly against excessive commercial development.
- Keep a large swath of park space along waterfront, not include housing or retail, and keep the wishes of the community in mind
- The citizens of Albany will not support excessive development
- Consider what happened when Caruso Development tried to push through development the residents of Albany were unhappy about
- Check with us, Albany residents, before moving ahead
- Do everything possible to create and maintain open space combined with judicious opportunities for replacement of lost tax revenue
- Include CITED principles. Invite community to participate in design process. Clean high quality architecture. Look for alternative ways to support community and schools. Consider senior housing
- Preserve as much open space as possible
- Albany is a family friendly community. Please make your facility beneficial to families
- Respect our will for open space and activities that fit Albany spirit
- Include things for all ages and enhance the city of Albany without dividing the city into two distinct sub-cities
- If you continue to operate the track, provide greater outreach to Albany
- Get approval for an EIR and do EIR and do Measure C vote. We can all talk about what we "want" but its YOUR land, its by 88 acres of publicly owned open space at the Albany waterfront and you don't have to be bullied into providing more than about 20 more acres of open space

"When considering future uses for the waterfront, I hope you will...."

SESSION 4L

- Maintain the best balance of open space to revenue generation. Keep buildings to 3 stories
- Have a balance of uses and users, regional and local. Be ecologically sensitive and be sure retail and commercial tenants share some goals and concepts. Maintain continuity of waterfront with sensitive construction that promotes sense of community. A balance is most important.
- Maintain a balance of conservation of the ecology, respect for the ecological sensitivity of
 the site and preservation of natural resources, teach visitors to respect the environment,
 maintain or increase the existing tax revenue, engage the local Albany, Berkeley, El
 Cerrito residents, provide a mix of uses to attract locals and visitors
- Respect the unique qualities of the site. Make it as different from Blackhawk and Fisherman's Wharf as possible by avoiding artificial environments
- Keep building profile low and in harmony with natural surroundings. Include opportunities for community use, keep open space available for free use
- Create "draws" for the community to use the space. Development focused on theater, community gardens, outdoor oriented retail, restaurant/café.
- Restore as much open space as possible
- Place emphasis on creating an open space with a majority of that space dedicated to a well maintained public park
- Create a design that will be seen as a masterpiece of planning, design, and execution in 100 years
- Consider finding a mix of activities/attractions that attract a wide range of people with minimal visual impact on the remaining open space with generating revenue for city and schools
- Consider keeping the race track. Then build an amphitheater, restaurant with view
- Minimize development as much as possible. No buildings over one story. No office buildings. No housing. Locate the bay trail along the water of the bay. Minimal retail activity. Public organic garden would be nice. Marina with boat rentals would be great.

"When considering future uses for the waterfront, I hope you will..."

- Consider a nice restaurant by the water like Berkeley has
- Consider Crissy Field in SF as a template. Limit the use of automobiles by providing transit options to and from the site. Provide separate bike paths not to be shared by pedestrians and cars.
- Consider that the area really wont support residential or office space uses and still allow the type of recreational use that would be pleasant
- Have some development, which is aesthetically pleasing, trying to keep most of the development nearer the freeway, but breaking it up also. I don't like a huge bulky development going all the way to the water. Keep the waterfront open and contiguous and green. I don't think it is appropriate to have office structures at the site.
- Do not overbuild the skyline and keep the hardscape to a minimum and provide us with a balanced mix of uses.
- Strike an appropriate balance between generation of tax revenue and creation of park/open space and will design buildings and man-made structures to blend into the environment for minimal visual impact to this beautiful site

SESSION 4

- We're watching you
- Remember that open space is the most valuable resource left to us and there is enough retail already in this area- including empty storefronts
- Remember that any changes in current zoning laws for the waterfront would require a vote of the Albany citizens
- Follow the concepts of Scenario 2
- Consider leaving a legacy for future generations access and view to the Bay!
- Creatively site your development to optimize open space and traffic effects on Albany and move towards Gilman and have economic viability equal to racetrack
- Respect the fact that the Albany Waterfront is a unique piece of land. Once it is developed, the land cannot be undone. Understand the unique location next to the water with views of the GGB, SF, and Marin hills. Create a landscape that is environmentally sensitive and socially responsive.

- The development of this property considers the inclusion of local and community businesses and considers the needs to the Albany community
- Keep open space, interpretive center and trails near beach area. No development here.
- Consider the SF Bay a unique geography in a global sense. Its natural beauty should be preserved to the maximum extent. Think big—EB park system, GG National Park lands are taken for granted as glorious open space. This happened through conscious vision and effort.
- Enhance and respect the flora and fauna that exists there. Reduce air pollution run off. Zero net production. Respect community location.
- Preserve the beach and as much open wild space, including wetlands, as possible
- Be sensitive to the environment when planning for development. Low impact, green friendly, and planned park and open space.
- Please respect nature and the natural beauty of the area. Keep buildings (hotel) next to Berkeley. Keep buildings low, no condominiums.
- Remember the needs of both the wild life and the needs of the diverse community in Albany including young families, seniors, dog owners, exercisers, and commuters.
- Focus on creating a multi-use, nature focused environment with revenue that need not be high, but shouldn't be too dependent on the state of the economy
- Create a balanced development where you preserve the entire shoreline for open space, concentrate larger scale development south near Gilman and maintain a minimum of \$1.7 million of revenue to the city
- Pay for all your development and have a balance of retail and public use and that you pay enough taxes to the city's citizens
- Make any development mixed-use to minimize traffic flow; provide a variety of attractions for Albany's varied population
- Actively engage citizens of Albany during development of your site plans
- Recognize the need for park and open space in Albany and the region. Consider the economic impacts to Albany and minimize negative impacts during development

"When considering future uses for the waterfront, I hope you will..."

transitions

- Create park/open space which replicates a pristine natural area
- Consider restoring wetlands and creating more open space; seeing public use as the goal. New owner could be nature conserver.
- Be realistic about future revenue projections based on peak oil, debt-based financing, glut of retail space in US, and all the economic shortcomings that are not going away.
- Respect the humble nature of this community and honor that spirit by not engaging in over ostentatious development
- Come up with a reasonable compromise between open space-parklands- revenue producing development
- Make the special location- on the SF Bay a primary consideration. Creative use of good design can aid in planning what development and placement and that it mutually enhances the setting
- Use Scenario 1 and 3
- Know your choices, alter the history of our town and community
- We love our beach and open space and want facilities that enhance enjoyment. We care about sustainability and community. We would like to see a reasonable return of \$\$ for development
- Maintain tax revenues, add green space and revenue. Fun access along the waterfront.
- Put pedestrians and cyclists before cars, create a place where I will feel comfortable letting my kids roam; a place that feels like Albany; a place with outdoor social spaces; a place that embraces the water and gives access to the water to kids, seniors, disabled; create a neighborhood, not just a shopping center; do something creative like the High Line in NY; look to the best examples of waterfront parks; include a grocery store!
- Minimize traffic impact and create an area where locals will want to visit with amenities. Hotels and condos can make the area restrictive.
- Group development of retail, hotel, office area on southern portion- keep park, recreation and arts venue in park like area to the north; maintain views of the bay and maximize revenue to city and schools. No housing except for possibly senior housing due to

"When considering future uses for the waterfront, I hope you will..."

demands on existing city services. Balance offerings for revenue to withstand economic impact.

- Be mindful and respectful of the findings of the V2V community process and recommendations. Restore as much open space / wetlands as possible and keep any development to a small scale
- Keep it very green. I don't mean dollars.
- Work with us to phase into our long-term vision, which will hopefully help integrate the uses of the property better into the city as a whole.
- Keep the use sustainable from a financial/economic standpoint.
- Recognize that economic potential cannot be maximized because of uniqueness of property and community's best interests are not to permit highest and best use development
- Provide open space along shoreline. Restore Fleming Pt. Hill and vista point. Locate development proximate to freeway and Buchanan. Commercial and retail with tax revenue to city is very important. No mid or high-rise buildings.
- Leave at least 60% open space; build at the south end of the tract, build nothing higher than the current race track structure, have more than one high quality restaurant and at least one coffee/snack shop for beach combers, leave the beach wild.
- Create an appealing destination that Albany residents will visit and be proud of
- Scenario 2 developed. Add organic restaurant, roof garden.
- Take the opportunity to set an ecological example with green space and non-residential uses.
- Create a development that draws Albany residents to the site and site visitors to Albany
- Think creatively, not all retail or all offices or all hotel. Make uses that synergize and go with each other, uses that are for different seasons, different weathers, different age levels. Make a village!
- Integrate the property with rest of community. Break down barriers created by highway.
- Maximize the amount of open space and contribute to the financial welfare of the city by

"When considering future uses for the waterfront, I hope you will..."

- offering development that will leave the city "revenue neutral" i.e. replace the current revenue (approx \$1.7 million) from the track.
- Consider a plan that encompasses open space, trails, and generates sufficient revenue to at least equal the current amount
- Respect that there is one of the last available open spaces on the bay with views of the GGB and SF. Please develop carefully with respect for nature.

SESSION 5L

- Value the uniqueness of the environmental location
- Keep our waterfront unique and attractive, please no cookie-cutter shopping complexes or pre-fab hotels
- Find the most ecologically small footprint that will be a long term attractive mix of uses to generate steady revenue and allow for open space that is useful (trails, habitats); enhance visitors' patronizing of Albany businesses, create and inspiring place for residents + visitors.
- Include space by the bay and include a hotel / retail for tax revenues. Consider pedestrian and bicycle access.
- Keep open space and bike bath by the water. Have interesting retail. Open space should have trails and possibly some sports uses and a farmer's market.
- Keep Bay Trail along waterfront, separated from the development.
- Avoid big-box store commercialism.
- Have a balance between development and open space as well as collecting appropriate tax revenue.
- Include garden-like development appropriate for both locals and visitors; no high rise buildings; have moto vehicles exit fwy/Buchanan close to fwy and provide for bicycle/ped traffic to continue.
- Think about the fact that Albany violently rejected the Caruso plan. We don't want to trash this community just to get tax revenue.
- Nurture this unique natural setting.

"When considering future uses for the waterfront, I hope you will...."

- Balance open space with retail and hotel space that Albany residents will actually use.
- Consider the needs of our community, tax revenues, as well as beauty. Kids need somewhere to go for fun, so put in an amphitheater like the Greek, where they could have music concerts.
- Consider alternative transportation in creating your development plans. Provide bike and pedestrian access + bicycle parking. Also, have a bus/shuttle from North Berkeley and El Cerrito BART, so people don't have to depend on their cars.
- Keep it about the same.
- Work toward a balance of all interests; open space, revenue, recreation and community.
- Understand that at least 70% of the Magna property needs to be preserved for open space uses (active or passive).
- Keep as much space open as possible. Keep development as far from possible from water.
- Find a balance between development and park/open space that doesn't overwhelm the area with traffic and commercialism, but still generates significant tax revenue for Albany and its schools.
- Rebuild the grandstand. Allow for more open space, promote to racetrack with BART option, Friday night racing.
- Keep in mind the real need for open space, which is severely lacking in Albany.
- Recognize this space as a place to implement an ecologically sound example of sustainable development that will inspire and enhance generations to come.
- Minimize retail and residential development that will generate high levels of traffic at all hours of the day and "cannibalize" Solano Avenue. Provide for the maximum amount of open space parklands and preservation of wetlands. What Albany residents need is an open public waterfront park for hiking, water sports and dog walking and not more shopping venues. Let's restore this valuable property to its original natural state.

SESSION 5

• No mall! Appropriate development in accordance with special site

- At the minimum equal or exceed the revenue which is currently being generated. I feel very strongly about the ferry. It would be god for all concerned. What about commuters. I'll bet that this is a large potential. Have you not thought about this?
- Balance the revenue producing activities with community-oriented facilities.
- Keep the land use public. Do not have individuals buying or living here. Prefer no large development bringing in large amounts of traffic.
- Dedicate it to our children and future generations. Develop in current existing retail corridors. Any development to replace lost revenue should occur where appropriate location such as Solano or San Pablo.
- Consider the very long term (100- 500 year) needs of Albany and the East Bay for open space and recreation (a la Tilden Park). For this reason I believe that economic development should be lowest priority. We don't need the money we need the vision. Do we really want a hotel in Tilden Park? Or its potential equivalent [on the shoreline]?
- Have a cultural and open space/ecological destination that is dependent on transit, bike, peds. De-emphasize private cars.
- Sell property to a consortium of public and philanthropic activities such as the Nature Conservancy, the Haas Foundation, the State/City. Find other sources of revenue in appropriate spaces.
- Honestly consider the will of the residents. Back door politics and scare tactics have no place.
- Preserve open space, wetlands, no housing, retail
- Consider an ecological, innovative, outside the box plan
- Enhance the beauty of the area, use high-quality designs, meet Albany residents' desire for optimal use of the land for all ages while continuing to bring in revenue for the city.
- Allow for beauty, nature, refuge, and no mall, no condos!
- Follow the development guidelines as expressed by the people of Albany
- Not fall into the trap that this site can support a large retail/office/housing project inconsistent with parks and open space after the racetrack closes.

INDIVIDUAL MESSAGES

- "When considering future uses for the waterfront, I hope you will...."
- Keep green in design and thinking. Be in communication with Berkeley. Definitely be in communication with Albany and its citizens.
- Make this a destination/signature property.
- Give us plenty of warning if you do decide to leave so that we can plan without too much disruption.
- Enhance city revenues, pay for open space maintenance and improvement
- Support the ecology of the area and create an easy access open space for public recreational use.
- Support ecology, restoration, open space. Keep development near the freeway.
- Build artistically leaving space at the immediate waterfront with the continuation of the Bay Trail. Tallest building should be furthest East. Generate enough tax revenue so as not to burden the property owners.
- Consider ceding the land to the EB Regional Park, consider the community's input, limit commercial development and park land restore to native vegetation.
- Preserve open space, open the place to the public. Keep the bayfront for our grandchildren!
- Consider some development with maximum open space. Development is fine, within reach.
- Build small and away from the waterfront (>500')
- Respect and don't defeat the natural majesty of this place future generations will appreciate this.
- Choose scenario #5 because it will be a major point of attraction in East Bay and will generate profit and tax revenue and preserve most important sections of ecology.
- Listen to the Albany residents from the Voices to Vision session. Make sure there is excellent bike and ped access to the waterfront. Use the requirements that were established for all scenarios in the Voices to Vision session for any development.
- Eliminate the racetrack and gambling. Keep the heights and extent of structures to a minimum and maximize open space for recreational use.

INDIVIDUAL MESSAGES

"When considering future uses for the waterfront, I hope you will..."

- Find the best balance between open space, community space, and retail to reflect Albany's unique characteristics.
- Focus on direct social, not commercial, benefit. Focus on band of open space by waterfront.
- Be creative, bringing together diverse interests and providing a community asset for the citizens of Albany.
- Consider how the community uses the land at present for hiking, biking, dog walking, admiring the view and leave it as is to the greatest degree possible.
- Find a way to maintain a sustainable, sizeable, park/wetland environment while still providing the city of Albany with acceptable revenue.
- Not that Albany is concerned with producing as small a carbon footprint as possible and working with what native requires at this site (ie. wetlands, habitat for indigenous wildlife) Take into account climate change, peak oil, and increase in economic chaos)
- Consider long-term sustainability.
- Enhance open space (and natural wetland habitat) to make this a unique treasure on the bayfront.
- Any development should be water-oriented, such as hotels, restaurants, minimal shopping, minimal traffic impacts.
- Support a large portion of open space.
- Give more time and share creative uses from other communities.
- Recognize that approval of and long-term success of new uses depend on public interest/support identified by Voices to Vision.
- 1. Maximize open space while still generating some tax revenue. 2. Keep building footprint under 6 acres. 3. No commercial use except hotel and restaurant.
- Preserve this unique piece of land. Don't cover it with buildings, condos, and retail. It is a regional treasure like residents will never approve large scale development.
- Realize you have here an utterly unique location and an irreplaceable opportunity to build

INDIVIDUAL MESSAGES

"When considering future uses for the waterfront, I hope you will...."

something for the future.

- Maximize open space, provide activities for youth, eliminate gambling
- Restore wetlands, keep open space and encourage all citizens to be more green AND make money. Let's make Albany waterfront like Asilomar rather than Emeryville.
- Strongly consider height limitations to minimize negative impact on view and structure commercial development to minimize impact on traffic.
- A realistically sized hotel that would not go under filled when economic times are tough and wouldn't overwhelm the landscape

When considering future for the waterfront, I hope you will...

- Confine development to south end, developer pays for gap in tax revenue until development is complete, timeless architecture and layout, no office!
- Consider viability of tax base, keep property clean, respect open space
- Keep the site unique, not more of the same. Development we see up and down the bay. Currently it is unique and defines Albany.
- Development should visually and environmentally compatible with the site. Open space cannot be reclaimed once its gone. Balance revenue generation with open space preservation.
- Retain beautiful view. Complete Bay Trail. Do not alter site.
- Maximize open space at waterfront and the open spaces should be located adjacent to the Plateau and Beach. Don't reduce tax revenue for city. Include watersport rentals and access. Don't divide the new development into two pieces. Include an outdoor amphitheater!
- Work with residents and the city to optimize open space and provide space for community gatherings.
- Once open space is gone, it's gone forever. Consider impact on existing Albany business. Think long term about serving Albany and Berkeley.
- Listen to the community. Keep open space wild while creating destination for Albany/region/world
- Open space high quality, not just quantity. Revenue should exceed current. Waterfront activity maximized. Consider that natural habitat is eternal and important asset.
- Stay connected with the rest of the community, vehicle and pedestrian and bike access; meet civic responsibilities; and integrate with and meet needs of community.
- Look at mixed use, buffer beach with park. 200' minimum set back with room for both bike and walking. Restore wetland. Make sure there is a tax revenue same or increased. Needs to take into consideration impact on schools and city services. Make whole area publically accessible.
- Ecological restoration, sustainable. Maintain Albany community/unique to Albany

When considering future for the waterfront, I hope you will...

- Keep it tasteful, low profile, no big boxes or chains, with some revenue
- Maintain small-town feel and respect future generation's possible ideas for space. Any development should be unique and done with class
- Create something evocative of Albany/Berkeley unique character. If racetrack ceases, create something that will be identified as uniquely Albany. Make sure to preserve and improve. Develop a plan that will create income but will be able to impact the community a little at a time
- Use this amazing space to create a unique, inclusive community space that will respect the environment, generate revenue, attract local businesses, Albany residents and non-residents alike, and be valued by future generations
- Partner with Land Conservancy organization to acquire property so that significant portions of the land can be made available for a regional attraction (with both public open space and private enterprise) focusing on natural setting and attributes and offering recreational opportunities
- Be very sensitive to the community. Love nature and open space.
- Balance the triple bottom line: people, environment, economy. Compact development preserves open space; welcoming space and create artful building, actively encourage use of open space, including watersports, and entertainment
- Be transparent about your current profitability allowing the City to negotiate an offer that will make it profitable for you to close the track. Do not include any housing or retail. A small hotel/conference center and a restaurant or 2 are good. Preserve as much open space as possible. Envision what the site will look like in 50 years.
- Hotel, restaurant, and conference facilities that can be used by Albany residents. Any retail would be outdoor/sports-related. Generate positive revenue.
- Hire a world-class design and development team. Integrate walking, biking, and transit. Value open space over maximizing profit. Keep focus on visitor experience. Recognize the potential of this one of a kind asset.
- Make it draw from the larger regional community and accessible to all citizens. Generate revenue and create jobs. Educational purpose. International model think tank.
- Manage future development to ensure that uses on the site are accountable to the needs of

When considering future for the waterfront, I hope you will...

Albany residents, including supporting City services and schools while enhancing open space needs. A model as an eco-friendly business. We are trying hard to reduce our carbon footprint and we expect you to be a partner in this.

- Balance a lot of nature-focused allocation with sufficient revenue-generating diverse retail, hotel, sports development; a community-gravitating place
- Create as much open space and restore as much wetlands as is financially viable, feasible and realistic (for example what GGF has been generating in the past. Beyond the \$1 million in tax revenue that GGF has been receiving, we are opposed to the development of buildings and parking structures. Also, incorporate play structures and climbing walls for children
- Respect the community wishes regarding the open space, need to provide tax revenue, especially that needed to support schools. Children and teenagers need sport activities Historical markers re: past use and status of property. No residential development. Respect community currently existing at racetrack
- We all prefer a large amount of open-space, especially by the water. We want to balance the open space with sufficient revenue, roughly what the city has now. We are opposed to housing and retail. We want a "wrap around" bike path, both by the Bay and by the wetlands
- We do not want residential housing
- Have a balance of uses and users, regional and local. Be ecologically sensitive and be sure
 retail and commercial tenants share some goals and concepts. Maintain continuity of
 waterfront with sensitive construction that promotes sense of community. A balance is
 most important.
- Bay Trail should be located along the water on the bay. Maximize open space.
- Understand that high-density development is inconsistent with recreational use and negatively impacting the recreational use make the businesses unattractive.
- Donate the property for public use as an open space. Other than that, place emphasis on creating an open space with a majority of that space dedicated to a well-maintained public park
- Know your choices for this land and alter and change the history of our town and community. We are watching you.

When considering future for the waterfront, I hope you will...

- Unique location enhance and respect wildlife minimize negative economic impact on development transition. Souther development mainly, maintain a vision for maximized open space for the continued expression of the "natural environment" of the bay front. Address the extreme needs for park and open space in Albany and the region. Enhance revenue to the city of Albany. Create a landscape that is environmentally sensitive and socially responsible. A place for future generations to enjoy and honor.
- Remember the needs of the wildlife and the needs of the diverse community
- Respect the humble nature of this community and honor that spirit by not engaging in overly ostentatious development
- Honor the value of this special location on the waterfront. Hope fo revenue neutral development - maximum open space. Good design! Mutually enhancing with spectacular setting.
- Build at the south end of the tract, don't build significantly more than the current height of the racetrack, at least one excellent restaurant and at least one coffee/snack shop for beach combers, at least 50% to 60% open space. Let the beach stay wild.
- No economic development driving decision making! Preserve/restore open space. Economic development belongs elsewhere.
- 1. No condos. We are opposed to condo development in this location. Would likely be expensive, commuter oriented, unlikely to attract people who would participate in the neighborhood schools/walkable village atmosphere of Albany. 2. No mall.
- Create a unique conference/restaurant center surrounded by open space following the guidelines as expressed by the people at the city of Albany.
- Respect the Voices to Vision process. We hope you will build away from the waterfront.
- Provide a unique project that is sustainable, low carbon footprint, something for Albany to be proud of, that includes natural habitat (wetlands) and provides revenue to the City.

REGIONAL ATTRIBUTE CARD ANALYSIS					
SCENARIO 1	PRO	CON			
Site entirely open space	15	8			
, , , , , , , , , , , , , , , , , , ,					
Restoration of major wetlands	20	2			
Requires public financing	6	10			
Interpretive/educational center	19	1			
Park destination for local,					
regional and out of town					
visitors	24	0			
Minimal traffic impact	18	2			
No associated tax revenue for					
city or schools	2	13			
Election Detail IIII at a contract					
Fleming Point Hillside restored	22	1			
SCENARIO 2	PRO	CON			
\$1.4 million in tax revenue to					
city	13	4			
Addresses need for local					
accommodations for leisure	_				
and business travelers	7	8			
10-story building	6	15			
Building visible from Albany					
Hill and from points at					
waterfront No commercial uses within	2	9			
walking distance of hotel	9	5			
waiking distance of notei	9	5			
Developer funds a portion of					
construction and maintenance					
costs for shoreline park;					
remainder borne by public	17	3			
Terriainder borne by public	17				
Fleming Point Hillside restored	21	1			
Majority of development at		· ·			
south end of site	8	12			
Interpretive center/museum	16	3			

REGIONAL ATTRIBUTE CARD ANALYSIS						
SCENARIO 3	PRO	CON				
One- and two-story boutique						
hotel and conference center	13	7				
Large area dedicated to						
pedestrian-only open space	25	2				
Hotel addresses need for						
locally-based visitor						
accommodations	8	9				
No commercial uses within						
walking distance of hotel	9	5				
Minimal traffic impact	17	3				
Developer funds a portion of						
construction and maintenance						
costs for shoreline park;						
remainder borne by public	17	3				
Approximately \$700,000 in tax						
revenue to city	7	5				
Restaurant with organic food						
grown in on-site gardens and						
orchards	10	6				
Interpretive center/museum	14	5				
SCENARIO 4	PRO	CON				
Developer to fund significant						
portion of public park and its						
ongoing maintenance	14	4				
No structure exceeds 3 stories						
above ground	13	5				
Co-location of site amenities						
creates economic benefits	10	10				
Two parking structures: one						
terraced at Fleming Point; one						
buffers I-80/580	6	19				
	6	19				
	6	19				
buffers I-80/580	6	19				
buffers I-80/580 During demolition and	0	19				
buffers I-80/580 During demolition and construction, significant						
buffers I-80/580 During demolition and construction, significant						
During demolition and construction, significant reduction of tax reveue to city						
During demolition and construction, significant reduction of tax reveue to city Location on Fleming Point						
buffers I-80/580 During demolition and construction, significant reduction of tax reveue to city Location on Fleming Point creates sweeping views of Bay						
buffers I-80/580 During demolition and construction, significant reduction of tax reveue to city Location on Fleming Point creates sweeping views of Bay and bridges from hotel and	0	11				
buffers I-80/580 During demolition and construction, significant reduction of tax reveue to city Location on Fleming Point creates sweeping views of Bay and bridges from hotel and interpretive center/museum	0	11				
buffers I-80/580 During demolition and construction, significant reduction of tax reveue to city Location on Fleming Point creates sweeping views of Bay and bridges from hotel and interpretive center/museum Approximately \$2.6 million in	0	11				
buffers I-80/580 During demolition and construction, significant reduction of tax reveue to city Location on Fleming Point creates sweeping views of Bay and bridges from hotel and interpretive center/museum Approximately \$2.6 million in tax revenue to city	0	11				
buffers I-80/580 During demolition and construction, significant reduction of tax reveue to city Location on Fleming Point creates sweeping views of Bay and bridges from hotel and interpretive center/museum Approximately \$2.6 million in tax revenue to city Outdoor recreation-focused	0	11				

REGIONAL ATTRIBUTE CARD ANALYSIS					
SCENARIO 5	PRO	CON			
Land uses represent potential					
economic synergy	4	14			
Significant retail/restaurant					
complex	2	23			
Tall buildings visible from					
Albany Hill and from parts of					
waterfront site	0	20			
Development and					
maintenance of significant					
portion of new public park to					
be paid by developer	11	5			
Housing separated from					
existing Albany neighborhoods					
by I-80/580	2	17			
Traffic impact high due to					
combination of uses	0	21			
During demolition and					
During demolition and					
construction, significant		10			
reduction of tax reveue to city	0	10			
Approximately \$2.1 million in	4.4				
tax revenue to city Amphitheater for public	11	4			
concerts and performances	10	13			
SCENARIO 6	PRO	CON			
Race track could remain	1110	0011			
functional long term	3	17			
Portion of GGF parking moves	0	17			
off site; shuttle provided by					
GGF as needed	2	16			
3-story boutique hotel with		10			
interpretive center with					
proximity to open space	6	18			
Site provides some tax					
revenue to city regardless of					
status of racing operations	12	5			
Possibility of new park	, , , ,				
development if racetrack					
operations cease	9	10			
Possibilty of additional revenue	-				
generating development if					
racetrack operations cease	6	18			
Hotel and racetrack generate					
approximately \$2.3 million in					
tax revenue to city	8	9			

REGIONAL ATTRIBUTE CARD ANALYSIS					
Developer to fund creation and					
on going maintenane of public					
park area, including wetland					
restoration	11	6			

REGIONAL INDIVIDUAL SCENARIO WORKSHEET SUMMARY SHEET						
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
My requirements for open						
space are satisfied	7	3	10	5	0	1
The site reflects an						
acceptable scale of						
development	13	10	10	4	1	1
In my view the land uses are						
appropriate for the site	17	13	11	4	2	2
Building placement on the						
site is logical	11	10	8	5	3	1
Tax revenues are an appropriate level for this site	4	10	2	0	1	1
Land uses support my ecological goals for the site	20	11	9	3	1	2
The site concept enhances a						
valuable city resource	21	12	9	4	4	3
The site meets my						
expectations for a						
community asset	15	10	10	3	2	0
The site concept answers						
my hope for creative uses	13	6	9	4	1	0
TOTALS	121	85	78	32	15	11

REGIONAL ALL SCENARIOS WORK SHEET SUMMARY						
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6
GOAL FOR OPEN						
SPACE	13	2	5	3	1	0
APPROPRIATE						
USES	10	3	6	5	1	0
BEST LOCATION	5	3	6	5	2	0
TAX REVENUE	3	3	2	2	1	2
FAVORITE	9	4	6	2	1	0
TOTALS	40	15	25	17	6	2

REGIONAL INDIVIDUAL MESSAGES

"When considering future uses for the waterfront, I hope you will..."

- Give weight to the fantastic opportunity to create a world class park system with views of the bay and the hills and a critical waterfront habitat on the Pacific flyway.
- Understand what a great gift you have even if you spend billions to get it. Share, respect, compromise. Leave the greed at home. Understand the community live here.
- Consider the prior actors of the city citizens before buying in. Negotiate with the community in an open manner without an agenda that is fixed.
- Understand that the jewel should be preserved for future generations. It must be kept open, with minimal development.
- Make it very easily accessible and usable without a car/
- Build quality, long term structures that enhance natural beauty of waterfront site.
- High ground with views is greatest asset. Parking should be hidden. Look at water-oriented uses.
- Consider the relationship of the open space in Albany to those open spaces in neighboring communities
- Please consider that the identity of a waterfront depends on its relationship to the water. support of water-related activity is vital, otherwise the site might as well be 1000 miles inland. Best use would be support for non-profit canoe or outrigger club and windsurfer launch as part of commercial development. But note that the public is much better served by non-profit private paddling/sailing clubs than by commercial construction.
- Sell it to a park agency cheap.
- Consider an endowment to give the land to the state or national park
- Donate your property as a tax write-off to the Eastshore Park System. Or minimize your development to not destroy a valuable, visually gorgeous, landscape.
- Restore the wetlands and allow wild like to reclaim the area with only minimal impact by humans, and NONE by dogs!

REGIONAL INDIVIDUAL MESSAGES

"When considering future uses for the waterfront, I hope you will..."

- Minimize development, cede the land to state for permanent open space.
- No scenario located development along freeway; no scenario reflected the vision of the Sierra Club, CESP, CAS, GGAS Plan. Please note that no proposal has come to fruition due to the opposition of the Sierra Club, CESP, CAS, and GGAS. Any plan must achieve buy in from these organizations.
- Support and maintain the restoration of wetlands and wildlife habitat and restore in concert the philosophy of Asilomar as in Pacific Grove with State Parks.
- Consider the rare existence of SF Bay waterfront, and dedicate the property to full open space.
- Be mindful of protecting migrating birds as well as local birds.
- Evaluate the waterfront as a cultural landscape of international import and endeavor to plan a land use that advances a long-term vision for this university community.
- Think of the human spirit and how important nature is to keep us sane.
- Consider the people that live up the avenues. We do not need to impact the roads.

Press

January - March 2010

East Bay Express

March 17, 2010 News » News

A Bad Bet on Golden Gate Fields?

The City of Albany spent more than \$600,000 on a citizens' plan for developing the racetrack and the waterfront, but it may go nowhere.

By Tessa Stuart

Several years ago, the City of Albany embarked on a vision quest for what Golden Gate Fields and the waterfront should look like in the future. The city hired private consultants to talk to city residents about what they wanted to see on one of the most prized properties in the East Bay. The process included dozens of town-hall-style meetings, and the results are scheduled to be released early next month. But it's unclear whether the expensive report, which ultimately cost the city more than \$600,000 to complete, will serve as a blueprint or will end up on a dusty shelf somewhere inside City Hall.

The reason is that the owners of Golden Gate Fields, Magna Racing Corporation, decided not to participate in much of the visioning process for how to develop their own property. As a result, there is no telling whether the racetrack owners will embrace the pricey new vision or simply ignore it. In other words, when the report is unveiled at Albany City Council sessions on April 5 and April 22, the question might not be "What do the citizens of Albany want?" but, "Does it matter what they want?"

The fact that the report went forward without significant participation from the racetrack's owners also suggests a disconnect between the city and the Oakland-based consulting firm that put it together. In an interview, Albany Mayor Joanne Wiley insisted that Golden Gate Fields and Magna "have been very closely involved, very much included in this." But the consultant, Fern Tiger, said to her knowledge the only person affiliated with either Golden Gate Fields or Magna that had attended any of the "Voices to Vision" sessions was a jockey who sometimes races at the track.

Asked to clarify, Fern Tiger wrote in an e-mail: "We interviewed local GGF management. We also made efforts to connect with Frank Stronach the majority Magna shareholder. Magna and GGF officials chose not to be engaged in the actual process. Had they wanted to participate they could have attended both the spring and January non-resident sessions." Fern Tiger had not only asked city residents for their vision for Golden Gate Fields and the waterfront but also talked to non-residents. Magna vice president for California Peter Tunney, the top executive at Golden Gate Fields, did not return multiple calls for comment for this story.

In 2007, a consulting firm that the city hired to determine whether Albany should go forward with the planning process had warned about the importance of involving the racetrack's owners. The firm, Neuwirth & Associates, stated at the time that Magna needed to be actively involved in the planning process lest it "simply become another expensive and futile exercise."

The consultants had a good reason for their warning. Prior discussions among Albany residents, city officials, and the owners of Golden Gate Fields had not gone well. Five years ago, developer Rick Caruso, working on Magna's behalf, proposed creating a \$200 million "life-style center" on the property that would have included apartments, shops, restaurants, and a farmers' market next to the racetrack.

But Caruso knew that he needed buy-in from city voters. That's because a 1990 voter-approved initiative, Measure C, requires voter approval for most types of development along the Albany waterfront. So before filing an application with the city's Planning Commission, Caruso undertook a massive public relations campaign in hopes of convincing residents to support his plan for a mixed-use residential-retail development that he said would bring in \$2 million of revenue for the city each year.

He retained a Berkeley-based public relations firm and made appearances at neighborhood parties to deliver his pitch, detailing the extra lengths he was willing to go to build on the property. He offered to sponsor free concerts, bankroll a new exercise center for the YMCA, and create a new trolley-line to run between the property and Solano Avenue.

Nonetheless, Caruso's plan, like others previously proposed by Magna and past owners of Golden Gate Fields, was met with vehement opposition. "We're adamantly opposed," then Mayor Robert Cheasty told the San Francisco Chronicle in 2005. "We're going to fight. We just can't roll over for this."

Caruso withdrew his bid to develop the waterfront a year later and the Albany City Council later passed a resolution to fund a city-initiated planning process for the waterfront. "A range of viewpoints for the future of the waterfront would be included ... including the property owner, potential developer, proponents of the initiative, and other community members," it said.

After spending \$17,000 on the first consultant, Neuwirth & Associates, the council ultimately awarded the \$592,713 visioning plan contract to Fern Tiger Associates to find out what city residents really want for the land. "If you look at the history of Albany, the community had turned down every proposal the developers have put forth," said Mayor Wile.

The resulting "Voices to Vision" process included 38 town-hall-style meetings. All told, more than 1,100 Albany citizens weighed in at least once on the report, and Mayor Wile and Fern Tiger said they were both extremely pleased with the outcome. "This was incredibly respectful," Tiger said. "People really listened to what others had to say." Wile likewise said she was "very impressed by the thoughtfulness of the people who participated."

Still, some members of the community were less satisfied. The project was intended to reconcile differing views and elicit consensus, but the decision to limit participation to individuals left groups that have campaigned on behalf of the waterfront feeling that their views were unrepresented. "I'm not sure it will get us to a good understanding of what people would really support or want on the waterfront," said longtime Sierra Club activist Norman LaForce.

According to LaForce, Citizens for East Shore Parks, Citizens for the Albany Shoreline, the Golden Gate Audubon Society, and the Sierra Club have developed alternative scenarios for waterfront development. One calls for the removal of the racetrack and limited construction close to the freeway that would act as a sound barrier, keeping the remainder of the land open space. LaForce contrasts that proposal with the scenarios presented during the "Voices to Vision" sessions, which he calls "artificial constructs ... very little [of which] have anything to do with what people have actually talked about."

Yet even if the Fern Tiger report goes nowhere, the city likely will not give up on its effort to control development on the waterfront. Golden Gate Fields consistently generates more than \$1 million in tax revenue for the city each year, representing an average of about 7 percent of the city's general fund. Proceeds from the track also support the Albany school district. This year alone, the district is due to receive \$682,000.

For years, city leaders have thought that Magna would eventually abandon the racetrack because of flagging racing profits. But even after filing for bankruptcy last year, Magna fought hard to hold on to the track. The corporation cut a deal in January that would allow its parent company, MI Developments, to buy Golden Gate Fields and two other tracks in Southern California and Florida. In other words, Magna doesn't appear to be going anywhere anytime soon.

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Different Robert

You say "We're adamantly opposed," then Mayor Robert Cheasty told the San Francisco Chronicle in 2005. "We're going to fight. We just can't roll over for this." But I believe that Robert Good was mayor of Albany in 2005, not Robert Cheasty. Cheasty is a former mayor of Albany but not in recent history. Robert Lieber has also been the mayor but that was later, 2006-2007 I believe. You also fail to include a quote from the Albany Waterfront Coalition, which favored Caruso's plan or something similar, and imply that everyone in Albany was against Caruso's plan. I was against it myself but there were people I know personally who were for it, or something similar. I also want to say that while the question of whether the visioning process will do any good is a legitimate one, I think your article takes a rather negative bent on whether it was worth it. Given that the residents of Albany have to approve any development, I don't think it matters whether GGF was involved in the process or not. This is a long-term vision for whoever may develop the property in the future so that when they submit a plan at least it will be somewhat in line with what residents have in mind.

James Schinnerer, Albany

Correction

"A Bad Bet on Golden Gate Fields?" (News, 3/17) inaccurately stated that Robert Cheasty was mayor of Albany in 2005. The quote was supplied in 2005, and Cheasty was a former mayor of Albany at that time.

"A Bad Bet on Golden Gate Fields?." News, 3/17

Residents Should Be Proud

I'm writing to correct some unfortunate errors in Tessa Stuart's article about the community visioning process for the Albany waterfront.

- 1. The city of Albany decided to undertake the process long before Magna Entertainment Corporation filed for bankruptcy. The intent was never to develop a "blueprint" for the property owner to "embrace." The property owner had circulated two unpopular plans, so the city knew what Magna wanted. The city hoped to learn what residents want, especially since Measure C requires their vote if the owner of Golden Gate Fields (GGF) seeks to deviate from existing waterfront zoning.
- 2. The process was not made up of "town-hall-style meetings" in which residents "weighed in on the report." Had Ms. Stuart come to one of the nearly 50 sessions held over 18 months, she would have realized this. In the first round of sessions, residents worked in small groups to develop their own site concepts, based on a range of information about land uses and economic implications. In a set of follow-up sessions, residents evaluated conceptual scenarios drawn directly from those ideas and the input of relevant experts. The report on the process, and recommendations, will be presented to the community on April 5.
- 3. Participation was focused on Albany residents because the process was paid for by the city and aimed to reach its residents, who have voting power to decide on the property's zoning and whose lives are most impacted by what happens at the waterfront. Recognizing that people who live in neighboring communities have a deep stake in the future of the waterfront, special sessions were held for non-residents.
- 4. Ms. Stuart notes that "some members of the community" were dissatisfied but quotes a person who does not live in Albany. She should have reached out to residents who participated in the process or reviewed the overwhelmingly positive evaluations, rather than citing the opinion of one non-Albany resident.
- 5. There is no disconnect between the city of Albany and FTA regarding participation of the property owner. As explained to Ms. Stuart, two senior executives from GGF were interviewed at length in the early stages of the process. GGF officials expressed interest in the process findings, but did not feel that further involvement was necessary. Nearly one of every nine adult Albany residents (1,200+ people) participated in Voices to Vision an indication of the community's commitment to the process and concern about the future of the waterfront. Albany should be proud of this unprecedented accomplishment, and not called upon to defend its decision to place the opinions of residents ahead of corporate interests.

Fern Tiger, President

Fern Tiger Associates



Front Page News:

Albany Hopes Community Input Will Resolve Waterfront Debate

By Paul Gackle

Thursday January 14, 2010

For more than 40 years the city of Albany has been caught in a game of tug-of-war over its waterfront property. But the city hopes that a new campaign to solicit community input will break the stalemate and provide a shared vision for the community's shoreline.

More than 375 Albany residents attended the city's Community Center and Senior Center over the Jan. 9–10 weekend to participate in the last round of community meetings aimed at finding common ground in a battle over the property that has pitted environmentalists against corporate developers. The meetings were the final phase of Albany's Voices to Vision program, which was designed to help find a strategic vision for the waterfront's future.

Next month, 102 acres of land owned by the bankrupt Magna Entertainment Corporation—most of which is occupied by Golden Gate Fields and its adjacent parking lots—will be put up for auction. The city hopes these community discussion sessions will provide the next owners with a blueprint for what Albany residents want for the the shoreline property.

"Now if a developer comes to us, we will be able to say, 'This is what the community wants for this site; can you work with us to make that happen?" said Albany Mayor Joanne Wile. "We want to be involved in something collaborative rather than having everyone fighting with each other."

Over the years a variety of development proposals for the waterfront have been tossed around —three-story housing com-plexes, hotels, restaurants, bars, office space, a shopping district similar to Berkeley's Fourth Street, a helicopter terminal, and even the construction of a freeway west of Interstate 80 that would hasten the trip from San Francisco to Sacramento. Every initiative has brought a fight; every attempt to develop the property beyond the racetrack has failed.

One roadblock for any potenttial developer is and has been Albany's voter-approved Measure C, the Clitzens Waterfront Approval Initiative. Passed in 1989, Measure C specifies that the waterfront property can be used only for park facilities, horse racing, restaurants, bars, marinas, boat-launching ramps, parking and waterfront and sports-related commercial sales and services. Any other use, or any change to the land-use and zoning regulations, requires voter approval. But every plan a developer has put forth for the waterfront has run afoul of these restrictions.

"Unfortunately, most of the time these developers come in and have their own ideas that don't jibe with what the community wants. That's the history of the last 30 years," said Norman La Force, chair of the San Francisco Bay Chapter of the Sierra Club.

And it's because of these continued failures that the city hired Fern Tiger Associates in 2008 to bring the people of Albany together, give them a voice, and formulate a strategic vision for a community-driven reshaping of the waterfront. If the people of Albany are willing to accept a plan that differs from what is defined in Measure C, the city wants to know where the boundaries are.

"We were brought on board to design and implement a community process so that the city can better understand the hopes and dreams of the people of Albany for the waterfront," said Fern Tiger, creative director of Fern Tiger Associates.

Tiger's Voices to Vision program has been a year-long, three-part project that kicked off with community meetings on nearly 40 different Albany blocks last spring. Groups of three to five people were given maps and asked to determine how they wanted the land used, where they wanted building constructed and how much tax revenue they wanted to collect. More than 200 maps were analyzed.

In November, an online survey was conducted with 450 participants, 58 percent of whom had not attended the spring sessions. All told, more than 1,100 Albany residents have made their voices head.

Last weekend's attendees were divided into groups of five or six people and were asked to comment on six conceptual waterfront scenarios that were developed out of their previous

responses and then reviewed by urban planners, developers, economists, architects, environmental-impact specialists and traffic planners. Each scenario looked at the soon-to-be-auctioned land owned by Magna Entertainment and the 88 acres of publicly owned land north of Golden Gate Fields that juts into the bay—a piece of land whose three segments are commonly referred to as "the Plateau," "the Neck," and "the Bulb."

The scenarios presented a range of options for the waterfront, such as a boutique hotel, a museum or an aquarium. But they also found some common ground: each scenario required access to public transportation, the completion of the Bay Trail, no buildings to be constructed within 100 feet of the shoreline, and the Bulb to be reserved for the Eastshore Park.

Tiger said the Voices to Vision project has revealed that most Albany citizens want a combination of open space and development for the waterfront property. They want to preserve and enjoy the natural beauty of the property while tapping its potential tax revenue for the city and schools. The tricky part, again, will be finding the middle ground.

A session for residents outside of Albany who want to make their voices heard is scheduled for Jan. 19. Fern Tiger plans to release a final report to the city in March.

One criticism of the Voices to Vision project has been its \$650,000 price tag. Mayor Wile defended the city, saying that it's an investment that will pay dividends in the future.

"This is a Bay Area treasure. We are making an investment for people's grandchildren by getting this right," she said.

Some residents doubt the likelihood of bridging the gap between the open-space advocates and those who want maximum revenue from the property. Howard McNenny, president of the Albany Waterfront Coalition, a group that leans toward more development than open space, fears the waterfront debate will continue to be a source of contention in the community after Magna Entertainment auctions off Golden Gate Fields.

 $^{\circ}$ I don't see a consensus in the community yet. I don't think there will be one when the final report is done," he said.

But former Albany Mayor Ruth Ganong, who has looked out at the waterfront from her Albany Hills balcony almost every day for the last 45 years, is hopeful. For almost half a century, she's fought, through Save the Bay and the Albany Waterfront Committee, to ensure that the waterfront property is something for the people of Albany. When Ganong looks out her window in the corning years, she'd like to see a mix of parks and development that is accessible to the city's residents. She thinks that's what Albany wants.

"This is a fantastically valuable piece of land; there is probably nowhere in the world that is more valuable. It looks over downtown San Francisco, the Golden Gate Bridge. It's surrounded by water. It's a great location for a wonderful development," she said.

Fern Tiger Associates City of Albany: Voices to Vision 631



Letters to the Editor:

Letters to the Editor

Thursday January 28, 2010

ALBANY WATERFRONT

Editors, Daily Planet:

For the last I8 months, Albany residents have been engaged in a process to develop a shared vision for the city's waterfront, which has come to be called "Voices to Vision."

I appreciate the Daily Planet's recent coverage of this unique effort ("Albany Hopes Community Input Will Resolve Waterfront Debate, Jan. 14), as well as the opportunity to share a few of its positive early outcomes.

Since May 2008, more than 1,100 unduplicated Albany residents have participated in "Voices to Vision." They have shared their perspectives in a variety of ways – through facilitated and informed dialogue that took place in specially-designed, small group sessions held during the spring of 2009, and, more recently, on Jan. 9-10, and via an online survey.

Not only did a significant number of people turn out to discuss their concerns, hopes, and ideas—they did so with a spirit of open-minded collaboration. Whether they were long-time neighbors or strangers, residents participated in "Voices to Vision" based on a shared interest in the future of the waterfront. And, though the long history of this issue has been characterized by divergent points of view, Albany residents demonstrated that they are united in their resolve to come together to discuss and address a significant community issue.

I'm confident that, as a result of "Voices to Vision," the city will soon have a coherent vision and set of guidelines for Albany's waterfront. And I'm not alone in this perspective; in evaluations of the recent community meetings, 90 percent of respondents said they expected, or were hopeful, for such an outcome.

I encourage anyone with interest in the process to visit the "Voices to Vision" website at $\mbox{\sc www.voices}$

tovision.com and to look out for the final report to be released in the coming months.

Joanne Wile

Mayor, City of Albany





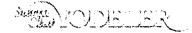
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The Newspaper of the San Francisco Bay Chapter

20 - 40 visions and revisions, before the development of the Albany shoreline

In the room the consultants come and go, Talking of commercial development and shore-line protection.

After decades of development battles, a new land-owner and a new process are probably going to finally shape development - of parks and commercial uses - on the Albany shoreline.

"Voices to Vision" will be an unusual planning process. The city is sending out to every household a newspaper of basic information about the waterfront - including a detailed schedule of 20 - 40 community meetings to be held around the city through June. Small groups will discuss waterfront planning and develop visions for the waterfront. No one may attend more than one meeting. The ostensible purpose is to keep active and vocal people from dominating.

In light of the Brown Act, California's open-meeting law, the Sierra Club questions whether the city or its consultant can legally bar the public from attending or speaking at more than one meeting. It's also not clear how the city could enforce this rule. Will the consultant call the police to forcible remove someone from a meeting? Will the police arrest someone who refuses to leave or tries to speak? This rule would limit organizations such as the Sierra Club, Golden Gate Audubon Society, Citizens for East Shore Parks (CESP), Citizens for the Albany Shorelline (CAS), and even the group that opposes our vision, the Albany Waterfront Coalition, in mobilizing people to attend these public meetings. This is incompatible with basic democratic processes and may seriously undermine the legitimacy of this process.

The consultant will put together a report summarizing the results of the meetings, to go to the City Council after Labor Day for review and further refinement.

The planning effort comes at a propitious time. Magna Entertainment Corporation, which owns Golden Gate Fields, has filed for Chapter 11 bankruptcy. The Sierra Club, CESP, and CAS all predicted four years ago that Magna would go under, and urged the city to prepare for the closure of the track. At that time supporters of the Magna/Caruso "Life Style Center" mall, a development proposal that would have been anchored to the track, called us misinformed. The city is lucky that it didn't hitch its future to this now-stumbling enterprise.

An additional complication is that the future ownership of the race track is very much in doubt. The majority of voting shares of Magna Entertainment Corporation (MEC) are owned by Magna International Development (MID), and the largest shareholder of MID is Frank Stronach. He is asking the bankruptcy judge to allow MID to buy the most profitable assets of MEC. Other major creditors oppose this plan.

If any future owner, whoever they may turn out to be, wishes to develop this land, they would be advised to partner with Sierra Club, CAS, and CESP - to create a win-win for everyone. Otherwise, if they come to town with unsuitable development plans lacking community support, they will be defeated, as potential developers have been finding for 30 years.

WhatYouCanDo

Park supporters must show up at the community meetings and express their support for the kind of reasonable waterfront development plan that the Sierra Club, CESP, Golden Gate Audubon, and CAS have put together: most of the land would become parks and open space, but a reasonable amount, towards San Pablo Avenue and away from the shore, could be developed commercially to yield profit to the developer and an augmented tax base for the city.

Such a vision can make the waterfront a true asset for the community, with a great park.

To work with the Sierra Club on this issue, contact Norman La Force, chair of the East Bay Public Lands Committee at or conservation organizer Misha Rashkin or call (510) 848-0800, ext. 312

Norman La Force

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05/04/2009 10:41 AM





PW Seven stores: to serve you

Albany vision meetings to be held this weekend

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<u>By Doug Oakley</u>
<u>The Journal</u>

Posted: 01/07/2010 10:08:28 AM PST
Updated: 01/07/2010 10:08:29 AM PST

Albany residents can sound off on future uses of their bay waterfront this weekend at one of four meetings that cap a yearlong city outreach called Voices to Vision.

The meetings come before the possible February sale of the Golden Gate Fields horse racetrack, which includes 102 acres of waterfront property.

Magna Entertainment Corp., which owns the horse racetrack, filed for Chapter 11 bankruptcy protection in March and plans to sell it to pay off debt.

Fem Tiger of Fern Tiger Associates, which is the consulting firm charged with holding meetings to take public input on the waterfront, said a final report on a year's worth of public meetings will be presented to the city in March.

The Voices to Vision program was born following Magna's attempt to sell the property in 2006 to a developer whose plans for an outdoor mall met staunch resistance from many residents.

"The city got tired of reacting to developers who were not sensitive to the communities' needs," Tiger said.

"This process is understanding what the city of Albany wants. The city decided to do this well before Magna filed for bankruptcy. The city said 'the time has come for us to decide what we want for this land."

The final meetings on what residents want for the 102 acres owned by Magna and another 88 acres of publicly owned space will be held at the Albany Senior Center on Saturday from 10 a.m. to noon, and at the Albany Community Center from 2 p.m.

to 4 p.m.

On Sunday two more meetings will be held at the community center from 2 p.m. to 4 p.m. and from 5 p.m. to 7 p.m. Those who want to attend are being asked to reserve a space at the Voices to Vision Web site at www.voicesto

Tiger said the \$650,000 contract to collect input from residents has included 38 meetings, an online survey and a tabloid-size publication that was mailed to 9,400 households in the city. About 1,000 residents have given their opinions, Tiger said.

Tiger said her sense from the meetings in the last year is that residents want open space and some way to continue tax revenue coming in to Albany schools and the city that are currently paid by Magna.

Tiger said Magna in 2008 paid \$1.7 million to the city in taxes from sales taxes, property taxes and gambling taxes.

"The vast majority want from \$1 million to \$3 million in

taxes" from the property, Tiger said.

"Everybody wants open space and everybody wants tax revenues to a varying degree." Any new landowner at the waterfront who wants to run anything other than a racetrack, park and recreation facilities, restaurants and bars will have to put it before a vote of Albany residents to change sonling requirements there. Tiger said.

That means a buyer of the property who wants to build a hotel, housing, retail shops or office buildings will have to keep in mind their proposal goes to the ballot box.

Albany Vice Mayor Farid Javandel said the year of meetings on the waterfront has worked "quite well," although he wishes more people had turned out for the meetings and online survey.

"The process has been positive and quite constructive and I suspect that anyone who might be interested in buying the racetrack would want to know what the citizens support," avandel said. "So this is information they should know." If the property is sold, Javandel said he hopes it confinues as a racetrack in the short term.

"I think most of us can agree we'd like to see it operate as a racetrack so it can continue to contribute property taxes,"

"I don't think anyone wants to see it shut down and vacant." In the long term, he said "its pretty clear" people want open space which could be defined as sports fields, a wildlife preserve and active recreation areas.

"And there is interest in protecting revenues the city receives from property and sales taxes," Javandel said.

Albany Mayor Joanne Wile said four years ago she had an idea for a green hotel at the property, but the sour economy has pretty much killed that idea.

What would she not like to see?

"I think a shopping mall with a parking lot the size of IKEA's in Emeryville would be a poor use of the space," Wile said. IF YOU GO

- WHAT: Voices to Vision, meetings for public comment on future of Albany waterfront
- where: Albany Senior Center, 846 Masonic Ave. (10 a.m.-noon Saturday); Albany Community Center, 1249 Marin Ave. (24 p.m. Saturday, 24 p.m. and 5-7 p.m. Sunday)
- RESERVATIONS: Reserve online at <u>www.voicestovision.com</u>





Visioning meetings for Albany waterfront conclude

(From the last 12 hours)

- 1. List of recalled foods continues to grow due to salmonella
- concems 2. Wendy's chili 'Finger Lady' back in San Jose, but banned from.
- 3. Auto firm setting sights on NUMMI
- 4. Oakland woman dies after being hit in Berkeley by suspected DUI driver
- 5. Three stabbed in Hayward; Oakland man sought
- 6. Bay Area job losses slowing

Correspondent Posted: 01/14/2010 10:11:45 AM PST Updated: 01/14/2010 10:11:45 AM PST

A final report on the public's vision for the future of the Albany waterfront will be presented to the City Council in March

About 375 people attended the final meetings held on Jan. 9 to get input from local residents on what they would like the land near Golden Gate Fields racetrack used for should the property become available for development and other uses

The meetings occurred nearly simultaneously with a change in the status of the Golden Gate Fields, which covers much of the citys waterfront. Instead of the planned March sale of the track, Golden Gate Fields owner Magna Entertainment Corp. has settled its bankruptcy proceedings and will retain ownership of the track for now.

That change isn't affecting the city's planning process for the waterfront, which was a reaction to Magna's attempt to sell the property in 2006 to a developer whose plans for an outdoor mall met staunch resistance from many reside

"The (City) Council I think had a lot of foresight to say'l don't know what's going to happen," Albany community development Director Ann Chaney said. "Let's figure this out before something happens, be proactive about it, get ready for any potential change."

In the meantime, Magna, an auto parts maker owned by Frank Stronach, had been planning to sell Golden Gate Fields as part of Chapter 11 bankruptcy case it filed last year. Since then, Magna has been selling racetracks to raise money for

\$958.6 million, according to Bloomberg.com

Under a deal announced on Monday, MI Developments, a company controlled by Stronach, will gain control of three tracks — Santa Anita Park near Los Angeles, Gulfstream Park in Florida and Golden Gate Fields.

MI Development will pay unsecured creditors \$76.5 million. The rest of the money will come from the sale of Magna's best-known tracks, Pimlico Race Course and Laurel Park in Maryland, which will be sold at auction this month.

Golden Gate Fields can continue operations under the city's existing zoning, Chaney said.

"(Magna) may decide to divest itself of a portion of the land that seems to be underutilized," she said. "Or, if racing does lose total favor of the community, then it might totally go away.

During the weekend meetings, six scenarios for the

Albany waterfront were given to residents who were then asked about how they felt about the various specifics of each scenario — positive, negative or neutral. They were also asked how they could improve upon the concepts.

All of the scenarios except one showed the waterfront without the racetrack, Chaney said. Each scenario had varying levels of development and open space, from one that was almost wholly open space to one that included a "boutique hotel and recreational and commercial uses, which provided the greatest amount of revenue for the city.

"All the scenarios had some kind of interpretive facility in them, and had a certain level of open space," Chaney said.
"One with a racetrack in place showed a boutique hotel down by the beach area and a certain amount of open space but certainly the least amount of open space."

The majority of residents opted for a development that included between 40 and 80 acres of open space while generating between \$1 million and \$2.5 million in revenue for the city, said Fem Tiger of Fem Tiger Associates, the consulting firm organizing the meetings.

The Albany waterfront consists of 102 acres of land owned by Magna and 88 acres of publicly owned land. In 2008, Magna paid \$1.7 million to the city in taxes from sales taxes, property taxes and gambling taxes.

A final report on a year's worth of public meetings, dubbed Voices to Vision, will be presented to the city in March.

Tiger said the \$650,000 contract to collect input from residents has included 38 meetings, an online survey and a tabloid-size publication that was mailed to 9,400 households in the city. About 1,000 residents have given their opinions, Tiger said.

Albany Vice Mayor Farid Javandel said the weekend meetings were "fairly representative" of what Albany residents

"Theyre wanting good recreational opportunities, as well as not necessarily losing the revenue the city relied on over the years," Javandel said. "Try to break even or better financially and really make the area usable to more people

Some uses, such as the Bay Trail were consistent in each possibility, though the placement of the trail and other elements changed in each scenario.

Ultimately, a voter initiative has frozen the zoning for the area and it's likely that any development would have to go before voters for approval, Chaney said.

"It'll be very fascinating to see how this all evolves," she said. "I felt our group, there must have been 75 people in the room "... were intelligent, everybody was engaged in it, and thoughtful about it.'





Letters to the editor

BAY AREA NEWS GROUPPosted: 01/28/2010 09:58:00 AM PST
Updated: 01/28/2010 09:58:00 AM PST

Informative meetings

I am an Albany homeowner who attended one of the initial meetings presented by Albany Vision/Fern Tiger Associates, and also a follow-up meeting this January. Both meetings were remarkably informative and educational.

I was skeptical before my first meeting, expecting that at best, lip-service would be paid to community involvement. Instead Fern Tiger Associates created an imaginative and engaging experience, in which all who attended expressed their views about Albany waterfront development in specific ways — from desire for open space, to concern for tax revenue for the city.

This cooperative process enabled Albany residents to create focused visions for the waterfront. The results should be extremely useful when the waterfront actually is available for development.

Rich Marsh, in his letter to the Journal of Jan. 15, snidely mocks Fern Tiger Associates without (I am sure) having attended one of their meetings or having any knowledge of the benefits they have provided to Albany.

I suggest that Marsh inform himself about what Fern Tiger Associates has accomplished for Albany before writing further letters to the Journal on the subject.

By the way, I have no involvement with Fern Tiger Associates and had never heard of them before I attended my initial meeting.

Denis Clifford

Albany

January - December 2009





One last chance to comment on Albany waterfront future

By Shelly Meron Contra Costa Times Posted: 12/31/2009 10:03:21 AM PST Updated: 12/31/2009 10:03:21 AM PST

Albany residents will have one more chance to make their opinion known about the future of the city's waterfront at a series of community meetings in January.

The public engagement portion of the city's Voices to Vision waterfront planning process is coming to an end, and residents are being urged to take part in the Jan. 9 and 10 sessions to hear about the results of a recent online survey and discuss the next steps.

"It's very important that people take advantage of this final opportunity to provide their voice for the planning, because it's been a very important project for the city to take on," said Albany city administrator Beth Pollard. "We hope people will continue to be involved in shaping a vision for the future of this property."

Pollard said about 650 people have participated in the months-long process so far.

After the January meetings are completed, the firm that has been conducting the process will synthesize information from those sessions, meetings last summer, and this fall's online survey. The results will be presented to the city council in March, according to Pollard.

Meanwhile, Golden Gate Fields racetrack is scheduled to be sold at auction in February, Pollard said. The sale is part of bankruptcy proceedings being conducted by GGF's parent company, Magna Entertainment Corp.

To attend, RSVP in advance online at www.voicestovision.com, or phone 510-444-4567.



Playing the Waterfront Game

One hundred ninety acres of dry land and tidelands within the Albany city limits west of I-80 and I-580 comprise the Albany waterfront. Environmental groups and developers have fought over the waterfront since the 1960s, resulting in the knot of public and private ownership that exists today.

Magna Entertainment Corporation owns Golden Gate Fields, 102 acres of the waterfront. Eastshore State Park, jointly owned by East Bay Regional Park District add-the California Department of Parks and Recreation, owns 50 acres of the waterfront as parkland. The City of Albany owns the 38-acre Bulb. Any zoning changes for the waterfront must have the approval of Albany voters, even though the City of Albany does not own all of the waterfront property. Previous attempts to change or develop the Bulb have often

been unsuccessful due to lack of community awareness or lack of community support.

The City of Albany has approved \$600,000 for the "Voices to Vision" process, to gather community input about possible futures for the waterfront, Documentation of the process itself and its results will be a valuable resource to the city and future develop-ers or interest groups. The City of Albany hired Fern Tiger Associates to carry out this process. Some \$400,000 of the budget goes to Fern Tiger Associates (FTA) and \$200,000 goes to direct expenditures. The process will be about 20 months long, extending through

"The purpose is to get community input into the waterfront. There's only so much you can do in a short term view," said Albany High School Spunish teacher and Albany mayor. Marge Atkinson, It's a matter of how the current city council will put things in place for the continuation of the waterfront's future. "I don't know the final outcome," Atkinson

FTA has looked through thousands of pages of city documents on the waterfront, compiling relevant information for Albany citizens. They have also conducted interviews with a wide range of Albanians regarding their thoughts and knowledge about the waterfront. FTA made a report to the city about the process up to the fall of 2008. FTA also produced an informational publication about the waterfront and the Voices to Vision process, which was mailed citywide in early May. This publication contained information regarding the

was mailed citywide in early May. This problection contained immigration regarding the next phase of the Voices to Vision process; public sessions.

"This] publication is an intro to the process, a good way for people to digest the information," explained Fern Tiger, the principal of Fern Tiger Associates. Now each individual in the Albany community will have the chance to act. According to Tiger, "The community always reacted, instead of being proactive.

er 50 Voices to Vision sessions will be facilitated by FTA staff and made available to all citizens of Albany, organized by location of residence. These can be found in the Voices to Vision publication or on the Voices to Vision website, voicestovision.com:

These public sessions began in mid-May and extend through June. The agenda includes

FLI: Grounded

The Future Leaders Institute has transformed students of Albany High into bold humanifarian leaders for the past three year rs. SchoolCARE spends approximately \$12,000 each year to hold FLt on campus. One-third of these funds are to support the FLI proram, and the rest directly support the student projects, teachers, and events, according to FLI program director Justin Lee.

Albany sponsors two teams, guided by AHS faculty Karen DeHart, and the duo of Juliet Chiarella and Justin Ross.

"They're always on my tail about getting my work done," mentioned sophumore Cole Yamada regarding Ross and Chiarella. "On top of all my schoolwork, sometimes it seems insumnountable," he added. Students in FLI are expected to devote approximately two to three hours each week to their individual FLI projects.

Yamada hosted an after-school mentoring program for incoming Albany Middle School students. "Overall, it was a really rewarding experience. All that hard work and preparation into something that would really help students and the transition between elementary and middle school," Yanada noded, satisfied.

Other projects include a fashion show hosted by sophomore Madeleine Whittle, an art program by sophomore Kayla Nachtsheim, and a tea soirce hosted for seniors by sophomore Camille Dyhr. "It's a lot of work, but if you're really passionate about what you love more cannie Dynt. It is a new with, one if you to rearry passioning about what you not to do and helping the community, then this is the program for you, "and Yamada, Hours of planning and dedication are required just to complete each project, but the resulting satisfaction and the experience overall outweigh all of the adversities and struggles that

an introduction to the goals of the process, information and facts about the waterfront, an introduction to the goals of the process, information and facts about the waterfront, discussion of the facts and assumptions, small group discussions and the "waterfront game." The waterfront game consists of arranging tile pieces to design a personal version of the waterfront. These illustrated tiles have information regarding the impact, space, and revenue involved with the change made to the waterfront. Sessions are photographed and documented for future reference. Albanians may only attend one session each and are encouraged to RSVP to sessions between May and June.

FTA assumes that the majority of personal waterfront designs will fall into a handful of models. These models will then undergo extensive environmental, legal, and economic analysis for FTA's final report. FTA will have documented the entire Voices to Vision process qualitatively and quantitatively so that there is no confusion about what happened.
This is where FTA's contract ends, but use of their research as well as waterfront planning. will continue indefinitely.

There were about 20 attendees of an early Voices to Vision session on May 16th "It was exciting, and it was really well-run session," said Albany resident Anne Goess
...wonderful ideas were circulated." Goess expressed satisfaction with the facilitators

willingness to listen, lay out rationale, and answer questions. The attendees were split injourned in the groups, about four to a table, for the waterfront game.

"I stought it was a lot of finit," said Goess's neighbor Naucy Powell, "the waterfront game, good people thinking about how to use the space. "The participants were altradults of a raix of ages and a mix of people who have lived in Albany for varying periods of the control of the participants were altradults." time, reported Powell.

I was impressed with the creativity of so many people's ideas," said City Council

An informal poll of Albany High students reveals that most are unaware of this proces However, high school students will also have the opportunity to give input that becomes part of the final report. FTA is planning to hold Voices to Vision sessions for high school students only on the Albany High campus, cluber during several functi sessions or during the weekend. These will be appounced and publicized for AHS students once the session

Regarding their participation in the Voices to Vision process, Albany students differ in their thoughts

Even if I did go, I don't feel that they'll implement our ideas in their solutions," said Albany High sophomore Chong iin Kim. However, Kim would reconsider attending if the session were a public session with a mixture of adults and teens.

"I'm just going to find information... I don't know that much about the waterfront.
After I do research... I will inform them of my opinion," senior Sophie Barrett told the Cougar 🗷

Final agreements between the administration and FLI are inconclusive, but all are hopeful that FLI will again be offered on campus in the full 2009. Students interested are encouraged to contact the aforementioned FLI guides Ross, Chiarella, and DeHart about attending FLI Legacy Awards on June 7th to support nominees for the following: Rebecca Dreyfus, for the Collaboration award, Engene Yang and Lani Amaro fire the Intovation and Legacy awards, Cole Yamada for the Resiliency award, Madeleine Whittle for the Inovation award, Tavi Kessler for the School Contribution award, and Kayla Nachtsheim for the Community Impact award.



THE FLI GIRLS strut their stuff.

Albany Bulb

The Albany Bulb Landfill – past, present and future

Jun 25 2009

Albany's Voices to Vision

Published by admin at 3:39 pm under Waterfront Planning

The city of Albany, through its Waterfront Committee, selected Fern Tiger Associates to design and implement a program to involve the Albany community.

The City of Albany is sponsoring <u>Voices to Vision</u>, "a process designed to engage the Albany community in an informed dialogue about its vision for the city and its waterfront."

The community meeting for Albany residents to learn more about the Albany waterfront and share their input with the rest of the community was scheduled to run from May 16, 2009 through June 25, 2009.

A session for non-Albany residents who are interested in voicing their thoughts about the Albany waterfront, are being held Saturday, June 27 from 1-2:30 pm at the Albany Senior Center. These sessions are shorter than those for Albany residents (90 minutes instead of two hours) because they do not include one section of the session which looks at perceptions for the future of all of Albany. The non-resident sessions focus solely on the waterfront.

There will be a second phase of community participation in the fall. The details of that phase are not yet designed but will build on the findings of the first phase.

Links:

Voices to Vision
City of Albany

I'd be very interested to hear from anyone who attended a meeting.

Please feel free to leave a comment below.

No responses yet

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Leave a Reply

Name (required)

albanybulb.com/albanys-voices-to-vision/

Waterfront survey open till Friday midnight



By Barbara Grady

After a round of community meetings about the Albany waterfront indicated that residents want both expanded open space and a continuation of tax revenue-generating activities, residents now have a second chance to voice their opinions. They have two days left to respond to a detailed survey about their hopes for the 190 acres of land along the San Francisco Bay. (Go to www.voicestovision.com to respond to the survey)

The City of Albany's "Voices to Vision" process has been trying to determine if Albany residents want the land to be open for development or preserved as open space and park land — or some combination of the two. Consultant Fern Tiger Associates has run the Voices to Vision process which started with 38 town meetings last spring.

This second, current phase of the online survey ends at midnight Friday Nov. 20 when the www.voicestovision.com survey will be turned off. All residents were mailed a postcard giving them a password to access the site. If you no longer have the card, please call 510-444-4567 or email info@voicestovision.com.

In the first phase of Voices to Vision, "Everybody indicated additional open space but some people thought just another 20 acres and others 85 or 90 acres," said Fern Tiger, owner of Fern Tiger Associates.

"There appeared to be real interest in making sure that site preserves the amount of tax revenue it currently provides," she continued. Most years, the Albany Waterfront draws tax revenue from Golden Gate Fields, \$1.14 million last year plus about \$600,000 in school parcel taxes. However, this year Golden Gate Fields' owner Magna Entertainment Corp. is in bankruptcy proceedings under Chapter 11 of the U.S. Bankruptcy code so it has not paid all of its tax bills. According to Magna, there is a tentative plan to put Golden Gate Fields up for sale in February of next year.

The fate of the Albany waterfront has been a subject of debate in this city for many years. The Albany bulb - an extension of land jutting out almost a mile from Buchanan Avenue - was once a landfill but has become a tree and bush covered peninsula that many people hike and bike. The area around it is either owned by the East Bay Regional Park District or the City of Albany or Golden Gate Fields. Developers sought approval a few years ago to build a shopping plaza and condominiums on the site. But citizen opposition to those idea quashed the possibility of getting a zoning change to permit that

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commercial development. The debate about waterfront development got so rancorous that the City of Albany hired Fern Tiger Associates to help it determine which way Albany should go.

The City with Fern Tiger Associates, plans to hold another series of community meetings in January of next year to consider the range of options that residents voiced interest in for waterfront development.

This entry was posted on Thursday, November 19th, 2009 at 3:06 pm and is filed under <u>Breaking News</u>, <u>Community Events</u>, <u>Waterfront Planning</u>. You can follow any responses to this entry through the <u>RSS 2.0</u> feed. You can <u>leave a response</u>, or <u>trackback</u> from your own site.

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04/02/2010 12:50 PM

Commentary: Albany's public funds should not be used on a disappearing waterfront

Charlie Blanchard and Michael Barnes, two former members on the Albany School Board, wrote the following opinion article on the waterfront issue. They warn about the risk of high tides flooding the <u>Albany Waterfront</u> and oppose using the city's public funds to develop the land.

"As Albany residents, the two of us do not want our tax dollars spent to acquire and upgrade land for parks that will soon be submerged. And we certainly wouldn't want to live there, either."

The controversy surrounding the Albany waterfront is presented as a choice between two opposing positions — commercial development or parkland. But these two positions are not really so different. They are both models of development.

The supporters of both flavors of waterfront development are ignoring a painful environmental reality—the lifetime of the waterfront as we know it is will be measured in decades. By the end of the century, due to rising sea levels, the waterfront will most likely be a tidal basin.

There is a third position, one that is both environmentally sound and fiscally responsible. Do nothing and enjoy the waterfront just as it is. As Albany residents, the two of us do not want our tax dollars spent to acquire and upgrade land for parks that will soon enough be submerged. And we certainly wouldn't want to live there, either.

On weekend of January 10—11, we headed down to the Albany waterfront to see the effects of the 7.4 foot high tides that occurred late in the mornings on both those days. We didn't have to look far for evidence of flooding. The lower reaches of the parking lot already have traces of debris that have washed up onto the asphalt during winter storms.

We did some quick checking with simple homemade surveying equipment (we are happy to provide details for anyone interested in a science project) and a detailed contour map provided by the County of Alameda. We found that with one meter of sea level rise, most of the waterfront will be underwater at high tides, leaving the Albany bulb and the racetrack grandstands as islands.

We can conservatively expect one meter or more of sea level rise this century, as two articles in Science magazine point out (see issues of 9/5/2008 and 2/6/2009). The Public Policy Institute of California (PPIC) uses similar figures for its discussions of the coastal impacts of rising sea levels.

Rising sea levels will also bring bring increased risks of flooding during storms. According to the PPIC (California Coastal Management with a Changing Climate, Ellen Hanak and Georgina Moreno):

Within the San Francisco Estuary, which is protected from the most violent wave action, the incidence of coastal flooding is expected to increase considerably. Models indicate that a one-foot rise in sea level (likely by mid-century) would shift the 100-year storm surge-induced flood event to once every 10 years (Gleick and Maurer, 1990).

In addition to whopping insurance premiums, long-term commercial development of the waterfront will require landfill and levees — levees that must be expanded regularly as the sea level continues to rise. Sort of like New Orleans, but with earthquakes.

Alternatively, public funds could be used to acquire the land for parks. This possibility is the motivation

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behind the city council's \$600,000 visioning process. The inevitable rise in sea level suggests a much cheaper visioning process — envision the waterfront underwater, at least at high tides.

A grim long term fate awaits Albany. Climate change will bring more violent storms and the need to upgrade city infrastructure. Perhaps a few centuries from now, assuming the sea level rises by only 50 feet, the San Pablo corridor will be submerged, Albany hill will be an island, and students at Cornell elementary will be able to play in the bay during recess.

Let's enjoy our funky, feral piece of waterfront land just the way it is while we still have the chance, and instead of using resources on a disappearing waterfront, let's use them to begin planning for the painful changes to come.

If you'd like to comment on the topic, please leave your message under the article or send them to linjun9913@berkeley.edu.

This entry was posted on Sunday, April 26th, 2009 at 9:18 pm and is filed under <u>Commentary from Readers</u>, <u>Issues of Concern</u>, <u>Waterfront Planning</u>. You can follow any responses to this entry through the <u>RSS 2.0</u> feed. You can <u>leave a response</u>, or trackback from your own site.

7 Responses to "Commentary: Albany's public funds should not be used on a disappearing waterfront"

1. Ross Stapleton-Gray says: April 27, 2009 at 12:05 am

I've actually wondered what might be made of the fact that the largest part of the City of Albany is actually covered by water. Given the way that boundaries are drawn, most of the City's jurisdiction seems to be over portions of the Bay. Low-impact tidal power plants? Aquatic farming? Artificial islands? Seriously, though, if we're "a square mile" as a city, there are several more square miles of us just offshore... an interesting situation.

2. *Jean Safir* says: April 27, 2009 at 2:08 pm

Thanks to Charlie and Michael for this thoughtful and informative commentary. Everyone should read it and PAY ATTENTION.

3. <u>Howard McNenny, AIA, LEED AP</u> says: April 28, 2009 at 10:24 pm

To begin with, the two opposing positions regarding waterfront development were never between "commercial development" or "parkland". Everyone agrees on the need for a waterfront park. The differences of opinion were about whether the commercial development should be located next to sensitive ecological area of Codornices Creek, and whether the development should occur only if and when the race track ceases to operate. The Albany Waterfront Coalition, of which I am president, has opposed locating development next to the creek, and we have favored phasing development while the track is still operating—a more financially viable model in our opinion.

Regarding the issue of rising sea levels, I had always assumed that the parking lot area would need to be raised by a few feet anyway if significant improvements were to be placed there. After all, the lot is already landfill over what was previously a tidal marsh. Since the land is not presently subject to tidal action, permits for such additional fill should not be difficult to obtain. Additional

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I would encourage Mr. La Force, The Sierra Club, and any other organization that is concerned about the Albany Waterfront to make your voice heard at the meeting of your choice, but if you truly care about the waterfront as you claim to, don't pervert the process that Albany taxpayers are paying for. Stacking the deck in meetings or legal challenges will only serve to continue to divide a community that is searching for healing in this process.

7. Bill Dann says:

May 24, 2009 at 4:12 pm

In the interest of protecting our community from infiltration by outsiders, vigilance is the watchword. Be on the alert for Sierra Club sympathizers and repeat attendees! Your typical environmentalist can be spotted recycling, may insist on eating organic and/or vegetarian fare, drives a Prius or rides a bicycle to Trader Joe's (across the border in El Cerrito), and carries groceries in cloth bags. Some may occasionally wear birkenstocks and black socks. Of special concern is the Sierra Club official, Norman LaForce, who from time to time crosses over from a neighboring community in an attempt to express opinions here. Equipped with secret powers, Mr LaForce's magnetic energy field is capable, upon contact, of spreading concern for the environment among Albany residents—and, he is capable of appearing in several different places at the same time, even while among other things working full-time downtown as a busy trial attorney, teaching a class at Golden Gate University Law School, supporting a family.

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Letters to the editor

BAY AREA NEWS GROUP

Posted: 05/14/2009 10:01:33 AM PDT

Updated: 05/14/2009 10:01:34 AM PDT Follow contractor's process

Sierra Club leadership is trying for an Orwellian "more equal than others" role in Albany's upcoming Voices to Vision process.

In the current Sierra Club Yodeler newsletter (available online) Norm La Force encourages readers (many of whom do not live in Albany) to attend multiple Voices to Vision sessions, to push repeatedly for the Sierra Club's plan for Albany's waterfront.

In contrast, the Voices to Vision contractor has designed sessions to vision the waterfront based on a review of facts, and to give voice to every invitee — once. The contractor's approach is democratic and legal, despite La Force's hypocritical insinuations otherwise.

This Sierra Club effort would harm the integrity of a process that is costing Albany taxpayers more than \$600,000. Don't let that happen.

All invitees, including stakeholders who do not live in Albany, should attend one of the Voices to Vision sessions and follow the contractor's process. Let everyone be equal.

Caryl O'Keefe

Albany

Not really 'ideal' American life

To understand our fiscal crises, from personal, to state, to country, one need only look at the current "ideal" American life.

An "ideal" American graduates high school, then takes out a student loan to go to college. Then he takes out a loan to purchase his first car, before paying off his student loan.

Once he graduates, he gets married and takes out a mortgage, before paying off his car or student loans. He spends the next 30-40 years paying off his debts and raising his kids.

Unfortunately, he doesn't have enough to retire, so he takes a reverse mortgage on his home to pay for his retirement. And he doesn't have enough to pay for his kids' college, so they use student loans of their own. And so the cycle continues.

I am struck by comparing this to my mother, who was raised during the Great Depression, and lives by the simple motto, "If you can't afford it now, don't buy it, and save your money until you can."

When did that become an unacceptable financial model for our people and our government? From personal to federal, the motto should be: "It's not worth borrowing now to have now."

Joe Good

Albany

Budget for ordinary Americans

President Obama's budget, which Congress passed, works for ordinary Americans.

Members of Organizing for America spoke up and asked Congress to lay a new foundation for American growth by passing a budget that invests in



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05/18/2009 6:04 PM

Commentary: A new vision for the waterfront comes out of your participation

Albany Mayor Marge Atkinson and Vice Mayor Joanne Wile wrote the following letter responding to the commentary Albany's public funds should not be used on a disappearing waterfront published on Albany Today earlier this week.

"Both of us, along with all the members of the City Council, have supported a visioning process, so that we can hear everyone's ideas, including those who think we should do nothing."

Dear Readers of Albany Today:

We are glad to see that Albany's "Voices to Vision" community visioning process with Fern Tiger Associates is already generating ideas. We respect Mr. Barnes and Mr. Blanchard, the authors of the latest opinion piece in Albany Today, about this planning process. We hope that they will participate in the community meetings in their neighborhoods and express their ideas.

Groups such as the California Climate Action Team have predicted that the sea level may rise up to one meter within the next one hundred years and this would certainly increase the land area that would be at risk for a coastal flood event. The San Francisco Bay Conservation and Development Commission is encouraging communities to develop plans related to changing shoreline configurations.

Both of us, along with all the members of the City Council, have supported a visioning process, so that we can hear everyone's ideas, including those who think we should do nothing.

We believe that it is important for us to plan together for the future. We look forward to participating in the community meetings which Fern Tiger Associates has organized for us. This is an important opportunity for all of us to speak up about Albany's future.

Thank you.

Marge Atkinson, Mayor, City of Albany

Joanne Wile, Vice Mayor, City of Albany

This entry was posted on Friday, May 1st, 2009 at 8:37 pm and is filed under Commentary from Readers, Issues of Concern, Waterfront Planning. You can follow any responses to this entry through the RSS 2.0 feed. You can leave a response, or trackback from your own site.

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Albany residents to talk about city's waterfront

By Shelly Meron The Journal

Posted: 05/14/2009 10:02:51 AM PDT

Updated: 05/14/2009 10:02:52 AM PDT Albany residents will begin taking an active role this weekend in a process city officials hope will lead to some consensus on the future of the Albany waterfront.

The city's residents, business owners and others concerned with the waterfront have been invited to discussion sessions that will begin this weekend and continue through June. The sessions are designed to find out about the community's priorities for, and assumptions about, the waterfront.

"This is a very bold step because (Albany is) being proactive, they're being innovative," said Fern Tiger, the consultant leading the process. "They're not waiting for someone from outside to come with a proposal that the community will react to. This is an opportunity for the community to think proactively - what do they want for the waterfront?"

About three dozen sessions have been scheduled in the coming weeks — for adult and youth residents, business owners, and stake-holders who don't live in Albany.

Some sessions will be offered in Spanish and Chinese, and some will even offer childcare anything to get the community involved.

Residents will work in small groups of about 20, which will break into even smaller groups for some

activities. They will participate in exercises that examine various issues, like Albany as a whole and what residents want the city to be like; land ownership, the ability to build, possible uses for the waterfront; and more.

Participants are each invited to one session, Tiger said, in the hopes of giving everyone's opinions equal weight.

"Coming once is the fairest possible situation. When people can keep coming (to multiple sessions), those people who have boundless energy and a lot of time - more than the average person - get their voice heard more frequently," Tiger said.

"The whole idea was to make sure this was a fair and equitable process. I can't think of anything more fair than the way we're doing it."

Albany city councilman Robert Lieber agreed, said that the purpose "is to get away from special interests, and packing the meetings. It's kind of like if you were doing a survey. If you want it to be accurate, you wouldn't let one person answer five

But at least one stake-holder isn't happy about the restriction.

"While I understand the rationale... if you hold a public meeting, you should give people the right to speak," said Norman La Force, chairman of the San Francisco Bay chapter of the Sierra Club.

"How else do you have people know what other people's positions are and what the issues are? People are supposed to hear what others have to say and discuss the issue."

Once the community discussions have been completed, Tiger's firm will analyze the data and

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present it to the city council in early fall. Then, a second phase of community participation will begin - but what it will consist of depends on the results of the discussions, Tiger said.

Reach staff writer Shelly Meron at 510-243-3578 or smeron@bayareanewsgroup.com

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CONTRA COSTA TIMES ContraCosta Times.com

Albany waterfront responses being analyzed

By Shelly Meron Contra Costa Times

Posted: 07/23/2009 10:13:47 AM PDT

Updated: 07/25/2009 05:14:51 AM PDT
Albany residents turned out in good numbers to a series of public discussion meetings about the waterfront this spring, and a consultant hired by the city is now busy sifting through the data.

Fern Tiger Associates, hired to conduct Albany's waterfront visioning process, is going through data collected at 40 community discussions, where residents got to talk about their ideal waterfront, development versus green space issues, logistical elements, and how the space can generate revenue for the city.

"We are knee deep in looking at the information we've gathered," said Fern Tiger, who heads the consulting firm.

She said the effort is currently focused on analyzing maps created by groups of residents at each session.

"There are numerous elements that are the first steps in the analysis (of the maps): What (land) uses were most common; where on the site were those uses placed; are there any trends; how important was revenue and what kind of revenue; whether people felt that there were uses that were more benign to the site," she said.

More than 600 adults, or 5.6 percent of Albany's adult population, came to one of the sessions. More

than 60 percent of them had never participated in a public discussion about the waterfront before.

"Academics believe in the 4 percent rule, which essentially says that if you reach 4 percent of the population, you've done extremely well and have a good cross-section," Tiger explained. "I believe that it translates to a larger percentage of households. In a lot of cases, only one person of each household attended. We were very pleased with the results."

While the meat of the data is still being synthesized, Tiger released some preliminary demographic information to city staff earlier this month.

The age distribution showed a large number of older participants, with 52 percent older than 55 years old, 36 percent aged 41 to 55, and 12 percent aged 40 or younger.

Eighteen percent of participants have lived in Albany for less than five years; 13 percent have been residents for six to 10 years; 26 percent for 11 to 20 years; 20 percent for 21 to 30 years, and 23 percent for more than 30 years.

Tiger said the next step in the public engagement process will come this fall. What it will include or how it will be structured has not been decided yet, she said, and will depend in great part on what her firm finds in the data collected.



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Dynamics

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07/27/2009 9:39 AM

subject to trust action, permits for such additional rin should not be difficult to obtain. Additional clean engineered fill and topsoil should also make it possible to actually grow trees in this area-something that would not necessarily be feasible now, given the likely subsurface conditions of crushed aggregate rock base under the asphalt...not to mention the probable presence of herbicides.

A few feet of fill may or may not be sufficient to keep the area above high tide 100 years from now, but financial models are typically only for 40 years or so anyway. In the mean time, shouldn't we (and our children) be able to enjoy the best use of our great waterfront, and rid ourselves of the blight represented by such a huge expanse of asphalt?

4. Trevor Grayling says:

April 29, 2009 at 8:36 am

One of the problems with the upcoming "visioning process" is that — out of a budget of over \$640,000 — only about \$60,000 is available for working with consultants in order to gather a wide range of economic and environmental analyses.

That is, the process spends only one-tenth of the money on consultants and it spends nine-tenths on yet another "talk festival." We don't need another talk festival: We've already had at least three of those.

A rise in sea levels is a very real issue, and it needs to be addressed with scientific rigor. Given the state of the economy, it's also not clear if the Bay Area would be able to support any additional retail or commercial space, which all factions assume would be required to support any parkland.

So, with a City deficit of \$600,000 for the coming year, we are planning on spending \$640,000 on a visioning process where there are numerous significant unknowns.

5. Bill says:

April 29, 2009 at 10:12 am

Before jumping to conclusions about the waterfront, we should wait until we have "facts" that we can all agree on: within the next few weeks the Albany "Voices to Vision" project will mail out a 20 page "newspaper" chock-a-block with historical and assorted facts. We on the Waterfront Committee (I'm a member speaking for myself here) have neither seen the document nor know its contents, but feel confident the following will be included:

Golden Gate Fields natural state was wetlands mostly, until filled in, Charlie and Michael noticed what we have known before Caruso attempted to build a mall or Catellus to put housing in the north parking lot: the Albany waterfront would return to its natural state — marshland. Further, absent the periodic attempts by GGF to shore up the area, Albany beach naturally would be spreading sand dunes inland toward the corporate yard.

As for the comment about those parts of Albany already underwater, the mudflats and underwater areas of Albany extending into the Bay pretty much have already been transferred into the East Shore State Park, which in turn has already created shore bird sanctuary there. The ball fields in the old south parking lot at Gilman, the Plateau and the Beach at the end of Buchanan already are in the Park, and the Neck and Bulb are currently scheduled to join the Park as well.

Fleming Point, upon which the GGF club house sits, marks the last remaining natural outcrop on our shore. The Bulb, the Plateau, the Neck were dumping grounds, just as the parking lots sit atop

3 of 5 04/02/2010 12:47 PM landfill.

On the subject of global warming and rising tides, there are multiple web-sites now available with maps that show the new shoreline moving east at various levels: at seven meters increase in ocean level, Bay waters will lap up to San Pablo Avenue along Buchanan, for example. Does that mean we should close down Ocean View school because in a decade it will be under water IF WE DON'T DO SOMETHING NOW TO STOP GLOBAL WARMING?

Lastly, on the subject of doing nothing, that already has been tried in the past with bad results for our City — unfortunately, the owners of GGF have come up with some really crazy ideas to build out the Albany waterfront. Now they are in bankruptcy, with the land up for sale, and a new owner on the horizon who very well may have another crazy new idea to develop our waterfront. Albany has a civic duty to plan for the waterfront. We should not just sit on our hands and wait for the next new bad idea.

Globally, let's get on board with President Obama to stop global warming before the Bay reaches up to San Pablo Ave, and locally, let's participate in the upcoming Voices to Vision process.

6. Brian Parsley says: May 1, 2009 at 11:24 pm

1 think Mr. Blanchard's and Mr. Barnes take on the Waterfront Visioning Process is certainly thought provoking and very different from what we usually hear from most about our waterfront.

In the beginning I too opposed spend over half a million dollars on the visioning process that, in its infancy, appeared to "vision" the waterfronts private property vis-à-vis Golden Gate Fields. However after hearing the Waterfront Visioning consultant, Fern Tiger, and seeing that she was open to true visioning process that included our entire waterfront, while I still believed we could not afford it I was less apprehensive about the process.

Fern has come up with a unique way to get the community involved with the "voices to vision" newspaper and 20-40 small community meetings so that all that wish to attend may have their voice heard. The meeting process would allow residents, businesses, and other stakeholder groups to attend one meeting out of the 20-40. This is so that meeting cannot be "stacked" with proponents or opponents of one side or the other, a true shared vision.

However this shared vision may already be doomed before it begins. In the most recent Sierra Club Yodeler, Norman La Force, chair of the East Bay Public Lands Committee wrote an article http://sanfranciscobay.sierraclub.org/yodeler/html/2009/05/conservation8.htm questioning the legality of the community meetings and that a member public will only be allowed to attend not all of the meeting he or she wants too.

La Force states I his article "In light of the Brown Act, California's open-meeting law, the Sierra Club questions whether the city or its consultant can legally bar the public from attending or speaking at more than one meeting. It's also not clear how the city could enforce this rule. Will the consultant call the police to forcible remove someone from a meeting? Will the police arrest someone who refuses to leave or tries to speak? This rule would limit organizations such as the Sierra Club, Golden Gate Audubon Society, Citizens for East Shore Parks (CESP), Citizens for the Albany Shoreline (CAS), and even the group that opposes our vision, the Albany Waterfront Coalition, in mobilizing people to attend these public meetings. This is incompatible with basic democratic processes and may seriously undermine the legitimacy of this process."

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Community Comments

Sampling of e-mail comments sent to Voices to Vision 2009 - 2010 (Names and email addresses deleted) Comments noted on Session Evaluation forms (May/June 2009 and January 2010)

Subject: Re: REMINDER: Voices to Vision Session TONIGHT

From:

Date: Wed, 1 Jul 2009 14:17:35 -0700

To: rsvp@voicestovision.com

Dear Voices to Vision Team,

Just wanted to compliment you on an effective and well-run process last night. I've been so busy, I wasn't planning to attend, but your earlier sessions got such good reviews that I decided to attend just because it seemed like it would be fun. Good work Liz and everyone.

On Tue, Jun 30, 2009 at 4:30 PM, <u>rsvp@voicestovision.com</u> <<u>rsvp@voicestovision.com</u>> wrote: Dear Albany Resident--

This is a friendly reminder that your Voices to Vision session will be taking place this evening, Tuesday June 30th at the Senior Center from 7-9pm. Please arrive 5 minutes early for check-in as the session will start on the hour.

Thank you and we look forward to your participation!

The Voices to Vision Team

Subject: Form Submission - RSVP to Sessions or call 444-4567 **From:** Squarespace Services <services@squarespace.com> **Date:** Fri, 15 May 2009 16:55:52 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address adsl-70-137-129-199.dsl.snfc21.sbcglobal.net/70.137.129.199.

Name: Attending Sessions?: Will attend Address:

Phone Number: Email Address:

Enter your Zone Number: ZONE 31: Saturday, June 6, 5-7pm, Comm. Center/Library Comments or Questions: You're spending Albany tax payers' money on glossy, over-sized mailers and T-SHIRTS? Have you noticed that the budget deficit projected by the City is identiical to the amount a former City Council allocated for this project? Life is full of ironies.

Powered by Squarespace ($\underline{\text{http://www.squarespace.com/}}$).

Subject: Form Submission - RSVP to Sessions or call 444-4567 From: Squarespace Services < services @squarespace.com> **Date:** Mon, 18 May 2009 23:25:53 +0000 (GMT+00:00) To: rsvp@voicestovision.com This email was transmitted via www.voicestovision.com. Submitted from address np45.iauq.com/155.70.39.45.

Name: Attending Sessions?: Will attend Address: Phone Number:

Email Address: Enter your Zone Number: ZONE 16: Wednesday, May 20, 7-9pm, Senior Center Comments or Questions: Will bring it up at the meeting, but I've heard that in a relatively short time period (50 yrs?) rising bay water levels may well obliterate the Albany waterfront area. If likely then why spend any money on waterfront development at all?

Powered by Squarespace (http://www.squarespace.com/).

Subject: Re: RSVP for Session 8 Lost and Found

From: jrasmus700@aol.com

Date: Tue, 02 Jun 2009 09:04:22 -0400 To: rsvp@voicestovision.com

I might have left a blue jacket at the session on Sunday. Do you have it?

I really enjoyed the session. Good stuff!



----Original Message-----

From: rsvp@voicestovision.com <rsvp@voicestovision.com>

Sent: Wed, 27 May 2009 10:04 am Subject: Re: RSVP for Session 8



Thank you for your RSVP to the Voices to Vision session taking place on Sunday May 31st from 5-7pm at the community center.

We look forward to your participation! The Voices to Vision Team

wrote: > My wife and I would like to attend session 8 Sunday the 31st at 5PM > Thank you, > Albany CA, 94706

Subject: RE: Thanks for Coming!

From:

Date: Tue, 26 May 2009 13:45:02 -0700

To: <rsvp@voicestovision.com>

Thanks. It was a great session.

----Original Message----

Sent: Tuesday, May 26, 2009 1:23 PM

To: info@voicestovision.com Subject: Thanks for Coming!

Dear Voices to Vision Participant --

Thank you for taking part in a Voices to Vision session. We appreciate the time you took to contribute your values and ideas. Please encourage

friends and neighbors to participate in one of the upcoming sessions. Information can be found at $\underline{\text{www.voicestovision.com}}$ or by calling 510.444.4567.

Answers to the questions that came up in your session and in other sessions can be found at the "In the Box" section of www.voicestovision.com. If you want to keep up to date on any new information, go to the "Updates" section where you can sign up for an RSS feed of Voices to Vision news.

Thank you again!
The Voices to Vision Team

Subject: Attending June 6th session?

From:

Date: Wed, 3 Jun 2009 10:54:06 -0700

To: rsvp@voicestovision.com

Hello Voices to Vision,

I had RSVPed to the session in my region (I live on on the hill), but I missed it due to illness. I really did want to attend, and I'm wondering if I can come to the session at the Community Center this Saturday, June 6th? I will wait for confirmation, but I'm really excited to attend and hear people's ideas for the waterfront!

Thank you,

From: Squarespace Services <services@squarespace.com> **Date:** Thu, 11 Jun 2009 17:35:55 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address adsl-71-138-140-223.dsl.pltn13.pacbell.net/71.138.140.223.

Choose a Session Date: June 18, Thursday, 7-9pm, Community Center/Library

Name: Address:

Phone Number:

Email Address:

Comments or Questions: In addition to the Albany Waterfront, I'd like to discuss what Albany can do in concert with other Bay Area cities to reduce our energy consumption.

--

Powered by Squarespace (http://www.squarespace.com/).

Subject: Form Submission - Voices to Vision

From: Squarespace Services <services@squarespace.com> **Date:** Mon, 15 Jun 2009 18:04:17 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address adsl-99-183-241-196.dsl.pltn13.sbcglobal.net/99.183.241.196.

Choose a Session Date: June 21, Sunday, 5-7pm, Community Center/Library

Name: Address:

Phone Number:

Email Address:

Comments or Questions: great idea, thanks a bunch!!!!!

--

Powered by Squarespace (http://www.squarespace.com/).

From: Squarespace Services <services@squarespace.com>
Date: Thu, 25 Jun 2009 00:15:38 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address 162.15.70.19/162.15.70.19.

Choose a Session Date: June 27, Saturday, 10am-noon, Senior Center NEWLY ADDED

Address:

Albany, 94706)

Phone Number: Email Address:

Name:

Comments or Questions: I'm interested in whether the waterfront can accomodate both open space for outdoor activities, and development for commercial tax revenues for the City.

__

Powered by Squarespace (http://www.squarespace.com/).

Subject: Form Submission - Voices to Vision

From: Squarespace Services <services@squarespace.com> **Date:** Fri, 26 Jun 2009 05:16:53 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address 76-191-194-194.dsl.dynamic.sonic.net/76.191.194.194.

Choose a Session Date: June 27, Saturday, 1-3, Senior Center NEWLY ADDED

Name: Richmond
Phone Number: Email Address:

Comments or Questions: Hi,

A quick note to acknowledge the tremendous, I think probably unprecedented that the City of Albany folks have put into the process of gathering public comment.

Peace,

--

Powered by Squarespace ($\underline{\text{http://www.squarespace.com/}}$).

From: Squarespace Services <services@squarespace.com>
Date: Fri, 26 Jun 2009 04:20:40 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address 162.119.232.109/162.119.232.109.

.-----

Choose a Session Date: June 27, Saturday, 1-3, Senior Center NEWLY ADDED

Name: Address:

Phone Number:

Email Address:

Comments or Questions: Great document and process for gettin gcommunity involvement and input. What is the overall process and timeline for deciding what the future of the waterfront will be? In the end, how will a decision be reached and what is the timeline.

__

Powered by Squarespace (http://www.squarespace.com/).

Subject: Re: Albany session dates for non-residents?

From:

Date: Thu, 25 Jun 2009 23:27:39 -0700 (PDT)

To: rsvp@voicestovision.com

Hi -

I really would have liked to attend, but it's a day of volunteer work for me (all day) so I won't be able to. I hope all the sessions have gone well and I would be curious about the opinions of Albany residents; hope you can get it published somewhere.

Thanks,

Hi --

I hope this email finds you well. We at Voices to Vision are wondering if you are still planning to attend the session for regional stakeholders taking place this Satuday June 27th from 1-2:30.

Thank you for confirming.

Best,

Cassidy + The Voices to Vision Team

wrote:

An Albany resident friend of mine loaned me her copy of "Voices to Vision" on the Albany waterfront.

I am interested in attending a session for non-residents if there are any left. Please send date(s) and time(s) and place(s).

Thank you very much.

El Cerrito

From: Squarespace Services <services@squarespace.com> **Date:** Mon, 29 Jun 2009 22:08:16 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address c-76-126-163-234.hsdl.ca.comcast.net/76.126.163.234.

Choose a Session Date: July 1, Wednesday, 7-9pm, Senior Center NEWLY ADDED

Name: Address:

Phone Number:

Email Address:

Comments or Questions: Walking around the waterfront over the weekend, the following occurs to us:

1. keep the waterfront as is. no building or development. it is beautiful, scenic, clean, green. It would be a shame to ruin it, there is no going back. the beach is wonderful and should be left as is. great trails, nature at its best. we are fortunate to have this beach in our backyard. protect it as a park/beach. it is fine as is.

2.put in benches

3. a small cafe with public bathrooms

4. small state park campground

5. if there is land available at the racetrack, put up a small/green hotel. do not ruin the park with any building, just build where the racetrack exists and nothing else but a small hotel or b&b.

--

Subject: Re: REMINDER: Voices to Vision Session TONIGHT

From:

Date: Wed, 1 Jul 2009 14:17:35 -0700

To: rsvp@voicestovision.com

Dear Voices to Vision Team,

Just wanted to compliment you on an effective and well-run process last night. I've been so busy, I wasn't planning to attend, but your earlier sessions got such good reviews that I decided to attend just because it seemed like it would be fun. Good work Liz and everyone.

On Tue, Jun 30, 2009 at 4:30 PM, <u>rsvp@voicestovision.com</u> <<u>rsvp@voicestovision.com</u>> wrote: Dear Albany Resident--

This is a friendly reminder that your Voices to Vision session will be taking place this evening, Tuesday June 30th at the Senior Center from 7-9pm. Please arrive 5 minutes early for check-in as the session will start on the hour.

Thank you and we look forward to your participation!

The Voices to Vision Team

Subject: Form Submission - Final Phase RSVP Form **From:** Squarespace Services <services@squarespace.com> **Date:** Sat, 2 Jan 2010 18:21:33 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address c-71-198-169-205.hsdl.ca.comcast.net/71.198.169.205.

Choose a Session Date: Sunday, January 10, 2010, 2 - 4pm, Community Center

Name:
Address:
Phone:

Email Address:

Did you participate in Phase One of the Community Sessions (May/June 2009)?: No Did you participate in the Online Survey (November 2009)?: Yes Comments or Questions (or call 510.444.4567): I continue to believe the \$600,000 spent on this project was a waste of taxpayer money and reflects very badly on the council members who supported it. Given the impact of the recession on our city, past and future, these funds would have been far better spent on public services.

--

Powered by Squarespace (http://www.squarespace.com/).

Subject: Form Submission - Final Phase RSVP Form **From:** Squarespace Services <services@squarespace.com> **Date:** Sun, 3 Jan 2010 23:12:33 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address c-71-198-175-46.hsd1.ca.comcast.net/71.198.175.46.

Choose a Session Date: Sunday, January 10, 2010, 10am - Noon, Senior Center

Name:
Address:

Phone:

Email Address:

Did you participate in Phase One of the Community Sessions (May/June 2009)?: Yes Did you participate in the Online Survey (November 2009)?: Yes Comments or Questions (or call 510.444.4567): I am visually, mobility and hearing impaired and cannot attend your meretings personally; however, I strongly believe that our Shoreline should be preserved, and protected, and also that Golden Gate Fields should not be sold or replaced by other interests nor for interests motivated by profit or special interests at odds with the Shorelines' preservationists.

--

Powered by Squarespace ($\underline{\text{http://www.squarespace.com/}}$).

From: Squarespace Services <services@squarespace.com>
Date: Sun, 3 Jan 2010 23:49:49 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address c-24-7-81-207.hsd1.ca.comcast.net/24.7.81.207.

Choose a Session Date: Saturday, January 9, 2010, 2 - 4pm, Community Center Name:

Address:
Phone:

Email Address:
Did you participate in Phase One of the Community Sessions (May/June 2009)?: No Did you participate in the Online Survey (November 2009)?: No Comments or Questions (or call 510.444.4567): The racetrack is a blight and disgrace to the whole Eastbay and a serious congestion problemduring some events.

Subject: Form Submission - Final Phase RSVP Form **From:** Squarespace Services <services@squarespace.com> **Date:** Tue, 5 Jan 2010 19:18:22 +0000 (GMT+00:00)

Powered by Squarespace (http://www.squarespace.com/).

Subject: Form Submission - Final Phase RSVP Form

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address pix.ci.brisbane.ca.us/209.234.102.163.

Choose a Session Date: Saturday, January 9, 2010, 2 - 4pm, Community Center Name:

Address:
Phone:
Email Address:
Did you participate in Phase One of the Community Sessions (May/June 2009)?: No Did you participate in the Online Survey (November 2009)?: No Comments or Questions (or call 510.444.4567) : Thank you for providing yet another opportunity for community input!

Powered by Squarespace (http://www.squarespace.com/).

Subject: Form Submission - Final Phase RSVP Form **From:** Squarespace Services <services@squarespace.com> **Date:** Fri, 8 Jan 2010 14:46:00 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address c-24-7-85-191.hsdl.ca.comcast.net/24.7.85.191.

Choose a Session Date: Sunday, January 10, 2010, 2 - 4pm, Community Center Name:

Address: Phone:

Email Address:

Did you participate in Phase One of the Community Sessions (May/June 2009)?: Yes Did you participate in the Online Survey (November 2009)?: Yes Comments or Questions (or call 510.444.4567) : Thanks for giving us voices. I've told my family that people who don't participate can't complain later on about the outcomes.

Powered by Squarespace (http://www.squarespace.com/).

Subject: Form Submission - Final Phase RSVP Form **From:** Squarespace Services <services@squarespace.com> **Date:** Sat, 9 Jan 2010 02:12:18 +0000 (GMT+00:00)

To: rsvp@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address 74-95-193-122-SFBA.hfc.comcastbusiness.net/74.95.193.122.

Choose a Session Date: Saturday, January 9, 2010, 2 - 4pm, Community Center

Name: Address: Phone:

Email Address: Did you participate in Phase One of the Community Sessions (May/June 2009)?: Yes Did you participate in the Online Survey (November 2009)?: No

Comments or Questions (or call 510.444.4567) : I hope community members have learned from this group so that these strategies can be used in the future to benefit Albany. It would be great if \$ spent could go towards actual purchases and jobs for those who live in Albany. Also, I believe in utilizing what we have rather than wasting resources and time thinking about what we want to have- Golden Gate Fields has a lot to offer yet the emphasis seems to be on getting rid of them.

Powered by Squarespace (http://www.squarespace.com/).

Subject: Re: Voices to Vision, 1/19, 6-8pm

From:

Date: Tue, 12 Jan 2010 13:26:04 -0800

To: rsvp@voicestovision.com

Thanks Becca. I've been passing the word around. Looking forward to hearing what folks are thinking about the Bulb and surrounds and putting in my 2cents. Appreciate your having this meeting.

Best,

Hi

I'm writing to confirm your RSVP for the non-Albany resident session of Voices to Vision taking place on Tuesday, January 19th from 6-8pm at the Albany Senior Center (846 Masonic Ave.)

Please let us know if your plans change and you're unable to attend; otherwise, we'll see you then!

-Becca & the Voices to Vision Team

p.s.- Thank you again for being so gracious and understanding on Sunday evening.

Subject: Form Submission - Contact

From: Squarespace Services <services@squarespace.com> **Date:** Thu, 28 Jan 2010 14:16:39 +0000 (GMT+00:00)

To: info@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address c-67-188-56-200.hsd1.ca.comcast.net/67.188.56.200.

Name: Email

Subject: Idea

Write your note below: As a parent and a teacher, I am surprised at how I didn't attempt to better reflect the needs of the kids I represent. I believe the model with recreational facilities truly approaches the best design to include the under-21 members of our community. I was so swayed by the preferences of my older group that I neglected my younger constituents.

Thanks for an enlightening , informative and inspiring process. I look forward to your presentation to the city council.

__

Powered by Squarespace (http://www.squarespace.com/).

Subject: Re: Thank you!

From:

Date: Sun, 17 Jan 2010 16:07:05 -0800 (PST)

To: "info@voicestovision.com" <info@voicestovision.com>

Excellent work you did!
Sent from my iPhone
On Jan 15, 2010, at 5:25 PM, "Info@voicestovision.com" <info@voicestovision.com" > wrote:

Hello,

Thanks for your thoughtful participation in the Voices to Vision sessions last weekend. We hope you agree that they were productive and engaging.

In the next few weeks, we'll be posting answers to questions raised at the sessions on www.voicestovision.com. Please feel free to continue to submit questions through info@voicestovision.com or at 510.444.4567. We will do our best to answer them.

The results of your thinking will form the basis for the guidelines and report to be presented to the city and community in March. If you are on the email list, we'll notify you of the date.

Again, thank you.

---Fern Tiger Associates

Subject: Re: Thank you!

From:

Date: Fri, 15 Jan 2010 19:49:19 -0800

To: info@voicestovision.com

Very impressed with your organization of this endeavor and the quality of consulting you are doing for all involved.

Hope you get lots of appreciation for a hard job well done, even though you can't make any?/every?/one happy with whatever outcome eventuates.

Best wishes,

On Fri, Jan 15, 2010 at 5:25 PM, <u>Info@voicestovision.com</u> < <u>info@voicestovision.com</u>> wrote: Hello,

Thanks for your thoughtful participation in the Voices to Vision sessions last weekend. We hope you agree that they were productive and engaging.

In the next few weeks, we'll be posting answers to questions raised at the sessions on www.voicestovision.com. Please feel free to continue to submit questions through info@voicestovision.com or at 510.444.4567. We will do our best to answer them.

The results of your thinking will form the basis for the guidelines and report to be presented to the city and community in March. If you are on the email list, we'll notify you of the date.

Again, thank you.

---Fern Tiger Associates

Subject: Form Submission - Contact

From: Squarespace Services <services@squarespace.com> **Date:** Thu, 17 Dec 2009 21:06:32 +0000 (GMT+00:00)

To: info@voicestovision.com

This email was transmitted via www.voicestovision.com.

Submitted from address raksha.ccsf.cc.ca.us/147.144.3.239.

Name: Email Address:

Subject: Comment

Write your note below: i find this process highly suspicious since there has never been any information fed back to the community. Surely after all this time, a preliminary report on findings so far should be released. I suspect your fear is that in reporting the direction of proposals so far there might incite many more people to weigh in on what has been a VERY volatile topic in Albany. This does not work for me and if the objective is to generate buy-in on the part of citizens, more information needs to be shared.

Powered by Squarespace (http://www.squarespace.com/).

Subject: [Fwd: Visioning session 12: an informal report]

From: Fern Tiger < fern@ferntiger.com>
Date: Fri, 10 Jul 2009 23:06:38 -0700

To: info@voicestovision.com, liz newman < liz@ferntiger.com >, Cassidy Blackwell

<cassidy@ferntiger.com>

------ Original Message -----Subject: Visioning session 12: an informal report
Date: Fri, 10 Jul 2009 22:46:34 -0700 (GMT-07:00)
From:
Reply-To:
To: fern@ferntiger.com

Hi Fern,

says you may be interested in my feedback from my Session 12 of Voices to Vision at the Cornell School Saturday, June 13.

I am very favorably impressed with the conduct of you and your staff in facilitating the Waterfront Game. It was a splendid democratic gesture, including the ample and precise brochure (that one lady at the Albany Senior Center I talked to, however, found outsize and "overwhelming"). I was actually uncomfortable during the game itself because one lady, named without being in the least disrespectful, just moved in like calm, legitimate royalty and took over. She wanted Open Space, all right—the topic of my subgroup—but she wanted it to generate revenue. The idea of revenue—neutrality was simply not on the table.

Three times we somewhat timidly asked to put the piece on the map of an aquarium-museum. Three times she shot it down. Why? It would not bring in revenue. We were not allowed to talk about the riches this museum could bring. Zoology and botany of the locale. A diorama of the aboriginal peoples. The museum could be a real draw, give the locale a real focus.

I felt held hostage. I have never been equipped to deal with that kind of person. No more, it would seem, were the other people in the group. We were a little fief within a democracy.

I don't want you to feel bad that I tell of this negative experience.

I had my own ideas, timidly expressed. Of pulling up the asphalt and planting grass. A windswept headland with a central Asilomar-type building and weathered, Sea Ranch type outbuildings. We did all go for a conference center.

It was a challenging opportunity, and I am so pleased with how you set it up, with the qame and pieces. I wish we could have united in a Peasants' Revolt and unseated

was diverted by my suspicion that was a former mall-supporter who infiltrated an Open Space subgroup to make it Revenue Supreme!--and did encourage me to share that supposition with you!

Very best wishes,

By the way, as a new board member of get a glimpse of one of my Senior friends, at Session 12. I often go to the 4 p.m. meal at the Albany Senior Center, and would have made more of an effort to encourage the seniors to go to sessions, if I'd had my act together.

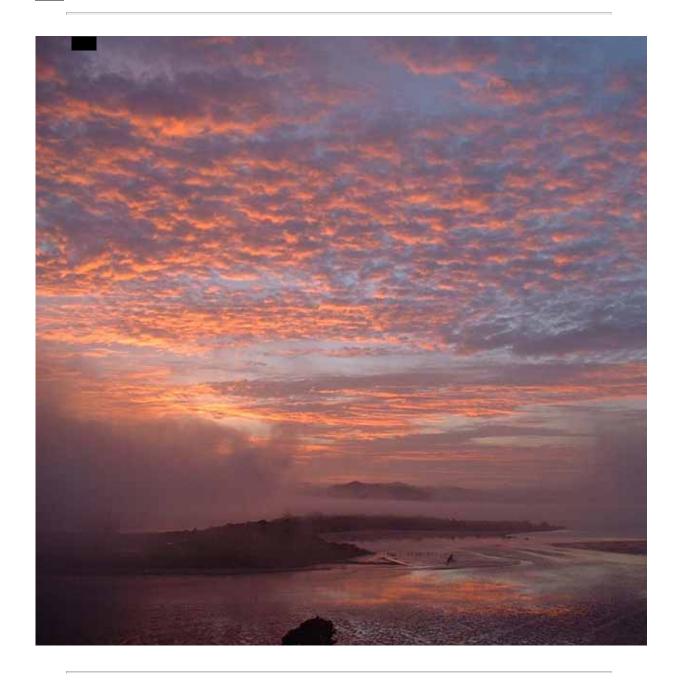
1 of 1 3/26/2010 2:57 PM

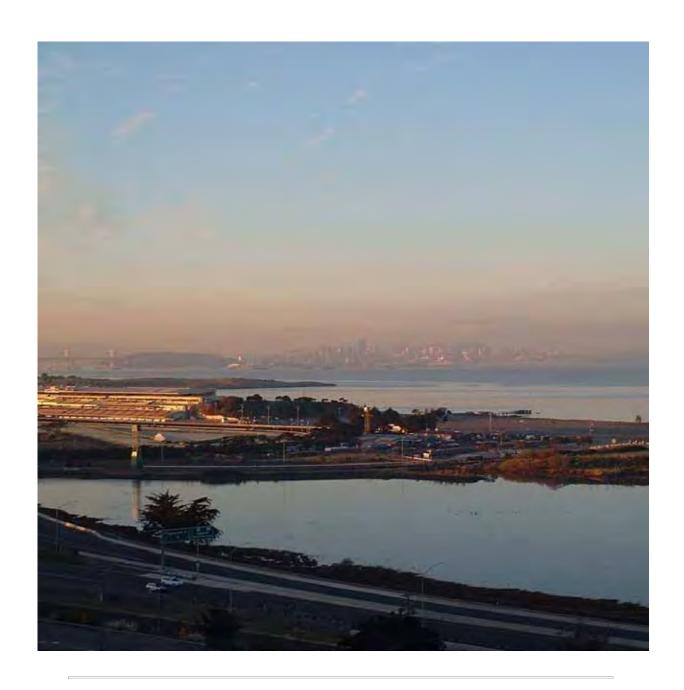
Subject: As seen from in Albany
From:
Date: Wed, 1 Jul 2009 06:32:51 +0000
To: fern@ferntiger.com, info@voicestovision.com

Hello again . . .

Thought you might enjoy a few photos taken by my husband, from our condo at We're on the

All best







Subject: Voices to Vision follow-up

From:

Date: Wed, 1 Jul 2009 06:15:55 +0000

To: fern@ferntiger.com, info@voicestovision.com

Hello Fern & the Tiger Team . . .

I've been thinking back on the splendid efforts you and your team have made in working with the various community groups. My group, supporting a "regional" theme, was among those at the 555 Pierce Street meeting on Tuesday May 26. I hope that the results from all of the meetings you've conducted were as interesting and productive as those generated by the Pierce Street groups. I was not the only one surprised that night to learn that our neighborhood contributes 13% of Albany's general fund revenues (although it makes sense that vertical homes would generate more property tax per acre of land than single family dwellings).

As I recall, the most satisfying highlight was seeing the feasibility of combining the scenarios of environmental and eco-friendly bike-riding and park eager interests with business interests that would generate tax revenues — a boutique hotel (with a limit of three stories to protect the views) and a restaurant on top, expanded venues for the race track (rallies, concerts, bike and foot races, etc.), among other ideas.

It was fun to think like a planner and work with "building blocks" to achieve maximum use of precious space. It is interesting to note that the Pierce Street groups — the Albany residents who would be most intimately impacted by shoreline development — agreed on ideas that supported regional as well as local community goals. It will be interesting to hear the ideas of the attendees of the Thursday June 11 meeting (group 5 at the Village Community Center), as this is the other neighborhood most immediately affected by shoreline development, as well as the ideas from all of Albany's neighborhoods.

All best . . .

Subject: Re: Follow up tre Saturday's session **From:** Liz Newman < liz@ferntiger.com> **Date:** Mon, 25 May 2009 11:43:27 -0700

To:

CC: Fern Tiger < fern@ferntiger.com>, info@voicestovision.com

Hi

Thanks very much for your thoughtful and articulate comments about last Saturday's Voices to Vision session.

You make very good points and suggestions, many of which we had already begun to incorporate into the sessions, based in large part on your experiences (and your comments to us immediately after the session) and one other participant's (in another group).

Fortunately, for the most part, the groups have worked well together, much like your wife's experience, and the results have been productive and collaborative. That said, it is very helpful to have received your immediate thoughts regarding your group (so we were quickly able to make some adjustments) as well as your written comments that we received yesterday. Please be assured that we will continue to consider additional ways that we might "tweak" the session to ensure the most meaningful results.

Again, thanks for your participation in the Voices to Vision process and for your thoughts and ideas.

Sincerely,

wrote:

Hello Liz,

I'm writing to follow up our discussion after the Saturday, May 23 afternoon session at Marin School. The general approach and your presentation were very good. But my wife and I had very different experiences in our working groups. found that her group (Table 3, Open Space) worked very well together and reached conclusions that might be useful for the future of the waterfront. Another member of her group, a woman on the Albany Sustainability Committee, felt the same. group discussed issues politely, were creative and imaginative, and deliberately tried to find ways to ensure that their proposals would provide a good revenue base.

My group (Table 2, Family Friendly) was pretty much the opposite, as I explained after the session. From the beginning of our session, two members of the group were keen to push their own "new ideas." A third member, an older man, said very little. A younger woman with good ideas seemed frustrated by the experience. I deliberately chose not to try to lead the group because I wanted to see where it would go. But I did intervene to point out that there were different points of view, and I wrote some of the group's conclusions to indicate these differences. In retrospect it may have been useful (as you suggested at one point when you visited our group and saw we were having difficulties) to have divided into separate groups, in which case the younger woman and I could have come up with better results.

I'm writing now because the visioning process is still in an early stage, and it may be helpful for FTA to find ways to overcome similar problems in the future. A related point is the likelihood that people with very strong opinions about the future direction of the waterfront, and considerable experience with the issues, will be members of future working groups and try to dominate their group. Some suggestions:

(1) Find some way to ensure that, during the first 5 minutes or so of the session, each group goes over what it is expected to accomplish and how to play the "Waterfront Game." My group never did either. Instead, one man simply opened the box for our group, took everything out and then immediately launched into his "new idea" that the waterfront needed an assisted living center that must be located just east of Albany beach. Our group never played the "Waterfront Game." We never even seriously

1 of 2 3/26/2010 3:00 PM

considered the game or its various components. There was no reference to Handout 1 and we never, as a group, examined the different game pieces.

(2) Find some way to ensure that each working group deliberately examines the revenue issues. While group did a good job on this point, my group did not - except in very general terms. Even when you came by with the "News Flash" it had no effect. It might be useful to ask each group to react in writing to the "News Flash," for example by recording how this (a) did or (b) did not change their decisions about what they proposed.

Last Saturday morning I carefully read FTA's "Voices to Vision" publication and thought it provided very useful information for this stage of the process. It is well written and, of particular importance, it is objective. The photos and maps are great.

Good luck with your future sessions.

Subject: Form Submission - Contact

From: Squarespace Services <services@squarespace.com>
Date: Mon, 25 May 2009 17:27:24 +0000 (GMT+00:00)

To: info@voicestovision.com

This email was transmitted via voicestovision.squarespace.com.

Submitted from address adsl-76-202-63-131.dsl.pltn13.sbcglobal.net/76.202.63.131.

Name: Email Address:

Subject: Question

Write your note below: Thank you for putting together such a comprehensive document that provides the background for these discussions.

I was a bit surprised that there wasn't at least a brief discussion about the earthquake risk/stability of the area for development. While building codes have gotten better, the "big one" is imminent and even with the most advanced technology, structures on landfill are a concern - especially if the community decides that residential occupancy will be a part of the mix.

Did I miss it in your document? I would have expected it on the Geological Characteristics map - you mention the FEMA flood zone but no the EQ zone info.

Thanks,

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PHASE 1

- excellent workshop fun generated much creativity.
- Thanks!
- very fun + instructional. Hearing all the ideas great + mind expanding. Great visions!
- Thanks! Nice work!
- I thought the session went really well.
- This was excellent. I loathe meetings and brainstorming sessions but I loved this. Genius.
- Next time I would suggest a water cooler with paper cups & a compost bin. It would be great to have a poster of the workshop dates/times/locations at the community center, city hall, senior center, post office, schools.
- Please relay the info from the "in the box" list! Thanks
- I appreciate this thorough, detailed, thoughtful, inclusive process. well run!!
- wrote this on my pink card I think being in such a large group lead to individual voices not being heard. a "wash out" effect.
- good work! Felt good to do this! I'm optimistic....:)
- I want to go to another session to present my "Venice by the bay plan."
- Wind Power!
- I appreciate the excellent presentation, publications, planning. Great job you have put together a lot of info and organized in a very digestible form. Thank you so much.
- Lack of economic information was a problem; too much emphasis on consensus instead of recognizing philosophical differences.
- very good session
- If possible I would have preferred to advocate fro the least development options of "near

total preservation" as wild space -- rather than be forced to accept "development"

- When we viewed the waterfront game results, facilitator gave more positive responses to plans that generated higher revenue I wish I hadn't observed this, but it was unmistakable I felt that session was valuable but now have misgivings about objectivity of the program please respond. Game tiles are so detailed that they are restrictive for instance, I would have separated "retail" from restaurant. We ended up spending a lot of time parsing the meaning and implication of the details on the tiles.
- I still do not have a good sense from a potential racetrack-buyer/developer perspective, what revenue they want to earn regardless of Albany's vision and desires for revenue. Who will estimate the cost of defending our vision versus a possible lawsuit from a new owner who wants to force us to play by our current regulations for the current zoning?
- maximize open space, but maintain GGF (illegible) revenue.
- I was pleasantly surprised at how much I enjoyed the session and it helped me focus on what the possibilities are for our waterfront.
- need at least 3 in a group someone with Albany history and perspective
- We have to figure out what to do with the dogs
- The last group presented a plan which would cause a \$1 million loss of revenue. this was not highlighted, but should have been.
- The city should make sure that the waterfront must generate revenue that replaces and goes above what the GGate Fields brought in revenue the city of Albany in 2007.
- I am concerned that the current Albany elected officials will not objectively consider suggestions outside of their comfort zone, no matter how open the process.
- It would help to review options re magna ownership and sale of land
- More people need to go out to Albany bulb to take a look around.
- As I noted in my phone call to Steve, the map in the brochure (which I understand reflects the city's current data) is out of date back to at least 1993. Overstates residential and commercial + understates public %
- the "what do you like best about Albany" was a bit arbitrary and could be done away with.
- Fern Tiger and Associates did a great job. Impressed by my fellow Albanians.

- I was impressed with how the exercises really became concrete. It was great to work with others with different points of view.
- Great session looking forward to seeing how these meetings are used in the end.
- A bit more explanation re: the flexibility of the tiles. do you address issues of liquefaction, marshes, et al. save a "stash" for the Historical Society Archives!
- facts at beginning were helpful
- the big unknown is what will happen with the racetrack.
- I would like to see more factual information provided to participants
- Phases not explained clearly would have liked to see the process explained better.
- I would really like to read/see a report re: what these groups wanted. Revenue estimates for open space (even if guesstimates) would help (esp recreational open space).
- I enjoyed being w/ the ladies from the village.
- Great session.
- It was a fun and interesting session.
- The paper you sent was excellent.
- Feel too much time spent on vision first 45 minutes.
- Very good. Gave me second thoughts about housing.
- more time with the tiles.
- Very nicely done, educational & enjoyable. Nice to deal with a complex & contentious
 issue with my neighbors, and pleased it went so well & easily. Great experience a shame
 that some won't attend.
- Thank you!
- Great job!

- Let's not forget/ignore that the racetrack is there.
- It was fun.
- Excellent work ladies. thanks for a wonderful process.
- This was all very positive. Well done!
- well thought out
- The water portions of Albany already are in the Eastshore Park.
- I guess I would have liked to review some of the proposals (restaurant, aquarium, and revenue projections) prior.
- I'm delighted to be part of this wonderful process.
- sightlines re: obstruction by buildings from 1. freeway 2. Albany, other locals purpose to illustrate visual impact of various heights and placement re: base elevations.
- I feel there was an underlying tilt toward open space uses and that revenue (illegible) was viewed as a necessary evil. It was subtle, but recognizable in the caveats to the planning activity.
- the city of Albany did not choose on its own to get public opinion it was forced to by the shoreline people just to be accurate
- I was struck by how everyone seemed to want similar things despite/in contrast to the vitriol that seemed to be expressed during the Caruso plan/initiative period.
- Lets make GGF viable for families. A destination among many for all to enjoy.
- very well done session. thank you.
- I would love to have more open discussions about keeping the racetrack + making it into a wonderful racetrack. This would mean having a better relationship with the people there. Its important to remember the large number of people employed there.
- very well done!
- buildings in Emeryville create wind tunnel effect try to avoid with Albany plan.

- consider shuttle/trails to encourage need for less parking at waterfront.
- It would be good to invite notes at the end about what inspired you about other groups' waterfront plans. I heard several ideas I really liked, like changing image of racetrack. It would have been even better to have it clearer in the tabloid that this was sponsored by the city + not a developer. I wasn't clear when I arrived.
- I'm a little worried that we're ignoring questions of practicality who is going to buy the land and spend the money to build this stuff, and how will Albany remain solvent during the transition.
- good that each person participates once. Would be good to have several summaries of different plans public can vote on at the end.
- My son died in January. I have walked down at the bulb practically every morning since then the views of the sea, the plants, and the birds, and the wind have been a great solace to me I would be so sorry to lose the wildness of it all.
- Good job! Enjoyed evening.
- good informative session, use of maps was effective.
- Fern Tiger is a very skilled facilitator. One of the best I've experienced. Nice balance of info & getting input from participants. nice job of keeping people moving with some but not excessive side tracks.
- This was an awesome workshop!
- Financial & physical realities need to be clarified.
- Would have liked a criteria/parameter of GHG emissions (vis a vis climate action plan goals for GHG reduction) that is similar to/parallels revenue parameters/metric
- I appreciated the monetary references I don't think many of the plans are economically viable w/o large grants from State & feds.
- I participated in a natl. organization's mtg last weekend that was facilitated after lots of work by a group. My point is that I really appreciate your hard work in preparation both in study and how to involve the community in these sessions and in the actual session. BRAVO!!! and thank you so much
- great amazing facilitation Fern and Liz. great community building. Excellent facilitation; good pace; non-threatening.

- Fern Tiger is extremely organized and bright, properly prepped us for all activities.
- I didn't have time to mention that I would love Albany to have less traffic in general (pedestrian zones).
- love to see kids do this! 3rd graders in Pete Smith's class (illegible) at Cornell make parks every spring as individual projects.
- well done Fern.
- I'm impressed with your company's work so far. I hope the city will listen to our desire for lots of green and SOME revenue with room for community uses, rather than just money, money, money, only.
- I thought this large groups of people was well-engineered for both spontaneity and serious, deep-seated convictions. I felt a little at a loss for ideas.
- More time please. It was rather simplistic + took no account of likely lifestyle changes required by Peak oil/Climate change/economic instability. The term 'green' in inverted commas means WHAT exactly? How about local food production resilience built into local community?
- Great session
- It is hard to imagine that the vision/s will necessary ever be grounded in reality/financial reality. Hard to imagine how irreconcilable views with ever be reconciled; land ownership + control is a big potential stumbling block + the future of GGF
- I wish I had been invited to the initial interviews I have much historic perspective.
- Great Job! Struck by power of language vs. concepts/principles.
- how to merge very disparate future visions for the waterfront.
- Well presented and thought-out
- re: preparation "It didn't matter because presentation was so good."
- more time for the "game"
- Session time is too short; lots of activities and discussions needed should provide the youth session involving AHS students. We have controversy regarding housing

development which I believe the participants need to be informed of the traffic impacts on any type of development.

- It would be helpful to see the property tax revenue, specifically how much it has grown over the past 10 years. If that chart could also plot the actual revenue from the racetrack over the same period of time, I think would really tell an interesting story. My prediction is that it would look like this based on how high my property taxes are! (drew a graph with property taxes going up over time and GGF revenues going down).
- Enjoyed seeing the waterfront ideas of others.
- Very well run + organized. Great hands on exercises. was a good experience to work together. this can turn into a contentious issue, but this felt really cooperative. Excellent!
- Very useful to talk with neighbors/community members about Albany Shoreline + Vision for Albany's future.
- This was great! I feel it will lead to a good plan.
- I am very impressed with your presentation + organization + I love the Voices to Vision magazine. Thanks
- Would have like more time for commenting on general plan goals + desires for all of Albany.
- Need more econometric modeling for net costs to be reflected in waterfront game.
- Thanks for doing this!! Wonderful!
- I thought it was great
- A lot of good ideas but I think some people thought they were being "realistic" (which limited their creativity) while others were dreaming. seems at this level all is on the table.
- it was interesting to hear the variety of ideas + insights, and actually trying to put it on paper. It was great looking at the possibilities, hopes and dreams but now.... how do we actualize these ideas.
- materials looked like good laser-printing + t-shirt designs, not sure what else you mean here. Expected to hear already developed proposals + then critique them, given the limited time available. Not sure the first part with the cards needed to take so long. Better to see all the cards = have each person take 30 min. to think about their own vision given the game rules (i.e. introduce game 1st, then the ideas/concepts, then personal thought

time, then group time)

- I was so pleased not to have a confrontational event. I'm sick of it on the city council level. I feel that there is such a one-sided opinion now on the council. It's great to be able to discuss! I hope all voices are heard.
- Interesting but need to stick to schedule please
- Include more regional issues + other parts of Albany for evaluation. Much depends on interconnectedness: transportation hubs and energy.
- I have doubts that this will have any impact based on similar experiences at work. Best is meeting more members of the community with the session.
- I think this was an excellent process.
- Planning land owned by others doesn't feel right. I wouldn't want others to plan my land.
- Have refreshments (cookies?)
- in addition to cost should have made teams account for greenhouse gas emissions of any development.
- This was an amazing process! A really creative take on the town meeting. I think all ideas were expressed + considered, it was fun, + no one dominated or zoned out. also, great facilitator. I have spent a lot of time in meetings + this was a new + wonderful approach. wow!
- Great Process
- WF game a bit too rushed
- Wetlands! I filled out a pink card about it.
- I don't recall it being made clear that giving the bulb to the state = no art, no off-leash dogs. If I'd heard that, I would've addressed it I absolutely do not support that I love the bulb how it is.
- It confused me to plan for development on privately owned land.
- I liked it all; I thought this would be boring + it wasn't at all!
- Excellent presentation

- I suggest the workshop leader re-emphasize the "rules of engagement" before the "creating a vision" group exercise to ensure cooperation.
- I think the process is helpful, but he cost is excessive during these rough economic times. The whole process will have to be repeated if, and when, something is proposed by the racetrack owner.
- I have participated in other development discussions in other locales where I have lived and this is the best by far.
- We're getting there this was a great way to get feedback I couldn't imagine how the city would do it.
- Great
- The session was well done including the review of the info in the tabloid, so no additional prep was needed. Very well done + fun.
- I missed input from FT, more fact. Bay Trail missing on map. Expense of building sites explained.
- I worry about attendee's being more "only open space who cares about revenue" types. More pragmatic Albanians seem to stay to themselves.
- time needed to be better planned maybe more time for sharing maps. Process was well designed, concrete, thought prioritize.
- Keep up the forward thinking!
- I'm actually impressed with the effort to make people fully aware of the range of concerns. Voices to vision was an impressive document.
- My son (age 19) came with me & intended to leave after an hour. He stayed the entire time.
- the assumption was that all the \$ has to come from the WF + I think it's a false assumption. Albany has to think creatively about generating (illegible) for business like the Target project (illegible) I don't want to see more big boxes in Albany. I hope the city thinks with the future in mind I hope that the police station, city hall, etc. That are being re-built will have solar roofs, etc so that expenses can be cut. A lot of the choices (10 story hotel, boutique hotel.....) don't sound affordable to me. I hope the WF can be a community-used affordable + fun place for the people of Albany.

- Well done!
- thought the first 20 minutes would be more productive if instead the 20 minutes had been used at the end for more discussion.
- Great session. I have lived in Albany for 74 years.
- I liked the way the activities built on each other. Too bad I couldn't see everyone's plan, instead of just half.
- I wish there's more focus on the plans.
- Have groups agree on meaning of terms (e.g. pristine open space) before they start the board game.
- Well done a good start for Albany.
- very well organized.
- The game was good in bringing in the fiscal dimensions + tradeoffs related to the waterfront. too many conversations about the waterfront in the past have not been grounded in practical financial realities.
- It was a fairly good process, but I felt a little stifled at having pre-determined words, concepts, and development ideas. It also seemed like none of us took the potential sea level rise very seriously.
- Update economic projections in light of recession more flexibility on "blocks" for waterfront
- Excellent really got us thinking about all the issues. So much better than a lecture.
- I was glad to voice my opinion that the waterfront can be both a revenue-generating and recreational/open space.
- Great job. Ensure we have good access vision to site
- Excellent.
- Will Albany coordinate w/ Berkeley to revamp the stables are to match/compliment what Albany does?

- well run well facilitated good community activities consensus building was pleasant not confrontational.
- We don't own the RACETRACK
- I was interested in the other visions. They varied a great deal. I can see some of their ideas being used. I liked the moderate commination of revenue & beauty not either extreme
- I had no expectations! They did a great job
- Session was a little too ambitious for the time allotted, but that's probably good!
- I think that the format of having groups develop a plan, and emphasis on revenue loss did not recognize those who feel you can put a price on pristine land. The pressure became how to save the revenue without a voice for nature/environment. Anyone who did raise this viewpoint was ridiculed. This happen is small group and in large group (full room) review. When idea of no revenue development there was raised people scoffed and chuckled an put anyone speaking for nature in the position of sounding absurd.
- split tax rolls will cover some of the shortfall should GGF leave. and my become a reality in this economy. I remain adamantly against any high-rise buildings. I live on Albany Hill + enjoy the view + my property would be de-valued by high buildings.
- I applaud your efforts. Wish list: I would like GG Fields taken by eminent domain and any thing developed there be municipally owned, an deserve our community. NOT private developers profiting from spoiling a community resource.
- Great job with Tabloid. Great resource to put all the information.
- about tabloid "excellent!" Very positive and well run!
- Group discussion and planning can be a great process.
- we were way too rushed. Needed an extra 30 minutes.
- Publicity should highlight the words "Albany Waterfront" The fliers had it in fine print. session very well facilitated. Offer child-care.
- Very respectful environment to express diverge view points.
- wonderful, inspiring, thoughtful, professional, informative, very community engaging.

- Thanks interesting & helpful
- Excellent educational and background factual materials. Lacked a larger fiscal and revenue context for city, such as other development offsets (e.g. Whole Foods)
- There were a couple of extra points that might have been included but overall very well done.
- My children are often harassed by dogs @ the beach. The beach and dunes are gems.
- Thank you. The facilitation was great!
- Thanks!
- Well Managed
- The cost seems excessive for a town our size which bothers me
- I enjoyed the session and found it to be a valuable exercise. I've long thought that city plans for the WF must be a decision of the whole community and I'm pleased to see this process.
- We were (are) a part of an engaged community however it would have been nice to have all the \$ put into this go into an actual
- would have liked to hear from people + not be divided into groups all the time. too controlled. would like to have more discussion. Revenue is extremely important. We cannot sustain this level of property tax. Education Center and Native people (Ohlone) + habitat urgently needed.
- More info on what the specific needs and costs of turning the Bulb into usable, safe parkland.
- The energy in the room amazed me.
- I did not like the card game I think it was arbitrary and forced me to eliminate things I felt were important. I also think by grouping people by "preference" you got polarized views of the waterfront a fair game would have required some revenue, some open space.
- Much appreciated the additional background info particularly regarding revenue.

PHASE 2

- Great to be in a community that believes in this sort of exercise.
- You have done a beautiful presentation! Very fair and helpful and you have given Albany a gift! Thank you so much!
- Be sure there is a café for coffee, lemonade, and sandwiches for hikers and beach-goers.
- We did have a group dominator, but at al tolerable level.
- Doesn't seem like many minorities and younger people even under 50! are represented!
- Good process. I have participated in other types of "visioning sessions", team-building, goal setting, and long-term planning, etc. and Fern Tiger was by far the most stimulating, well-facilitated, creative and participatory in a comfortable and engaging way.
- Fern Tiger Associates did a fantastic job of presenting the materials both graphically and presentation-wise. Very impressive.
- I am very happy that the city is working to develop a vision rather than waiting for another developer.
- I am surprised that the younger people want more development. I wonder if the perspective was well thought out.
- Ultimately some hybrid scenario of the six seems preferable. Even the least preferable options have some small ideas that are useful.
- Would be good to see all features of the six scenarios in a list rather than in separate maps.
- The summary chart of the six scenarios should have been given to each participant to facilitate the process.
- Local development issues for tax generation needs to be pursued. Also allocation of our federal tax dollars needs scrutiny. Less allocation for military budget.
- I didn't feel that I was being manipulated by any of the scenarios- no worries about hidden agendas. Great trust in your process.
- We need to engage foundations/other financial supporters to purchase the rest of the Magna property.

- A chance to offer revisions to specific scenarios would be welcome.
- A hybrid of the leading scenarios is likely to generate more support than any of the six scenarios.
- Excellent hands-on experience; two-hour sessions perfect; info easily understandable; graphics easy to understand. Great technical info applied to process w/o attendees having to wade through it.
- Scenarios were hard to process and envision. Too much to do with cards in the cups plus the rating sheets. Interesting ideas, interesting to see our visions from the summer interpreted into plans.
- Today's session was much too fast. We did not have time to discuss any of the plans. I felt I contradicted myself continuously because the questions did not seem clear to me.
- Fabulous process...thank you
- We've lived in Albany 35+ years. We want to see the waterfront primarily as open space, no development, for all to enjoy.
- There continues to be a lack of commitment to financial viability of proposals and impact to AUSD funding. Also, scale of development is misleading for the lay person; development can be "frightening" to the lay person.
- Even though this group was supposed to be the "experienced" one, one woman had no idea that the Bulb was fill.
- Take your time. Public land is important.
- All scenarios were framed within an assumption of need to generate revenue from the waterfront that this was never challenged skews the study.
- Think long term and what will be left for our children. I would like to think they would be proud of the decisions we made.
- I felt that my "alternative view" might fall through the cracks. I think ferry service would be a win-win situation. People could come ecologically (and economically) from San Francisco for racing, shopping, and eating. Also don't forget commuters. This could potentially be a huge service to the traffic of the bridges.
- The statements to choose from often appeared random and often not neutral, i.e., they were "leading". And there wasn't enough time to talk. You missed the effect of synergy

by concentrating on individual view points.

- I hope to see expanded and restored open space/wetlands. I hope to see greatly reduced concrete/building footprint. I hope small development is low 1 or 2 stories, minimal or underground parking. This shoreline is our most valuable asset (not economic asset).
- Public transit options not included??
- I would have liked to have some way of expressing more nuanced opinions about each scenario than either the cards or the checklist allowed. Those were pre-selected considerations on which one was limited to Yay or Nay. I felt manipulated.
- Fern Tiger did a great job.
- Nicely done, well organized, great incorporating of local views and sharing.
- Keep developments unique, don't compete with Emeryville. Landscape any developed areas to keep/make them park-like. Keep appeal to residents love the amphitheater idea. High end retail is not well-represented in our area and would not compete with local Solano Avenue merchants.
- Every time the economy gets worse (as 1 of the scenarios suggested in our planning) more buildings and development and TAX money were the only answers. How unimaginative!
- This was very informative and well organized. I would like to see a modular game where we could insert and move around various uses.
- I hope the results are shared with the firms participating in the auction.
- Amazing! Inspiring! Great job!
- Transportation and access to this area are important; please consider the Buchanan and Pierce Street rebuilds in the vision. The organizers were helpful and prepared good job!
- We will be ready to present our vision of community needs to track owners. Use alternative transportation shuttle and bike route. Put in an amphitheater and music venues, like places where kids can play music.
- I am so impressed! It was great!
- It's confusing whether or not we have the actual final say in all of this or is this for just in case we (Albany) gets ownership or the say in what happens for this space.

- Revenue and costs are important. I want people to go there at night.
- Really like the scenario that includes water sport access to the waterfront. I'm particularly interested in small craft water sports like kayaking, canoeing, and small boat sailing.
- This was a wonderful session to attend and I will stay involved.
- This is the jewel of the bay and should be treated as the most valuable resource of the city and kept as natural as possible with regard to all future generations.
- Interesting to work with other citizens of Albany.
- What "experts" said would be helpful to know.
- I hope the will of the community is considered.
- Some issues are not shown in the cards. Esp the demolishment cost is not shown in some scenario even though it is required for every scenario except scenario 6.
- Well done presentation. Opportunities for individual perceptions. Shocking to see how dense #5 & 6 appeared in the sequence.
- I was really impressed with the professionalism of the session.
- The session should be 3-hours, providing more time for participants to talk, share and think more carefully and deeply make the decisions. There were not enough times for asking and getting clarification for the questions.
- A good education for me to learn about how my views converge with and diverge from those of other Albany community members.
- I am impressed with your techniques and processes. I don't trust the majority of the City Council, so I was skeptical that this process could be unbiased. Congratulations on threading your way through a vitriolic debate. Well done...so far.
- This has been excellently carried out. Everyone really had a chance to be heard.
- I liked some aspects of the plans 1-3. I would like to have some way to combine them.
- I think the six scenarios on the wall should have been open for viewing throughout the entire sessions. When I "opened" the scenario maps 4-6, to compare them, I was told that this was against the rules of the process. When I was asked for a reason for the rule, I was told that it wouldn't be fair as the table scenarios were being distributed in sequence.

This is a fact, but not a "reason" that makes sense to me. The six scenarios shown to the room were not a secret and were not competing. So why with rule within holding information to the wall?

- Would like to have a forum with the developers to discuss more. Would like more alternative plans or ability to change plans on the scenarios.
- I felt less intimidated in this session that I did in the earlier ones for holding a minority view. I was able to get my point of view states (zero development) without other bullying me into a group decision (as I was in the first session).
- Very well run, a good planning process.
- Will results of this project be communicated to prospective buyers of GGF despite fact Voices to Vision won't be complete at time GGF auctioned? I am concerned about buyers suing city later over restriction to land use. They need to know in advance the sort of uses that are likely to be acceptable.
- True democracy in action, even if no decisions are made. I enjoyed it.
- I don't think that there will ever be a plan that satisfies everyone as the visions of the citizens are too different. However, I feel that a good compromise is possible. This process has helped reflect how many of the citizens feel.
- Visuals should be a bit larger (i.e. projection info on screen) and higher so our view isn't blocked by people in front.
- Good to know parcel tax needed to make up \$X of revenue.
- I feel we need to relocated the YMCA. Having so many people use the YMCA, we need a large facility for our community. Would like to include a sport facility to generate \$ to Albany and bring other families here.
- Educate Albany residents that hotel provides more tax revenue than offices or condos for development.
- My observation of th site says that the north side of the property is too low so development has to be filled. The east side wetlands as is, is too fragile for development, Fleming Point is the safest part for long term (>100 years) building hotel + info center. The south side is farther away from shoreline and could be developed more easily and would be easily accessible for developing.
- I hope to see Albany take into account these opinions rather than just take them and do

what they want.

- I'd like grandstand kept, otherwise scaled down version of 4. Provides destination and development mainly on south end.
- Even if we miraculously achieve consensus, will somebody come and build it?
- Show mock up slides concurrently with matching scenarios during the game. Overall we have spent a lot of time and money planning for something we don't own or have control over. I enjoyed participating in the process, but not sure if was worth the expense.
- Very professional process.
- The presentation was excellent but not sure how useful to the creation of development.
- Everyone is stuck on tax revenue generation—what's wrong with Nature Conservancy as new owner?!
- Cost was excessive for what is essentially a survey with about 10% of Albany residents responding. Guidelines to potential developer will be at best- very general in nature. Developer will still put forth what is considered to be a financially viable plan and voters will decide.
- Voices to Vision was informative and fun to participate in. Very professional.
- Needed at least one other option for continuing racetrack business.
- Disagree that youth's vision discounted; they are the future. I think that V to V process is flawed and skewed to anti-development, pro-park political faction. The kids got it right Albany needs tax revenue to be sustainable.
- Needed at least one other option for continuing race track business.
- Maps should have scale (i.e. not just in feet, but footprint of a well-known bldg like the community center or Cornell School)
- I expect to see a balanced outcome. There should be less bickering as a result of this process. Great job! Thanks!
- It was a bit rushed between the cards and the matrix and it wasn't clear until the end if we were judging each scenario on its merits or if we were to compare/critique against other choices.

•	I am concerned with the impact of development on local traffic. I would like some
	development to raise at least as much revenue as the city currently obtains from the
	racetrack.

• Racetrack will probably stay so allow some reasonable development in parking lot.

Waterfront Visioning RFQ/ FTA Proposal

- Original Request for Qualifications released by the city of Albany, January 2008
- FTA Statement of Qualifications

City of Albany Request for Qualifications (RFQ) Albany Waterfront Visioning Project

Summary of Requested Services

The City of Albany is requesting statements of qualifications from firms with the appropriate expertise to carry out a community visioning program for the Albany waterfront. The City has decided that a proactive, community-driven planning process is necessary to develop a common vision for the future of the waterfront, when and if the racetrack is closed. Qualified firms should have relevant experience in strategic planning, community outreach, public policy research, communications and civic engagement.

Notice to Consultants

The City of Albany intends to undertake a competitive selection process for a consultant to assist the community in creating a vision for the future of the Albany waterfront. The City invites Statements of Qualifications from consultants, either in an individual capacity or in teams. The submittals should not include a scope of services or cost estimate. The City's objective is to select a consultant with demonstrated capability to synthesize a range of divergent views, guide a community in developing a course of action, and promote understanding and commitment to a chosen course of action, using non-traditional and innovative techniques, as appropriate. The City is looking for a consultant to help define a course of action that will draw support from a broad spectrum of the community.

The selection process will involve a review of the Statements of Qualifications, followed by interviews of the most qualified firms (to discuss how they would approach this project and how their experience and qualifications best qualify them for this work). Based on the interview results and the review of qualifications, the top-rated firm will be invited to prepare a Scope of Services in consultation with the City and then to negotiate a budget for the project.

Submittal Deadline

Statements of Qualification will be received only at the City of Albany offices **no later than 12:00 p.m. (noon), January 25, 2008.** All applications received thereafter, whether by mail or otherwise, shall be returned unopened. Statements of Qualifications may not be submitted via FAX or email.

Submit Statements of Qualifications to:

City of Albany Attention: Ann Chaney Community Development Department 1000 San Pablo Avenue Albany, CA 94706

I. History and Background

Over the past 30+ years the issue of new development on the Albany waterfront including the site of the Golden Gate Fields racetrack (see Map #1 attached) has been a continuing divisive and controversial topic on the civic stage in the City of Albany. A succession of landowners has proposed a long string of development plans which have all been found lacking by the community. Development proposals have ranged from large office complexes to shopping malls to casino gambling. Meanwhile the horse racing industry has continued its long decline. Most recently the news that the racetrack owners, Magna Entertainment Corporation, have decided to sell off half of their chain of racetracks has once again highlighted the importance of the City developing a long term plan for the future of the racetrack property. Against this setting the City has decided that a proactive community driven planning process is necessary to develop a common vision for the future of the waterfront.

Public opinion in Albany shows strong support for land use options that include a substantial amount of open space at the Albany waterfront. This open space might at some point be added to the adjacent Eastshore State Park. Meanwhile another significant faction of the community supports substantial development at the waterfront. Distrust between these factions intrudes into many other aspects of community affairs and the City hopes the planning process will aid in reconciling the different sides. Even on the different sides of the issue there are no readily apparent consensus positions as to the acceptable type, intensity or specific locations for future land uses on the racetrack property.

Given the amount of property taxes, bond assessments and parcel taxes paid by the racetrack it is important to the community that future waterfront development continue to generate an equivalent amount of revenues for the city, schools and city library. This position is widely held.

Beyond the public sector fiscal issues are the real estate economics of the Golden Gate Fields property. One issue that needs to be considered is what amount of development might be necessary to provide the property owner a sufficient incentive to enter into a development agreement providing for the dedication of a significant portion of the property for open space uses.

II. Program Planning

The City recently engaged Don Neuwirth & Associates to assist in defining the scope of the City's waterfront planning process. From that body of work the City Council has chosen to use Planning Scenario #3 from the Don Neuwirth & Associates Preliminary Report (referred herein as Planning Scenario #3) as a high level conceptual guidance for this waterfront planning process (see Section VI below).

The City Council has designated the City Waterfront Committee as the primary body to provide detailed guidance for this planning project. As part of this the Council has delegated to the Committee the development of a more detailed work program to guide the planning process. While Planning Scenario #3 will serve as a general guide, additional elements have been added and other elements will be added based on the final definition of the planning process to be prepared in cooperation with the selected project consultant(s).

Planning Scenario #3 calls for a visioning process that would be grounded in a detailed resource analysis and the administrative realities for the property. The planning process is not intended to immediately develop a traditional planning implementation outcome (general plan amendment, specific plan or rezoning). Instead the City desires a vigorous civic engagement and educational process aimed at developing a shared vision for the future of Albany's waterfront.

The City envisions an intensive public participation process that will engage a broad cross section of the community in examining the future of the waterfront. Education would be the keystone to supporting the creative process. A variety of public involvement techniques would be utilized such as large and small group meetings and public opinion surveys. While traditional large group meetings utilized in many planning efforts might be included as part of the overall process they should only be part of a much broader and more innovative process. The goal is to generate understanding and insights into the tradeoffs between various land use options that the opposing issue groups might desire to be incorporated into a future plan for the waterfront.

The outcome would be a vision of the waterfront with specific goals and objectives for future land use changes. Natural and cultural resources issues as well as public services would be examined in the public process.

The City is open to working with the landowner during the planning process. To date little interest in participating in this process has been expressed.

At the end of the process the City's goal is to have a high level roadmap for the future of the waterfront.

III. Statement of Qualifications

The City welcomes Statements of Qualifications that best expresses the qualifications of the respondent. Statements of Qualifications are restricted to no more than 40 pages in total length and must include the following items:

A. Qualifications

Identify the individuals who would be primarily responsible for directly managing the work, if different from the entity's principals. Describe the background and experience of the individuals who have actually performed the services, with particular emphasis on

projects that most directly illustrate capabilities to be utilized in this project. For each such planning process or project, provide:

- Name, location, description of project
- Detailed description of the services performed, the time period in which they were performed:
- The name and telephone number of at least one reference for each such project that can attest to the quality and effectiveness of the Respondent's work.

B. Methodological Approach for Planning Process

Describe, in <u>no more than two pages</u>, the organizational approach the Respondent would recommend/use to carry out this planning process, including special methodologies that the team uses to ensure a fair and open process while meeting budget and schedule expectations.

C. Compensation Terms

Provide a complete list of current hourly rates for all billable staff positions. Also indicate reimbursement provisions for sub-contractors and reimbursable expenses.

IV. Selection Criteria and Process

The Waterfront Committee has created a Consultant Selection Subcommittee that will review the Statements of Qualification. Consultants considered to be the most qualified for this process, will be invited to an in-person interview by the Waterfront Committee at a date to be determined. Respondents will be asked to make presentations of their qualifications and respond to questions from the Committee. Based on the interview results and review of qualifications the top rated firm will then be invited to prepare a proposal in consultation with the City and develop a budget for the project. The final selection decision will be made by the City Council after receiving a recommendation from the Waterfront Committee.

The Consultant Selection Subcommittee and Waterfront Committee will evaluate qualifications based upon, but not limited to the following criteria:

- Demonstrated capabilities in synthesizing a range of divergent views and guiding communities in developing courses of action.
- Building understanding and commitment to a chosen course of action using non-traditional and innovative techniques.
- Experience and demonstrated success of the Respondent in facilitating complicated governmental or organizational planning process with multiple issues and stakeholders.
- Evidence that the Respondent is familiar with land use entitlement processes.
- The respondent's compensation rates.
- Evidence of the Respondent's ability to prepare well-written documents with well drafted graphics.

- Evidence of the Respondent's ability to facilitate an open and productive community planning process.
- Other extraordinary elements or creative approaches to assisting the City in
 preparing land use alternatives for the waterfront area. This particular selection
 criterion is intended to allow the City to expressly consider creative aspects of
 statements of qualifications that do not necessarily fall into other selection
 criteria.
- Responsiveness to the RFQ.

As a part of its evaluation, the Committee may request additional information or data from Respondents.

Format and Number of Copies

Respondent teams must submit nine (9) copies of their qualifications printed on both sides submitted on $8\frac{1}{2}$ by 11-inch paper. Submission packages also should include an electronic copy of the Statement of Qualifications in Adobe Acrobat PDF format. The City reserves the right to make all submissions available to the public pursuant to legal requirements.

V. General Conditions

- 1. Any material clarifications or modifications to the RFQ or the selection process will be made in writing and provided to all recipients of the RFQ.
- 2. The City reserves the right to:
 - Waive minor irregularities.
 - Modify or cancel the selection process or schedule at any time.
 - Negotiate with the second choice Respondent if it is unable to negotiate an
 acceptable contract with the first choice Respondent within a reasonable period of
 time.
 - Reject any and all proposals, and to seek new qualifications when it is in the best interest of the City to do so.
 - Seek any clarification or additional information from Respondents as is deemed necessary to the evaluation of a response.
 - Judge the veracity, substance, and relevance of the Respondents' written or oral representations, including seeking and evaluating independent information on any of the Respondents' work cited as relevant experience.
 - Contract with separate entities for various components of the services.
- 3. All expenses related to any Respondent's response to the RFQ, or other expenses incurred during the period of time the selection process is underway, are the sole obligation and responsibility of that Respondent. The City will not, directly or indirectly, assume responsibility for such costs except as otherwise provided by written agreement.

- 4. The City will negotiate a final scope of services and terms of compensation following the consultant's selection. As such, Respondents should expect their statement of qualifications to constitute a point of departure for such negotiations rather than fixed offers to be accepted or rejected.
- 5. The contract for the performance of these services will provide that: (i) the consultant will perform its services at the direction of the City in a manner consistent with State law and City policies; and (ii) the consultant will be subject to the State law and the City's conflict of interest policies, including disclosing any work for the property owner or its affiliates or partners in other communities.
- 6. Questions concerning this RFQ can be addressed to:

Ann Chaney Community Development Director 510-528-5768 achaney@albanyca.org

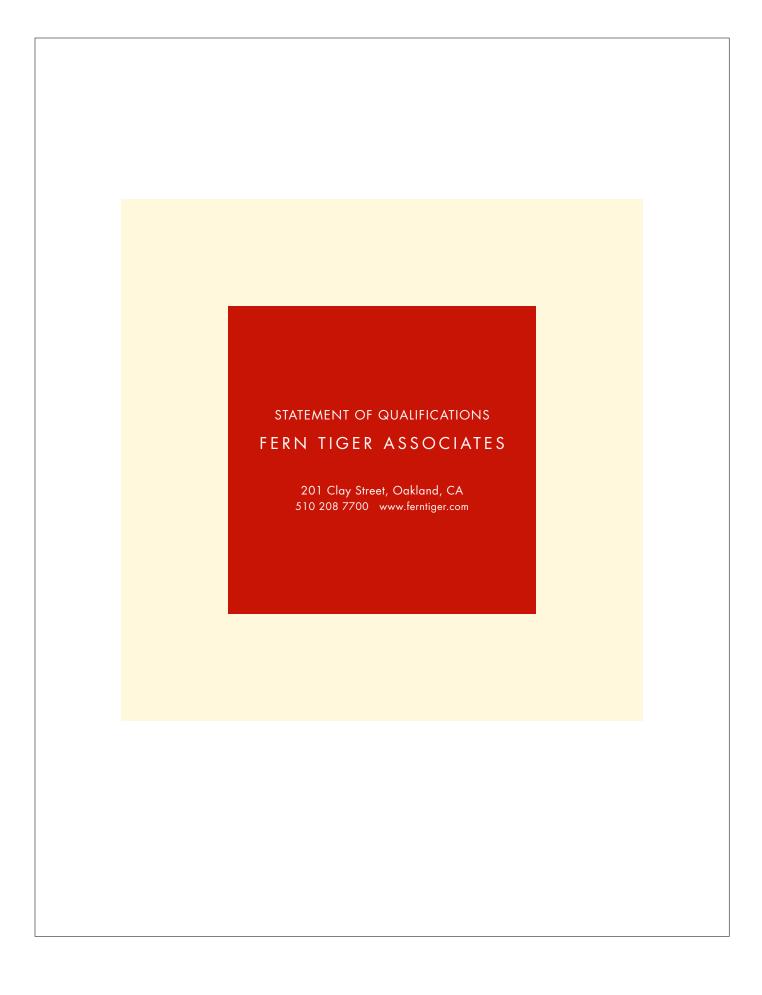
VI. Attachments and References

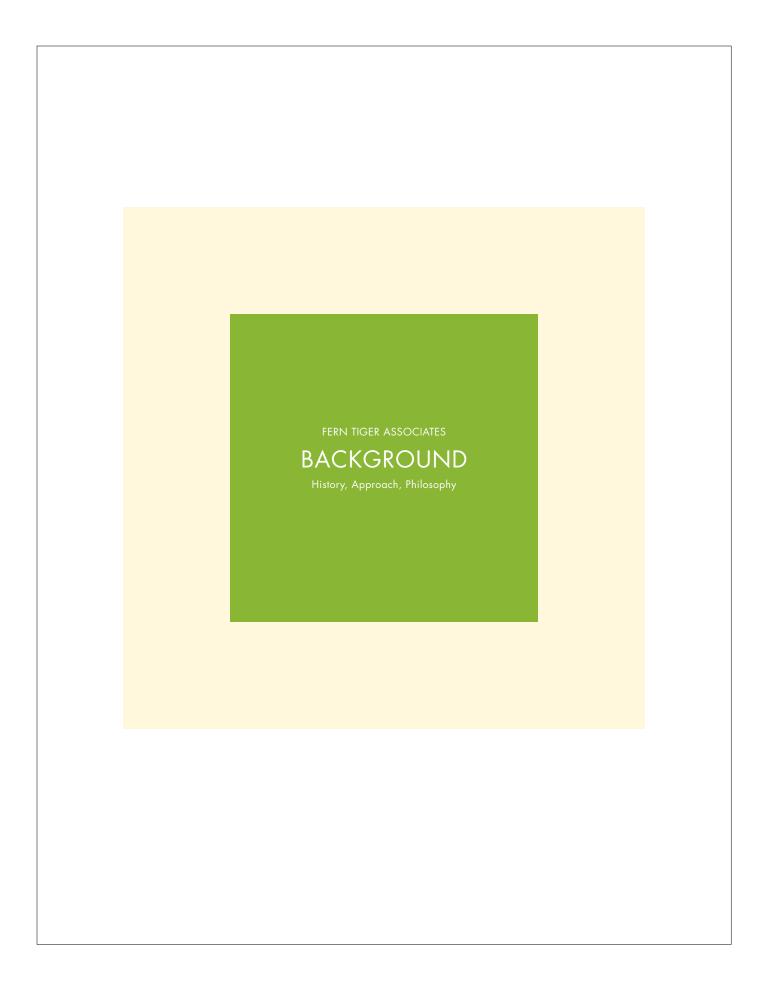
The following attachments provide background summary information on the property and various actions leading up to the present:

- Scenario #3 Albany Waterfront Planning Preliminary Report by Neuwirth & Associates
- Albany Waterfront Planning Preliminary Report and Final Report prepared by Neuwirth & Associates.
- Map #1 depicts the planning area boundaries and acreage (i.e., Albany portion of Golden Gate Fields)
- Map #2 Eastshore State Park plan map depicting surrounding planned land uses
- Summary of General Plan policies and Zoning Ordinance regarding the subject property (including Measure C language).

For further information, you may wish to refer to:

- <u>www.albanyca.org</u> "Waterfront Planning for Golden Gate Fields property" for a fact sheet and maps, and the 2003-04 City Visioning process;
- www.albanyshoreline.org
- www.albanywaterfrontcoalition.org







SINCE 1978 Fern Tiger Associates (FTA) has been dedicated to four primary areas of work:

- developing creative solutions which strategically address the challenges faced by organizations, agencies, and communities, while responding to the nuanced reality of the diversity of populations and their needs;
- creating powerful processes that engage people and communities in discussions and decisions that impact the future of neighborhoods and cities;
- communicating the broad impact of public policy to individuals and their communities, while helping those individuals and organizations understand how they can participate in the shaping of public policy; and
- demonstrating to organizations and communities how successful projects and programs can be shared with others, while documenting the ideas, processes, and solutions to support the collective memory.

The firm's history is filled with projects and long-time relationships that have influenced the direction of scores of organizations, public agencies, and communities – helping them to grow and mature, while thinking innovatively about their future and the issues they should address in order to bring about long term change. With deep roots in progressive issues and a long-standing commitment to the purpose and value of the nonprofit and public sectors, FTA has honed a unique set of creative and pragmatic skills that have been tested over a quarter century and integrated into all of its work.

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FTA'S PORTFOLIO includes award-winning work with a wide range of start-up and experienced nonprofits, community organizations, select corporate clients, school districts, state and local governments, public agencies, and philanthropic foundations. The firm's talented staff provides a multi-disciplinary and innovative approach to projects, and a comprehensive blend of strategic and creative skills, appropriate for engaging broad community interest, marketing, community relations, and public information and education. Combining these unique skills with the understanding that comes from decades of experience in the field, FTA strives to bring about positive social change by providing an unusual array of expertise including:

- advocacy documentation;
- organizational effectiveness;
- research, public policy, and evaluation;
- strategic outreach and communications; and
- civic engagement.



Advocacy Documentation. In our complex society, nonprofit organizations, neighborhood and community groups, service clubs, and committed individuals play a significant, though often unnoticed, role in revitalizing our cities and towns. And while corporations have the capacity to tout their efforts, it is often the strength, vitality, hard work, and perseverance of people engaged and rooted in their communities—and those who advocate on their behalf—who spur the private sector and government bureaucracies to bring about change. These activities should be documented and integrated into the social and political memory of each community and organization— not as ends in themselves, but as means to further the purposes of organizations and the issues they promote.

Such creative documentation — a combination of visual, written, and oral information — raises community awareness by recording the vital role of these organizations and agencies. This approach, which we call advocacy documentation, differs from traditional advertising and public relations because it captures important events, real stories, and actions, providing insight into people's lives and into the issues and decisions that prompted their participation. Advocacy documentation creates historical documents to help future generations understand today's struggles and accomplishments.

Organizational Effectiveness. All communities have unique circumstances and particular needs. Within these communities, nonprofit organizations and public agencies contribute creative and realistic solutions to social problems. They help set values, disseminate public information, and contribute to the building of civil societies. These agencies are impacted by their local history, economics, politics, current realities and, most importantly, by the philosophy and passion of their leaders. Communities also advocate for action from government. The responsiveness and capacity of government to support innovative and appropriate action is critical to the well-being of community.

Acknowledging the context in which nonprofits and public agencies must thrive, FTA works to build the capacity, effectiveness, and governance structures of individual organizations and the capacity of public agencies to engage with community and to lead public discussion to ensure participation by the greatest number. By interviewing a broad range of internal and external stakeholders, FTA provides a 360-degree view of organizations and issues — recognizing the unique situation and the particular community imprint from

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which the agency or issue took root. This process incorporates secondary research about other issues the agency confronts, as well as an analysis of best practices. FTA's thoughtful and well-informed recommendations lead organizations toward more effective implementation of their visions and goals.

Research, Public Policy, and Evaluation. Working for positive social change requires a broad understanding of issues and audiences. To gain an accurate perspective of relevant issues, FTA combines quantitative and qualitative methodologies. The qualitative methods FTA uses are rooted in the interview techniques of oral history and the observation tools of documentary photography; FTA's quantitative methods are based on both academic and marketing traditions. FTA is skilled in understanding, analyzing, and re-interpreting information so that it can reach a wide variety of stakeholders – from small, well-informed groups to large broad-based audiences. While this approach sometimes involves documenting real-life stories that bring two-dimensional data to life, in all cases, FTA demonstrates sensitivity to each audience while presenting the information in graphic and written formats that make the greatest impact and which recognize the importance of engaging people in a wide variety of ways.

Strategic Outreach / Communications. FTA believes strongly that all communities have the right and responsibility to be engaged in society and that being informed is the first step toward real engagement. By chronicling (in words and images) knowledge, research, and experience into street-level action, FTA helps to bring a powerful voice to problems, issues, and solutions. This voice plays a critical role in informing the public about the potential impacts of complex, and sometimes convoluted public policy issues. Using sophisticated methods to identify audiences, and to gather and present information in text and imagery, FTA enables and empowers diverse groups to communicate their experiences, ideas, and knowledge. By sharing complex but pertinent information in professional, spirited, easy-to-follow formats, a wide range of audiences becomes engaged and informed on a myriad of issues.

Civic Engagement. Progressive nonprofit organizations, public agencies, and enlightened businesses have come to realize the importance of working together to understand and address common issues in order to support informed decisionmaking and the successful

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development and implementation of policies and programs. But all too often, those who gather to participate, to share experiences, and to provide their opinions and suggestions reflect particular biases, life experiences, and comfort with particular public formats. And while it is through such engagement that individuals and communities are empowered to make positive social change, the voices of many are often lost or absent in these processes. The absence of these voices does not necessarily signify consent or pleasure with decisions made by those people who do participate.

FTA helps organizations and public agencies design and implement innovative, creative, and appropriate approaches to community involvement based on an understanding of each community's experiences and interest in participating - maximizing involvement of the broadest possible public, and ensuring that the efforts to engage communities are suitable to the population. FTA begins all community engagement with a comprehensive assessment of the particular issues, attitudes, and traditions that define that community. Based on this information, multi-faceted processes are designed to meet the particular participation needs of diverse populations, and tools are created to support these processes. Additionally, a thoughtful outreach plan is enacted utilizing both media and grassroots efforts. From small house meetings to town halls, the voices of those often described as "disenfranchised" merge with those whose opinions are heard regularly at city halls and in government arenas.

By actively partnering with communities, government agencies and nonprofit organizations create effective and sustainable policies and programs that are supported by communities. Perhaps more important, this approach conveys a respect for community that encourages people to continue to participate in the shaping of policies and programs, and paves the way for long-term relationships between and among organizations, government, and communities. Such engagement is both symbiotic and mutually beneficial.

It is through this commitment to the importance, value, and uniqueness of the voices of communities that Fern Tiger Associates supports and promotes both a heightened sense of responsibility among individuals on behalf of their communities and a more democratic society.

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SPECIFIC QUALIFICATIONS AND SKILLS

Fern Tiger Associates has a demonstrated track record evidenced by professional awards, accolades from clients, and successful implementation of recommendations that point to the firm's ability to identify, analyze, and synthesize divergent views within communities. Beyond this, the firm has guided communities and organizations to support the ideas and solutions generated and to act on these decisions.

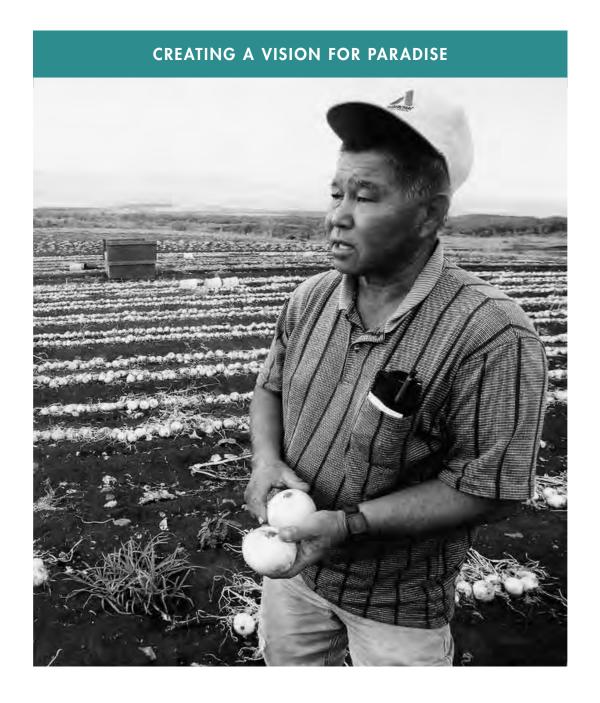
The firm's skill set includes the development of creative materials as well as processes that encourage participation and ensure that divergent opinions will be considered, understood, and incorporated into unique solutions that garner community support and excitement. FTA has experience facilitating the processes it develops and understands how to design formats for participation that are inclusive, inviting, respectful, and worthwhile. Having worked with extremely diverse nonprofit, for-profit, and government organizations on a wide variety of complex issues of importance to each sector (and often having significant impact on the other sectors), FTA understands the underlying factors that sometimes prompt skepticism by factions of the community. Because the firm's process begins with a comprehensive understanding of the multitude of opinions and issues that drive both support and opposition - as well as the nuanced neutralism of other segments of the community - the process to engage is carefully designed to match the context of each situation.

FTA has had numerous occasions to work on land use issues and entitlement processes, including master use permits and development agreements, and the environmental reviews needed to meet such arrangements. These projects have provided FTA with a deep understanding of how to approach and resolve issues that divide communities and which often pit parts of a community against other parts or which pit large institutions (or government agencies) against communities.

Finally, FTA is experienced in producing materials, reports, and tools that are graphic, well written, understandable by diverse audiences, and engagingly visual. Additionally, the firm is well rooted in making complex information understandable to lay audiences and to working with the press and media to ensure appropriate coverage and dissemination of information.

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CLIENT: Maui Economic Development Board (MEDB), nonprofit sponsor of Focus Maui Nui (FMN)

LOCATION: Maui County, Hawaii

STRATEGY/GOAL: Reach 1,000 people through a process that brings residents into worthwhile discussions

about the future of the county

OUTCOME: Reached more than 1,700 residents on three islands (population of county = 1.2 million)

through series of highly participatory 10-person sessions; created comprehensive vision

which has now informed General Plan 2030 and other civic decisions

REFERENCES: Jeanne Skog, CEO, MEDB; Leslie Wilkins, V.P., MEDB: 808 875 2314 / 808 280 4395

Riki Hokama, Chair, County Council

SELECT AWARDS: Clarion, Association of Women in Communications; Crystal Compass,

Public Relations Society of America

TIME PERIOD: 2002 - 2003: Concept, design, tools, training, facilitation, analysis of Focus Maui Nui

2003 - Ongoing: implementation and facilitation of FMN advisory committee

2006: Community workshops; development, training, implementation, analysis - General

Plan WalkStory/PlanStory

nown as a Hawaiian paradise (with its unique history and culture and its distance socially as well as geographically from the US mainland), Maui County grapples with economic and social challenges, which often go unaddressed by residents who feel they have little control over their islands. Maui Economic Development Board (MEDB) sought to ensure that a vision for the county's three inhabited islands would reflect resident concerns; Fern Tiger Associates designed an engagement model to ensure broad civic participation and sustainability.

Following this step, FTA trained MEDB staff and other nonprofit leaders to implement the model, analyzed the cumulative and specific results, drafted a plan for dissemination, and handled media for the project. The firm is currently working with a community committee composed of diverse constituents to determine measurable benchmarks of success and to maintain community interest and involvement.

Though 2,300 miles from the Hawaiian islands, FTA knew Maui from prior work with the countywide nonprofit MEDB – focused on diversification of the primary economic drivers: agriculture and tourism. To reach the islands' diverse populations, FTA created *Focus Maui Nui*, a process of facilitated, interactive small group sessions. Groups developed "messages" to be delivered to opinion leaders; "voted" on priorities; and discussed trade-offs necessitated by conflicting priorities. The sessions were designed to be held anywhere, – in homes, work sites, classrooms, fire stations, on beaches – with any group (youth, seniors; engaged, uninformed).

Though 92% of Maui County residents live on the island of Maui, inclusion of residents from Molokai and Lanai was critical, especially for a visioning project that emphasized consensus. The project's name and tagline incorporated the notion of Maui Nui (Native Hawaiian for "Greater Maui"). Government officials went door-to-door to recruit participants on all three islands. In the end, Lanai and Molokai (just 8% of the county population) made up 13% of all participants in Focus Maui Nui – setting a precedent for community involvement and participation.

The 25-year-old MAUI ECONOMIC DEVELOPMENT BOARD (MEDB), a public/private partnership that seeks to create quality jobs in Maui County, has worked with FTA since 1996 on projects including a strategic plan, an economic literacy initiative, and an economic summit.

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FTA promoted the process and participation using strong graphics, clear messages, and traditional media, as well as innovative grassroots outreach, such as door-to-door canvassing, where elected officials "spread the word." "Legislators and city council members are campaigning door-to-door, but it's not election season," noted one TV news teaser. FTA also trained 65 community-based leaders to recruit their constituents – Head Start parents, the homeless, seniors, youth, and others – to ensure participation from traditionally-under-represented groups. Roughly 1,700 people participated in 167 sessions over a short 12-week period. The results, analyzed by FTA, became the guiding philosophy for the county's General Plan, economic development strategy, and "vision" for the next decade. Following on the heels of the well-branded Focus Maui Nui, the county sought to expand the traditional avenues for participation in the new General Plan and FTA developed WalkStory and PlanStory community workshops to invite residents to become more knowledgeable of critical land use issues driving the comprehensive General Plan and to give opinions about key themes.

To expand participation in this county-wide planning process, FTA's tasks included:

Strategy Development

- Reviewed prior visioning processes and available information from previous efforts to engage Maui
 residents; met with leaders of those processes to understand why these programs were not sustained
 and implemented;
- Convened Advisory Committee, comprised of diverse civic, community, business, and environmental leaders, to help guide and promote the planning process;
- Secured up-front commitment from policymakers that the results of the community process would be used to guide future county decisionmaking;
- Carefully selected project name and tagline to represent all three inhabited islands of Maui County
 Maui, Lana'i, and Moloka'i. [Maui Nui is Hawaiian, referring to "all of Maui." Thus, Focus Maui Nui included all the islands; the tagline, Our Islands, Our Future, reinforced the project's purpose and encouraged ownership of the vision. A secondary tagline The future of Maui rests with us conveyed the importance of participating.];
- Created a strong "look" for the project, using bold colors and images that reminded residents of the project's people-focused nature. Participant sessions used an innovative set of tools: a visual ballot; a 3' x 5' magnetic "game board" (carried in a black canvas artist's bag with the logo emblazoned on it to create a moving billboard-style advertisement) with movable graphic pieces to display the tallied results; and decks of "issue cards" for participants to organize themes;
- Designed process to link Focus Maui Nui goals and approach to upcoming General Plan process to ensure continuity and participation of broad community;
- Analyzed the results of 1,700 participants and 167 independent sessions; prepared comprehensive report, executive summary, single page results; wrote goals and strategies for dissemination and for press;
- Developed annual update tabloid inserted into Maui News to keep messages and information flowing to community.

Community Engagement

- Interviewed opinion makers and community leaders to understand results and challenges of previous county-wide processes and to confirm key local issues;
- Developed four possible processes to achieve goals;
- Designed process: a unique, small-group participatory process to be led by facilitators, trained by
 FTA, and hosted by residents in their homes or in public facilities. [The process was designed to
 engage community members in discussions of issues (economic development, environment, social
 services, culture, tradition, sustainability) where residents could identify pressing issues, prioritize

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- concerns, review potential conflicts and trade-offs, recommend actions, and develop messages to send to those responsible for carrying out the vision. (Each session convened 10+/- people and lasted two hours)];
- Trained 70 representatives of churches, nonprofit organizations, schools, and community groups
 who agreed to host sessions that would include their constituents (youth, homeless, single parents,
 etc.) representing broad target populations;
- Created process to maximize participation in nearly 170 sessions over a 12-week time frame to increase press attention and build interest in the process. [Goal: engage up to one thousand residents. Result: 1,700+ participants.];
- Built broad-based interest in the community by engaging government officials to walk in neighborhoods on a kick-off weekend morning, wearing FMN T-shirts and distributing flyers which asked residents to host sessions.

Strategic Communications

- Guided the development of a website to keep residents apprised of the FMN project status; sent periodic emails and notes to participants;
- Reached all 30,000 households in Maui County through an eye-catching card, placed inside monthly
 water bills, which explained the project;
- Requested and received donated ad space in *The Maui News*; developed and placed stories leading up to the FMN launch.

Results

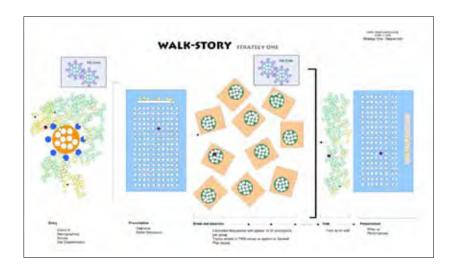
- Participation far exceeded goals (active participation of approximately two percent of population -1,700 people - of whom 40% had never previously attended a public meeting);
- Four years later, branding and identification with FMN goals remains strong with 80% of population surveyed (at recent County Fair) indicating they have heard of Focus Maui Nui;
- Regular attention in press and media; FMN goals referred to by elected officials;
- Ongoing advisory committee working on benchmarks and data points and detailed action plan to confirm achievement of goals over 20 year period.

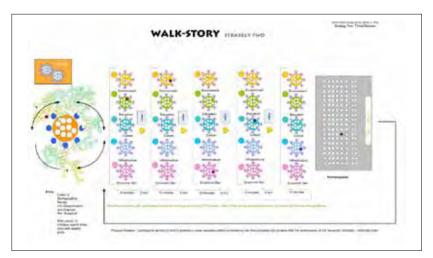
Follow up

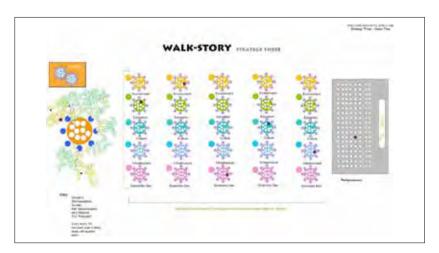
- County decision to utilize FMN goals as basis for General Plan Update;
- Design of community strategy for engagement in General Plan Update through two programs (WalkStory and PlanStory) which were offered at sessions throughout the County [FTA designed these processes and facilitated them; developed all graphic materials and tools necessary to attract participation];
- Launch of the Youth Alliance;
- Stepping Forward reports;
- Guiding advisory committee and facilitation of annual community retreats to set and evaluate goals and benchmarks.

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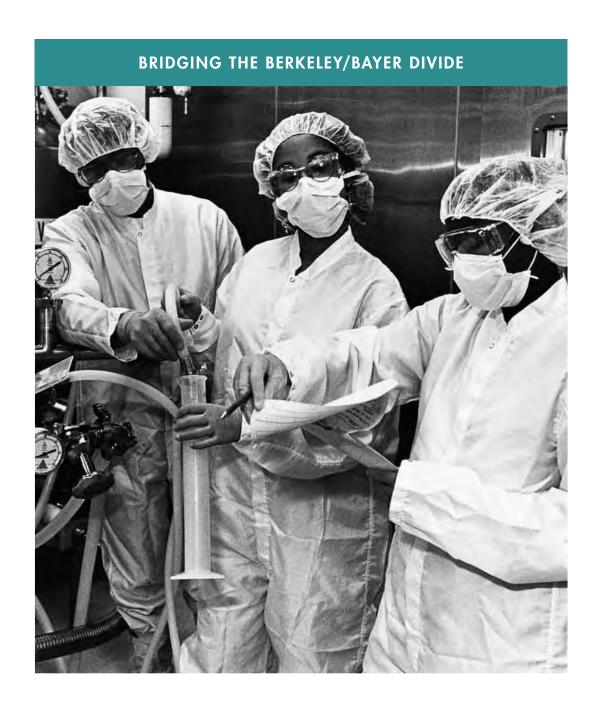






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CLIENT: Bayer Biotechnology (Formerly Miles/Cutter, Bayer Corp.)

LOCATION: Berkeley, CA

STRATEGY/GOAL: To ensure company's ability to build out its 30-acre site over a 30-year period; to build

long term relationship with city and community

OUTCOME: Unanimous council approval of first-ever Development Agreement in the city of Berkeley;

company awarded Best Berkeley Employer Award; 15 years of conflict-free relations between company, community, and city in anti-corporate Berkeley; nearly complete

development of 30-acre site and newly acquired adjacent property

REFERENCES: Rick Srigley, former Senior V.P. of Engineering and Production: 408 779 4533, ext 17;

(h) 831 643 1823;

Max Anderson, former chair Berkeley Planning Commission; current member Berkeley City

Council: 510 981 7130

Wilson Wendt, JD, Miller Starr Regalia 925 935 9400

 $\hbox{Dr. Karl Duchardt, former Site Manager/Executive V.P. Engineering and Production:}$

(Germany) 49 214 305 3434

SELECT AWARDS: AIA National Award for Urban Design Excellence; PRSA; Crystal Compass for Best

Campaign; PRSA for best company speech to outside audience

TIME PERIOD: Development Agreement process - 1991-92;

Implementation of numerous strategies resulting from Agreement - 1992-94; Ongoing strategic implementation and community involvement - 1994-97

n 1990, Bayer Corp. (formerly Miles Inc.) – the largest industrial employer in the city of Berkeley and a nearly 90-year occupant – discovered the problem of invisibility when the company's plans for total redevelopment of its nearly 30-acre site needed city approval of an unprecedented development agreement. To move forward in identifying and addressing the concerns of a generally "anti-corporate" community and city council, Bayer contacted Fern Tiger Associates. Initially reluctant to work (for the first time) with a large corporate client – rather than the nonprofit and public agencies with whom the firm had built its reputation -- FTA's concerns dissipated as it became clear that the city and the community had much to gain from a true partnership with Bayer. But understanding the benefits and building trust among all sectors would take a good deal of work.

After several preliminary meetings, research into the biotech field, and a meeting with Bayer's union, FTA agreed to assess city and community concerns and apprehensions about the company and about the emerging field of biotech. From there, the consultants would coach Bayer staff on community relations and

The night of the City Council decision on the landmark Development Agreement, a list was rolled down the aisle - red-carpet style - of more than 100 public and community meetings Bayer attended in an effort to understand local needs (with FTA at every meeting). After the successful vote on the issue, that night, residents (some of whom had been extremely vocal opponents of the project), local nonprofit leaders, city staff, and Bayer officials went for a beer to celebrate the win-win outcome for all parties.

BAYER CORP. (formerly Miles Inc. and Cutter Biological) is a \$9.3 billion company with headquarters in Pittsburgh, PA, and is a subsidiary of Germany's Bayer AG, a \$30.6 billion pharmaceutical and chemical company. Bayer employs more than 140,000 people in 150 countries worldwide. Its 30-year Development Agreement with the city of Berkeley awarded Bayer certain zoning and permitting rights for its site, while providing Berkeley residents more than \$12 million toward specific community projects.

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produce a bullet-proof outreach strategy stressing accuracy, openness, and sensitivity to Berkeley's needs. In reality, the project became much larger – an eight-year endeavor producing one of the most innovative and recognized business community-city collaborations in Bay Area history.

On the path to a landmark Development Agreement, FTA established roundtable discussions between Bayer management and a broad range of community organizations, ensuring the company would understand local issues and the context for its long-range plan – while enabling nonprofit leaders to meet Bayer leadership and to establish relationships with the company. Bayer and FTA attended more than 100 public meetings in just one year. In addition, they met with city staff and community leaders repeatedly to assess the company's and the city's capacities to meet halfway on issues ranging from the potential to train local residents for lucrative jobs in biotech to insuring an environmentally safe facility. Weekly meetings with the company provided updates based on what had been learned about community concerns and needs. FTA also encouraged the company to keep its then-750 employees informed about the process, with regular presentations at site meetings.

Getting press attention proved difficult as reporters pegged the Bayer story "an unending saga" that they would cover at its conclusion (which they predicted would be the ultimate relocation of the company, after being worn thin by Berkeley's city and community processes). To attract media interest, FTA developed a list that depicted "the Development Agreement process," noting more than 50 steps. Each week a copy of the list was sent to the media with check marks showing the current status of the effort.

Researching options to enable Bayer to think about how it might use its resources to help the community, producing communications materials, handling media relations, and overseeing a multifaceted public information and community outreach campaign, FTA was instrumental in the negotiation of the Development Agreement and in changing the public image of Bayer. In one notable case, FTA enlisted Bayer staff volunteers to go door-to-door for a postcard-signing campaign, where neighborhood residents living closest to the Bayer site demonstrated their support for Bayer and its plans. In 1991, the City Council voted unanimously in favor of the project, with hundreds of speakers attempting to voice support at the final council meeting. FTA's job was technically complete.

But FTA was asked by the company to continue to monitor community concerns, assisting with implementation of community programs, establishing ongoing neighborhood and citywide communications about Bayer's activities, evaluating results of the company's external community relations efforts, and providing ongoing consulting and technical assistance.

In the end, FTA's experience with its one corporate mega-client proved infinitely rewarding, helping a company recognize its potential to be socially-responsible in an extremely demanding community, and helping a community learn the potential benefits it could gain from a large company.

To achieve these successful outcomes, FTA designed and implemented a short- and long-term strategy with four central components:

Background Research and Due Diligence

- Assessed Berkeley community knowledge, perceptions, and concerns about the company, the biotech industry, and the company's proposed development plans;
- Reviewed/assessed all preliminary materials and documents related to the project sent from the city to
 Bayer and from Bayer to the city (including correspondence, proposed building and site plans, etc.);
- Researched "best practices" and challenges regarding employer/city relations and economic development;
- Moved what was seen by some opponents as a "neighborhood issue" to a citywide issue, recognizing the economic issues at stake and the potential image repercussions for the city if the project was not approved.

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Community Engagement

- Planned and conducted an initial series of 10 roundtable discussions between Bayer management and more than 60 Berkeley-based nonprofit organizations dealing with particular issues of concern in the community (e.g. education, labor, child care, youth development, housing, homelessness, and workforce and economic development). The roundtable sessions were designed to enable Bayer staff to better understand local issues; to sensitize management to the Berkeley community; to familiarize local nonprofit leaders with corporate executives; and to provide Bayer leadership with the background information necessary to plan negotiations and mitigation options;
- Participated in all public meetings (more than 100 commissions, hearings, committees, and smaller meetings with community leaders and elected officials, etc.) over a 12-month period;
- Guided mobilization of community support and increased awareness of project;
- Planned community and company presentations at eight citywide workshops, hearings and council meetings and at more than 100 commission and community meetings.

Corporate Strategy Development

- Introduced company officials to key Berkeley leaders and elected officials;
- Facilitated weekly "strategy" sessions with highest level of company management to discuss, debate, and update plans;
- Facilitated meetings with leaders of job training and education programs to assess potential for biotech education program in the schools as a component of Bayer's mitigation strategy;
- Conceived and facilitated a public architectural design competition to select the architect for the first new Bayer building and for the master plan and design guidelines;
- Assisted with negotiations and review of proposed Bayer mitigations related to community interests;
- Provided ongoing assistance to Bayer senior management in identifying and addressing key issues and major roadblocks.

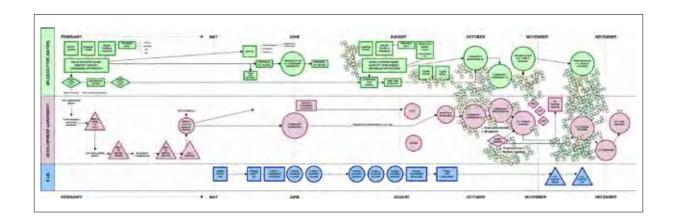
Strategic Communications

- Prepared and publicly disseminated all project-related materials (including conception, creative design, writing, photography, production, and printing);
- Participated in all meetings with city staff to assess city needs, process, "hot button" issues, and Bayer's capacity to respond;
- Provided regular briefings throughout the Bayer corporation (local company officials; division managers - Connecticut; and corporate leadership - Indiana and Pennsylvania; and written reports to global leadership - Germany) with regard to process, strategy, status, and communications efforts;
- Facilitated site-based staff meetings (of 600+ employees) to provide updates on the project;
- Hosted regular meetings with Bayer union officials to remain alert to labor concerns;
- Acted as a liaison between Bayer, the City, and the residents of Berkeley, by providing ongoing interpretation of the concerns of each party;
- Prepared status reports for Bayer Board of Directors with analysis of potential success or failure to achieve necessary Development Agreement;
- Planned and implemented all local and national media strategies (both short and long term);
- Participated in all press interviews and inquiries;
- Wrote all presentations for Bayer management and coached on presentations (especially for non-American managers with minimum experience in community processes);
- Worked with city officials on design of city-sponsored workshops.

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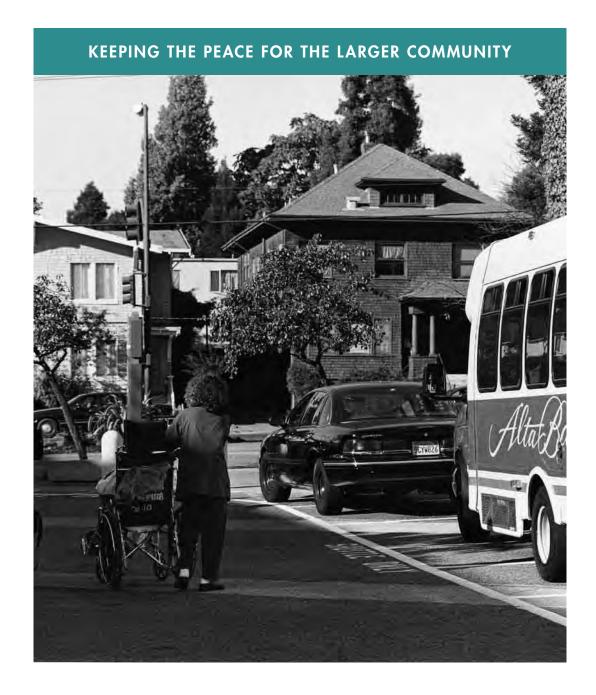
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CLIENT: Alta Bates Medical Center, Berkeley, CA

LOCATION: Berkeley, CA

STRATEGY/GOAL: City approval to open new maternity wing and neonatal intensive care unit; resolution of

neighborhood opposition to hospital plans for the future

OUTCOME: Mechanisms established to ensure hospital's compliance with specific community concerns;

expansion and renovation of maternity/NICU (and ultimately ER); FTA resigned due to

ongoing changes in ABMC leadership and structure

TIME PERIOD: 1996 - 1998

REFERENCES: Gil Kelley, former Planning Director, city of Berkeley; currently Planning Director, city of

Portland, OR: 503 823 7700

here was a palpable strain between Berkeley's Alta Bates Medical Center (ABMC) and its residential neighbors by the time Fern Tiger Associates (FTA) was asked to assist the hospital with community relations and the potential to develop a plan for a Master Use Permit for site development. Already mistrustful and angry about traffic and noise, neighbors opposed ABMC's plan to increase the number of maternity rooms, and the city had banned work on the construction. In 1995, FTA agreed to work with the hospital to help negotiate the expansion, on the condition that Alta Bates pursue long-term strategies to improve communication with the community, where it had been based for nearly 90 years.

FTA recognized that the hospital could help fulfill a number of community needs if it could build relationships with residents. Taking into consideration the specific needs of various parties affected by this decision, FTA worked to shape a dialogue with the greater Berkeley community.

At the same time, the firm helped the hospital establish a number of initiatives intended to be inclusive of, and sensitive to, nearby residents: weekly tours of the hospital, community meetings, and a "warm line" where residents could call in any and all complaints. While the efforts never completely mended relations between the hospital and its neighbors, FTA successfully negotiated an eleventh-hour compromise with the city that led to the construction of a top-notch maternity department, including one of the best neonatal intensive care units in California. But FTA was not convinced the hospital was committed to a new way of working with its neighbors and the community - an essential ingredient for successful development for all cities, especially ones with vocal and engaged citizens. FTA resigned from the subsequent phase of the project and did its best to train hospital staff in the importance of understanding not only the hospital's needs, but those of its neighbors as well.

The "warm line" where neighbors of the hospital could call with complaints rang in the FTA office. No matter how seemingly small the complaint, FTA or a hospital staff member worked to address it – picking up a medical shoe cover that had blown onto a resident's lawn, hiring traffic and sound engineers to monitor car flow and noise levels, working to minimize car alarms going off in the garage, monitoring employee car pool usage, and discouraging employees from parking in the neighborhood. Still, pleasing everyone was not possible: one caller demanded that ambulances silence their sirens; another wanted double-paned windows for his apartment.

Founded by nurse Alta Alice Miner Bates as an eight-bed hospital for new mothers, the nearly century-old ALTA BATES MEDICAL CENTER is now part of the Sutter Health Network which includes 23 hospitals and healthcare facilities.

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CLIENT: Berkeley Unified School District

LOCATION: Berkeley, CA

STRATEGY/GOAL: Broad-based community support for rebuilding and reconfiguration plan (implementation of

Measure A)

OUTCOME: Participation by more than 1,000 Berkeley residents, resulting in unanimously-approved

school restructuring and construction plan with broad-based community support

TIME PERIOD: 1993 - 1994

REFERENCES: Miriam Rokeach, former School Board Member: 510 658 3805

SELECT AWARDS: Public Relations Society of America's Crystal Compass for Community Relations Planning,

Award of Merit for External Publication for "Measure A+ News;" Women in

Communication Clarion and IABC Bay Area Best

he first school district in the country to voluntarily integrate, Berkeley Unified had been busing children for more than 25 years. But the system – which was built on an unusual grade configuration that split elementary schools after the third grade – needed re-examining by the time a multimillion-dollar bond measure (Measure A - to retrofit schools following Loma Prieta earthquake) passed in 1992, opening the door for potential school reconfiguration. Fern Tiger Associates proposed and conducted a unique, grassroots planning process, designed to maximize participation from Berkeley's multi-ethnic population.

FTA designed and conducted a series of small meetings, where hundreds of Berkeley families could discuss the highlycharged issues of school reorganization comfortably, in their own homes among friends and neighbors, in sessions convened on weekends or evenings. Town hall meetings and additional small meetings followed, until a clear, workable plan for a "controlled choice" system of K-5 schools within the district emerged. To ensure that communication between parents and the district remained clear and open, FTA designed a special newsletter, Measure A+ News, that was mailed citywide so that all Berkeley residents could be kept abreast of progress, of the philosophical dynamics of school change, and the various impacts school and district reorganization would have on education. To ensure support for both grade reconfiguration and the rebuilding of Berkeley schools, Fern Tiger Associates developed a broad-based plan that included engagement and implementation:

Community Engagement

 Interviewed more than 80 teachers, parents, civic leaders, and students to determine their concerns about the district and to evaluate their understanding of the complex issues involved in restructuring and rebuilding schools; As BUSD was considering reorganizing its elementary schools, PBS' "Frontline" ran a documentary blasting Berkeley High School as a failed experiment in integration. To show that Frontline had missed the mark, FTA helped the district mobilize to talk to the media about ways in which the documentary got it wrong. Widespread coverage in regional and national print and broadcast outlets put an effective end to a potentially drawn-out communications crisis and renewed the morale of the Berkeley High community.

BERKELEY UNIFIED SCHOOL DISTRICT enrolled a total of nearly 8,000 students in 1993, in grades K-12. The student population reflects the diversity of the Berkeley community.

- Set up and facilitated a series of more than 60 house meetings where groups of neighbors met to informally discuss various options for grade restructuring and offer their own suggestions for improving the schools;
- Organized three city-wide, Saturday, community workshops and several follow-up School Board roundtable discussions over a three-month period aimed at encouraging broad community involvement while winnowing down the proposed options.

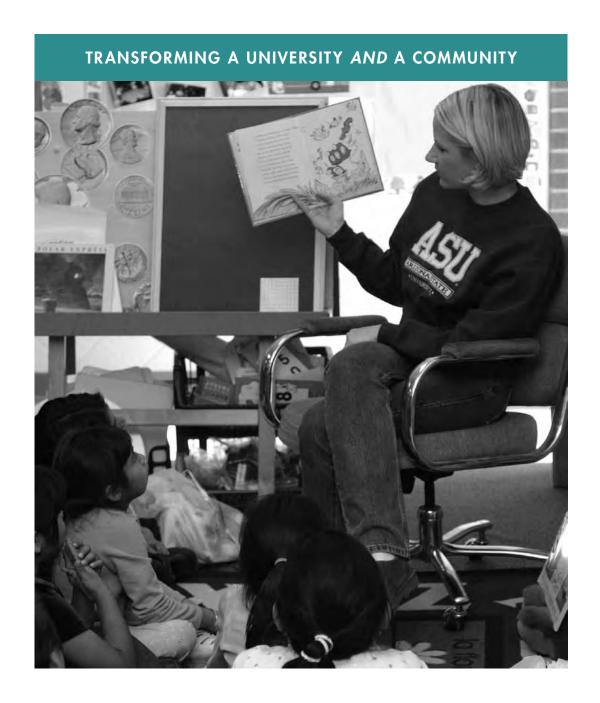
Strategy Development

- Met regularly with the District administration and, as appropriate, with the School Board to determine goals and to understand what was known about restructuring;
- Developed a process and timeline to enable community participation of all interested parties, and publicly established a deadline by which board members would finally make a decision about a restructuring plan (which assured the community that action would be forthcoming);
- Prepared a detailed report for the School Board regarding a phased construction and decisionmaking timeline:
- Strategized with BUSD staff to establish workable guidelines for grade configuration and integration;
- Met frequently with BUSD staff to help them frame and compile necessary information for workshops, press, and parents.

Strategic Communications

- Acted as the "public information office" for the District on all related matters;
- Wrote speeches for the Superintendent to deliver at workshops and before civic, business, and church groups in the community;
- Met frequently with principals; made presentations to teachers/staff at each school;
- Developed charts, graphs, and other visual materials for meetings, workshops, and presentations to civic groups;
- Produced and distributed a tabloid newsletter about the Board's considerations;
- Developed a press strategy to promote involvement in process and to bring visibility to school construction issues and challenges, and to increase involvement;
- Handled press queries and prepped administration for responses to media.

Following the extensive community participation process (which included more than 1,000 Berkeley residents), FTA proposed a school restructuring plan which received broad-based community support and was unanimously approved by the School Board. The plan incorporated a degree of parental choice combined with a strong integration mandate and was successfully put into place within six months of approval. Following adoption of FTA's proposal, more than 85% of students were enrolled in their first-choice school, and school enrollment overall increased by 8%.



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CLIENT: Arizona State University

LOCATION: Greater Phoenix (Maricopa County), AZ

STRATEGY/GOAL: Create a university-wide vision and plan to strategically integrate ASU into its surrounding

communities (and vice versa) and to transform a large, bureaucratic institution into one that

is a partner with the rapidly growing Phoenix community

OUTCOME: Development of a comprehensive Plan for Social Embeddedness

TIME PERIOD: 2004 - 2007

REFERENCES: Dr. Debra Friedman, Dean, College of Public Programs: 480 965 1040

Dr. Michael Crow, President ASU (assistant - 480 965 8972)

ounded in 1885 with 33 students as the Arizona Normal School, Arizona State University (ASU) grew to more than 55,000 students enrolled in 12 colleges on four campuses in the greater Phoenix region by the time Michael Crow was inaugurated 16th president in 2002. Troubled by the view of ASU as a second-tier university, President Crow arrived with a vision to create the "new American university" which comprised a set of eight integrated "design imperatives." A central tenet of the design imperatives was the concept of social embeddedness, a notion that the University should be integrated into the fabric of the regional community in a symbiotic relationship such that each transformed the other to create positive social change. Though ASU's new president had a revolutionary new concept for university/community relations, he did not know how to make the concept a reality and was also highly cognizant that university and community stakeholders would be integral to crafting the vision and subsequent plan. Fern Tiger Associates was introduced to ASU through mutual university connections and was selected for the project through a public RFP process.

An initial phase of the project entailed understanding the project scope for community engagement at Arizona's largest public university through a first round of interviews of community leaders and university stakeholders, along with extensive background document review. Subsequent to determining the project scope and the university's readiness to undertake such a project, FTA agreed with President Crow to create a core "working group" consisting of the president and his senior advisors. This group would be kept abreast of issues related to the project and advise on direction at key moments. FTA then worked closely with this core group to identify and recruit a 35-member steering committee drawn from across the university to help guide the project.

Over the course of 12 months, FTA conducted more than 200 interviews of ASU and community stakeholders, including faculty,

The newly appointed president of ASU arrived on campus with a NYC-style (speed, urgency; can-do attitude), to find a more laid back, collegial atmosphere with a large percent of tenured faculty comfortable with the status quo. Coming from Columbia University, the new president was anxious to make major changes at a rapid pace. Quickly articulating eight key initiatives, he hired FTA to tackle one that defied quick results because it involved changing the ethos of the institution, through the involvement of community.

ARIZONA STATE UNIVERSITY (ASU), with campuses in Tempe, Phoenix, Glendale, and Mesa, AZ, is one of the largest universities in the US. Phoenix is the 5th largest city in the nation, recently eclipsing Philadelphia which now ranks 6th in population.

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administration, elected officials, business, community, and neighborhood leaders, students, Regents, etc. FTA attended and observed numerous university/community events and meetings; conducted a comprehensive evaluation of the University's image, materials, website, and press coverage. To learn how ASU's existing and proposed community engagement efforts compared to other educational institutions, FTA conducted a study of best practices at 175 colleges and universities nationwide, including extensive background research, and in-depth site visits and interviews at more than 15 selected academic institutions located in urban areas across the US.

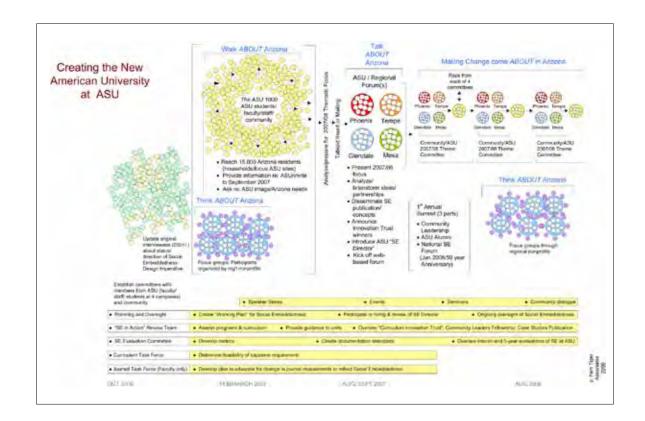
Following the interviews and research phases, the second year of the process included leading numerous meetings of generally academically-rooted faculty; steering committees; developing thematic goals and strategies to address social embeddedness; writing a comprehensive and defendable plan; gaining buy-in and approval from core group and steering committee.

To create a plan appropriate for ASU and the greater Phoenix community, FTA designed a scope of work that included the following tasks:

- Assessment of ASU's readiness to undertake major community engagement project through a range of background research, including preliminary interviews with 40 university and community stakeholders, press search and review, and analysis of internal university documents;
- Management, selection and formation of a 35-person Steering Committee comprised of university faculty, administrators, and students to guide the process; led subsequent monthly meetings of a sub-committee (the G-9, named for the number of people on the committee and the months of work involved);
- Interviews with more than 200 university and community stakeholders, including the university
 president and provost, department chairs, other faculty members, university administrators,
 community activists, business leaders, heads of regional nonprofit organizations, funders, city and
 state elected officials, and civic leaders, funders, and others;
- Multiple site visits at all four ASU campuses; attended numerous university/community meetings to observe ASU officials present information about campus growth and upcoming construction;
- Evaluation of ASU's website particularly in relation to community access, navigability, and range of information presented;
- Review and evaluation of a comprehensive list of more than 125 community engagement activities undertaken by various schools, departments, and other units at ASU;
- Study of best practices in university/community relations at 170 colleges and universities throughout the country, including more than 75 in-depth interviews and site visits at 15 institutions nationwide;
- Ongoing meetings and prepared regular reports to core "working group" (4-person top-level committee, including ASU president);
- Presentation of vision and concepts to Academic Chairs and Department Heads Council;
- In conjunction with the Steering Committee, development of a definition and five-pronged approach
 for social embeddedness. The five areas of impact are: 1) teaching and learning; 2) economic
 investment and development; 3) research and evaluation; 4) community capacity-building; and 5)
 social development;
- Development of four thematic goals to guide university/community engagement: 1) Foster a university-wide culture which embraces the community; 2) Develop internal and external structures and reward systems to support and encourage the value of social embeddedness; 3) Work in partnership with Arizona's communities; and 4) Become a national model;
- Development of comprehensive Social Embeddedness Plan for ASU. The plan was approved and adopted by the President and the Steering Committee. The plan and all related materials were placed on the ASU website and prominently linked to the president's web page.

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CLIENTS

18th Street Arts Center

AC Transit

Alameda County Maternal/Child Health

Alliance for Technology Access

Alliance Health Care Foundation

Alta Bates Medical Center

Arizona State University The Athenian School

Baptist Medical Center of Birmingham, AL

Bay Area Black United Fund Bay Area Catholic Homes Bay Area Partnership

Bayer Corporation/Biotechnology

Bayshore Child Care Services

Berkeley Biotechnology Education, Inc.

Berkeley Housing Authority Berkeley Unified School District

BOSS

California Assoc. of Services for Children California Center for Land Recycling

California Child Care Initiative Project

California Child Care Resource &

Referral Network

California Children's Council California Department of Forestry

The California Wellness Foundation

Catholic Charities

Center for Child and Family Studies Child and Family Services (CFS)

Child Care Coordinating Council

Child Haven, Inc.

Children's Network of Solano County

Children's Services International

City of Berkeley City of Oakland

City of Oakland Greenstreets

CNYD

Cogswell College

Communities for a Better Environment

Continuing Development, Inc.

Contra Costa County Health Department

The DataCenter

The David and Lucile Packard Foundation

Destiny Arts The Dowelling Jig

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East Bay Community Foundation

Ecumenical Association for Housing

Eden Housing, Inc.

Family Builders by Adoption

Family Finders

Family Health Education Center

Family Stress Center

Family Violence Law Center

FamilyWorks

First Unitarian Church/Oakland Florence Crittenton Services

Focus Maui Nui

Food and Nutrition Services

Future Families Galleria Woods

Girls Inc./Urban Girls Initiative Girls Inc. of Alameda County Girls Research Project (Girls Inc.)

Go Kids!

Graduate Theological Union

Human Resources Council, Calaveras Information Services on Latin America

Institute for Human and Social Development (IHSD)

James Irvine Foundation

Kinship Center

Labor Project for Working Families

Lead Solutions Los Niños

Marguerite Casey Foundation Marin Child Care Council Marin Community Foundation Marin County School-Linked Services

The Marin Early Care and Education

Strategy Alliance

Maui County Planning Department

Maui Economic Development Board

Maui Economic Summit Monterey County Child Care

Planning Council

MPC Children's Center

Museum of Children's Art (MOCHA) Napa County Dept. of HHS

National Association of Child Care Resource and Referral Agencies

National Podiatry Association

Oakland Chamber of Commerce Oakland Convention Center Management

Oakland Domestic Violence Prevention

Collaborative

Oakland Public Library

Oakland Unified School District

Oakland YouthWorks

Partners for Livable Places People's Self-Help Housing Corporation

Prevention Institute Prevention Research Center

The Public Health Trust

Queen of the Valley Hospital Foundation

Queen of the Valley Hospital Richmond Children's Foundation

Rural Community Assistance Corporation

Saint Patrick's Park

Saint Vincent's Day Home

S.F. Dept. of Children, Youth, and Families

San Francisco Education Fund

San Francisco Friends of the Urban Forest San Leandro Unified School District San Mateo County Office of Education

San Rafael City Schools Santa Catalina Villas

Shelter Network of San Mateo County

Sierra Health Foundation

Sonoma Child Care Planning Council Spanish Speaking Unity Council

Sports4Kids

Therapeutic Nursery School

TreePeople

Trust for Public Land

U.S. Department of the Interior United Way of the Bay Area Urban Resources, Inc.

Villa Alegre

Volunteers in Parole

Washington State Child Care R & R William and Flora Hewlett Foundation

World College West Wu Yee Children's Services YMCA of Alameda County

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FTA'S PROFESSIONAL STAFF works collaboratively on all complex projects. In varying capacities, the FTA team members will all be engaged with the project for the city of Albany. Fern Tiger, principal and founder, and Liz Newman, Senior Associate will lead the team, supervise the activities of the firm, and interact with city staff and commissioners in the administration of the project.



FERN TIGER
Principal and Creative Director

Education

B.F.A., M.S., Pratt Institute, Brooklyn, NY M.F.A., The Pennsylvania State University, University Park, PA

Post Graduate Work

The Pennsylvania State University, University Park, PA

(Man-Environment Relations/Psychology of Art; emphasis: impact of visual form on audiences; politics and sociology of media; potential for participation in the arts)

Carnegie Mellon University, Pittsburgh, PA: Doctoral Program in Art and Cognition

Employment

2004-present	Professor of Practice, Arizona State University
1978-present	President and Creative Director, Fern Tiger Associates
1978	Visiting Faculty, University of California at Davis
1977-1978	Editorial Board, Left Curve: art and popular culture periodical
1975	Project Director, City Spaces, Missouri State Council on the Arts
1973-1977	Assistant Professor, Washington University in St. Louis

1971-1973 Instructor, The Pennsylvania State University

Professional Background

Following completion of graduate work and assisted by a grant from the Finnish American Society, Fern began to research the relationship between audiences and artwork and the role of participation in design and media. Upon returning to the states, her postgraduate work focused on how people perceive and handle complex information and the role of media on information dissemination.

Prior to founding Fern Tiger Associates, Fern was on the faculties of Pennsylvania State University and Washington University in St. Louis. During these years she was simultaneously active in community and academic affairs; administered several grants from state and federal agencies; exhibited multi-media art works; and lectured and published on issues related to visual cognition, gaming theory, and the commodification of art. Her teaching responsibilities included interdisciplinary graduate courses on the means by which art and media can and do influence public opinion and engagement.

Recognizing the need for strong and understandable public information that could address and inform local concerns and public policy issues, as well as the emerging role of nonprofits struggling to engage communities in critical issues, she founded Fern Tiger Associates (FTA) in Oakland, CA.

Fern serves as director for all complex projects at FTA. She brings to each a thorough and unusual understanding of the role and potential of community involvement and a commitment to educating as well as disseminating information in appropriate, well-thought-out, and highly visual formats for each audience. The firm's scope includes the conceptual development, management, and implementation of

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civic engagement and communication programs that address complex and sometimes controversial issues, and ongoing organizational and governance assistance. Staff has handled numerous technical and management assistance projects for diverse organizations ranging from small but strong children's organizations to fledgling arts organizations and family health centers; from the start-up of an innovative biotech education and training program to the reorganization of a national consortium of resource centers for people with disabilities, from the need to engage community in land use planning to the need to engage a large public university in the community.

The firm designed and managed a citywide outreach and participation process to enable a California-based school district to revise their grade configuration and integration plan (following approval of a \$158 million voter-supported bond measure); managed crisis communication for the schools in anticipation of the PBS broadcast "School Colors;" and developed and managed the strategy needed by a global Fortune 50 biotech company situated in a contentious city with high public involvement, to gain community and government support to supercede existing zoning regulations. This project created innovative partnerships for the company with the local community and nonprofit sector which could benefit from the company's plans.

Following completion of a two-year study and preparation of a package of materials to increase the number, and impact the quality, of families seeking to adopt at-risk children, the firm produced "Understanding Marketing: Strategies for Child Placement," a 140-page publication to assist nonprofits to develop and plan marketing and outreach campaigns. The firm was instrumental in attracting national and statewide media attention to the paucity of facilities for child care programs and the need to understand the economic impact of welfare reform. Biennially, the firm produces an award-winning report on childcare supply and demand statewide.

In the last ten years, the firm has assessed welfare reform's impact on community-based health care, completed a comprehensive planning process to determine the issues impacting the development of brownfields in California, developed an economic literacy program for Maui County, conceived and created an innovative process to determine a vision and set of strategies for the future of Maui County which spurred the involvement of more than 1,700 residents and set the base for the County's General Plan, devised a plan for a science, math, and technology center in San Mateo County, and guided school districts, public agencies, and scores of nonprofit organizations in the development of appropriate strategies for sustainability and to advance critical ideas and issues.

In 2004, the firm was tapped by the President of Arizona State University to conceive and manage a 28-month study of the appropriate role of a large (65,000 student body) university in a rapidly growing community. The project culminated with a comprehensive set of recommendations intended to transform the institution into a socially embedded organization.

In addition to full time involvement with FTA, Fern is a Professor of Practice at ASU. She has served on numerous nonprofit boards of directors. She is currently on the Board of Advisors of University-Community Partnership for Social Action Research Network and the Downtown Opportunities Board. Fern is a frequent speaker on issues impacting nonprofits and on the role of professionals who work with nonprofit organizations. She is also an avid traveler, having visited more than 40 countries in North, South, and Central America, Europe, Africa, and Asia.

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LIZ NEWMAN
Senior Associate

Education

B.S.C.E., Stanford University M.Arch., University of California, Berkeley

Professional Background

Liz Newman joined Fern Tiger Associates in 1993, after having collaborated with the firm on numerous large-scale architecture and land use projects. Her unique background and experience as an architect and planner make her particularly adept at assessment and problem solving on complex issues, and sensitively strategizing plans and directions for diverse groups.

Liz's professional credentials include management of architectural and planning projects (as an associate with Lyndon/Buchanan Associates) for Bayer Corp. during the early years of its Development Agreement with the City of Berkeley, including the creation of a set of design guidelines (in coordination with the city of Berkeley Design Review Committee) encompassed in the Agreement, and the design of several pharmaceutical production buildings. At Lyndon/Buchanan Associates, Liz was also project manager for the Downtown Berkeley Public Improvements Plan and for the development of a series of public workshops to encourage citizen participation in the Stanford West project. Liz is licensed to practice architecture in the state of California.

Since joining Fern Tiger Associates, Liz has been involved with numerous projects, including: organizational assessment and strategic planning for the Monterey Peninsula College Children's Center, Monterey Local Child Care Planning Council, California Child Care Resource & Referral Network, Volunteers in Parole, Richmond Children's Foundation, Pathways (LA), and Maui Economic Development Board; capacity building, market assessment and communication strategies for Alliance for Technology Access, Institute for Human and Social Development (IHSD), Communities for a Better Environment (CBE), Children's Network of Solano County, first Unitarian Church of Oakland, and Pyatok Architects; targeted information and education campaigns for Public Health Trust and Oakland Domestic Violence Collaborative; crisis communication planning and intervention for Berkeley Unified School District; feasibility studies for the creation of a family resource center in Santa Cruz and a girlfocused youth development organization in San Jose; and consultation and assistance to Berkeley Biotechnology Education Inc. (renamed Biotech Partners), Museum of Children's Art (MOCHA), and a host of other clients. She has also contributed to the design of a broad range of print materials.

Liz utilized her planning and land use expertise when working with Alta Bates Medical Center to address community concerns related to the hospital's master plan. She also used these skills to contribute to the design of a range of civic engagement and participation efforts including workshops and other forums for the county of Maui's general plan process, San Leandro Unified School District, ASU, and Bayer Biotechnology.

Liz has managed numerous comprehensive projects involving zoning issues, community outreach, and appropriate development for residential communities. She has worked on many child care and family service projects, including the assessment of seven child care organizations in four counties, as well as ongoing coordination of

their work as a "learning community" designed to allow for sharing of information as well as the development of a series of child care "leadership summits."

Liz's experience and ability to transfer complicated, technical information to lay audiences and to recognize the potential impact of strong and targeted communication for less-informed and less-motivated constituencies makes her an effective communicator and organizer. Her background in project management enables her to coordinate many different tasks, to address complex issues, meet deadlines, and create a context for the development of coherent and clear information.

In addition to her work with FTA, Liz is an active member of the board of her daughter's public school PTA and volunteers regularly in the classroom and library.



JENNIFER FOSTER BULL

Senior Project Associate

Education

B.A., Comparative Literature, cum laude, Smith College M.B.A., Finance & Management, Columbia Business School

Professional Background

Jennifer joined Fern Tiger Associates after six years in New York City where she earned her MBA and worked for Chase Manhattan Bank. At Chase, she spent two years in the Bank's Community Development Group where she closed over \$25 million in real estate loans for new construction and rehabilitation projects in the New York neighborhoods of Harlem, the South Bronx, Bedford-Stuyvesant, and Staten Island. Projects funded by the loans included affordable housing, a transitional living facility for women, and a battered women's shelter. Jennifer managed elements of each project, from loan underwriting and due diligence, to credit approval and loan closing, to construction management and loan conversion. Jennifer also spent time with Chase's International Personal Banking group. After conducting a successful market research project for 60,000 international customers and managing elements of the Group's strategic planning process, she was promoted to Vice President. As a Team Leader for the Europe, Middle East and Africa (EMEA) region, she managed a team of six account officers in the acquisition and growth of a \$250 million customer portfolio.

When she transitioned to the Bay Area in 1999, Jennifer opted for the nonprofit sector and joined the Bay Area Coalition of Essential Schools (BayCES), an Oakland-based organization focused on public school reform. While at BayCES, she worked closely with the Executive Director, the board of directors, and key program staff to develop a strategic plan and related programs, and to execute fundraising for the \$2.3 million organizational budget.

Since joining Fern Tiger Associates more than seven years ago, Jennifer has been involved with a range of organizations, including Berkeley Biotechnology Education, Inc. (BBEI), the Museum of Children's Art (MOCHA), Girls Inc. of Alameda County, Arizona State University, and the 18th Street Arts Center in Santa Monica. She has written the "story" of the organizational growth of both BBEI and MOCHA from startup to community institution. Jenn was instrumental in the conception and implementation of the Girls Research Project, a unique undertaking which documented the health and well-being of girls living in northern Alameda County. The project

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included a training component to enable high school girls to understand research and advocacy techniques so that they could gather first-hand information from their peers.

Jennifer has also assessed the San Rafael School District's outreach strategies, completed a strategic plan for the Peer Resource Program of the San Francisco Education Fund and an analysis of an online adoption and foster care matching program instituted by the state of California. She worked on a marketing study focused on improving outreach and recruitment of foster families and on a social marketing program to encourage business interest in the child care needs of employees in Marin County. She was also key in developing a strategic and operational plan for a public/private partnership linking schools with organizations that could provide social, educational, and health services needed by families. Jennifer was also at the helm of the university/community partnership strategies conceived for Arizona State University.

She is currently working with 18th Street Arts Center assessing the feasibility and options related to redevelopment of a 1.25 acre parcel in Santa Monica that houses seven nonprofit arts organizations and 20 individual artists.

Jennifer assists clients by synthesizing strong writing and analytical skills with an understanding of organizational dynamics and other demands, including competitive market forces, resource deployment, strategic management, and growth opportunities.



RACHEL ESTRELLA

Senior Project Associate

Education

B.A., Psychology and Mass Communications, University of California, Berkeley Ph.D., Education, University of California, Los Angeles

Professional Background

Rachel joined Fern Tiger Associates in 2007, after completing her Ph.D. in Education at UCLA. A Ford Fellow, Rachel's research interests center upon issues of educational access and equity in general and, more specifically, on the use of the arts as a tool for civic dialogue and social and political empowerment. While at UCLA, Rachel was a lead researcher on a joint project with Harvard University whose goal was to put together a comprehensive picture of arts education research over the past 30 years. Funded by the Arts Education Partnership and the NEA, this project culminated in a research compendium entitled Critical Links: Learning in the Arts and Student Academic and Social Development. Rachel was also a lead researcher for Out of the Loop, a project funded by the NSF that examines why so few African Americans, Latinos/as, and females study computer science at the high school level. Through a series of focus groups with students and one-on-one interviews with teachers, administrators, and students, this study examines high school segregation in a digital age, highlighting the gross inequities in education in general, and overturning the myths that the digital divide is "narrowing" and that technology is leveling the playing field for lowincome students of color. Rachel is currently co-authoring Stuck in the Shallow End, a book based on these findings, which will be released by MIT Press in 2008.

Rachel also served as an education advisor for the Digital Coast Roundtable, a group of leaders in the New Media industry who were interested in the state of technology, education, and the arts in public schools in California. To that end, she studied the needs of the new media academies in the L. A. Unified School District.

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Rachel's report, *Promising Partnerships: Progress in New Media Academies* led to the creation of a more structured relationship between new media educators and industry leaders. This includes quarterly meetings between teachers and industry leaders as well as the creation of a web-based forum through which teachers can communicate with each other and with industry leaders about successes as well as challenges. This resulted in more effective dealings with district bureaucracy, more dynamic teaching and curriculum development, increased internship opportunities within the media industry, and heightened teacher morale.

Since joining FTA, Rachel has worked on multiple projects, with a wide range of clients, including the California Child Care Resource & Referral Network, the Human Resources Council of Calaveras County, 18th Street Arts Center in Santa Monica, the Institute for Human and Social Development in San Mateo County, and Wu Yee Children's Services in San Francisco. Rachel is an effective communicator with strong writing and analytical skills. Her training and experience as a teacher and researcher, combined with her experience working with multiple, diverse communities and across disciplines, brings a unique and valuable skill set to the clients she serves.



ABIGAIL ROZEN GREBER

Project Associate

Education

B.A, Political Science and History, University of Wisconsin, Madison M.P.A., Public Affairs, Lyndon B. Johnson School, University of Texas, Austin

Professional Background

Abigail Greber has more than 15 years of experience in issue research, analysis, and advocacy, and has spent most of her professional career developing and managing projects. Prior to joining Fern Tiger Associates in 2004, she was a Program Associate with The California Endowment, where she reviewed grant applications and monitored approximately \$11 million in awarded grants. She also assisted in the development and implementation of two new grantmaking programs.

Abby participated in the Coro Fellows Program in St. Louis, Missouri, a leadership-training program in public affairs. Following her Coro experience, Abby spent two years as a Project Director with Laszlo & Associates, Inc. where she coordinated issue advocacy and strategic communications efforts for nonprofit and other clients. Over the years, she has held internships with the U.S. House of Representatives, the British House of Commons, the District of Columbia, and the American Civil Liberties Union of Northern California, Howard A. Friedman First Amendment Education Project.

During her tenure with FTA, Abby has contributed her research, facilitation, analytical, and editing skills to a wide variety of clients and projects. She has worked with the Marin Community Foundation; ASU; San Francisco's Department of Children, Youth and Families; Oakland Unified School District; and the Richmond Children's Foundation. In addition, she has played key roles in helping to manage and successfully complete strategic communications, community engagement, and strategic planning projects with the Maui Economic Development Board, and the San Mateo County Office of Education. Finally, Abby is instrumental to the design and implementation of a graduate level course at ASU, taught by Fern Tiger on the intersection between the nonprofit,

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private, and public sectors and the ways in which these sectors, and their intersections, create or impede the process of social change.

Abby's experience helps clients understand and take full advantage of funding, communications, engagement, and organizational development opportunities.



DOUG RAPHAEL

Senior Designer

Education

B.S., University of Wisconsin, Madison B.F.A., Academy of Arts College, San Francisco

Professional Background

A native of the Bay Area, Doug Raphael joined FTA in 2007 after spending the previous two years in New York City. His experience includes working with numerous clients, both for-profit and not-for-profit. He has worked on projects through all phases of development including brand strategy, name development, collateral, interactive spaces, posters, ads, books, package design, signage, brochures, direct mail, newsletters, and websites.

While in New York, Doug worked as a graphic designer at Studio Red at the Rockwell Group, and at Pompei AD. While at Studio Red, Doug's work ranged from rethinking Coca Cola's Japanese vending channel to updating an interactive teen lounge inside malls. Doug also worked on branding concepts for sub-brands of Starwood and on new ways of thinking about Citibank's online presence.

As the graphic design director at Pompei AD, Doug worked with a team of architects, designers, and researchers to develop strategies for companies, from naming to the design of retail spaces. Projects ranged from helping bring new brands such as Té Casan and MaisonJoi to market to booth design for the nonprofit organization, Arzu. As a leader at Pompei AD, Doug managed, trained, and art directed a small team; worked on proposals and budgets for new clients; led internal initiatives; and was the liaison with printers and other manufacturers.

Since joining Fern Tiger Associates, Doug has been instrumental in coordinating all design projects and has worked with numerous client organizations including Pyatok Architects, California Child Care Resource & Referral Network, Institute for Human and Social Development, Maui Economic Development Board, Wu Yee Children's Services, and Human Resources Council (Calaveras County).



STEVE FISCH

Photographer

Education

B.A., International Relations, Carleton College M.A., International Relations, University of Missouri

Professional Background

After completing apprenticeships in commercial, architectural, and editorial photography, Steve worked for six years as a professional photographer, primarily documenting organizations and activities in the nonprofit sector. His nonprofit clients included the San Francisco Public Library, the California Health Care Foundation, the

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Lucile Packard Foundation for Children's Health, the San Francisco Foundation, Children Now, the Forum for Women Entrepreneurs, the Jewish Community Center, the San Francisco Conservatory of Music, and the Richard and Rhoda Goldman Fund. Steve's photographs were featured in a book celebrating the 10th anniversary of the Lucile Packard Children's Hospital at Stanford and have appeared in the East Bay Express, Essence, and Newsweek.

Since joining Fern Tiger Associates in 2000, Steve has documented the activities of numerous client organizations including Saint Vincent's Day Home, the Museum of Children's Art (MOCHA), California Child Care Resource & Referral Network, Berkeley Biotechnology Education Inc., Community Network for Youth Development, San Leandro and San Mateo schools, Richmond Children's Foundation, as well as partner organizations providing programs through San Francisco's Department of Children, Youth, and Their Families and numerous child development, after-school, and site-based activities. He has taught photography in the after-school arts program sponsored by MOCHA.

Steve quickly and easily connects with people of every background and in any circumstances because he has an inherent and genuine interest in people as individuals. As a photographer, he uses light in a natural way that casts attention on his subjects, not his technique. He has spent considerable time in Europe, living in Germany and the Czech Republic, and has trekked in Nepal and Bhutan.



FIDEL CONTRERAS

Project Assistant

Education

Architecture, University of California, Berkeley

Professional Background

Prior to joining Fern Tiger Associates, Fidel worked at the University of California, Berkeley in the events and ceremonies department where he helped coordinate numerous campus-wide events, including commencement, homecoming, and the inauguration of Chancellor Robert J. Birgeneau. While working toward a degree in Architecture at UC Berkeley, Fidel participated in many campus activities. As president of the student association, he organized cultural events for 300+ students, helped raise money for local charities, and mentored incoming freshman.

Fidel has been involved with many volunteer organizations including Habitat for Humanity and Project Read, a tutoring and mentor program that helps low-income children improve their performance in school. Fidel is fluent in Spanish.

At Fern Tiger Associates, Fidel handles project management and is often involved with project research, translation, photography, project logistics, and administrative support.

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FTA APPROACH FOR ALBANY WATERFRONT VISION PLANNING PROCESS

Fern Tiger Associates prides itself on its creative and comprehensive approach to problem solving and its 29-year track record in civic engagement, as well as its skills in communication, graphics, writing, community facilitation, assessment, and analysis. Perhaps most important, the firm has the unusual ability to reach out to stakeholders with differing points of view and agendas – building trust through an open process, complemented by accurate, timely, and understandable information that invites participation and respects input accumulated throughout the process. This unique, multi-disciplinary approach, strengthened by the well-honed skills of an in-house team, makes FTA the ideal candidate to create and guide a process for the communities that comprise the city of Albany – to think, to argue, to understand, and ultimately to coalesce on a vision for the future of Albany's waterfront.

In order to be successful in ensuring that the outcome of any civic engagement process is informed and then embraced by the broadest cross-section of a community, Fern Tiger Associates is committed to designing and following through with a process distinctly appropriate for individual communities. Thus, the processes described in the case studies included in this Statement of Qualifications reflect a sampling of methods that may be employed (or could be modified) in the implementation of a broad outreach and engagement effort with the residents, businesses, and other community institutions in the city of Albany.

FTA envisions a community process with five phases. While the process moves seamlessly from one phase to the next, for purposes of review, what follows are descriptions of the kinds of tasks that would likely be included in five somewhat distinct, but overlapping and interconnected phases.

It is during Phase One of FTA's work that the actual process for outreach, engagement, communication, and participation will be conceived and designed. The work of figuring out the right process lays the groundwork for establishing a dialogue, building trust, understanding the issues, assessing perceptions and misperceptions, and for a productive community process. It is also during this phase that FTA establishes a realistic timeline for completion of the full project and meets the budget and schedule expectations.

Phase One: Gathering Information and Design of Appropriate and Effective Process

- Review any relevant visioning processes or community meetings focused on the Waterfront and adjacent lands, as well as other land use issues facing the city.
- Meet with city staff and commissioners engaged with land use, waterfront, and other topics that could be impacted by waterfront development.
- Interview a broad cross-section of opinion makers, identified and self-identified waterfront "activists," community leaders, long time residents, elected officials, business leaders, and others to ensure full understanding of diverse points of view, other issues facing the city that could impact this process, etc.
- Interview landowner(s), if possible, as well as owners of adjacent properties and or owners of nearby properties as necessary.
- Assess need for community survey or other larger scale data collection tool to provide additional input on community views; design survey, disseminate, analyze results.

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- Review relevant best practices related to waterfront development.
- Gather data to understand environmental, social, and economic impact of current and projected waterfront development based on status quo and also on new options derived from process and consultant recommendations.
- Observe public and city meetings related to relevant development topics.
- Analyze qualitative and quantitative information gathered.
- Develop "findings report" with recommendations related to the design of the engagement process and timeline.
- Develop and fine tune community out reach program and related strategies to ensure broad, meaningful, and engaged participation representing a diverse cross-section of Albany stakeholders.

Phase Two: Tools and Outreach

- Conceive, design, and produce graphically interesting, clearly written (based on needs of identified communities) and effective materials and tools to support the engagement process (e.g. announcements, press strategy and proactive messaging, brochures, website, interactive electronic communications, posters, newsletters, "session materials," FAQs, backgrounders, etc).

Phase Three: Facilitation of Engagement Process

As noted above and in the case studies included in this Statement of Qualifications, the precise nature of the engagement process will be determined during Phase One. FTA will then prepare, train leaders (if necessary), coordinate and facilitate the actual process as designed. This might include elements such as:

- Series of informal, facilitated gatherings at homes or public venues (schools, libraries, cafes, etc.)
 where neighbors can meet to discuss their concerns and their visions.
- Weekend community workshops focused on specific themes or issues (e.g. FTA might design and implement interactive waterfront "game" in which community stakeholders determine and prioritize a range of development options and outcomes).
- Waterfront education program that might include group visits to the site, with possible outreach to engage youth through schools and after-school programs.
- Presentations/discussions at community meetings, commission hearings, business groups, environmental organizations, land use interest associations, realtors, etc.

Phase Four: Report, Recommendations, Dissemination

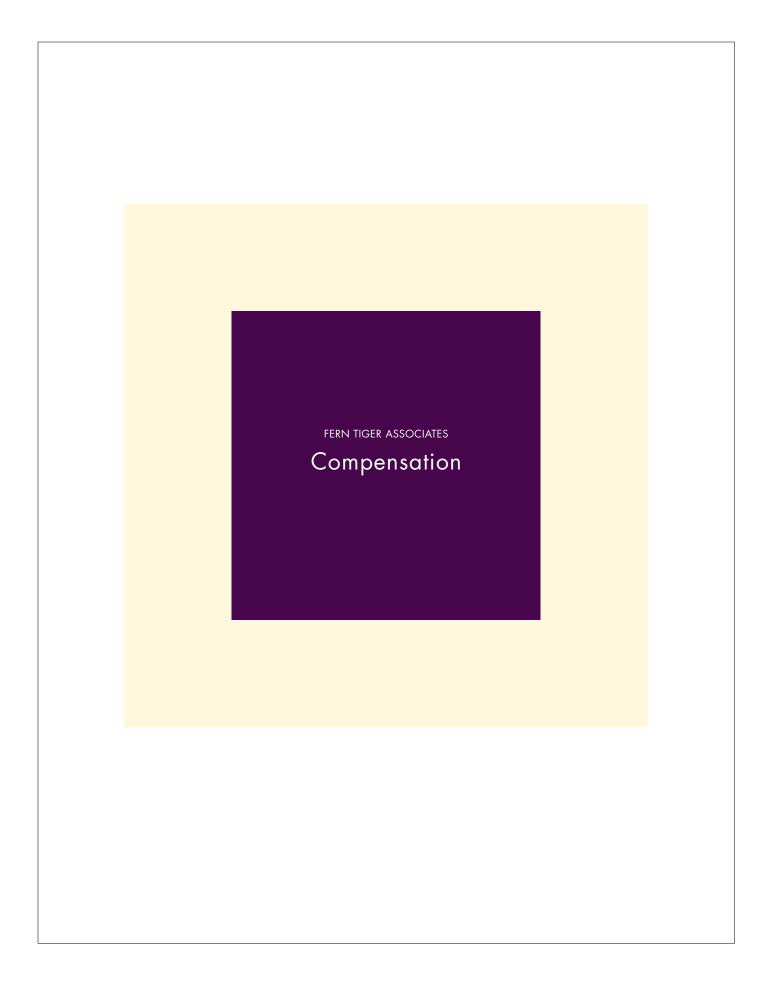
- Analyze results of engagement process and other information gleaned throughout project scope.
- Develop and design report-style document (format will be designed to maximize impact for broad audiences; could involve multiple formats as well as electronic and/or interactive versions) outlining results, next steps, ways to become and remain involved, etc.
- $\, Determine \, \, effective \, dissemination \, strategy \, \, and \, support \, implementation \, \, as \, \, appropriate.$

Phase Five: Ongoing Support to City and Community

FTA is committed to providing support as necessary to ensure a smooth transition between phases and to helping the city and the community meet the commitments necessary for successful and sustainable decisionmaking and implementation.

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FTA CURRENT RATE SCHEDULE

Fern Tiger Associates is typically contracted for work of a comprehensive nature with either a fixed fee structure or a "budget not to exceed," allowing clients to plan and budget appropriately while allowing FTA to adapt its scope (within given budget constraints and the goals and timelines of the project) and to be flexible to respond to changing dynamics, realities of the emerging context, and the need for particular tools, materials, approaches, and tasks identified through the early phases of the project.

Work scope and budget for this project would be developed based on the following rate structure:

Principal and Senior Associates \$ 1,080 day (\$135/hr)

Project Associates \$ 800 day (\$100/hr)

Project Assistants \$ 600 day (\$75/hr)

Reimbursable Expenses (including any necessary consultants)

Billed as incurred + 10% admin

NOTE CHANGE IN DATE AND TIME



WATERFRONT COMMITTEE REGULAR MEETING DRAFT MINUTES

City Council Chambers WEDNESDAY, MARCH 5, 2008 – 8:00 P.M.

1. CALL TO ORDER

The meeting was called to order by Chairman Parker at 8 pm.

2. ROLL CALL

Members Present: Brian Parker Kathy Diehl Eddy So

Bill Dann Clay Larson Steve Granholm Francesco Papalia

Staff Present: Ann Chaney

3. APPROVAL OF MINUTES

3-1. Approve minutes from February 7, 2008 meeting

Minutes approved, motioned by Diehl, seconded by Granholm. So abstained.

4. PUBLIC COMMENT

None.

5. DISCUSSIONS AND POSSIBLE ACTION ON MATTERS RELATED TO THE FOLLOWING ITEMS, WHICH COULD INCLUDE REPORTS AND/OR PROPOSED RESOLUTIONS IF ANY:

5-1. Follow up to consultant interviews regarding the Waterfront Visioning process

The Committee agreed to hear public comment prior to Committee discussion.

Public Comment:

Mara Duncan: believes Fern Tiger could reach out to diverse community, and feels it is good to have someone the City has not worked with before.

Michael Halderman: Believes DC&E is the best fit, Fern Tiger is the weakest of the three, and RRM is good but seems expensive.

Trevor Grayling: Believes Fern Tiger's experience in Maui was relevant to Albany. RRM could be helpful in brining landowner to the table. Feels both Fern Tiger and RRM are both qualified. Katherine Stern: Believes \$500,000 is a lot of money to spend on land that is not owned by the City.

Edward Moore: Believes scope of work should be decided before the consultant is selected. Ed Fields: Believes Fern Tiger is best to bring community together.

Norman LaForce: Fern Tiger seems best suited to the project.

Katherine Stern: Firm selected must have experience with mixed use developments.

Dann stated this planning process is a visioning, conceptual process. Fern Tiger seems most suited for this planning process.

Diehl stated Fern Tiger is her fist choice, DC&E second choice and RRM third choice. Fern Tiger has sensitivity and skills to work with community.

Granholm stated Fern Tiger's Maui experience is relevant for Albany, and can help a divisive community come to some level of consensus. Believes Fern Tiger would be best for this planning process because it is a visioning process. Suggests a sub-consultant if technical assistance is needed. DC&E was also good.

Larson stated he scored DC&E and RRM the same above Fern Tiger. DC&E and RRM are Larson's top choices as they both have strong land use planning experience. Fern Tiger does not have as much land use planning experience. Ultimately this is a land use planning project, and experience with land use planning is important.

Papalia finds RRM Principal to have passion for waterfront and good experience. RRM seems to have an ability to go into a divided community and build consensus, plus the principal seems like an expert in waterfront planning. Fern Tiger has the weakest credentials, and less ability to bring in the land owner. Prefers a firm that is able to all of the planning phases. Believes the best firm is DC&E and they have local experience. Rates DC&E first, RRM second, and Fern Tiger third.

So found DC&E and RRM very skilled but Fern Tiger's Maui experience impressed him because it mobilized and motivated a lot of people. So rates Fern Tiger first, DC&E second, and RRM third.

Parker appreciates Fern Tiger's experience with complex planning projects such as Berkeley's Bayer project and the recycling center. Parker believes Fern Tiger has the experience to involve the community, and is the most affordable.

Dann motioned the Committee select Fern Tiger to work with the Committee to prepare a scope of work to be sent to the City Council for approval. Seconded by Diehl.

Public Comment:

Ed Fields: appears there is a division of the Committee that reflects the division of the community. Suggests the Committee work cooperatively.

Michael Halderman: Fern Tiger's Maui experience not necessarily similar to Albany. Suggests DC&E as the best firm for the project, and that RRM would have the ability to involve the land owner.

Mara Duncan: encourages Committee to find ways to develop an energized process that engages the community.

Norman LaForce: rates FTA as a 5, DC&E and RRM as a 2. Believes there is a strong consensus among the group. This is not a land use planning process but a visioning process.

Vote: In Favor – Dann, Diehl, Granholm, So, Parker. Opposed – Larson, Papalia.

Parker suggested staff work with Fern Tiger to prepare for the next Committee meeting.

Granholm suggested the subcommittee and staff meet with the consultant to develop a scope of work that can then be refined by the entire committee, then a budget can be drafted once the scope is developed. Granholm suggests a phased approach to the project.

Parker noted there are four phases with work projects for each phase, and the budget can be broken down by phase, or include a provision in the contract that the scope have flexibility. So suggested Fern Tiger attend the next Committee meeting to discuss the scope of work, and then follow up with the subcommittee.

Larson motioned to change the composition of the subcommittee. The motion was not seconded. Parker suggested any Committee member interested in giving input to Fern Tiger is welcome to contact them directly.

Papalia suggested the subcommittee remain intact until a contract is signed, then if other items come up during the planning process another subcommittee can be formed.

Public Comment:

Mara Duncan: suggests sharing the tape of this meeting with Fern Tiger.

Ed Fields: suggests the consultant selection subcommittee be reconstituted and that Granholm and Larson be included

Parker stated the consultant selection is still in process until the City Council has approved a consultant and therefore the existing subcommittee remains in place.

Fern Tiger will be invited to attend the Committee's next meeting.

5-2. Recommend to City Council on projects regarding Post-Oil Spill Restoration

Chaney summarized five potential projects: dune restoration, lagoon restoration, salt marsh restoration, removal of safety hazards on the bulb, trail extension and suggested the Committee's recommendation would be taken to the City Council. Chaney suggests the Committee take the item up within the next month. Chaney distributed an application EBRPD put together for dune restoration.

Diehl stated she would like cost estimates and timelines for projects. Granholm agreed. Public Comment:

Norman LaForce: Suggests coordinating with EBRPD. Federal agencies have final say on where money goes. City should lobby to make sure the money stays in the Bay Area.

Mara Duncan: Suggests exploring liability issues and how to train volunteers.

The Committee agreed to continue this item to the April meeting.

5-3. Discuss possible change in future Committee meeting schedule due to pending move to Community Center

Chaney noted that the Committee will be meeting at the Community Center, and will bring meeting dates to the next meeting.

6. ANNOUNCEMENTS/COMMUNICATIONS

Parker noted Magna's financial losses.

7. FUTURE AGENDA ITEMS

7-1. Next meeting March 18, 2008 (if deemed necessary), otherwise April 3

Fern Tiger will be invited to the March 18 meeting. April 3 meeting will include a discussion with City Attorney and Oil Spill Restoration Projects.

8. ADJOURNMENT

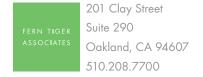
The meeting was adjourned at 10:45p.m.

Presentations to City Council and Waterfront Committee

City of Albany | Waterfront Committee

A Vision for the Future of Albany's Waterfront

Status Report: May 6 to September 15, 2008 Voices to Vision



"The urban waterfront gains its identity, to a great extent, from its condition as an "edge." It is the boundary between one world and another, the ultimate demarcation of the city and of the land. It is a transitional space that holds great latent potential – the suggestion of adventure, of settling in; of embarking, of arriving; of entering into and coming out of. It is the juxtaposition of the realm of land with that of water, and the heightening of the contrast between the two, that uniquely characterizes and defines the urban waterfront." - Remaking the Urban Waterfront, Urban Land Institute

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BACKGROUND

In May 2008, Fern Tiger Associates (FTA) was selected to work with the city of Albany², through its Waterfront Committee, to design and implement a program to engage the broad Albany community in a participatory process to consider the future of the waterfront. While Albany had experienced other efforts, over the past several decades, to look at possibilities for the waterfront – either as a single parcel or for parts of the property – these prior endeavors had never been driven by the city itself.

To begin this process, FTA did extensive background research into the recent history of both the waterfront and the issues that had become the focus of various attempts to develop the property – in part and in its entirety - for public benefit and for commercial uses. During these first four formative months, FTA also conducted a series of approximately 70 one-on-one interviews with a broad crosssection of Albany residents, opinion leaders, community and business leaders, elected officials, city staff, waterfront stakeholders, and individuals with a history of involvement with the waterfront property. Additionally, FTA interviewed numerous individuals who contacted the firm expressing interest in the process as well as individuals mentioned frequently by other interviewees. These interviews (all facilitated in-person and lasting between 60 and 140 minutes each) helped to provide an overview and "scan" of the thinking and attitudes prevalent across the city. FTA sought out as wide and as representative a scope of attitudes and opinions as possible and heard views from across the spectrum – advocates for open space, for tax-producing ventures, for safety and access, for environmental protection and restoration, as well as advocates for the status quo. FTA also heard from residents who have thought about ideas for unique and innovative uses for the waterfront – ranging from windmills to an aquarium and nature center to an amusement park. Although the interview questions were not focused on ideas for the waterfront, many interviewees had compelling arguments that should be considered as part of a meaningful community process.

But most important, this very preliminary phase of work was focused on understanding effective ways to bring people who do not usually participate in civic dialogue into the process and determining the best strategies to create a process that will, in fact, be (and will also be perceived by all, to be) open, honest, informative, respectful, and productive.

As part of the background research FTA has conducted for this first phase of the project, staff

See appendix: Qualifications Statement, Proposed Process; Approved Scope of Work

1 **Albany Waterfront : Voices to Vision** Status Report 10/2/08 **Fern Tiger Associates**

Fern Tiger Associates (FTA) is an Oakland, California-based consulting firm, working primarily with public and nonprofit organizations. Since 1978, FTA has been dedicated to bringing about positive social change by providing individuals and organizations with an unusual array of services and skills focused on: advocacy documentation; organizational effectiveness; research and public policy; strategic outreach and communications; and civic engagement.

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has gone through more than 5,000 pages of reports and plans relating to the waterfront, dating back nearly 50 years. These reports and papers were invaluable in determining the current state of knowledge on waterfront issues, what information can be relied upon during subsequent phases of this project, and what information is out of date and should be updated with more current studies.

This early work was seen as a critical first step toward designing, and ultimately implementing, a thoughtful, timely, and strategic outreach, communication, and public education plan, and for building support for the engagement process that will unfold in subsequent months. Additionally, this work was intended to form the base for both understanding the unique characteristics and history of Albany and its institutions, as well as to ensure that both outreach and engagement would reflect the community's values as the city plans for the future of the lands commonly referred to as the Albany waterfront.

Since FTA's work scope includes broad thinking about the design of a process for community participation and engagement, much of the conversation with interviewees focused on ways to engage the community, unique aspects of Albany life, and obstacles to engagement specifically related to the history of the waterfront.

Phase One: May 6 - September 15, 2008 (Phase One is scheduled to go from May '08 through January '09; this report reflects work and status through September 15, 2008)

Over the past four and one-half months, FTA has:

- conducted 70+ one-on-one, in-person interviews (see "Interviews" in Appendix) with electeds, city staff, community and business leaders, environmentalists, educators, etc. (interviewees reflect geographic, ethnic, economic, and age diversity within the city of Albany). While not noted specifically, FTA has also had numerous more casual conversations with other Albany residents who also shared their thoughts and observations;
- reviewed more than 5,000 pages of documents provided by the city as well as by interviewees (see "Document Review" in Appendix), including extensive documentation preserved over the years by residents, interviewees, regulatory bodies, etc;
- observed all Waterfront Committee meetings (May September, 2008);
- observed City Council, Planning and Zoning Commission, select neighborhood meetings, and other gatherings;
- reviewed previous public processes intended to guide a vision for the Albany waterfront;
- reviewed press and media related to Albany and the Albany waterfront for the past year;
 reviewed waterfront-related websites, Albany blogs; etc. and maintained ongoing review of press,
 blogs, and other sources of information;
- visited and photographed the Albany waterfront at different times of day, climates, vantage points; attended and photographed Albany events and activities (including, but not limited to National Night Out; Solano Stroll; Music in the Park, Pancake Breakfast, etc.);

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- analyzed and synthesized information gathered from interviews and meetings;
- evaluated how Albany residents get information about local issues;
- reviewed diverse outreach strategies and assessed potential options to maximize participation of the Albany community;
- brainstormed possible names and branding for the Albany Waterfront visioning process, to enable the process to be known and recognized by the public;
- reviewed census and other demographic data;
- reviewed preliminary data related to economic issues impacting city budget and budget planning for city;
- reviewed current land use issues confronting the city, including Safeway, University Village, Whole Foods, etc.
- determined preliminary list of "facts" that need to be known as well as "definitions" that the community needs in order to understand and to best participate in the process;
- developed evolving list of Frequently Asked Questions for use in publications;
- defined preliminary content framework for "public education campaign" to precede actual participatory process;
- designed community outreach strategy and options for community engagement intended to prompt greater understanding of both the opportunities and challenges facing the development of a vision for the Albany waterfront; and
- researched best practices related to waterfront development and planning.

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FINDINGS/ OBSERVATIONS

September 2008

The following findings and observations are based on research conducted over the first few months of Phase One work, including: focused contact with approximately 70 people representing a broad cross section of Albany, including, but not limited to community, business, school, and government leaders; observations of public meetings; a review of current and prior year press and media coverage of both the Waterfront and other Albany issues; examination of historical documents obtained from the city and other sources; environmental and financial reports; regional park plans that affect Albany; best practices in waterfront development from regional and national sources; and review of census and other demographic data, as well as preliminary information related to economic issues impacting the city budget.

While a majority of these findings may not provide completely <u>new</u> information to the Albany community, the full range of information gathered is reflected here to provide the appropriate contextual framework for recommendations related to communications and preliminary thoughts for a community engagement process, as well as content for community outreach and public education – leading to an in-depth, results-oriented participatory process.

The findings have been organized into eight broad categories:

- The Albany Community
- The Waterfront
- At the Waterfront
- Informing the Dialogue
- Contradictions Abound
- Politics and Polemics
- The "Hot Button" Issues
- Outreach and Communication

THE ALBANY COMMUNITY

"I'd rather rent in Albany than own somewhere else in the Bay Area. I chose Albany for the schools and I'm staying until my youngest is finished with high school."

"I like the fact that we have relatively small houses on relatively small lots. It creates a walkability that not many other places have."

"It's a walkable town; it's a working class town. Most of the people on my block are nurses and teachers – all working class, union jobs."

"Albany has changed a lot. It used to be more blue collar, but now a much younger set of dual-income couples have moved in for the schools and the proximity to employment centers like San Francisco. So it's a different place now."

"We're like a big neighborhood inside a city."

"Real estate values in Albany far exceed the quality of the housing stock or the amount of land you get, but people think it's worth the sacrifice to get good schools and good services."

"It has a small town feeling, but at the same time, it's quite a sophisticated little place. We have a wonderful cultural richness on tap. It's a "best of all worlds" kind of place."

"Everything is small, human scale. Even our main street, Solano Avenue, is only one or two stories high."

"In the Village, they're there to get their degrees and they really do not want to be distracted from that."

Located on just 1.7 square miles, Albany, with a population of about 17,000 ³ (roughly 7,000 households) is described by residents as one of the last communities in the metropolitan region to offer a family-friendly lifestyle; excellent schools; convenient location with easy access to employment and cultural activities; and a genuine neighborhood feeling. There remains a sense that it's a community where you know and care about your neighbors, and where it is easy to get involved if you seek out opportunities.

But, it is also a community that has changed over the past 15-20 years, with an influx of "newcomers," rising property values, more diversity, and more concerted efforts to define Albany as distinct and apart from its neighbor communities.

Some feel that the city has "changed" in ways that are reflected by increased technology and less "over-the-fence" communication; by more listservs and e-trees and fewer small group gatherings and on-the-street chats. Still residents mention that they always "run into people" when they shop, bike, walk, or just stand outside their house, and that the ease of friendships is retained, and interviewees proclaim that when it comes to controversial issues (like the waterfront) they are unsure of what many of their neighbors think. Like in many other small communities, information is shared in informal public settings - the hair salon, at the bulletin board on Solano Avenue, and when picking up and dropping off children at schools and activities.

There are still residents who can trace their life history within Albany – who have raised their children here, and whose children are now raising their own families in Albany. It's a "location of choice" for newcomers and long-term residents alike.

> "Historically, I don't think there's been much of a connection between the Village and the city."

Within the city boundaries are two distinct sub-groups which are often described as disenfranchised from the rest of the city proper – residents at University Village and at Bridgewater, Gateview, and Bayside condominiums. Many of these residents are renters. University Village residents are students at UC Berkeley - seen by many in the community as short-termers and nonvoters (although many students actually live in the Village for four to six years pursuing doctorates and during their time at UC see Albany as 'home') – focused on schools and young families. However, many send their children to Albany schools and are quite passionate about issues that impact their lives. Residents of the three condo complexes (many of whom are renters) are often assumed to be uninterested and uninvolved, unless the issue directly affects their buildings.

More than 60% Caucasian; 25% Asian (vs. 10% CA); 8% Latino (vs. 32% CA); 4% African American; 3% other; nearly 6% from two or more races. About 14% of the city's population is Chinese. Thirty-six percent speak a foreign language at home; 14% self report they do not speak English well. About 33% of households have children under 18 living at home. About 23% of the population is under the age of 18; 7% are 18 to 24; 35% are 25 to 44; 24% are 45 to 64; and 11% are 65 years or older. The median age was 36 in the last census year, 2000.

While the overall perception is that Albany is a city of homeowners with small lots, the reality is that nearly 50% of all housing units are rentals – higher than both the state (43%) and nation (34%).

Despite the self-described "small town atmosphere," Albany – like other communities in the Bay Area – either exhibits, or worries about, many of the same issues usually attributed to larger, more urban areas including public safety, traffic, crowded schools, and aging public facilities. But Albany boasts unusual pride in community and a surprisingly strong Albany "identity," in spite of its location between – and in the midst of – larger, better known communities, most specifically Berkeley.

"The schools are the heart of the community – the real anchors."

"My main motivation in caring about what goes on in the city is my concern with the long-term financial stability of the city and the school district. That affects all of us and it impacts our property values."

"Albany needs development because we're the smallest and the weakest city in the region, and we need to look out for our own interests."

"We have a tax structure that's flat and regressive. We fund things with parcel taxes and that means that a 3,000 sq. ft. house and a 300 sq. ft condo pay the same tax. That's not fair."

Managing the city; managing the schools – financing the city; financing the schools.

The city and many residents boast stability in the day-to-day management of the city, despite a self-described contentious elected council, and in recent years more quarrelsome electoral races. While the majority of interviewees appear to believe the city's finances are dependable, some feel budgeting is not based on a realistic look at the broader, current economic situation and its impact on local municipalities (e.g. decrease in numbers of house sales impacting transfer tax funds; declining house values prompting re-evaluation of property tax; drops in retail transactions; business closures; fragility of small retail stores; etc.).

Many long-term residents recall a time when Albany was "different," while newer residents (especially young families) feel the city has been improved by their active involvement, their enthusiasm, their support, and their willingness to be proactive and innovative – yet respectful of the community's history. On many issues long-term residents and newcomers agree, and share pride in the city's accomplishments, although a "political or cultural or issues split" is mentioned often, when it comes to ideas about the future of the city and of the waterfront area.

The schools are nearly unanimously seen as "golden" and "sacred" by residents with school-age children, as well as those without, and the leadership of the schools is viewed as less argumentative than city council. While schools in most other cities are perceived as challenged — especially in light

of federal and state mandates, minimal flexibility with limited resources, and lack of a united front among its leadership – Albany residents appear proud of the schools and discuss challenges in terms of raising funds for special programs, finding adequate space for programs, and maintaining standards expected by the community. The goodwill residents show for the schools is not always extended to city government, although the school district describes its relationship with the city as productive and strong.

The schools remain a major focus of city residents, both in terms of the city's identity and what draws people to locate and remain in Albany.

Like many communities - especially those with a high per capita of residents with college degrees⁴ - Albany residents value education and see the importance of strong public schools. But, there is little understanding about the realities of how California schools are financed, and how Albany schools fit into this picture – including the impact and percent of financing that comes from local property taxes, parcel taxes, and bond measures, and the amount paid by Golden Gate Fields.

In some ways there appear to be two different active populations within the city – often, but not necessarily overlapping: those who focus on the schools and those who focus on citywide issues. At times, issues merge and there is a perception that more long-term residents (with grown children) focus on citywide issues and those who are newer residents (with young children) are more concerned with schools than with the city as a whole.

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According to 2000 Census data, 64% of the city's residents over the age of 25 are college graduates (as compared with 26% statewide); 34% hold graduate or professional degrees.

"As a city, we don't really know who we are or what we're about."

"I don't think the city has a vision for the future. Saying that we want good schools and that we like the small town feeling is not a vision. It's not strategic and it doesn't really guide decisionmaking."

"There's a group of people here in Albany who never met a bond measure they didn't like. Maybe they bought their houses years ago and pay very low taxes, so it doesn't impact them.. but it definitely impacts me."

Community values; city vision

Even among active residents, there is a sense that despite numerous efforts and initiatives to stake out a future and an identity for Albany, there is not a shared long-term "vision." Mostly residents "describe" the status quo, but cannot articulate a vision for the future of the city.

When asked to describe the strategies Albany has put into place to meet its vision, most residents have trouble thinking beyond the present, and believe that the city has neither formulated nor disseminated a "vision" for the city. At best, residents rely on saying that strong schools and safe neighborhoods are the crux of life for Albany. Still, Albany has distinguished itself for being intentionally "green" and at the forefront of numerous environmental measures that benefit residents.

There is a perception that Albany is progressive politically – supportive of environmental measures and willing to pay taxes to maintain or improve quality of life, as well as education. People profess to shop locally and to consciously support local businesses whenever possible.

THE WATERFRONT

"The Albany Waterfront needs to be exemplary. It needs to set a standard for urban waterfront interface."

"I would love to see some linkage, some connection, some reason to go there. There's nothing there for the average person now."

"We have a really incredible opportunity to have a great park that would connect to other park areas and habitat areas, and to have a great shoreline that's publicly used and available and open."

"There needs to be some kind of way for the access to be easy, like a pedestrian walkway, some way for people to get to it by bicycle or on foot, without having to drive there."

"I would want to take it back 150 years and return it to how it was when there were wetlands, which would protect us if we ever get a nasty earthquake and tidal waves... to preserve the animals that belong there, no cars – maybe bike parking. Just leave the land alone to restore itself. I don't really want a nice green little park with some flowers. I want native plants, native animals, native birds – a native environment."

Albany's city limits include a broad expanse of shoreline, commonly referred to as the *Albany Waterfront*. These 140 acres of shoreline property within the Albany city limits include 60 acres of public parcels owned by the city and the Eastshore State Park and 80 acres of privately-held land – on which Golden Gate Fields (GGF) Race Track operates. The GGF grandstand was built on Fleming Point – previously an island at the edge of the original east shore salt marsh – which was once used by dynamite factories. To create the actual racetrack and the north parking lot, the top of Fleming Point was removed and the debris was used to fill the marsh.

Since the 1960s, when all of this land belonged to the Santa Fe Railroad, there have been numerous attempts at development for both private and public uses. As surprising as it seems from today's perspective, residents owe the existence of the public lands to their former use - a landfill used as a dump primarily for debris from construction and demolition projects. The site operated as a landfill for two decades – from 1963 to 1983 – and construction debris created the Plateau, the Neck, and the Bulb as well as some of the GGF land on the north east corner of the race track property.

In the '60s and '70s, there were several attempts to develop the waterfront, including the bulb, with plans that included landfill islands in the Bay, boat marinas, a "boatel," restaurants, and miles of walking paths. These proposals were defeated – first by regional water quality and coastal commissions and then by Albany residents themselves who questioned the financial feasibility.

Since the 1940s, there have been three owners of the GGF property: Santa Fe/Catellus, Ladbroke Inc. (England), and now Canadian-based Magna Entertainment Corporation (MEC). Since the 1980s, when race track attendance started to decline, each race track owner has tried multiple times to develop the land for more intensive uses including housing, office, retail, and entertainment. Each time, the proposal was either rejected or withdrawn in the face of stiff opposition by both Albany residents and regional proponents of open space and/or more limited development.

One such proposal – put forth in the 1980s by Santa Fe Realty Corporation – prompted an extensive planning process (and an EIR) that ultimately looked at seven different development alternatives ranging from 300,000 sq. ft. of commercial development with 128 acres of open space to 4.5 million sq. ft. of commercial/recreational development with 72 acres of open space. Only one of the alternatives envisioned the track remaining on the property. The process of environmental study, public reaction, and proposal revision for this project took six years, exacerbated existing community divisions about the best use of the land, and ultimately resulted in the passage of Measure C in 1990 – which froze the waterfront zoning of the waterfront, by requiring direct voter approval of any zoning changes on the waterfront, from that point forward.

In 1994, the new operator of GGF, Ladbroke Inc. attempted to get approval to increase gambling at the race track with the addition of a cardroom. A proposal for the cardroom was put on the ballot, where it was narrowly approved. The measure was later defeated in a law suit that ultimately resulted in the card room not being built.

In the early 2000s, after more than a decade of planning, negotiation, and citizen advocacy, the Eastshore State Park (ESSP) was created – including most of the undeveloped lands formerly owned by Santa Fe RR – from Richmond to Emeryville – as well as the Plateau and Beach (north and northwest of GGF). The Bulb is planned to be part of ESSP but is currently under city control.

Since purchasing GGF in 1999, Magna Entertainment Corporation initiated development proposals twice. The original proposal, in 2002, called Rancho San Antonio, envisioned 800,000 sq. ft. of retail, entertainment, and lodging development on Fleming Point. The most recent attempt at development came to an end in 2006 when MEC's development partner, Caruso Affiliated, withdrew a proposal to build a retail/entertainment center and shoreline park on Fleming Point and GGF's northern parking lot. This most recent proposal is described by some as increasing the contentious atmosphere in Albany and of polarizing the community in ways more extreme than ever before.

By virtue of its special location at the edge of the Bay and the physical isolation imposed by the Buchanan Street I-80/580 interchange, the Albany Waterfront has always been treated as separate from the rest of the city and as an entity all its own, despite the importance of understanding the property in the context of the city as a whole – environmentally, fiscally, aesthetically, and politically. What happens on the waterfront has the potential to affect every aspect of the city from the schools to local businesses to the city's identity as a green and unique community.

The waterfront can remain a focus of contention and an isolated place of which few residents feel "ownership," or it can become an expression of the city's values and vision.

AT THE WATERFRONT

"There are more dogs than people at the Bulb. Why would I go there if I don't have a dog?"

"It's an amazing cultural resource."

"I think it's the most beautiful place in the world."

"The landfill operator was on his own, trying to make as much profit as possible. The net result is that it wasn't an "engineered fill," so the fill itself is really decrepit."

"None of my friends at Albany High ever go to the waterfront. What would you do there?"

The Bulb

The Albany Bulb is a fascinating, unique, and challenging place. It is passionately embraced by dogwalkers, artists, educators, and hikers for its wildness, isolation, and the creativity it has inspired in the people that are drawn there. But it is also dismissed with equal passion by others who describe it as chaotic, dangerous, abandoned public land – with overgrown construction rubble that is difficult to navigate. An active community of local artists has built large found-object art sculptures and paintings in an open-air "gallery" on the north side of the Bulb. Smaller sculptures, paintings, and home-made structures – including a library and a two-story castle, complete with spiral stair and roof deck – can be found throughout the property. For many years the Bulb has been under a lease agreement with the Eastshore State Park, but no significant progress has been made to officially incorporate the land into the park. In the meantime, the land is under Albany's jurisdiction. Despite numerous concerns, the site has been relatively safe.

The Plateau

The Plateau is an elevated, flat portion of land north of Buchanan Street. It is part of the Albany section of the Eastshore State Park. The eastern section and northern shoreline are prime spots for bird watching on the protected Albany mudflats fed by Cordonices Creek. The central and western parts of the Plateau are mostly open field – now dominated by a fenced-off habitat for burrowing owls. This artificial habitat was created as mitigation for the destruction of an owl burrow on the site of what is now the Tom Bates Regional Ball Fields – immediately south of the race track, in the city of Berkeley.

The Neck

The narrow spit of land between the Plateau and the Bulb immediately west of the end of Buchanan Street is called "the neck." Albany owns the central part of the neck while the shoreline – on the north and south sides of the neck – is part of the Eastshore State Park.

The Beach

The Albany Beach at the northwestern edge of the GGF north parking lot is public land. It is owned by the State, but is listed as part of the Eastshore State Park in the Park's resource summary. It is a popular place for dogs and kids, and the only easily accessible shoreline on the Albany Waterfront.

The Bay Trail

One of the major gaps in the 400-mile Bay Trail ⁵ is within the Albany city limits. The trail was envisioned as a link between the shoreline parklands and the waterfronts of the entire Bay, and as a bicycle commuter corridor. Although agreement has seemed to be close on a number of occasions, as of the writing of this report, the Association of Bay Area Governments (ABAG)⁶ and East Bay Regional Park District continue to be in negotiation with Magna Entertainment Corp. (MEC), the owners of Golden Gate Fields, to obtain a permanent right-of-way along the shoreline. For now, bicyclists and pedestrians meander through an unmaintained section of the privately-owned GGF northern parking lot to cross the Albany waterfront. Every plan for the waterfront has stressed the need to close this gap in the Bay Trail, but final decisions regarding this are largely out of the hands of Albany residents.

"Golden Gates Field is the biggest employer, the biggest tax payer, and they really give generously to local activities."

"Racetracks lose money. They have to have casinos or commercial development to supplement track earnings. It's not a sport that is in people's lives any more."

"The race track is a god-awful structure. If there was nothing there, would anyone vote to put <u>that</u> on the waterfront?"

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 $According \ to \ ABAG \ website, \ Bay \ Trail \ Fact \ Sheet, \ 240 \ miles \ of \ the \ trail \ have \ been \ completed.$

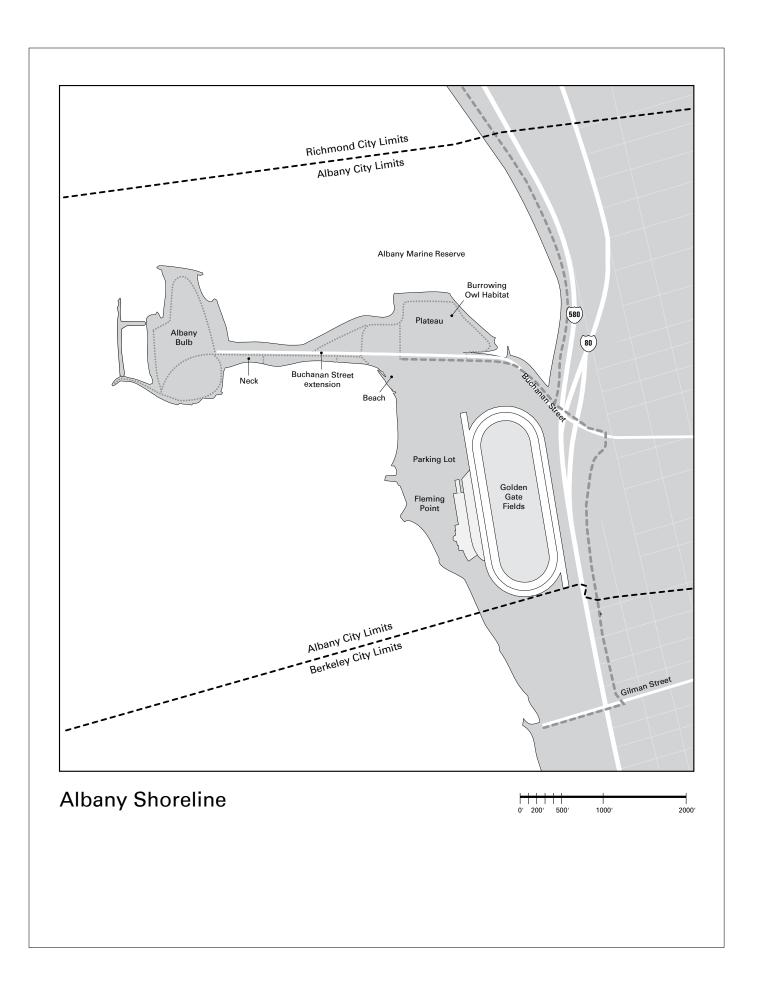
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Association of Bay Area Government (ABAG) website: http://baytrail.abag.ca.gov/generalfacts.html

Golden Gate Fields

Golden Gate Fields has operated continuously as a thoroughbred horse racing track since the end of World War II. It is the largest single piece of privately held land in Albany and dominates the city's waterfront. Despite declining track attendance and significant annual loses by the parent company MEC in the last 5 years, GGF reports that it is profitable, plans to significantly increase the number of racing days in 2009, and stresses that it will continue operating the track for the foreseeable future.

Some residents view the track as a venerable Albany institution and a good community member. They note the track's long-term support of community-based institutions such as the YMCA, the Albany Senior Center, and the Albany Education Foundation. Track supporters also note the continued importance to the city, school, and library coffers from taxes (property tax, wagering tax, parcel tax) paid by GGF. Detractors of GGF describe it as an eye-sore that under-performs financially, producing relatively little in city revenues and meager charitable contributions in comparison to the size of the property and the total revenues the track generates. (Wagering tax revenues are collected on bets placed physically at GGF, but not on bets placed at off-track betting locations.) Because of these basic disagreements, any process will need to obtain the current, verifiable data on tax revenues and other financial contributions from GGF.



INFORMING THE DIALOGUE BUILDING THE TRUST

"The most important thing and also the hardest thing is going to be to get people to trust the information. There has been so much misinformation and contradictory information. I just don't even know if it's possible to get people to believe any information they get from anyone."

"Some people think they know everything about the waterfront. That intimidates others, and then those people don't want to participate."

"This is a community of smart people. If they get information that is unbiased and logical, they will read it and they will bone up on facts. People will need to understand a lot about the Waterfront site if they want to participate and stand up to some people who try to intimidate everyone into thinking they are the only ones with answers and information."

"You've got to get people to understand the geography and the ownership of the site. They need to understand the impact any changes to that ownership will have on the schools."

"The information that is disseminated will need to be full and complete and cover all the various points of view."

"People need to know the real financial state of this city. Whatever happens at the waterfront needs to generate revenue for the city and for the school district."

"School financing is not understood."

"I think it would help to have accurate financial information, which is going to be difficult for people. There's a huge credibility problem, because we've had so much campaigning and so little information."

Despite the intensity of activity surrounding recent proposals related to the waterfront, there remains strong suspicion that residents are not well informed about the issues and challenges of waterfront "development" – be it the creation of a park or the development of commercial ventures. In general, there is the perception that residents are not knowledgeable of important factors impacting decisions about the waterfront – including Measure C, which looms large in the reality of what can and cannot be done at the site.

But perhaps even more relevant is the perception that the information that has been provided to date – from a variety of sources – is neither accurate nor neutral, that even supposed "facts" are manipulated to present biased perspectives that support one concept or destroy another. Even actively involved residents – many of whom are identified as supporting one concept or another – readily admit they know woefully little about the parameters and factors impacting the waterfront and that

little valid, verifiable data has been disseminated during all of these years. Thus, nearly all interviewees agree that there is a critical need for a thorough, balanced, factual public education effort that should precede and accompany any engagement. Making this a priority would enable a significant portion of residents to participate – with knowledge and the security that they have accurate, substantiated data with which to make decisions and suggestions. Ultimately this would ensure that all potential options could be analyzed systematically and fairly.

Most specifically, interviewees agreed that the following data and categories of information need to be understood by the community at large:

- Site and Surroundings (mentioned most frequently by interviewees)
 - Specifically interviewees want the public to be informed about the current ownership of the different parcels, the environmental constraints and opportunities for various uses on the site, the geological suitability of each sub-area of the waterfront for different uses, the history of the site, and previous development attempts.
 - Size/location/ownership of each parcel at the waterfront
 - Cordonices Creek present and historic location
 - Marsh lands present and historical
 - Bay Trail current status
 - Accessibility issues
 - Seismic/soil stability of each parcel and impact on development potential
 - Aesthetic and cultural significance
- Land Use/Legal
 - Zoning current
 - Measure C overview of the measure, as well as impacts and responsibilities
 - Jurisdiction state and regional governmental regulatory agencies with oversight of the property
 - State, regional, and local land use regulations, monitoring authorities, etc.
 - Zoning mechanisms
 - Public/private partnership models for ownership and use
 - Current best practices for urban waterfronts
 - Assets and liabilities
- Environment
 - Weather, wind, noise
 - Risk toxicity of landfill
 - Traffic

- Air and water quality
- Plants, shorebirds, wildlife
- Natural habitats

Fiscal

- Costs for acquisition, demolition, development, and ongoing maintenance costs for open space conversion
- Potential sources of funding for public purchase and conversion to open space/ parkland
- GGF revenues and tax contributions to city current, historical and projections for the next five years, including amounts and percent of budget for city, schools, library
- Other financial benefits accrued to the city/community from GGF (donations, etc.)
- Feasibility of, and revenue projections for, any development options, including comparison to current
- Overall financial picture of city and school funding current and projected
- Projected fiscal impacts on existing local retail establishments if waterfront site included retail

Other factors

- Quality of life and civic identity: potential for Waterfront to improve social factors
- Aesthetic considerations architecture and open space
- Development options (open space/ parkland, commercial, residential, "green" utility, unique public/private function, nonprofit, other): pros/cons of any options presented

CONTRADICTIONS ABOUND

Supposed facts about the waterfront run the gamut in terms of fact and fiction. Given the length of time the issue has been a topic of discussion in the community, it is not surprising that so many people believe they have particular and relevant "facts." Some of the contradictions we heard include:

- ► The Bulb is an amazing environmental resource.
- ► The Bulb is composed of dangerous land fill.
- The Bulb is owned by the state.
- ► The Bulb is owned by the city of Albany.
- The Bulb is owned by East Bay Regional Park District.
- No developer will ever be interested in the Waterfront, so Albany should be happy if anyone proposes anything at the site.
- ► Developers could make significant profits at the waterfront site, and still leave a large percentage of the property as open space.
- Commercial development of the waterfront will destroy retail business on Solano and San Pablo avenues.
- Development of the waterfront will strengthen Albany's retail businesses because the city will become a regional draw.
- Golden Gate Fields contributes significant financial resources to the school district.
- ► Taxes paid by Golden Gate Fields are not significant in proportion to the total city budget and school budget and are not in accordance with the scale of the property it owns.
- Golden Gate Fields makes huge contributions to community activities.
- Golden Gate Fields contributes very small amounts in comparison to its profits.
- Golden Gate Fields property will never be sold.
- Golden Gate Fields property will definitely be sold in the very near future.

- Horse racing is dying.
- Horse racing will never die.
- ► The city of Albany would be better off if it had no responsibility for the waterfront property.
- ► The waterfront is the most critical resource the city has.
- ► There's no rush to change anything at the waterfront site.
- If Albany doesn't do something soon, the community will find itself reacting to proposals from outsiders.
- Golden Gate Fields is negotiating with the city of Berkeley to develop on their property in Berkeley and then Berkeley will get new tax dollars while Albany continues to stagnate.
- The city's financial position is weak.
- ► The city's finances are strong, especially in comparison to neighboring communities.
- Decisions about the waterfront should be made locally (Albany only).
- The waterfront is a regional issue.
- Planning for the future of the waterfront is an incredible opportunity.
- Planning for the future of the waterfront is an insurmountable challenge.
- Deciding the future of the waterfront can bring the Albany community together.
- Deciding the future of the waterfront can only further divide an already contentious community.

POLITICS AND POLEMICS

"The politics have gotten ugly. I know people who won't vote because they can't believe it's gotten this bad."

"Albany is now more liberal than Berkeley."

"There's a core group of about 40 people who are civically engaged in the city and in the schools. They just trade positions. Fundamentally, I'd say they are more alike than they are different."

"My sense is – despite all the hoopla – at the level of broad values, there's a lot more overlap among people in this town than we're experiencing."

"I'm as scared of the Sierra Club as I am of some slick California developer."

"A lot of people say their voices aren't being heard. But mostly it's people who were heard and didn't get their way."

"If it wasn't for all the entrenched interests, we would surely come together as a community."

"There's maybe 10% of the community — at most, probably less — on either side of the Waterfront conflict and the other 80% just wants us to quit screaming at each other and get something done. At this point I think even the 10% on each side might be close to realizing that we're not getting anywhere ... just grief and embarrassment and unfortunate consequences."

Those who follow city politics, to any degree, are aware of (and often vocal about) schisms and differences within the city and also perceptions about schisms between council and staff. This perception – real or not – has not benefitted any particular faction. Instead it has undermined support for the city as a whole, and has overshadowed the potential for thinking about a cohesive plan for the future. Indeed, residents state that the city has no vision.

To many – inside the city and beyond – there is a sense that politics over the past decade has actually kept Albany from moving forward rather than encouraging innovation and vision to flourish as much as it could, given the resources of the residents and their commitment to the community. Indeed, more than one interviewee expressed "hope" that this engagement process could be the unifying force that the city needs to move beyond factionalism toward respectful dialogue and debate – ultimately building a cohesive vision for the future.

THE "HOT BUTTON" ISSUES

There are basically six issues that define the conversation about the Waterfront – coming from diverse sectors of the population:

- history of conflict on the issue which has led to a lack of trust in information provided;
- trade-offs necessary between financial needs/expectations and open space;
- reality of whether or not the land is available to purchase or to convert to public use;
- the capacity and interest of the community-at-large to engage in a process to define
 a vision for the waterfront, given what are described as bitter experiences and
 results;
- regional and local decisionmaking
- the definition of the waterfront site

Lack of Trust/History of Conflict

There is a wide-spread perception among people actively (and historically) involved in the waterfront, that there are two opposing sides. Each accuse the other of distorting information and claiming to represent far more people than they probably do. Since each side has its own set of information it believes to be accurate, it is difficult for any information to been seen as neutral and factually objective.

It will be important to ensure that all data and information be verifiable and that sources are cited.

[&]quot;We're honest and we're accurate, but they call us liars and cheats."

[&]quot;They would sell Yosemite to theme park developers if they could."

[&]quot;I've been a member of the Sierra Club all my adult life – but because I didn't agree with their plan I was demonized and called 'pro-development.'"

"The last few new businesses to locate in Albany and to pull business licenses were nail salons. I kid you not. That is not really creative economic development that will benefit the city."

Financial and open-space trade-offs

In an era of increasing public sector costs and decreasing tax revenues, almost everyone is concerned about city finances and the continued financial health of the schools and public services. Residents value park land and open space, and want as much of it as possible – in close proximity to Albany. Albany views itself as a dense, built-out community and sees parks as essential for relaxation, recreation, and aesthetics, and as an environmental resource.

Many in the community see the waterfront property as both a current and potential source of revenue for the city's needs and argue that the city is not developing other economic sources to replace any revenues that could be lost if changes occur at the waterfront. There is a perception that the city and community are constantly seeking parcel taxes to supplement the city's coffers and note that there is little effort on the part of the city to aggressively pursue retail or commercial ventures that could boost sales tax and provide worthwhile additions to existing commercial strips.

Others see the Waterfront as the last hope for significant open space within Albany, as an asset for the city and region, and as a critical statement about Albany's identity – to create something "great" and distinctive on the property – that will first and foremost, enhance the quality of life for Albany residents and its neighbors.

It will be important to provide the tools to productively discuss different points of view.

"Golden Gate Fields is here to stay!"

"There's no way that our small city can ever find the funds to purchase this property. The state budget is a disaster; the bond money is limited and requires a great deal of competitive bidding."

"This property is among the most desirable in the entire Bay area. As a community we have a lot of power to decide what we want at this site, and I believe we can make it happen."

Reality of whether or not the land is available to purchase or to convert to public use

Some residents believe the city has the capacity and the will to find the funds and partners to transform the waterfront property from its current use and ownership into a public benefit area, generally referred to as "open space.". At the same time, the owners of the property have publicly stated that they have no plans to sell the property. Should the property become available, new owners desiring to change the use would need to convince voters that their program for the site is in the best interests of the city and its people. There is also considerable disagreement as to the availability of

public funds (city, county, state) to purchase, rehabilitate, and maintain the site, should it become available.

The community engagement process offers the potential for a proactive dialogue and decisionmaking effort that could provide the framework or road map for change that could be supported by the community.

"My personal opinion is that Albany residents were robbed of the opportunity to decide for themselves what they wanted for the waterfront. No conversations, no plan materialized; so we couldn't decide."

"If everyone has a chance to talk about things, to vent, to understand that there's a jewel in Albany, I think – and in the course of talking, heal whatever wounds have been opened and reopened – then we will all win."

Capacity and interest of the community-at-large to engage in a process to define a vision for the waterfront, given what are described as bitter experiences and results

There are probably fewer than 100 people actively involved in the long-running debate over the Albany Waterfront. Most Albany residents lead busy lives delicately balanced between work and family – leaving little time for activities whose impacts are not immediate. Yet Albany residents are highly educated and concerned about the quality of life in this community and the potential that the waterfront affords economically and/or environmentally.

Previous engagement efforts have resulted in anger, disappointment, disillusionment, and stagnation. People argue that "sides" formed and that processes were overcome by "positions" rather than "ideas" or "strategies." The loudest voices appear to have dominated and intimidated those who felt less empowered and less informed.

Outreach as well as the engagement process itself will need to understand and respect the dynamics of the community and the history of earlier processes. A fair, transparent, well-documented, and productive process will be essential.

"Keeping it local is the most important thing in this process."

Regional and local decisionmaking

While the waterfront is clearly a regional asset, Albany residents – especially because of the feeling that the city is small and less powerful than neighboring municipalities – feel strongly that decisions about the waterfront belong in the hands of residents, since they will ultimately be responsible for, and directly impacted by, land that is within their jurisdiction. They recognize that any decision will

involve trade-offs that need to be understood and supported. On the other hand, residents in neighboring communities feel they will be impacted by decisions made without their input, and believe that the decisionmaking process should have a way to involve them.

The engagement process will need to be designed in a way that recognizes regional concerns while ensuring that the Albany voice leads the vision.

"It doesn't make sense to go to all the trouble and expense of a citywide process and only include thinking about property that you don't own."

"How can you plan for the waterfront if you stop at particular boundaries?"

"You can't go in with blinders. If you limit the process or the conversation to just Golden Gate Fields, you're not doing the process justice."

The definition of the waterfront site

While the visioning project was initially described as a "replacement plan" for Golden Gate Fields, over the course of these first months of work, it has become obvious that even if the primary discussion and focus is GGF property, it will be critical to consider the relationships between what happens at this site and what happens on adjacent properties. Additionally, the notion of a "replacement plan" infers to many residents an "all or nothing" scenario which defies the intention of an open discussion fostering new and fresh ideas.

The process should not limit discussion to GGF property.

OUTREACH AND COMMUNICATION

"How do people in Albany get information? Good question. I wish I knew."

"If you really want to get your fingers on the pulse of Albany, you've got to go to the Y and exercise or just hang out."

"Sometimes I just roll my eyes at the way stuff gets reported. It's just out of whack with what is really happening."

"This is a community that gets its information over the backyard fence."

"Frankly, I don't know how people get information in this town – there's no real newspaper – the Journal is a weekly and not locally owned or managed. Some people really read the Journal regularly and focus on that for information, but others leave the paper on the porch for days, so I don't think it's all that powerful."

"People react, they don't pro-act."

"Albany parents are a great group if you can get them all working toward the same goal and get them involved."

With just 17,000 residents, Albany – like most other small communities located in large metropolitan areas – lacks a daily newspaper, struggles for attention from regional press and media, and finds ways (sometimes successful and other times not) to gain publicity and 'reach' through non-traditional sources. The *Albany - El Cerrito - Kensington Journal* is published weekly (distributed free on Fridays). While some interviewees stress the fact that everyone in Albany reads the *Journal* and many claim letters to the editor are widely disseminated, others say the *Journal* sits on porches and lawns for days, because coverage is spotty, simplistic, and inconsistent . Those who are civically engaged read the Journal and also populate the letters to the editor section. Community groups, the city, and issuebased alliances struggle to capture the attention of reporters from more regional or statewide press and media.

Subscription and rack sales of the *SF Chronicle* reflect that more than 40% of Albany households read the Chronicle, but a simple scan of the *Chronicle* for the past 12 months shows few articles specifically documenting or addressing Albany issues. For the same period of time, Berkeley shows more than 1,200 references (including references for UC Berkeley). While official numbers regarding delivery of Contra Costa Times, NY Times, and Wall Street Journal are difficult to get at the city level, conversations with interviewees indicated high readership of national press – especially on line.

People in Albany are well informed – regionally, nationally, internationally, and locally – despite the lack of press and media coverage. There are a large number of local and even "block-level" blogs that appear to be read frequently. Most notably *Albany Today* – an informative blog established by Linjun Fan – is popular, timely, informative, and described by many as 'surprisingly unbiased.' Schools have blog sites and e-trees, as do neighborhood groups, issue-based alliances, and

organizations ranging from churches to environmental associations to merchants.

Despite the numerous venues for 'posting' or reading, residents – nearly unanimously – proclaim that they have no idea how people get information and how residents stay abreast of local issues like the waterfront.

The informal (unedited, unsubstantiated) processing and dissemination of information – from the blogs to the backyard fence – works to some degree, but it is clear that these methods are fraught with problems:

- people receive information that confirms what they already believe;
- people get slivers of information;
- information is passed off as accurate with minimum effort to check the facts or understand the context.

It is little wonder that residents are skeptical of information they receive, especially about controversial topics and issues. This information is often described asnot real information, more like campaigning. The dearth of trusted, fact-based information has impacted perceptions of both options for – and realities of – the future of the waterfront, and has led to wide and deep distrust within the community. 'Positions' about which supposed "facts" are true and which are "lies" fill the void.

Getting the word out:: possibilities and challenges

- There are a number of official communication vehicles used by the city to bring information to the community, but it is not clear how well they reach their intended audiences. The city communicates with residents through:
 - city website, recently updated;
 - televised council and commission meetings, Channel 33 KALB;
 - Albany Activity Guide
 - City Newsletter
- Local organizations often rely on flyers posted on Solano Avenue and other high-use locations; sometimes groups send mailings (postcards, flyers, letters).
- Residents who participate in civic organizations receive information from these channels either through presentations, written materials, or 'updates.'
- Some residents feel that the only way to get information to the community is to deliver it to everyone's door, and hope that it's not during an election period because then your flyer will get buried in what is described as "a big pile of handouts."
- Informal communication is perhaps the most effective way to get information to the largest number of residents – from yahoo groups to listservs to blog sites to actual in-person conversations with neighbors and friends. However, these methods are generally sporadic, support either issues without deadlines or ones that are urgent, and generally do not provide in

depth information and/or contrasting points of view so critical to complex issues.

- While schools have their own outreach information dissemination systems generally aimed at parents they are often guarded about allowing their lists and systems to be used to disseminate any information not directly related to the school issues. Schools are especially wary of getting involved with the spread of information that they believe is not "neutral."
- Albany residents are busy, juggling a host of activities and priorities. Getting them to pay
 attention requires strong messages (especially indicating why and how an issue affects them,
 their property, their family, etc.) and valuable, interesting, concise, useful, well-documented
 information.

With specific regard to the waterfront visioning process, residents will need to have confidence that:

- the process will be neutral;
- there is no previously-set "agenda;"
- everyone will be heard and respected;
- bullying will not be tolerated;
- solid, verifiable information will be provided prior to the process and throughout implementation;
- the outcome is important to each resident;
- residents will be able to see how their input impacts the process;
- residents can make a difference;
- it will not take an excessive amount of time.



OUTREACH GOALS AND STRATEGIES

"People say there is a lack of communication, but I think that it's actually not a lack of communication, but a lack of listening and understanding."

"What's in it for me? This is what people want to know. Will it lower my property taxes? Will it improve the schools?"

"People are busy – especially parents – especially Albany parents. But they care about supporting their children. So if parents can understand how the process does just that – lays the groundwork for creating future opportunities for their children – you have a better chance of getting them involved."

"What brings people out is a specific proposal that they hate or something that really scares them... sad but true."

"The best way to get people information is to bring it to their homes, by mail or on their doorstep."

"I don't know what I'd recommend. I think people have 'heard' it all."

Goals

- Build Trust
- Build Excitement and Interest
- Build Information (and community knowledge)
- Build Audiences (and participation)
- Build Awareness
- Build a Model

RECOMMENDATIONS

Build Trust

- Given the overall lack of trust and suspicion among many in leadership positions, and the growing desire for fairness, civility, and information-driven decisions, it will be important to emphasize the neutrality of the information presented, the fairness and documentation of the process itself. (the lack of any 'agenda,' other than a successful, well-attended, information-laden process that yields results that can be embraced by the community-at-large), and the design of sessions that can ensure facilitated, safe, respectful, and open discussion, where participants can voice opinions and understand issues, tradeoffs, and possibilities.
- Carefully <u>document the process and outcomes to ensure broad understanding</u> of the process and the thinking that informed and created the 'community vision.'
- Moving the process forward will require an investment of energy and resources toward the goal
 of establishing and maintaining confidence in the city's process. It will be critical to <u>create a</u>
 <u>process that residents view and experience as open, honest, factual, and responsive to local
 concerns; and where residents understand how results will be used.
 </u>
- Provide confidence that the process will be 'safe' and respectful of all opinions. During outreach for participation, emphasize the ways in which this process is designed specifically to encourage all points of view, including those who have never before voiced an opinion. And while 'being heard' doesn't necessarily mean that each opinion will ultimately be the 'community vision,' the final report will document the full range of views.

Build Excitement and Interest

- A new graphic identity (look and branding) with purposeful and far-reaching placement will identify the project emphasize its innovation, participatory nature, its inviting and open structure, and its goal for "results."
- Create <u>consistent signage</u> for all locations at which meetings are held. Include thank you signs
 to acknowledge community support and involvement. Signs posted at meeting sites and in key
 locations in the city could offer visual cues that the process is underway, increasing
 participation.

Build Information and Community Knowledge

 The <u>outreach and public education to every household</u> is intended to "level the playing field" and to maximize engagement of residents in this issue which is critical to Albany, but which may not have the same resonance and draw that immediate issues such as maintaining school safety could have.

- It will be important to develop and distribute widely <u>comprehensive</u>, <u>compelling</u>, <u>factual</u>, <u>and</u> <u>understandable information to all residents</u>, even those who choose not to participate directly in the process.
- Answer the hard questions. The community is demanding valid, well-documented information and data about the waterfront and its relationship to the city. (See earlier discussion regarding categories of information requested) The process will need to provide ample, early information to enable equity of participation and build the collective knowledge base. By providing clear, concise information that people can review prior to participating in the engagement process (and by adding to that initial information once the sessions begin) residents will have a greater understanding of the facts and the consequences of the issue.
- Materials should be designed to convey the information clearly, and to engage residents –
 through <u>interesting formats and strong</u>, <u>compelling graphics and text</u>. Information should be
 made available to residents in multiple formats and through multiple venues including <u>print and</u>
 electronic means.
- Develop a glossary of important terms and acronyms (open space, park, Measure C, CEQA, EIR, "taking," land trust, ESSP, EBRPD, ABAG, CDPR, BAAQMD, FFC, AWC, CESP, bulb, neck, plateau, parcel, assessment, basic aid district, etc.)

Build Audiences

- By engaging a <u>broad range of participants reflecting the demographics of Albany</u> (and documenting participation demographics); by encouraging residents who do not ordinarily participate or who have been silent on the waterfront issue, engagement should yield results that reflect the interests, will, and spirit of an informed community. Include seniors, renters, youth, and utilize ethnic media as appropriate.
- <u>Educate "community ambassadors"</u> and create partnerships with community organizations and leaders (including commissions, those who work in local institutions and civic clubs) so that they can champion and promote participation in the process. Keep as many people as possible apprised of the process and as disseminators of materials.
- Expand the knowledge base of the full Albany community.
- Expand the audience base. Consider the development of a series of public forums, sessions with local media, and other outreach activities to build understanding of the process and the issues.
- Acknowledge people's busy schedules by holding sessions at convenient times: emphasize the
 'efficiency' of the process; promote sessions on weekends, evening, and other times when
 residents can attend. In all descriptions of the process emphasize that the time commitment is
 limited; even if residents decide to participate in only a fraction of the process (e.g., a single
 meeting), their input will be valuable.

• Reach out to parents of children in the schools and of children who are not yet in school. Find ways to reach families who are often too busy to attend meetings. For those parents whose children are in school, teachers or PTAs will be effective gatekeepers.

Build Awareness

- <u>Illustrate how the waterfront impacts each Albany resident</u>. Avoid 'scare tactics' and focus on the potential for this part of the city to offer more to its residents from families with small children to seniors.
- Understand Albany High School students as 'messengers.' Students and teachers are integral
 parts of every community. Engage high school reporters to cover events related to the process.

 The Cougar, has the potential to deliver information about the waterfront and the community
 engagement process, as seen through the eyes of students.
- Understand the importance of word-of-mouth as a means of reaching residents. Consistency of message not just in the written word but in verbal descriptions will be critical. Every resident is a potential 'ambassador' of the process. Thus providing <u>accurate</u>, <u>appropriate</u>, <u>and ongoing information</u> is critical. City staff who are in contact with residents in any capacity should be briefed regularly on the process so that they can answer questions appropriately.
- Design website to link with city site. <u>Keep website up to date</u> with accurate and appropriate information and visuals.
- Develop <u>strong</u>, <u>memorable messages</u> about the process. Respond quickly to criticism and to clarify misperceptions and misinformation (repeatedly, if necessary.) Coordinate with e-trees and blogs to support the spread of important information and to correct misinformation. Draft all messages to be easily understandable, memorable, and short.
- Work with the city to ensure timeliness of updates on the city website.
- <u>Design launch</u>⁷ that promotes participation and awareness of upcoming engagement process and that provides information about waterfront issues.

Build a Model

Document the process and disseminate widely.

7

A special launch will be designed to "kick off" and broadly publicize the process and how to become engaged.



COMMUNITY ENGAGEMENT AND PARTICIPATION

"The process needs to be framed so that "sides" don't have a reason to be "sides." People need to see that it's open, that there are no value judgements."

"The waterfront has been a divisive issue for years. People have been vilified. My position: We have Measure C. If you educate people, they will do the right thing."

"Frankly, I didn't support using funds for this process. But now I think it's the only hope. I just hope it works. It can have incredible ramifications — not just for the waterfront but for the residents of this community to value one another. I'll give it a try."

This section of the Fern Tiger Associates status report reflects current thinking and options related to outreach and engagement, and is not meant to imply a final decision regarding the specific process, design, or content of the sessions to be developed. A full description of the participatory effort will be developed over subsequent months. The information discussed in this section of the report is part of Phase One of the FTA work scope. Phase One is scheduled to be completed January 2009, with actual implementation of the participatory engagement process anticipated to begin March 2009. Outreach and dissemination related to a community wide public education effort will begin prior to the actual engagement process.

ENGAGING THE ALBANY COMMUNITY IN THE FUTURE OF ITS WATERFRONT

In order to ensure that the future of the Albany waterfront is based on a set of widely-shared and mutually-agreed-upon core principles, it is critical to bring the community together in a spirit of collaboration for a greater good.

Ideally, hundreds of (and hopefully more) Albany residents from every walk of life will consider and articulate, in facilitated, small group settings, their perspectives on a variety of issues — providing substantive insight into a collective vision for the future of the waterfront. While the "meat" of the meeting sessions is not the subject of this report, how the community will be engaged and approached is a core part of this status report.

The range of "gathering" options includes, but is not limited to:

- a series of numerous sequential convenings (at public places, churches, homes, schools, work sites, parks, etc.) where hosts (about 75) are responsible for identifying and inviting between 10 and 15 participants for each of the sessions.
- a series of closely-timed or simultaneous convenings at large venues (schools, churches, library, community centers, etc.) where small groups meet simultaneously in facilitated sessions (e.g. five groups of 20 each meet in facilitated sessions at the same time in a public location).
- a "train-the-trainer" model where directors of organizations learn to facilitate the process with their own constituents.
- a two-tiered sets of focus groups one comprised of leaders from community-based organizations; one of randomly selected residents (e.g. invitations to every fifth house on block).

These are just a few of the possibilities designed to get everyday residents to think about, discuss, prioritize, and ultimately try to come to consensus around values and core principles to inform options for the waterfront. The sessions themselves will engage participants to make tough choices among goals that might sometimes appear in conflict, and to understand trade-offs that move from the personal to the public's benefit.

Note: Woven throughout any of the process options would be a public education effort that provides clear, concise, understandable, and neutral information to inform the public discussion. This public education effort will begin several weeks before the participatory process begins and will continue throughout the process.

A carefully constructed public outreach campaign will launch the community participation process and later will announce and present findings and subsequent steps explaining how participation will lead to realistic options for the waterfront. Documentation of participation as well as results will portray how all voices were represented. By engaging residents in a transparent and recorded, the waterfront's future will rest on a foundation of shared values

POSSIBLE MODELS FOR ENGAGEMENT*

• Model 1: "60 Dialogues; 60 Days"

Self Organizing (small groups – 10-15 per session, invited and selected by resident 'host')

• Model 2: "4 x 4 x 4 x 4"

Participation "assignment" by particular methods, e.g.:

- Random Participation (10-12 workshops, anyone can come, held at each school site, community center, etc. once at workshop, assigned to small group; four small group sessions facilitated simultaneously; four sites at a time; four times each weekend for four weekends)
- Designated Large Geographic Areas city would be divided into three "zones"; all residents of the city would be invited to participate at particular sites within their "zone"; sessions would occur at multiple time and days residents attend the session in their zone. Everyone residing in each zone would be invited to the sessions that occur in their part of the city. [Meetings repeat four times in that zone meeting content and process is the same at each meeting time.]
- Sessions held at school sites. (Residents go to session at school at which their children attend(ed) or the school closest to their home)
- Model 3: "Day for the Waterfront"

One Discussion / Many Places - Single day, multiple locations; same activity going on at all locations

• Model 4: "Block By Block"

Designated neighborhood blocks meet at designated sites (grouped by (approximately) three-block geographic area; on certain day/time, your three-block area invited to meeting; each resident attends one)

* This list represents the options for engagement that are described in detail on subsequent pages. Fern Tiger Associates is focused primarily (at this point) on Model 4. Other options and designs for participation were reviewed and eliminated.

Critical Assumptions for all options:

Regardless of which model of engagement is finally selected, the following holds true:

- Special effort will be made to reach out and engage the participation of all residents of Albany: renters, residents at Bayside, Bridgewater, and Gateview, those who live in University Village, youth, seniors, and those who do not typically participate in civic discussions, including those more comfortable in languages other than English, etc.
- The process will be in two parts. Participants can only attend one session of each part. All sessions will be identical. Participants will be Albany residents.*
- All households will be approached in the same manner through some door-to-door process with materials and/or a mailing announcing and explaining the process with information about time, place, and process to get involved. RSVPs will be explained and followed up with confirmation regarding, date, time, place.
- Sessions will be documented to collect information that is discussed at every session (Sessions will be designed to accumulate quantitative and qualitative information.)
- A simple questionnaire will be used to evaluate participant reaction to the process and to gather demographic data.
- All sessions to be professionally facilitated.
- Goal (for all options) to reach more than 600 non-duplicated adults approximately 6% of total adult population (youth groups additional).
- "Blitz" (process to occur over relatively short period of time) creates excitement and short time frame keeps the issue and the process in the eyes of residents.
- All models require RSVP to plan appropriately regarding number of facilitators, languages, etc. and to keep small groups with 10 15 person range
- All workshops will have appropriate translators for non-English speaking participants, as needed and identified in RSVP.
- Local businesses could be asked to provide incentives for participation (e.g. gift certificates, for which there could be a "drawing" – donors will be recognized).
- * Consideration is being given to the possibility of holding a special session for waterfront-engaged, non-Albany residents, but this will be separate and apart from the resident process, although it will occur within the same time frame. Information from residents and non-residents will be easily dis-aggregated.

The Sessions⁸

Regardless of the gathering format/model, the actual sessions would all look very similar. They will:

- be informal
- solicit opinions
- · respect and respond to questions and new ideas
- include an iterative process of building information, ideas, options, understanding tradeoffs, beginning to analyze suggestions
- be designed to enable participants to leave feeling they learned something new while simultaneously capable of engaging in dialogue to impact the future of the Albany waterfront
- be approximately two hours
- require RSVPs to ensure appropriate number of participants and facilitators
- require set up time and dismantling time
- include graphic tools and "take-aways"
- be documented, with information qualitative and quantitative recorded for later cumulative analysis and presentation
- likely include:
 - Brief introduction to the process and intended outcomes (how the information will be used). Introduction of participants (name, how long in Albany, frequency of visits to Albany waterfront and other local waterfronts, etc.)
 - Presentation (in graphic format) of key information (environmental, land use, financial, etc.)
 - Exercises (very tentative description):
 - that solicit opinions about waterfront usage in light of priorities and values based on information provided and scenarios
 - that hone in on key areas of concern (e.g. finances, uses, accessibility, environmental)
 - to understand and respond to tradeoffs
 - to conceive vision(s) and guidelines
 - to create concise "message" or other summary of decisions made by group (including, if necessary – majority and minority "statement"
 - short survey to collect demographic data about participants and other relevant info

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Note: the design of the session – process and content – would be similar in all models; the difference would be in the number of small groups (10-15 people) at a given venue at a given time. In other words, in some models, there would be more than one small groups meeting simultaneously; in others, a single small group would be convened at the specified location.

Model 1: Self Organizing

"60 Days; 60 Dialogues"

- small groups 10-15 per session
- participants invited and selected for small groups by resident 'host'
- series of 50-70 small group sessions
- conducted over 10-12-week period throughout the city
- host invites not less than 10 and no more than 15 participants to a session held at a home, community center, school, church, business, etc.
- participants responded to an individual (the host)
- host determines location, date, and time within designated 12-week period; identifies and invites guests/ participants
- if participants 'invited' to more than one venue, they must select just one

Advantages

- Anyone resident can be a host; any resident can participate: grassroots participation and openness
- Inspires, from the very beginning, a buy-in from broad cross section who play a role in ensuring the process is inclusive
- Puts participants at ease because they are among friends
- Self-perpetuating an attender can become a host (although not participate the second time)
- Participants have responded to an individual (who they probably know) so they are more likely to attend
- Hosts become promoters of the process

Challenges

- Labor intensive (50-70 sessions; set ups; dismantling; follow ups; etc.)
- Requires the recruitment of a large number of hosts beyond the "usual suspects" who are already
 engaged in waterfront issue
- Participant demographics need to be monitored throughout process to ensure that the sessions
 are being conducted throughout the city and that participants reflect the diversity of the
 community. (If this is not the case, the consultant needs to do special outreach and promotion
 of the process in other sectors to build participation.)



Model 1: 60 Days; 60 Dialogues

- Approximately 60 gatherings; each with 10-15 residents (during 10-12 week period)
- 'Hosts' invite participants (Albany residents: friends, neighbors, etc.) to attend one gathering only (if people receive multiple invitations, they must select one)
- Gathering locations determined by each host

Model 2: Random Sampling

"4 x 4 x 4 x 4"

- Participation "assignment" by particular methods, e.g.:
 - Random Participation (10-12 workshops, anyone can come, held at each school site, community center, etc. – once at workshop, assigned to small group; four small group sessions facilitated simultaneously; four sites at a time; four times each weekend for four weekends)
 - Designated Large Geographic Areas city is divided into three sections; all residents of the city invited to participate at particular sites; sessions will occur at multiple time and days, but residents attend the session in their location. Everyone residing in each large geographic area invited to the sessions that occur in their part of the city. These meetings repeat four times exactly the same meeting each time.
- attempts to reach large numbers of people in fewer sessions while retaining small group quality dialogue
- series of ten to twelve "workshops" take place in different locations across the city, at variety of convenient times, over the course of an eight-week period
- locations for sessions could include library, community center, churches, schools, and could also take place in conjunction with already-scheduled meetings of organizations comprised of Albany residents
- small groups of 10-15 within large groups setting⁹
- consultant manages and coordinates all outreach and RSVP lists

Advantages

- Format familiar
- Comfort in meeting in public spaces
- Multiple dates, times, locations to select in order to participate
- Excitement garnered by being with many people
- Generates publicity large numbers
- Difficult to ensure one time only and resident-only participation

Challenges

- Random placement within small groups at sessions could impact comfort of dialogue
- Likely to engage more vocal people and limit those less involved
- Overcoming history of large group setting where residents have felt intimidated

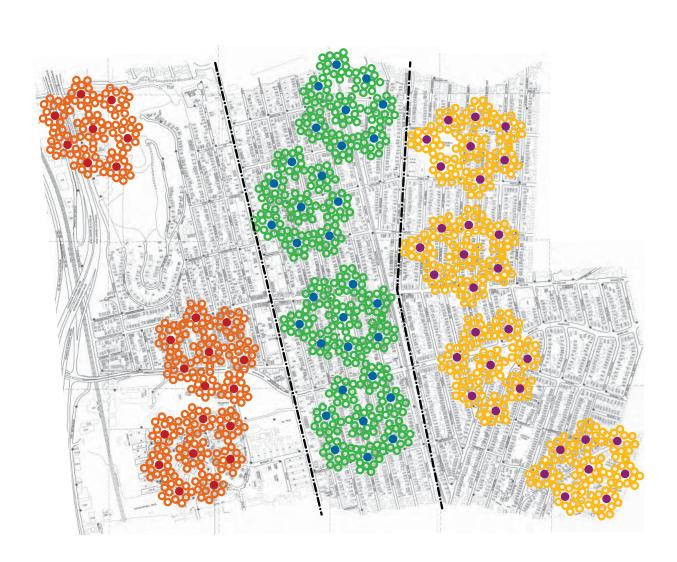
9

Possible to take advantage of the large number of participants would be to divide into small break out sessions, but to have two people move from one break out to another halfway through – enabling some "mixing" of information.



Model 2: "4 x 4 x 4 x 4" Large Venues; Small Groups – Random

- 10-12 large venues (over 10-12 week period)
- Multiple small groups meet simultaneously at each large venue
- Held at public spaces throughout city
- Residents go to any single session (one time only)



Model 2: Large Venues; Small Groups – Zones

- 10-12 sessions held in diverse large venues (over 10-12 week period)
- Multiple small groups meet simultaneously at each large venue
- Held at public places throughout city
- Residents go to any single session (one time only)



Model 2: Large Venues; Small Groups – Schools

- 10-12 sessions in schools within zone (over 10-12 week period)
- Multiple small groups meet simultaneously at each large venue
- Held at public spaces throughout city
- Residents go to any single session (one time only)
- Sessions facilitated three different times/days at each elementary school + University Village + Pierce Street
 Condos

Model Three: City-Wide Blitz: "Day for the Waterfront" –

One Discussion / Many Places -

- single day, multiple locations
- same activity going on at all locations
- one day devoted city-wide to facilitated sessions about the waterfront in Albany at multiple locations
- simultaneous at different venues
- all participants experience the same exercises
- once attenders show up at any of the venues, they would be assigned to smaller groups

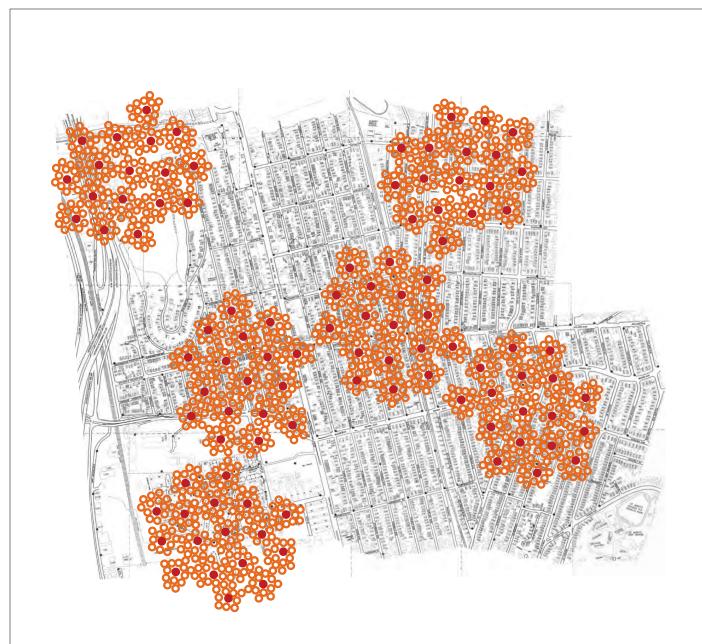
 creating the sense that all over the city on that day small groups are "working" to think about the future of the waterfront

Advantages

- novel idea (first in Albany?)
- media attention
- easy to control and manage one-time only participation (unless two sessions on same day)
- moves process forward quickly

Challenges

- requires many facilitators and multiple sets of facilitator tools
- limits options for participation to one day only
- important to select date with minimum conflicts
- strong coordination required
- risky, if participation is not high
- time intensive (re: logistics and prep)



Model 3:

Citywide "Day for the Waterfront"

- Multiple large venues on a single day
- Small groups meet simultaneously at each large venue
- Held at public spaces throughout city
- Residents go any single session

Model Four: Block By Block

- residents organized by address approximately three-block geographic areas
- meetings held at designated sites, close to mini-neighborhood at public venues (poss. schools)
- sessions convened on certain day/time for each mini-neighborhood
- focus on engaging residents among neighbors (and others living within a few-block range)
- individual letters mailed or hand delivered inviting residents to attend their block's session

Advantages

- creates sense of total city involvement and having every resident participate
- individual invitations may generate higher attendance
- feeling of neighborhood connection may encourage participation
- easy to guide 'one time/resident attendance only'
- builds community could have long term impact
- neighborhood connection in public venue
- comfortable setting for participants who do not know neighbors
- clearly public meeting at public venue, but at small scale

Challenges

- logistics of outreach and meeting invitations (requires different logistic information in each letter)
- fewer date/time options



Model 4: Block By Block

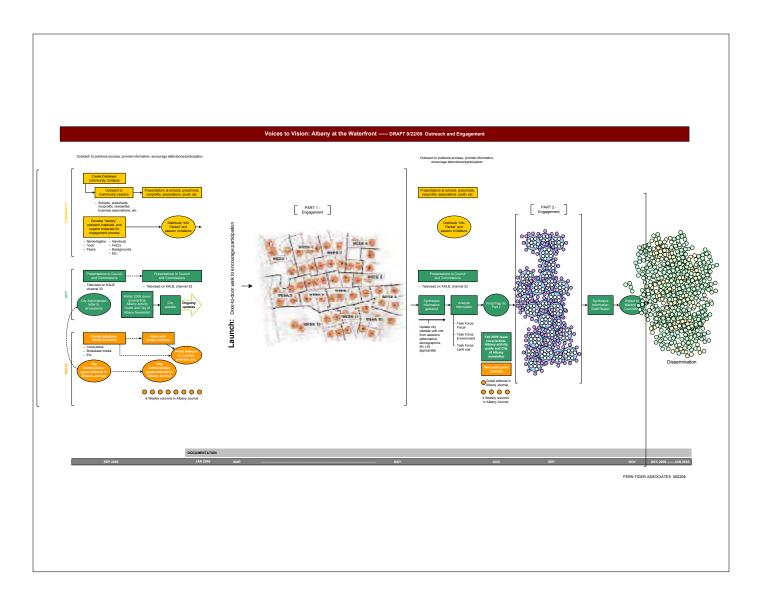
- Approximately 60 gatherings of 10-15 residents at each gathering (during 10-12 week period)
- Residents of designated blocks invited to attend specific single small gathering at designated site
- Gathering locations: public spaces
- ★ Possible meeting location (public)

PROPOSED ENGAGEMENT MODEL

It is recommended that community engagement process for the Albany Waterfront visioning employ a series of *two stand-alone*, *sequential opportunities for participation*.

The first opportunity is planned to take place between March and May. At this point, FTA believes the *Block-By-Block model* (#4) would be best suited to meet the goals of the engagement process. *See pages* 48-49.

Upon completion of this series of facilitated sessions, the information gathered would be synthesized and analyzed (taking advantage of the summer months during which it is typically difficult to encourage participation, especially in communities with large youth populations). This information would then be used as a basis for planning the second set of sessions (Part Two) to take place in early September (post 'back-to-school').



This section of the Fern Tiger Associates status report reflects current thinking and options related to outreach and engagement, and is not meant to imply a final decision regarding process, design, nor a full description of the participatory effort that will be developed over subsequent months. The information discussed in this section of the report is part of Phase One of the work scope. Phase One is to be completed January 2009, with actual implementation of the participatory engagement process anticipated to begin March 2009. "One generation plants the trees; another gets the shade." - Chinese Proverb **Albany Waterfront: Voices to Vision** Status Report 10/2/08 **Fern Tiger Associates** 53



Appendix Data on Interviewees Frequently Asked Questions Document Review Possible Names
Data on Interviewees Frequently Asked Questions Document Review
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Frequently Asked Questions Document Review
Document Review
Possible Names

INTERVIEWS / MEETINGS

Anonymous Judith Innes Beth Pollard

Anonymous Farid Javandel David Pontecorvo

Anonymous Preston Jordan Jill Posener
Anonymous Norman LaForce Alan Riffer
Charlie Adams Clay Larson Thelma Rubin
David Arkin Robert Lieber Jean Safir

Marge Atkinson Peter Maas Merry Selk
Charlie Blanchard Alan Maris Marsha Skinner
Jeff Bond Howard McNenny Diana Sloat

Ann Chaney Peggy McQuaid Eddy So

Robert Cheasty John Miki Solano Avenue Association

Bill DannSusan MoffatMackenzie SowersKathy DiehlDon MonahanMarla Stephenson

John Dyckman Edward Moore Sol Strand

Ed Fields Don Neuwirth Peggy Thomsen Ruth Ganong Jewel Okawachi Ellen Toomey Caryl O'Keefe Stephanie Travis Terry Georgeson Golden Gate Fields **Robert Outis** Maile Urbancic Robert Good Sally Outis Miriam Walden Steve Granholm Leo Panian Joanne Wile Trevor Grayling Francesco Papalia Robert Zweben

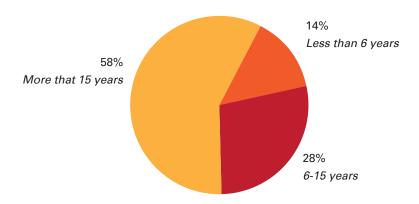
Gabriella Hammack Brian Parker and random conversations

Ellen Hershey Nick Pilch Jerri Holan Steve Pinto

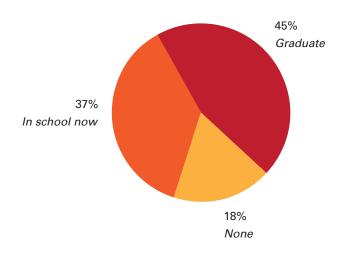
Interviewees (Albany residents only)



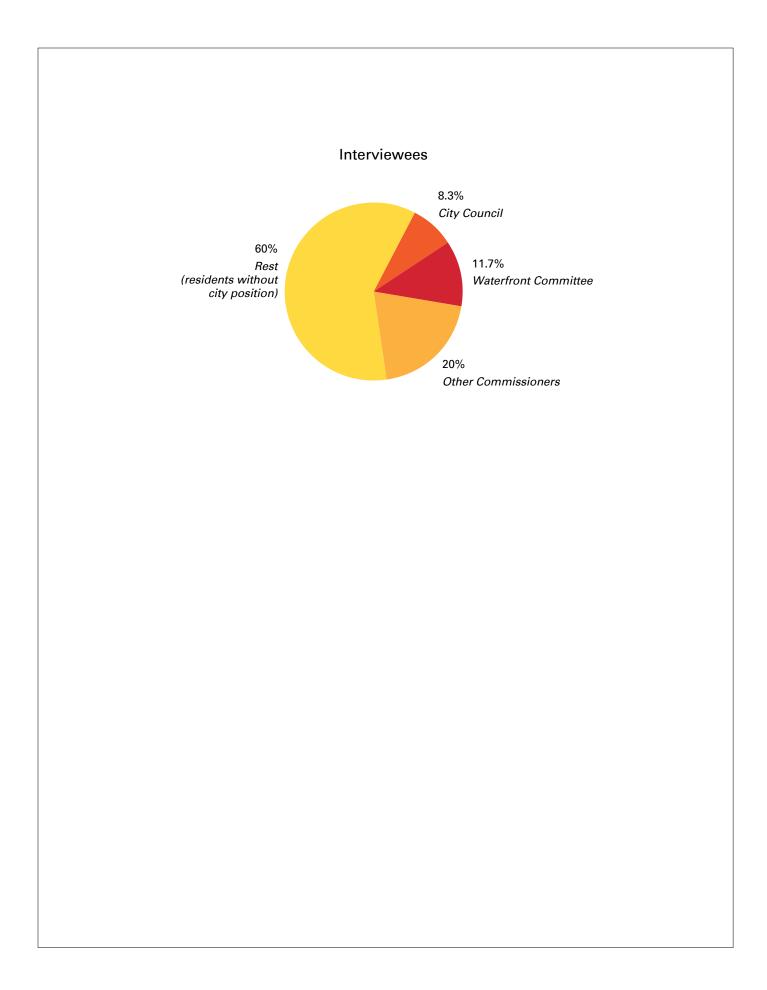
Interviewees: Length of Residency in Albany*



Interviewees: Children in Albany Schools*



^{*} Does not include interviewees not residing in Albany



Frequently Asked Questions

Visioning:

• What is different about this visioning process?

Ownership/ History/ Maintenance:

- Who owns the various parcels that comprise the waterfront?
- What lands make up the Albany waterfront?
- How many acres is the waterfront?
- What is the current status of the East Shore State Park and the Bay Trail?
- What is the current status of the Bulb?
- Who maintains the various parts of the waterfront?
- What is the history of the Albany waterfront, including the ownership history?
- What is the value of the privately held parcels at the waterfront?
- What needs to be done before the Bulb can be incorporated in the East Shore State Park?
- Who will pay for the necessary mitigations on the Bulb?
- Will off leash dogs and public art be allowed on the Bulb when it is incorporated into the ESSP?
- What is the status of the Ferry?
- Who owns Golden Gate Fields?
- Who owns Magna Entertainment Corporation (MEC)?
- Who uses the current Albany Waterfront and the Berkeley Waterfront?
- Who attends the races at Golden Gate Fields?

Site and Surroundings:

- How accessible is the current waterfront to wheelchairs and people who have difficulty walking?
- What are the weather patterns on the Albany Waterfront?
- Where does the jet fuel line run and how does that impact potential development?
- Do different parts of the waterfront have different potential for development?
- Are there particular aesthetic and/or cultural conditions that should be considered?

Legal/Land Use:

- Can any of the privately owned land on the waterfront be transformed into public open space?
- What does "development" mean? Does it always involve building private structures?
- What is the current zoning of the waterfront? What are legally permissible uses of the property?
- What rights does MEC have to develop the GGF property?
- What state and regional agencies have regulatory control over development of the waterfront?
- How can Albany residents effect what happens on the waterfront?
- What is measure C?
- What is CEQA?
- What is an EIR?
- Has an EIR been completed for the property? Who pays for an EIR?
- Is that EIR still valid/relevant?

Environment:

- What are the environmental constraints that impact development at the waterfront?
- Are there toxic areas of the waterfront that will require cleanup before they can be developed or turned into a park or commercial space?

Economics and Fiscal Issues:

- What does GGF contribute to the city in tax dollars? What percent of the city budget does this amount come to?
- How does the city project future revenues?
- Are the GGF contributions to the city increasing or decreasing?
- How would different types of development at GGF affect Solano Ave and San Pablo Ave businesses?
- Have any economic studies been completed in recent years?
- How could Albany benefit from different types of development at the waterfront?
- What is the current financial status of the City of Albany?
- What are the infrastructure needs of the city?
- What if the financial situation of the Albany Schools? What percent of the school district's budget is derived from taxes paid by GGF?

- How would different development options at the waterfront impact the financial status of the schools?
- What are the other areas of the city that could be commercially developed to increase the city's tax base?
- Is GGF property for sale?

Magna:

- What is Magna Entertainment Corporation's financial situation? How does this impact GGF? How does it impact the city of Albany?
- What is the financial situation of horse racing in the United States?
- Will MEC continue to operate GGF as a horse racing track?
- If MEC decides to stop operating GGF, what are their options?
- What other tracks does MEC own?
- What has MEC done at it's other U.S. tracks to increase revenue?
- Has MEC pursued development on its property at the waterfront, beyond operating GGF?

Miscellaneous:

- What have other cities done to develop their waterfronts to benefit the community?
- How can the city of Albany be proactive regarding waterfront development?

DOCUMENT REVIEW 10

Environmental Studies

Fill Placement Study: Albany Isles Waterfront Development (1969)

Harding, Miller Lawson and Assoc.

Performed to develop a plan and recommend placement methods for debris fill operations, and to define the supplemental engineering activities required to complete the project; defines fill placement methods and calculates fill volume to build Islands A + B to 17 ft. and Island C to 12 ft.

Phase I Soil Investigation (1969)

Harding, Miller, Lawson & Assoc.

Contains recommendations and specifications for fill placement, information covering dike slopes, and rip-rap requirements, estimates of areal settlement expected beneath debris and earth fill, and recommendations for design lengths and capacities of foundation piling. Area investigated planned as part of a commercial development on Island B, the inboard island of two large islands planned for development. Portions of the site already covered with 25 ft. or more of debris fill; remainder of site exposed bay mud tideland. (map shows that "Island B" included all of the Bulb and was planned to be about 3x the size of the Bulb; five bores drilled on southern end of the bulb going down 105 ft.)

Albany Isles Waterfront Plan: Hydraulic Model. Tidal/Current Test (1970)

Army Corps of Engineers, Hydraulic Model

Maps present potential current shifts created by proposed new islands

Albany Waterfront: Environmental Impact Report. Parts 1 and 2 (1974-6)

Environ

EIR for 1976 Waterfront Master Plan – development of the Bulb with marina and shops; geologic, sedimentation, water quality, ecological, archaeological, aesthetic, noise, circulation, public service and socioeconomic impacts of proposed in-fill and development; outlines alternatives, including removal of existing landfill.

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Reflects approximately 5,000+ pages of documents provided by the city, residents, and other research

Environmental and Socio-Economic Technical Background Reports for the Albany Waterfront (Nov., 1984)

Hall, Goodhue, Haisley and Barker.

Compiled for Santa Fe Land Improvement Company; covers the entire GGF land and the Plateau; includes geotechnical study, landfill assessment, and archaeological assessment; subsurface data - one bore was done to supplement existing data; bore site converted into test well to monitor leachate. Study offers background information to determine what type of development might be structurally feasible on each of five sections of GGF property – does not address specific development proposals.

Geothechnical and Coastal Engineering Study: Final Design Phase, Albany Landfill Closure. (January, 1987)

Geomatrix for Bissel & Karn

Lays out recommendations for capping and sealing the Bulb in preparation for the closure of the landfill; includes depth soundings in the water around the Bulb and analysis of materials required to seal the landfill.

Draft Program EIR - Albany Waterfront Lands. (November, 1987)

Nichols Berman

Applicant: Santa Fe Realty Corporation

Incorporated into and superceded by 1989 Draft EIR

Subsurface Investigation of Bulb Sliver Area, Santa Fe Landfill. (September, 1988)

Levine-Fricke

Results of an additional test bore on northeast corner of Bulb -- showed relatively low levels of toxicity; soil stability and suitability for foundation work not analyzed.

Landfill characterization study: Albany Landfill. (September, 1988)

EMCON Associates

Reviewed soil, waste, leachate, and Bay water quality to determine if Bulb is safe for public access to the satisfaction of State Department of Parks and State Coastal Conservancy. (relevant data, largely repeated and superceded by 1994 reports).

Air quality Solid Waste Assessment Test (SWAT) report for city of Albany landfill. (Oct. 1988)

Brown and Calwell

Results of below-ground air quality testing on Bulb to determine presence of gaseous contamination – no significant pollutants found at any of 5 test locations.

Geotechnical and Earthquake Engineering Report: Santa Fe Pacific Albany Waterfront Project. (January, 1989)

Levine-Fricke (for Santa Fe Pacific Realty Corp)

Discusses geological suitability for different types of foundations on each subsection of Santa Fe (now Magna) lands, including grandstand, race track, northern parking lot, plateau. (appears to be the most comprehensive soils testing to date); nine bore holes and 20 test pits; makes recommendations for types of foundations appropriate for each site and static and seismic loads.

Program EIR Geotechnical Sections: Santa Fe Albany Waterfront Project. (April, 1989)

Anttonen & Hee, consulting geologists for Nichols Berman

Reviews work of Levine-Fricke, (Jan. 1989) and previous geotechnical studies; applies it to seven program alternatives in Draft EIR, September, 1989.

Draft Program EIR - Albany Waterfront Lands. (September, 1989)

Nichols Berman for Santa Fe Realty Corporation application

Expands on and supercedes 1987 Draft EIR; summarizes factors that constrain development of the site including physical, geotechnical, legal, land use, zoning, economic, traffic, noise, air quality, hydrology, climate, vegetation, wildlife, energy, public services, health and safety, and aesthetics; examines likely impact and possible mitigation required by each of seven different development alternatives. The development alternatives have varying amounts of commercial/recreational development and undeveloped open space ranging from 300,000 square feet of commercial development with 128 acres of open space to 4.5 Million square feet of commercial/recreational development with 72 acres of open space. Accompanying this report are three volumes of public comments and responses to the comments.

Solid Waste Assessment Test for the City of Albany Landfill. - Appendices (November, 1994)

3E Engineering

Appendices to the 1995 Test Report.

Solid Waste Assessment Test for the City of Albany Landfill. (April, 1995)

3E Engineering

Reviews leachate and groundwater on the Bulb; determined that the leachate is isolated from the Bay and that it is contaminated with Ammonia, but is otherwise suitable to be pumped out and treated in the standard sewage treatment system; seven leachate sites were created and monitored for this study; primary purpose to evaluate if capping and sealing the site was necessary for its closure.

Sediment Data Quality Evaluation: East Shore Properties. (May, 1996)

ERM-West, Inc.

Collects and summarizes existing sediment data on seven Catellus properties on the east shore of the San Francisco Bay; study was looking for toxins in the sediment; Albany Plateau one of sample sites summarized; metals, petroleum by-products, PCBs and DDTs were found in concentrations similar to control areas in other parts of the estuary.

Development Proposals

The Santa Fe Plan (Jan., 1968)

Victor Gruen Associates.

Broad overview of Santa Fe's proposed, multi-year development plans for all their holdings from the base of the bay bridge to Pt. Richmond; good map; (but no data and probably not of current use)

Albany Waterfront Plan: Conservation and Enhancement of the Tideland Area (1969)

Leon Rimov and Assoc.

Outlines proposed Albany Isles project including building 3 islands totaling over 100 acres with 300,000 sq. ft. of development – primarily a "boatel", shops and restaurants; guide for soil tests; designates land uses on each proposed island; further refines shoreline and water front element of city's adopted General Plan; outlines actions needed to move plan forward.

Albany Isles Waterfront Plan (1969)

Leon Rimov & Assoc.

Summarizes plan and details the various stages: reclamation (i.e. creation of 105 acres of islands with infill), development of land with recreation, retail, restaurant, "boatel" and ferry facilities on Island B and the undeveloped islands, A and C, the bird sanctuary island.

Waterfront Development Plan Proposal (December, 1974)

SWR (Sasaki, Walker, Roberts, Inc.)

Details work that SWR plans to do in developing recommendations; no data

Waterfront Development: Phase 1. (May, 1975)

SWR(Sasaki, Walker, Roberts, Inc.)

Evaluates "the existing economic, environmental, and political conditions and determine the feasibility of pursuing any type of project development on the Albany Waterfront;." includes range of potential costs and possible funding sources for various possible developments; introduction has detailed and useful time line of development efforts including how and why Albany Isles was never implemented; presents four different development alternatives in detail – potential development options scaled back from Albany Isles; "Environmental Baseline" section possibly relevant data; 40

pages describing aspects of environmental conditions in 1975; Appendix B includes migratory bird survey of Albany Mud flats.

Final Report: Albany Waterfront Improvement Project (Albany Isles)

Albany Waterfront: Planning and Feasibility Study. Part 1 (1976)

Environ.

Comprehensive waterfront plan with particular emphasis on potential development and use of landfill which extends into SF Bay; plan to develop the Bulb, adding marina and shops, with minimum of new in-fill; master plan for waterfront consisting entirely of water related activities, with small craft marina, commercial complex, and extensive park facilities as basic elements; background section includes history; Existing Site section possibly useful; master plan and financial and engineering analysis outdated; 108 pages with 30 pages of indices; geotechnical study from Albany Isles project incorporated in index.

Albany Small-Craft Marina: Section 107 Report (January, 1980)

Army Corps of Engineers

Details several alternatives for building marina at Bulb; extensive review of environmental conditions at bulb.

Rancho San Antonio Development Proposal. (2004)

Magna Entertainment Corp.

Proposal for 800,000 sq. ft. of new commercial, retail and lodging development on *GGF* Albany lands with additional development on Berkeley lands; almost entirely planned for Fleming Pt. portion of site with northern section remaining as surface parking.

Public Sector Master Plans

Phase One Report: Albany Waterfront Specific Plan. July 1985

The Planning Collaborative

Identifies key planning issues, sets forth goals and objectives and formulates conceptual development alternatives. The goals for the waterfront in this plan include: 1) mix of uses which provide for maximum feasible open space and public access and 2) future plans must generate long term revenues sufficient to replace existing revenues. The objectives section details specific ways to meet each goal. This report was relied on heavily for the Draft EIRs of 1987 and 1989.

City of Albany General Plan: 1990-2010. (December, 1992)

Newman Planning Assoc.

Reviewed summary sections of General Plan and those directly applicable to waterfront, including: land use policies and goals, open space, the Albany waterfront, conservation, recreation. and open space.

A proposal for the Albany Portion of the Eastshore State Park. (June, 1995)

Albany City Waterfront Committee

Four-year planning process undertaken by Waterfront Committee prior to the creation of the Eastshore State Park; supported by input from public survey and comments from public meetings; intended to inform EBRPD of Albany residents desires for enhancements of Albany lands within ESSP; makes specific proposals for acquisition and enhancement of each section including Bulb and Neck, Plateau, Beach, Fleming Point, horseman's lot, and Bay Trail; sets priorities for each recommendation.

Eastshore Park Transaction Proposal. (May, 1996)

Catellus Resource Group

Inventories and assesses value of lands sold by Catellus to the State to be incorporated into the Eastshore State Park; contains Environmental and Ecological Characterization of all lands sold including the Albany Plateau.

Eastshore Park Project: Resource Summary. (June, 2001)

Wallace Robert & Todd

Inventory of habitat, recreation, aesthetic, cultural, and environmental resources found within Eastshore Park; summarizes land use, traffic, and utilities that affect public usage and development of park

Eastshore State Park General Plan. (December, 2002)

Incorporates Resource Summary of 2001; outlines goals and objectives for enhancement of Eastshore Park lands; sets specific plans for each section of park including Plateau, Neck, and beach

Parks, Recreation and Open Space Master Plan: Albany, California. (Draft report, August, 2004) MIG, Inc.

Policies for improving, maintaining, and expanding Albany park and recreation system; proposes strategy for funding improvements and maintenance.

Financial Studies

Albany Isles Launching Facility Feasibility Report (1970)

Bisell & Karn, Civil Engineers

Feasibility of boat launching ramp on "Island B;" includes engineering requirements, cost-benefit analysis, projected recreational demand, and final recommendations.

(Draft) Market Analysis for the Albany Waterfront EIR. (May 1987)

Economic and Planning Systems

Discloses potential market risks to the city; "estimates ability of regional market to absorb proposed developments;" economic snapshot; numbers out of date.

Public Planning Workshop Documents

Albany Small-Craft Marina: Public Workshops (undated)

Army Corps of Engineers

History and Marina alternatives presented to the public.

Strategic Planning Process for the Waterfront Lands. (1990-91)

Robert C. Einsweiler, Inc. (at the request of Waterfront Committee)

Results of public meetings and group interviews conducted by Minnesota-based consulting firm; intended to break stalemate that resulted from Catellus/Ladbroke development proposals in 1980s.

GGF Public Planning Workshops. (January and April, 2003)

Video of public meetings focused on 2002 Rancho San Antonio development proposal; cut short when proposal pulled.

Traffic Studies

Golden Gate Race Track Traffic Study. (July, 1995)

Baymetrics Traffic Resources

Raw traffic counts from Buchanan St. And Gilman St. entrances as well as Fleming Pt. parking lot; old data.

Miscellaneous

Correspondence file: City of Albany with California Dept. of Navigation and Ocean Development (DNOD), 1975 to 1979 (150 pages)

Documents efforts by city to secure a loan (between \$7 and 10 Million) for construction of marina on Bulb; entangled with Prop. 13 limiting funds available for tax increment funding.

Application to the BCDC for the closure of the Albany Landfill. (November, 1983)

Materials accepted into landfill historically and then-current environmental conditions of Bulb; application is for sealing and capping landfill, later determined not necessary.

Comments and Appendices on Draft Program EIR (1986 draft) for Berkeley Waterfront Plan

Edward C. Moore, Jr.

Reaction and comments related to original draft EIR for proposed Santa Fe waterfront lands of Albany and Berkeley; special emphasis on aesthetic qualities of lands and potential for imparting relieve and release to the minds and needs of city dwellers

Albany Point State Park. (May, 1989)

Hitesh Mehta (prepared for: partial fulfillment of Master in Landscape Architecture degree, UC Berkeley)

Comprehensive redesign of Albany Bulb including marina, restaurants, swimming area, and boardwalks over reconstructed marsh.

Waterfronts in Post Industrial Cities (2001)

Richard Marshall

Creating the Eastshore State Park: An activist history. (2002)

Norman La Force (grant from State Coastal Conservancy

Historical account by participant in decades-long effort to develop public park on San Francisco East Bay shoreline between Emeryville and Richmond; chronicles many efforts to develop shoreline lands; follows long process of visioning, funding, and acquiring lands for Eastshore Park.

Remaking the Urban Waterfront

Urban Land Institute (ULI), published 2004

Mudflat Art to Sniff Painting: "Matter out of place" along the East Bay Landfill. (May, 2006)

Lara Belkind, PhD Candidate, Harvard University

Academic paper on the "outsider art" of East Bay shoreline; puts Emeryville Mudflat and Albany Bulb art movements into greater context of previous "high" and "low" art movements.

Albany Shoreline: A Visual History. (Fall, 2006)

Susan Moffat

Exhibit of images and presentation of the Albany Waterfront's history by Susan Moffat. Video.

The Green Loop: a sustainable vision for the Albany Waterfront. (Fall, 2006)

Susan Moffat (masters thesis, UC Berkeley)

Plan for connecting waterfront to city, enlarging current parklands, and building housing, education and recreation facilities on property; designed to draw people to shoreline and foster greater sense of place and community; historical and contextual sections

Hometown Project: Albany, CA. (May, 2008)

Elanna Mariniello (Albany HS grad, currently student at Sarah Lawrence College, NY)

Undergraduate academic paper on Albany with specific references to how potential waterfront development has affected city; provides youth perspective on Albany culture and values.

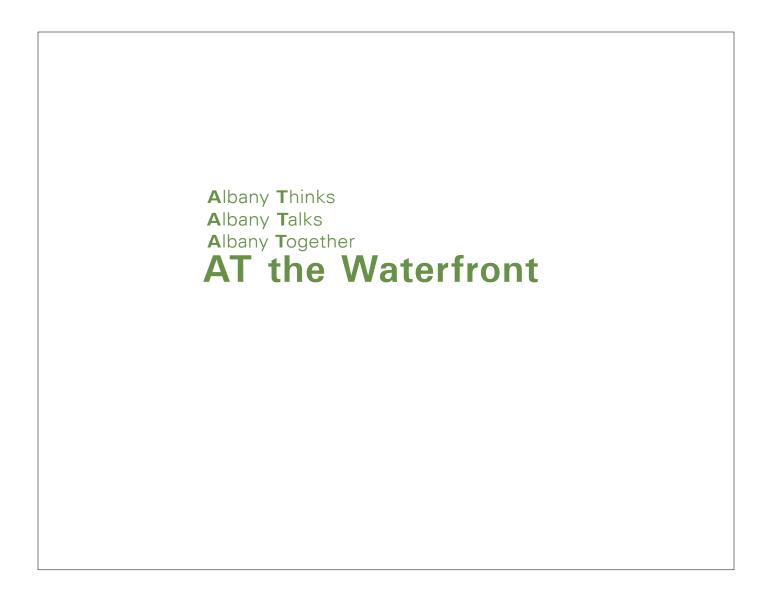
ABAG Memo: Regional Adoption of Priority Conservation Areas. (July, 2008)

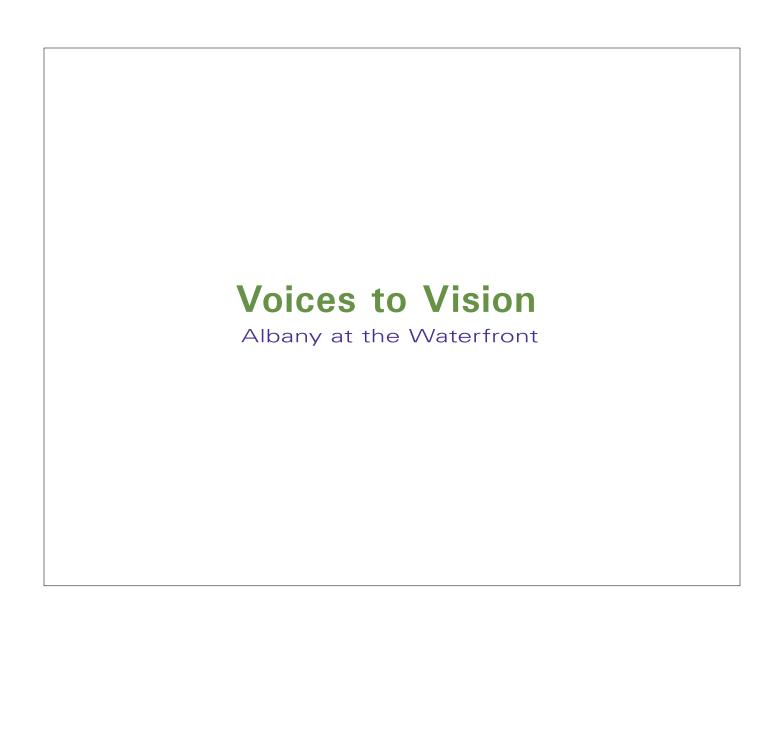
Details status of applications for lands to be included as Priority Conservation Areas (PCAs) under the FOCUS program

Albany Waterfront: Voices to Vision Status Report 10/2/08 Fern Tiger Associates 73

827

Listen Learn
Consider Contemplate
Dream Discuss
Prioritize Propose
Annalyze Articulate **Envision** the Albany Waterfront

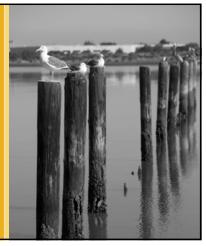














Fern Tiger Associates founded 1978



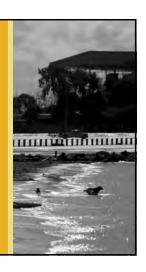
Fern Tiger Associates

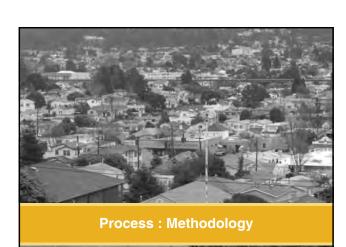
FTA Core Competencies:

- Advocacy Documentation
- Organizational Effectiveness
- Research and Public Policy
- Strategic Outreach and Communications
- Civic Engagement

"The urban waterfront gains its identity, to a great extent, from its condition as an "edge." It is the boundary between one world and another, the ultimate demarcation of the city and of the land."

- Remaking the Urban Waterfront, Urban Land Institute







- Interviews with more than 70 residents, staff, community and business leaders, environmentalists, educators, etc.
- Review of more than 5,000 pages of documents and data
- Observation of meetings (council, commission, neighborhood)
- Review of previous processes related to waterfront planning
- Press/media scan
- Evaluation of how residents get information
- Analysis and synthesis of information
- Development of outreach/engagement strategies; assessment of information needs and public education framework





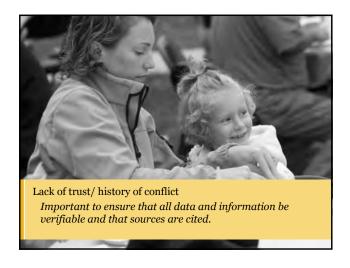
"The Albany waterfront needs to be exemplary. It needs to set a standard for urban waterfront interface."



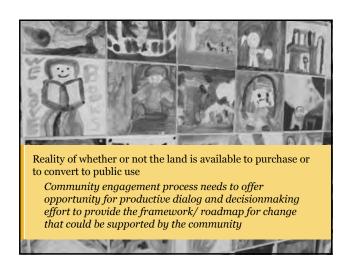


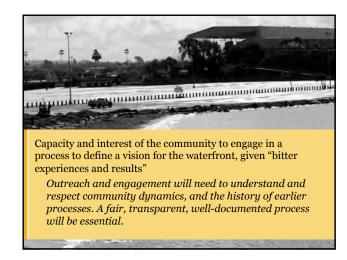
"My sense is — despite all the hoopla — at the level of broad values, there's a lot more overlap among people in this town than we're experiencing."

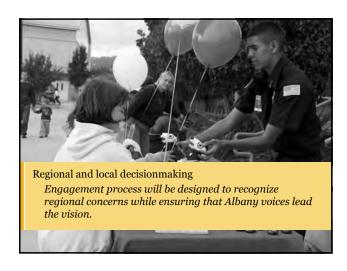








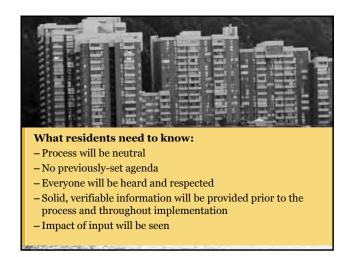




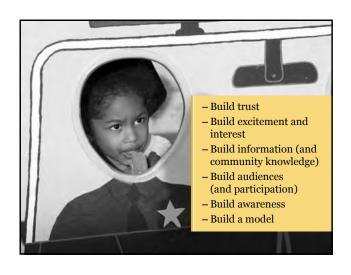


"How do people in Albany get their information? Good question. I wish I knew."

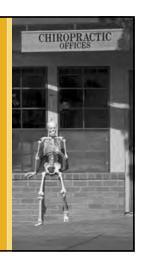




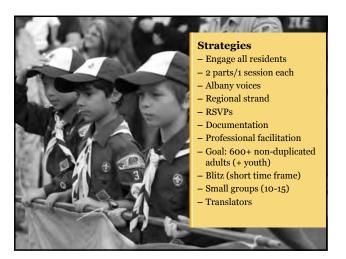


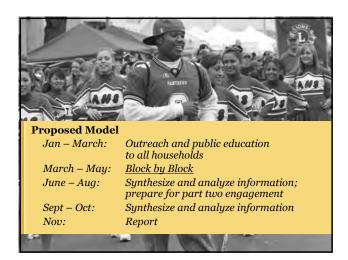


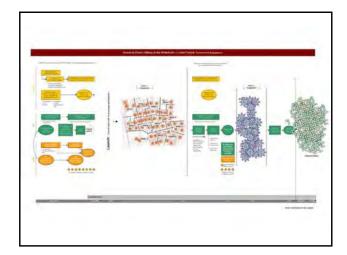
"The process needs to be framed so that "sides" don't have a reason to be "sides." People need to see that it's open, that there are no value judgements."













Publication Contents

Voices to Vision

Expected Dissemination Date: February/March 2009

D R A F T Contents (subject to change):

Cover (page 1)

Images of Albany and the Waterfront

Basic Table of Contents

Blurb on purpose of publication

For information in Spanish —

For information in Chinese —

Spread Pages 2 and 3/4 and 5

History of the Waterfront

Sidebar stories: The Eastshore State Park

Measure C

Sidebar maps: Historical series showing 1850 original shoreline and sequence to

current shoreline (first fill, freeway development, GGF, etc.);

History of the creeks then and now

Sidebar graphics: Comparative acreage chart - Albany waterfront size matched to other

park and non-park lands (to provide sense of scale) in Albany and

known state and national locations

Spread Pages 6 and 7

Map and Photo Essay providing "sense of place" and cultural and aesthetic considerations

Spread Pages 8 and 9 (centerfold)

"Block by Block" map of city of Albany noting dates, times, locations for participatory sessions (can be taken out of document and used as "poster")

Article about the Voices to Vision process

Spread Pages 10 and 11

Maps and diagrams (some to be combined)

Context (shoreline from Oakland to Richmond indicating designated uses and size of areas)

Current ownership of Albany waterfront parcels and sizes

Land Use Designations (recreation, conservation, preservation, etc.)

Zoning

Albany parks map

Economic distribution map

Access

Geological Characteristics (buildable/ non-buildable land - soils study)

Noise Levels (decibel levels)

Creeks, wetlands, mudflats

Cultural/Aesthetic "landmarks"

Spread Pages 12 and 13

Frequently Asked Questions (ranging from economics to natural habitat to Bay Trail to ownership to the process to financial impacts, etc.)

Spread Pages 14 and 15

Glossary of Terms

Definitions of useful terms such as parkland; regional park; state park; city park; special use area; open space; Albany Bulb, Plateau, Neck, Beach; CEQA; city-maintained land; Use Permit; Conditional Use Permit; EIR; General Plan; Golden Gate Fields; Measure C; mitigation; mixed use; regulatory taking/inverse condemnation; state-owned land; sustainable development; ad valorum tax; parimutuel tax; parcel tax; property tax; sales tax; transfer tax; zoning; waterfront; shoreline; wetland; watershed; natural habitat; aesthetic zoning; gross area; net area; building envelope; channel; development agreement; easement; impact; lot coverage ration; significant natural feature; etc.

Agencies with jurisdiction over Albany waterfront (alphabet soup of agencies and their roles)

Timeline, "factoids," photos, and quotes throughout the document

Voices to Vision Next Steps - Draft (Dates Subject to Change)

January 21, 2009

Completion of "tabloid-size/ 17 x 22 spreads" information publication (see contents)

To Printer February 6
Dissemination February 20

Launch - www.voicestovision.com, links to city website

end of February/early March

Develop tools for community sessions February/March
Finetune "session content" and process February/March

Press pitch and guest columns Ongoing in March/ April

Completion of 1:60' three dimensional professional model of site

mid March

Pilot sessions early March
Non-Albany strand sessions end of March
Special sessions (e.g. youth, seniors, etc.)

March/April

Flyers and Notices ongoing March - June

Community sessions end of March through June

Analysis of sessions summer
Part Two community session(s) early fall
Final report November

