

Voices to Vision



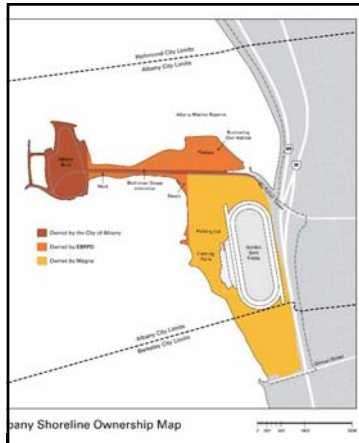
- Community input produces strong quantitative and qualitative data to inform development and policy
- Uniqueness of each community must shape design of engagement
- Community education and tools are key to successful participation

From Tiger Associates



Albany, CA

- 16,444 residents; 1.7 sq miles
- Located north of Berkeley
- High education, upper middle income residents
- General Fund - \$14M (7% from waterfront racetrack)



Albany Waterfront

- 200+ acres; 60% privately-owned;
- Bedrock plus landfill – formed over 100 years
- Local initiative (1990) requires citizen vote for zoning changes
- Current zoning: sports/ water sports-related commercial sales/ services, utilities, park/ rec facilities, bars, commercial rec, parking, restaurants..... and horse racing

From Tiger Associates



Problem/Issue - 2008

Following bitter disputes, anger, and divisiveness throughout the small city -- resulting from a developer's proposal in 2006 -- **new City Council wants a community-driven plan for the waterfront.**

From Tiger Associates

Issues: Solutions

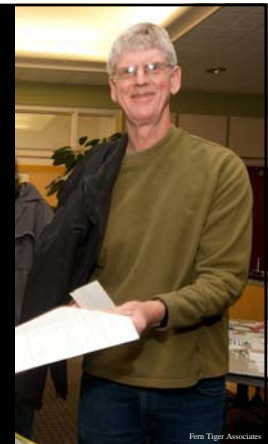
- **History of conflict**
 - Hear, reflect, respect diverse opinions
- **Lack of trust; issue fatigue**
 - Design authentic engagement process (accessible, hands-on, different from developer sessions); "development" and vision based on facts; be open to input, respond to questions quickly; no hidden agenda, no "presentations"
- **Widespread misinformation**
 - Create comprehensive public education materials, backed by research; disseminate to every household (not just participants)
- **Fear that "outsiders" and diehards dominate process**
 - Albany residents only; one-time only



From Tiger Associates

Block-by-Block Approach


- Build community; 38 identical neighborhood sessions; RSVP
- 10 - 50 people per session; work in small groups of five and fewer; Albany residents
- Ensure "safe" place to voice opinions
- Encourage big thinking, grounded in reality and facts
- Encourage participation beyond diehards; door-to-door invitations



From Tiger Associates


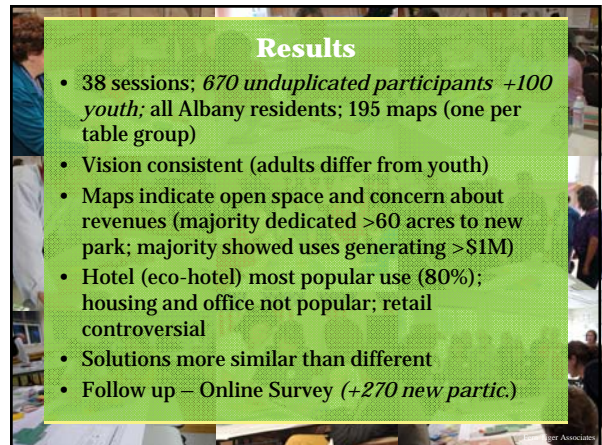


A process unfolded, based on research, history, findings: "Not your typical meeting!"

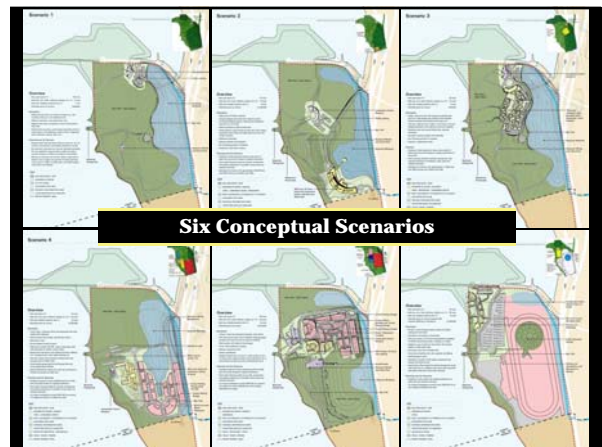
(Activity 3) The Albany Waterfront Game

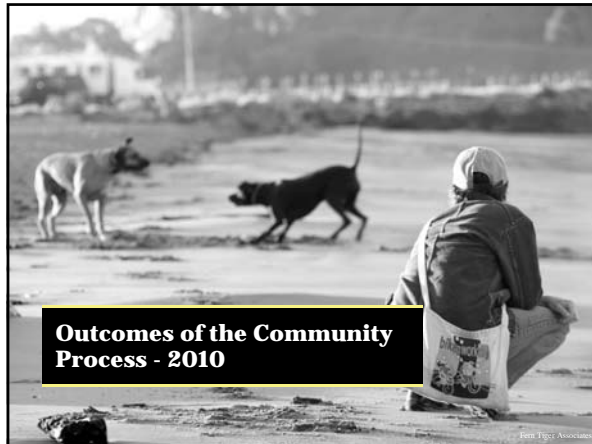
- Review map (1" = 200') and site parameters (elevations, setbacks, geotechnical, etc.)
- Discuss vision, big picture, personal goals for site
- Review "chips" (uses, sq. footage, acreage, height, parking requirements, tax revenue); "bright idea chips"
- Position chips on map; locate uses; calculate revenue; "name the plan;" note concerns and community benefits
- Present to full group

Results

- 38 sessions; 670 unduplicated participants +100 youth; all Albany residents; 195 maps (one per table group)
- Vision consistent (adults differ from youth)
- Maps indicate open space and concern about revenues (majority dedicated >60 acres to new park; majority showed uses generating >\$1M)
- Hotel (eco-hotel) most popular use (80%); housing and office not popular; retail controversial
- Solutions more similar than different
- Follow up – Online Survey (+270 new partic.)





Outcomes of the Community Process - 2010

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Analysis

- Open space requirements met with 72 acres for majority (62%)
- Max three-story height (40 ft)
- Preference for development at south end of site (Berkeley)
- 44% think \$1.4M lowest revenue acceptable (24%, \$2.3M lowest; 13%, \$700K lowest)
- Majority want park/ hotel/ conference center
- 36% think hotel and retail (new uses) "appropriate" combination, this scenario most favored
- Strict site development standards

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**2011:
Unexpected Proposal**

- LBNL (National DOE Lab) desires second campus (2M sq. ft.)
- GGF one of 6 finalists (surprise submission)
- DOE/UC involvement impacts city tax revenue and local control
- GGF site: 2 "active" cities
- GGF desires total of 2.5 – 3M sq ft *beyond* LBNL
- LBNL decision in 6 months (cannot comply with Measure C – required vote of residents)

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Voices to Vision "2"

- Voices to Vision continued: empowered community demanded real information and meaningful process - participatory process + Task Force
- Broad community concerns emerged
- Issues identified, analyzed, discussed (revenues, open space, building heights, land uses, lack of community control, Measure C compliance)
- Benefits vs. costs to city/community reviewed
- Informed dialogue; capacity to disagree; expanded knowledge base; trust in information

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Real Time Results

- *Task Force analysis indicated many unresolved issues and concerns*
- *Open dialogue did not result in either consensus or acrimony*
- *No overwhelming support did not emerge to encourage LBNL to select Albany site*
- *New information gathered through process indicated that the "right" development proposal could gain community support*
- *Voices to Vision parameters remained important as guiding principles.*

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"One generation plants the trees; another gets the shade."

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