

philanthropic sources.

- Parks may be funded through philanthropy, but most philanthropic support comes from large corporate sponsors, or a few wealthy individual donors. Not all communities have sufficient philanthropic capacity to support a parks program.
- Nonprofit stewardship of a park can open up access to private grants and donors, while allowing the park to still be publicly owned.

## Civic Center Vision Funding Strategy

The Civic Center Vision can be distilled into three primary project types requiring funding: buildings, the MLK Jr. Civic Center Park, and street/mobility improvements. These project types can be further disaggregated into smaller parts, such as by building, and into implementation phases including predevelopment, construction or project delivery, and ongoing operations and maintenance. It is impossible at this point to identify a specific funding/financing strategy for each individual project because there are still many decisions yet to be made about the scope, scale, and use for each project; and, future funding/financing approached will be directly linked to those more detailed decisions determining overall project direction. However, there are generally

typical funding sources associated with each project type and implementation phase as shown in Figure 1 (*see p.188*). The sources and uses vary considerably by project type and phase, as is discussed below.

Although understanding these funding sources and their potential for implementing the Vision is important, the other essential components of this implementation process are strong public leadership and a robust structure for making the many incremental decisions required to advance these projects. Unlike a conventional area plan that a city might adopt to direct future investment in a particular location, this Vision focuses on an area dominated by public facilities and with a vision for future public use. Therefore, private market investment can not be relied upon to deliver the Vision's goals. Instead, the City of Berkeley will have to take an active and long-term role in project delivery. This is why this Implementation Plan includes a clear governance structure to make the necessary implementation decisions by being both strategic and opportunistic, while also ensuring transparency and community accountability.

### **Historic Buildings**

**Predevelopment** – A key predevelopment decision for both historic buildings is the appropriate level of the seismic retrofit. These costs vary considerable

## Funding Strategy

depending on each building's structural elements, the desired level of durability in the event of an earthquake, the trade-off of cost against future durability, and other factors discusses elsewhere in this Implementation Strategy. However, as the GCBPH case study illustrates, seismic costs can drive overall project costs above a sustainable level, given other funding sources. This suggests that the City should consider seeking funding just to pay for the retrofits. **One immediate potential funding source for seismic retrofits is a Housing Hazard Mitigation Grant. This source was discussed above. As of April 2020, these grants are available, and the initial application is due in June 2020. The City should give serious consideration as to completing this initial application now as it is not clear when this money would be available again, and there can be a multi-year lag between making an initial grant, being awarded the grant, and receiving the money.**

Generally, funding sources as well as project costs are driven by building uses. Therefore, the specific purpose and use of each building must be determined as part of the predevelopment process. This decision also determines who might develop the building; who would occupy the building and pay for the space; and what potential rent levels align with the potential future tenants. The predevelopment phase covers the costs

to conduct whatever process is necessary to arrive at these decisions, and to fund any additional more detailed design and/or feasibility studies. Funding sources that can cover these costs include T1-Bond money, and the City's own operating revenues. It is possible that there may be some other source of state grants or discretionary funds or federal grant funding, including from the National Endowment for the Arts, but these sources would need to be explored on a case by case basis.

The Veterans Memorial Building as cultural hub/art-oriented facility will both determine the appropriate level of the necessary seismic retrofit; and will make this project appealing to grants and philanthropic organizations, who are specifically in arts related projects. Participation from these groups can help lower overall development costs, and thus lower rents for the end-users who might be non-profits with low operating budgets, and thus requiring below market rental rates. Also, because tax credits could be an important funding source, this building would be a good candidate for a public-private partnership where a developer assembles the final funding/financing package, manages the construction, holds the master lease, and manages the building over the term of the lease. In considering who should be responsible for developing this building, it should be noted that assembling the necessary

funding/financing and managing a construction project of this size is a highly specialized process and should be undertaken either by the City whose Public Works Department has experience managing complex construction projects, or by a developer, not by an arts or non-profit organization who might be a tenant in the building, but lacks the experience or capacity to be a developer.

More detailed feasibility analysis is going to be required for the Old City Hall building to determine which option is the most feasible from a funding/financing perspective. On the one hand, if this building becomes a non-profit office space with some exhibition space, then some investigation would need to be done as to the level of philanthropic support for the proposed uses, the rent levels the potential users could pay, which might be higher than what small community arts organizations could pay, and what the total rehabilitations cost would be relative to the potential income stream. If the City is not going to occupy this building for its own uses or programs, then this building is another good candidate for a public-private partnership.

If the City decides to use the Old City Hall building for its own offices and for expanded meeting space, then the City would take on the full responsibility to fund, financing, develop, and operate the building. There are multiple financing scenarios the City could pursue for

this kind of improvement including but not limited to lease revenue bonds, certificates of participation, or a different form of privately led financing structure which would also be repaid through rent revenues or some kind of “availability payment” which is specified payment amount that the City agrees to pay out over time to pay back the financing “loan.” This kind of financing arrangement is also referred to as a public private partnership, or P3.

Each option has different costs and implications and the City would need to do a detailed study to determine the best solution. However, key benefits to borrowing against a future payment could include not requiring a public vote, as would be required for a bond to be secured against property tax revenues; this project would not divert money from other much needed capital improvement projects currently funded through some combination of infrastructure bonds and capital improvement budgeting,; and by consolidating City offices and meeting space into one building, the City might be able to reduce its current operating costs, even with the new facility. This same approach could be used if the decision is made to add new meeting space to the 2180 Milvia building. Another option is to issue a future infrastructure bond, like the T1 bond, which would be repaid based on property tax revenues. Such a bond would require a two-thirds majority voter approval.

## Funding Strategy

**Construction Costs** – Because construction costs are tied to the building use and user, appropriate construction funds sources will be determined during each building's predevelopment phase. Again, it is important to note that certain sources, like tax credits and developer equity, are only available if a for-profit developer is involved. The City and other government entities could contribute funds to any of these projects through several sources, including grants, discretionary funds, and bond funds. These sources could be deployed with either a for-profit developer or if the City develops any of these buildings itself.

**Operation and Maintenance** – Each building's operating expenses should be covered by its tenants or users. If the buildings are occupied by non-profit organizations, these groups themselves often use grants and philanthropy to cover their own operating expenses. If the City were to occupy any new space as a result of the Vision Implementation, it would pay for the cost out of its own operating budget.

### **MLK Jr Civic Center Park Improvement**

**Predevelopment** – Predevelopment activities related to the Park will include preparing a more detailed plan developing a construction cost estimate or estimates by construction phase if this is relevant. This phase could also be used to explore the extent to which there might be

sufficient philanthropic and/or corporate interest in supporting some kind of non-profit structure, like the San Francisco Parks Alliance, that could take on raising money to both improve and operate the Park. Big cities like San Francisco and New York clearly have used these models very successfully to address their parks and public space needs. Neighboring (and smaller) Oakland has a corporate community that is large enough to potentially support city activities. However, given that Berkeley's main employer is the University of California, it is unclear as to whether some kind of parks related non-profit would be viable, even if this organization were to take on managing and maintaining several other iconic Berkeley parks and other public landmarks such as the Rose Garden or the fountain at the Marin Circle.

However, because park improvements are very hard to fund because there is no revenue stream for repayment, the City is likely going to have to bear most or all of the Park's predevelopment costs through locally generated sources including future bond monies, City revenues, or other sources. Occasionally there are also parks related grants available at the regional or state level. For example, in 2008 the East Bay Regional Parks District had a bond measure (Measure WW) approved by the voters that, among other things, provided \$4.876 million in grant money to Berkeley. That money was used to pay for multiple improvements at

existing City parks.

It should be noted that some park/public space facilities, like the Hall of Flowers in San Francisco or Bryant Park in New York generate a significant revenue stream from renting out the facility for private events. However, to date, it has been the City of Berkeley's policy to charge only nominal rates for holding events at Civic Center Park. Whether this policy could or should change is another decision to be discussed as part of the predevelopment process for the Park.

**Construction** – If it is feasible to form some type of non-profit or conservancy to support Civic Center Park, then this entity will be leveraging grants and contributions from philanthropic sources, including individual donors for construction. Corporate sponsors might also be interested in supporting construction costs for certain park elements in exchange for advertising rights. Regional grant monies could also be used for Park construction if they are available. But the most likely sources to support Park construction are local bond proceeds and/or capital improvement program funds.

**Operation and Maintenance** – Civic Center Park is currently operated and maintained by the City's Parks, Recreation, and Waterfront Department. Funds for operation could be supplemented by establishing some form of area or district-based assessment district or

tax increment district. However, it is uncertain how much money such a district could generate unless Civic Center Park is included in a larger financing district that incorporates Downtown and/or a larger area of central Berkeley.

## **Street and Mobility Improvements**

**Predevelopment/Construction** – The Downtown Streets and Open Space Improvement Plan (SOSIP) and the Berkeley Strategic Transportation (BeST) Plan already incorporate some level of planning for the major streets in the Civic Center Vision area. However, funding for further design is limited. Allocating additional resources to these projects will depend on whether there are funds available and if the City Council decides to prioritize Civic Center related projects over other projects. The BeST Plan already includes the Downtown area as a priority funding, and the SOSIP has established a development impact fee for projects in the Downtown area that can pay for street and open space improvements. Additional funding sources are identified in the BeST Plan.

**Operation and Maintenance** – Berkeley's public works department is responsible for street maintenance. If additional funds are required for this purpose in the future, street maintenance could be bundled with Park maintenance and included in a district-based funding program.

Figure 1: **Common Funding Sources by Project Type and Implementation Phase**

Project Type	Funding Sources			
	Public Agency Grants	Philanthropic Grants	Tax Credits	Rent Payments
<b>Historic Building Rehabilitation</b>				
Predevelopment	X			
Construction	X	X	X	X
Operation and Maintenance		X		X
<b>MLK Jr. Civic Center Park Improvements</b>				
Predevelopment	X	X		
Construction	X	X		
Operation and Maintenance*				
<i>*Includes programming</i>				
<b>Street/Mobility Improvements</b>				
Predevelopment	X			
Construction	X			
Operation and Maintenance*				

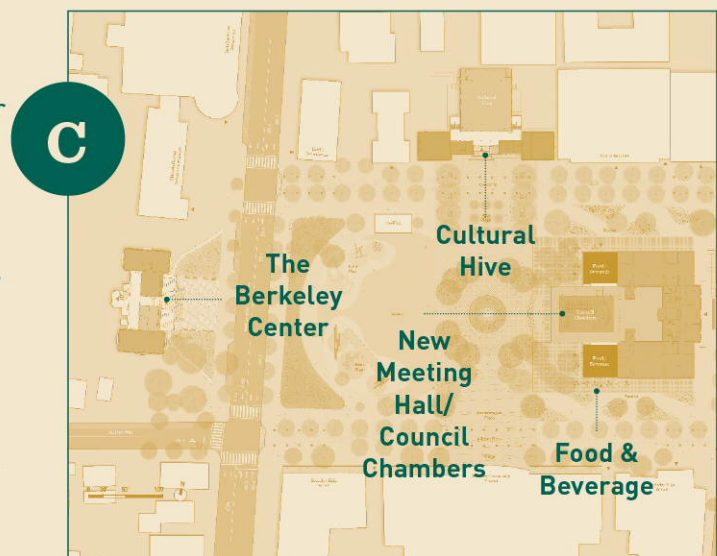
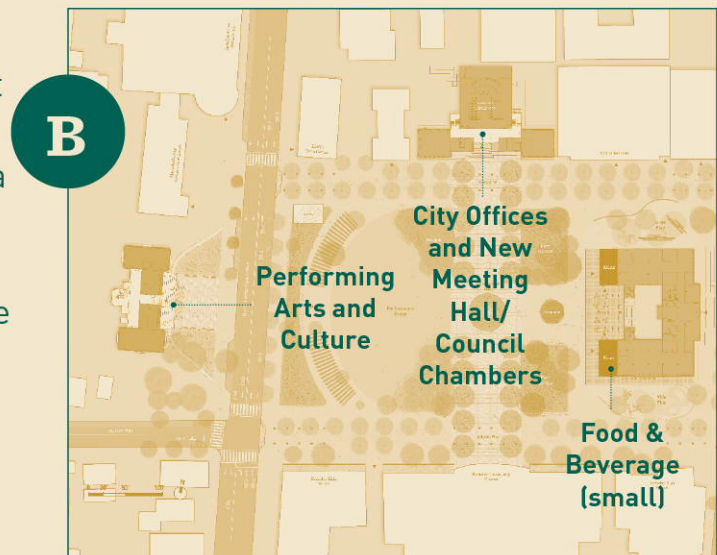
Developer Equity	Citywide Bond Money	Value Capture Mechanism	Corporate Sponsorships	City Revenues
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	X			X
X	X			X
				X
	X			X
	X		X	X
		X	X	X
	X			X
	X			X
		X		X

## 6.3

# Cost Summary

A critical component of the cost plan is the level of seismic upgrade. Both Old City Hall and the Veterans Memorial Building were constructed prior to any real seismic building standards and must be seismically retrofitted. Two options have been considered for each building: a Basic Performance Objective for Existing Buildings (BPOE) scheme allows safe egress from the building and prevents the building from collapse during a seismic event, however, the building may incur damages that are exceedingly expensive to repair. An Immediate Occupancy (IO) scheme allows safe egress and provides enhanced protection to the building such that it could be reoccupied almost immediately following a seismic event. A BPOE retrofit scheme is very common for existing buildings and can accommodate any number of building uses. An IO scheme is typically undertaken for buildings that house “essential services,” such as hospitals and emergency services, that must remain open in the case of community crisis. Depending on selected use we recommend that further seismic studies are undertaken.





### Summary of preliminary program cost plan

#### Option A:

Maudelle Shirek (IO): \$46,749,000

Veterans Memorial Building/ Cultural Hive (BPOE): \$21,381,000

2180 Milvia addition : \$3,373,000

Civic Center Park (all public realm including streets): \$8,183,000

**Total: \$79,686,000**

*Excludes rooftop addition to VMB and new structure adjacent to the City Hall Annex*

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### Summary of preliminary program cost plan

#### Option B:

Maudelle Shirek (BPOE): \$18,240,000

VMB (IO): \$64,983,000

2180 Milvia: \$1,840,000

Civic Center Park (all public realm including streets): \$7,506,000

**Total: \$92,569,000**

*Excludes rooftop addition to VMB and new structure adjacent to the City Hall Annex*

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### Summary of preliminary program cost plan

#### Option C:

Maudelle Shirek (BPOE): \$17,082,000

Veterans Memorial Building (BPOE): \$21,182,000

2180 Milvia: \$9,985,000

Civic Center Park (all public realm including streets): \$7,895,000

**Total: \$56,144,000**

*Excludes rooftop addition to VMB and new structure adjacent to the City Hall Annex*

*Seismic costs reference the Seismic Evaluation report by IDA Structural Engineers, April 2019*



# Recommendations

# Recommended Conceptual Design Option

The engagement and visioning process that led to the creation of the conceptual design plans has identified the main programs and features that need to be present in the new Civic Center.

The process has been instrumental in clarifying complex questions — such as what programs people want to see in Civic Center, and what kind of public realm will make Civic Center a real commons for all Berkeleyans.

The preferred conceptual design falls somewhere between option A and option C. One key topic of discussion is the location of the proposed new large meeting hall, large enough for council meetings (200+ seats). Option A, which shows such space as an addition to the Maudelle Shirek Building, and Option C, which explores a new volume connected to the west side of 2180 Milvia, facing the park — both had a lot of positive support. It's clear to the design team that both options present good opportunities, however, the extension of 2180 Milvia toward the park is the design team's recommendation.

The recommended concept, which is aligned with the Vision statement and with the community and stakeholders input, includes the following key components:

## **A new structure on the Park — Meeting Hall, Park Café and Restrooms**

This new volume on the park will:

- Give the park a much needed active edge, a building right on the park
- Offer a home to new programs that will contribute to the activation of the park — a park café, restaurant and restrooms
- Enable the Council and other groups to meet (several meetings a week and late into the evening\*) in a central location, without having to cross M.L.K. Jr Way
- Offer an opportunity for a contemporary architectural addition that complements the sensitive rehabilitation of important historic structures.

*\*In 2019 there were 67 council meeting dates (24 regular meetings, 43 special and work session meetings). To use the BUSD board room CoB currently pays \$91,200 (annually) or ~\$1,200 per use*

or about ~\$91,200(annually). More comprehensive engagement with the City Clerk’s office and other stakeholders will be needed to understand precise needs, as well as studying projected occupancy numbers and their effect of the activation of the public realm.

Veterans and Community Meeting Spaces at Civic Center

**The Berkeley Historical Society and other tenants in a retrofitted Old City Hall**

The Historical Society is a key tenant and we support their presence at Old City Hall. Additional tenants should extend or complement the historical and education mission of celebrating the history and stories of Berkeley. Spaces for indoor gatherings — such as receptions and talks, as well as exhibition spaces, will ensure the building is open to the public. Subject to programmatic needs and funding opportunities, the scenario of extending Old City Hall toward the west should be explored.



**The Berkeley Cultural Hive at the Veterans Memorial Building**

The Cultural Hive houses community meeting spaces, places for performing arts and arts education (after school programs for high schoolers, ballet classes, performances). It is a bridge between the Berkeley High School and the Arts District. A retrofitted auditorium, smaller performing arts studios and teaching spaces will mean more people and activity in the building. The idea of a rooftop addition, set back from the main façade, and a terrace, should be explored.

**Meeting spaces for the Veterans groups and the community**

Veterans groups should have access to one of the multi-purpose meeting rooms in the Veterans Memorial Building, granting them special access in perpetuity to use the space for meetings

Recommendations

and events. In our meetings with the two Veterans groups that currently use a space at the Veterans Memorial Building they expressed a desire to make use of the building and were open to the idea of sharing a space with other community groups.

**A new landscape**

The new landscape of Civic Center Park celebrates its history and includes bold, ambitious and people-centered moves to make the park more accessible, comfortable and used. The preferred design alternative considers the removal of the Giant Sequoia. Although the tree is a significant landscape feature of the park and has an important history, its current size means that it significantly blocks axial view and its location is incompatible with the full integration of a new meeting hall at 2180 Milvia. Careful consideration has been taken and several strategies have been identified to mitigate for the loss of this feature, including;

- Relocation of the tree elsewhere in the park or immediate context of the National Register District
- Preparing a Historic American

Landscape Survey (HALS) documentation for the Berkeley Civic Center National Historic Register District

- Planting clones that are propagated from this tree and grown in an appropriately qualified nursery with the intent of creating the next generation of the Giant Sequoia
- Repurposing wood from the tree to be respectfully used for fine furniture in the new Council Chambers

*Refer to the Appendix for more details and mitigation recommendations.*

Civic Center Park is a place for civic events — evening concerts, rallies and fairs; but also for the big days in one’s life — it’s where you take your wedding photo; and where everyday memories are made — lunch with friends on a sunny bench, meetings at the Farmers Market, laughs at the climbing structure, outdoor classrooms, picnics, birthday parties, tai chi, community gardening. The Turtle Fountain and other sculptures and public art will celebrate people and events that have contributed to Berkeley’s collective history.

**Access point for Civic Support**

All people should feel welcome in Civic

Green, Play, Food and Events at Civic Center



Center, therefore it is imperative to provide a physical space within the Civic Center area that helps connect the most vulnerable community members with the help they need — be it shelter, medical or other. Further studies are needed to assess the spatial requirement of this program and consider the scope and the appropriate location for these services.

### Beyond the Old City Hall and the Veterans Memorial Building — The Civic Center Market

In collaboration with Berkeley High School and the Ecology Center, Berkeley’s celebration of locally-grown food as a cornerstone of local culture can be given a permanent home at Civic Center. This idea needs further study but the design team found strong support among educators, political leaders and public commenters for an all-week expansion of the Farmer’s Market. Possible locations might include a pavilion in Civic Center Park or the Berkeley’s Main Post Office building.

Inevitably the preferred vision goes beyond this project’s scope and includes other nearby buildings — including the Post Office as mentioned above — that should be considered during the next stages when developing a masterplan or precinct plan for Civic Center. Matters relating to the precise location, sizing and configuration of new programs should be further studied, alongside the seismic implications, detailed cost analysis and

projected occupancy numbers and their effect on the activation of the public realm. These studies will help further detail the conceptual option presented here, and inform the development of a precinct plan that is made up of different project tracks, phasing, and/or project groups ( specifying what building projects goes with what public realm project, and how each project can be funded) — each with its own critical path.

*See Chapter 8 — Implementation.*

#### Summary of Preliminary Program Cost Plan — Option C

Maudelle Shirek (BPOE)	\$17,082,000
Veterans Memorial Building (BPOE)	\$21,182,000
2180 Milvia	\$9,985,000
Civic Center Park (all public realm including streets)	\$7,895,000
<b>Total</b>	<b>\$56,144,000</b>

*Note: Excludes rooftop addition to the Veterans Memorial Building and the new structure adjacent to the City Hall Annex*

*Seismic costs reference the Seismic Evaluation report by IDA Structural Engineers, April 2019*

## Recommendations

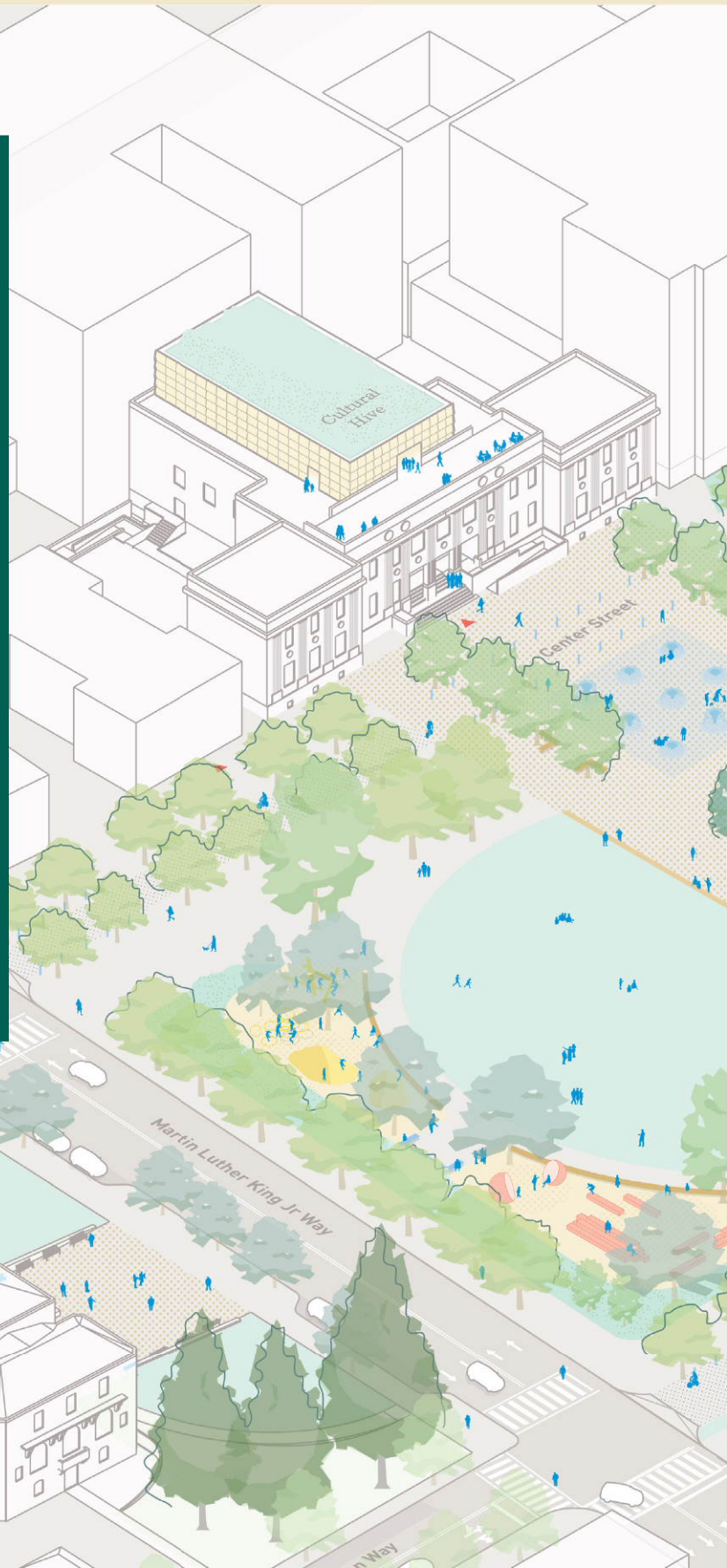
## The heart of Berkeley

The Civic heart of Berkeley is green, inviting, lively, human-scaled. A new lease of life is given to its historic buildings, and additions to these structures provide much needed government and community meeting spaces, places for performing arts and arts education. The Cultural Hive is a bridge between the Berkeley High School and the Arts District. Civic Center Park is a place for civic events and everyday interactions — lunch, play, outdoor classrooms, meetings with friends, picnics, birthday parties, tai chi, community gardening. Civic Center is part of Downtown and part of a neighborhood — it's your space.

Potential for Maudelle Shirek Building extension, program TBD

Alameda County  
Berkeley  
Courthouse

Martin Luther King Jr Way



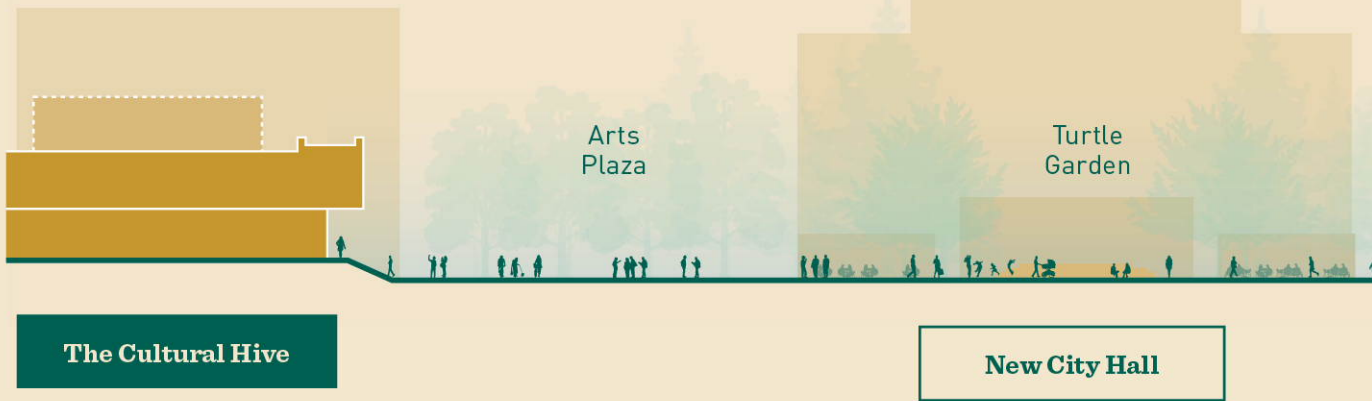




*Note: Diagram is illustrative and conceptual. It is not representative of architectural expression.*

# Site Sections

## section A

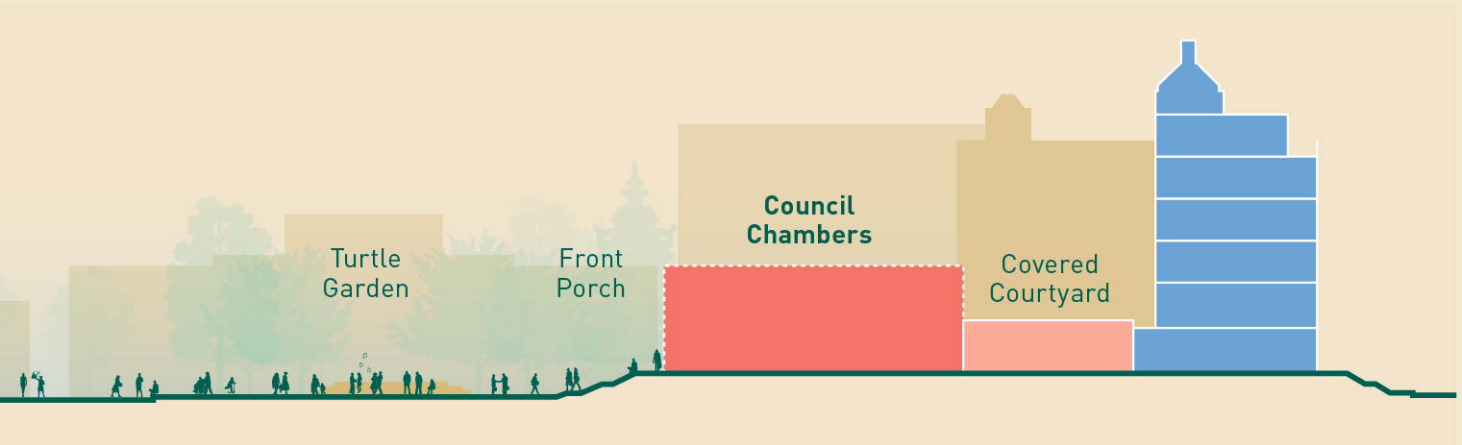
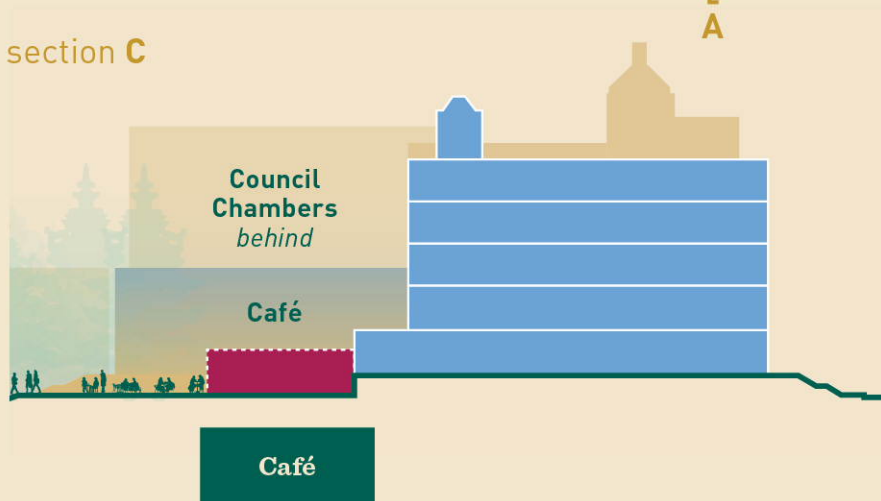


## section B





section C



The Cultural Hive

New City Hall

## Program Overview





- Program
- Program, Primary
- ⋯ Program, Location TBD



**The Cultural Hive**

Veterans Memorial Building



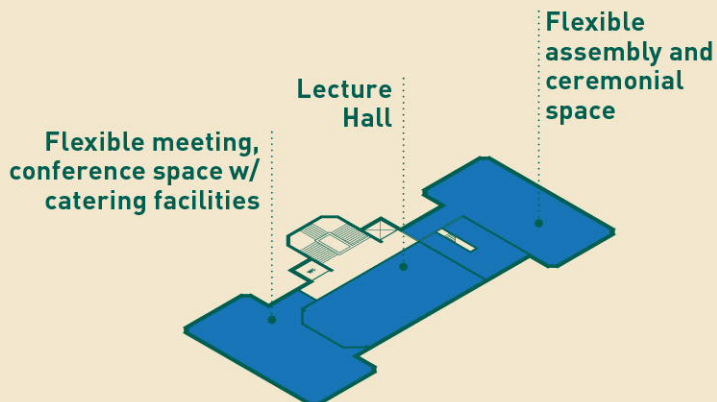
**New Meeting Hall/Chambers**

2180 Milvia Extension

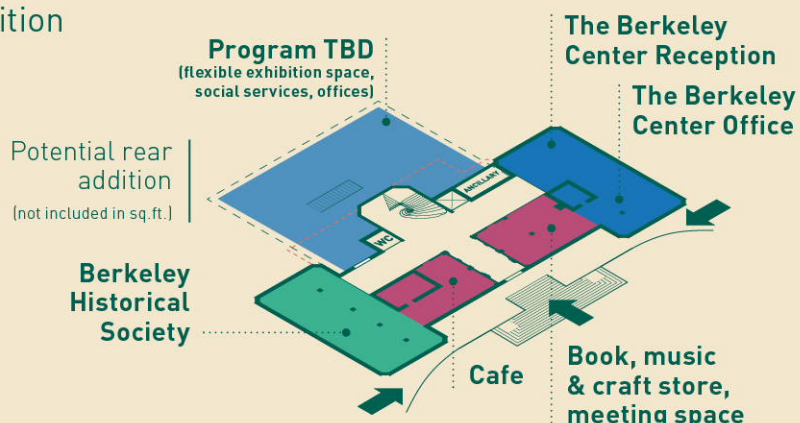
## Program Overview by Building

These diagrams give an overview of the distribution of programs across the Maudelle Shirek Building, the Veterans Memorial Building and 2180 Milvia, and an approximation of the total area by program. Existing City office space in 2180 Milvia, the potential Old City Hall extension and the Veterans Building rooftop addition have not been accounted for.

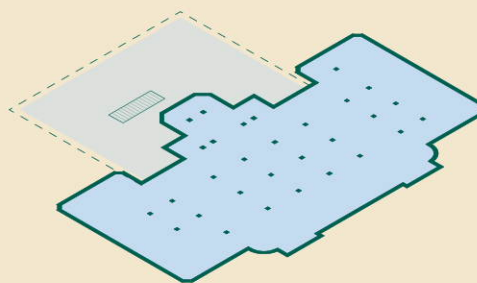
- The Berkeley Historical Society**  
1,675 sq. ft.
- The Berkeley Center**  
7,185 sq. ft.
- Archives / Storage**  
8,600 sq. ft.
- Office: City**
- Performing Arts**  
15,327 sq. ft.
- Auditorium**  
4,950 sq. ft.
- Terrace**  
~1,300 sq. ft.
- Meeting Hall / Council Chambers**  
10,200 sq. ft. (and courtyard)
- Small Retail / Food & Beverage**  
5,310 sq. ft.
- Primary Entrance**



ASSEMBLY + CEREMONY



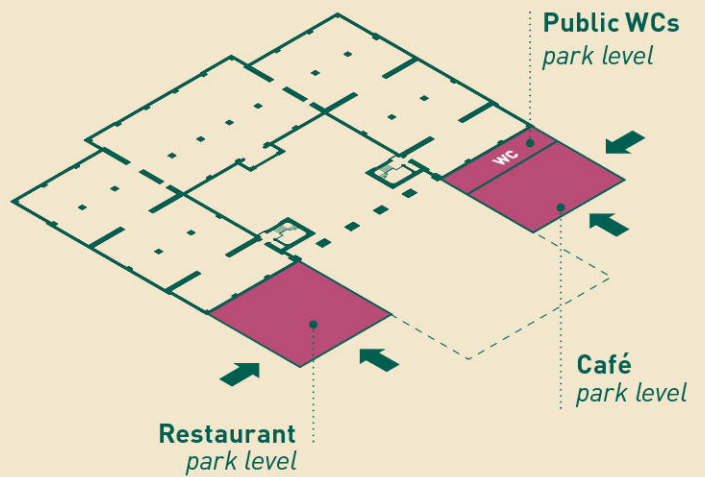
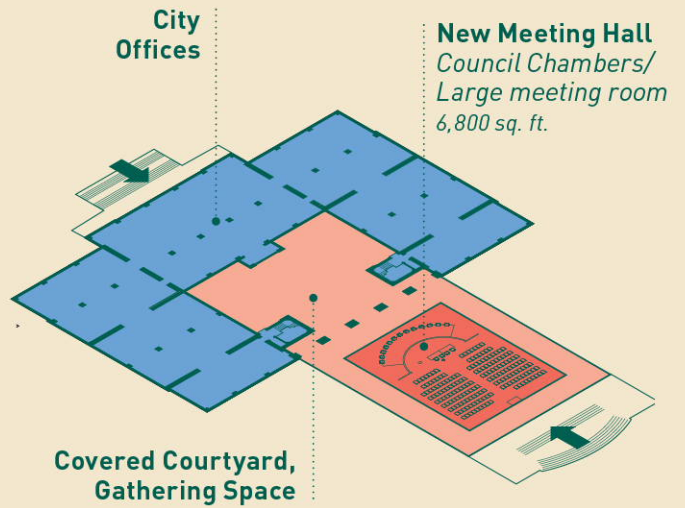
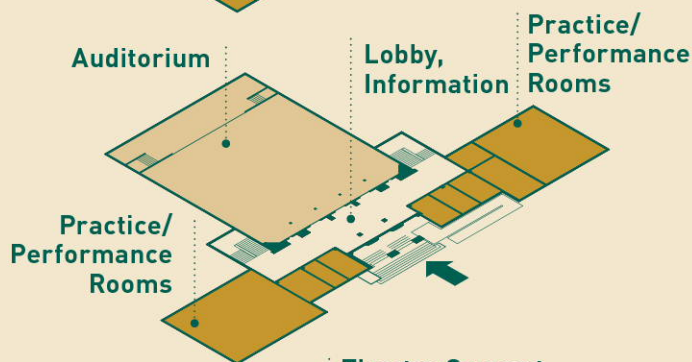
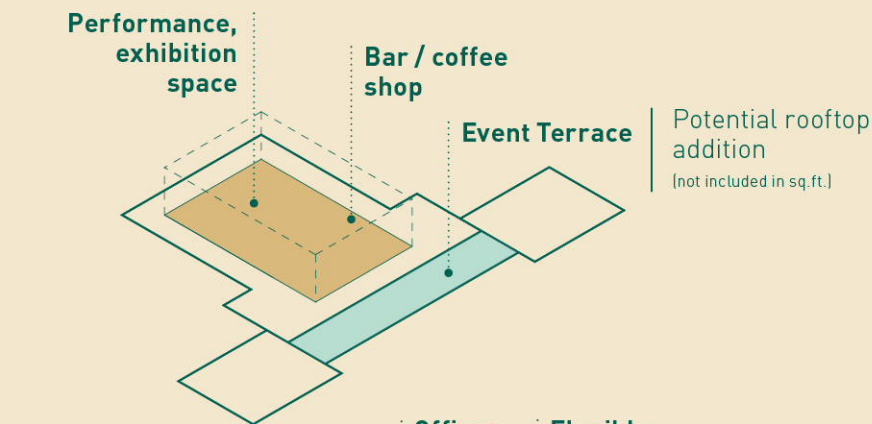
OFFICES + CAFE + EXHIBITION



ARCHIVES + STORAGE

### The Berkeley Center

Maudelle Shirek Building



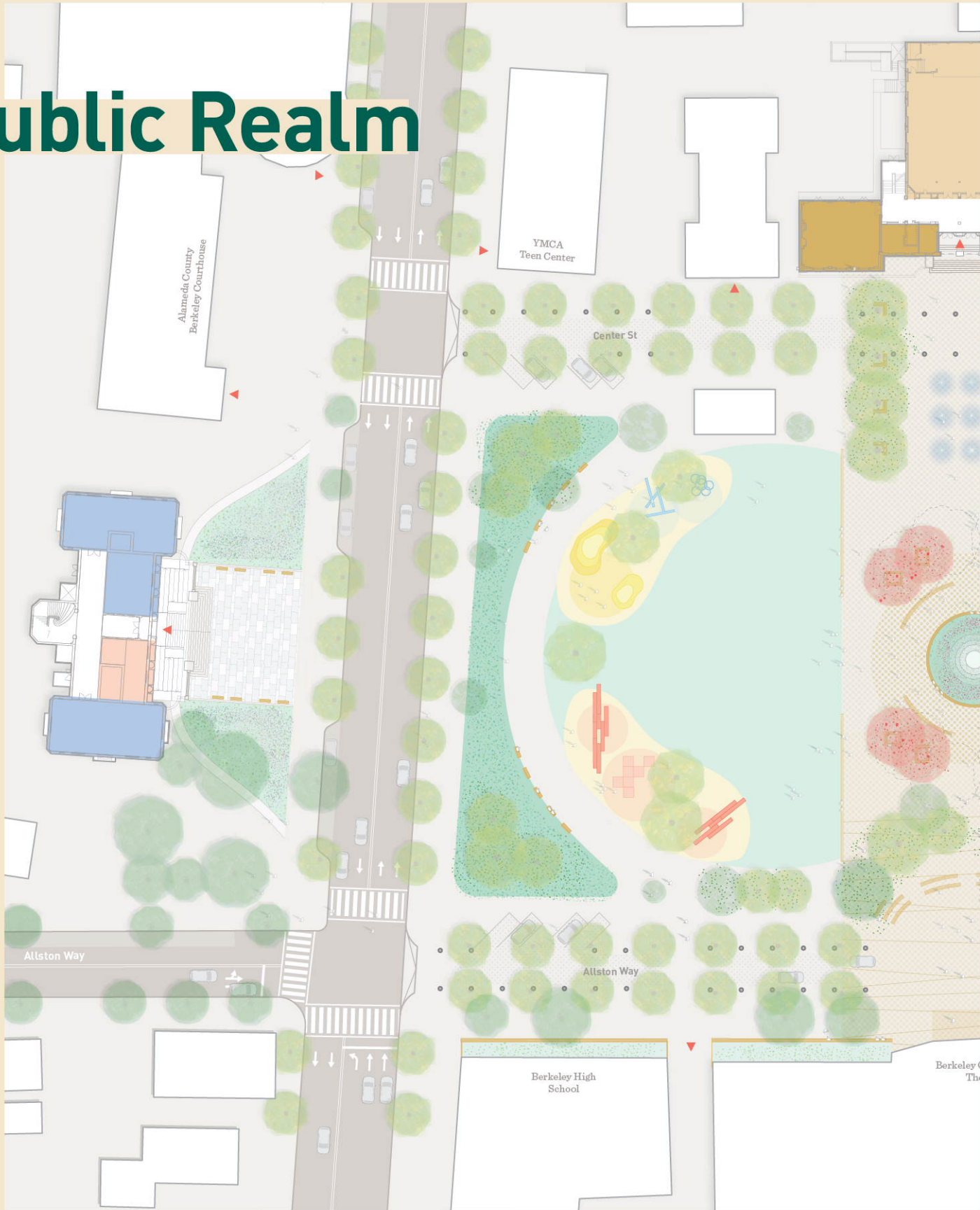
**The Cultural Hive**

Veterans Memorial Building

**New Meeting Hall/Chambers**

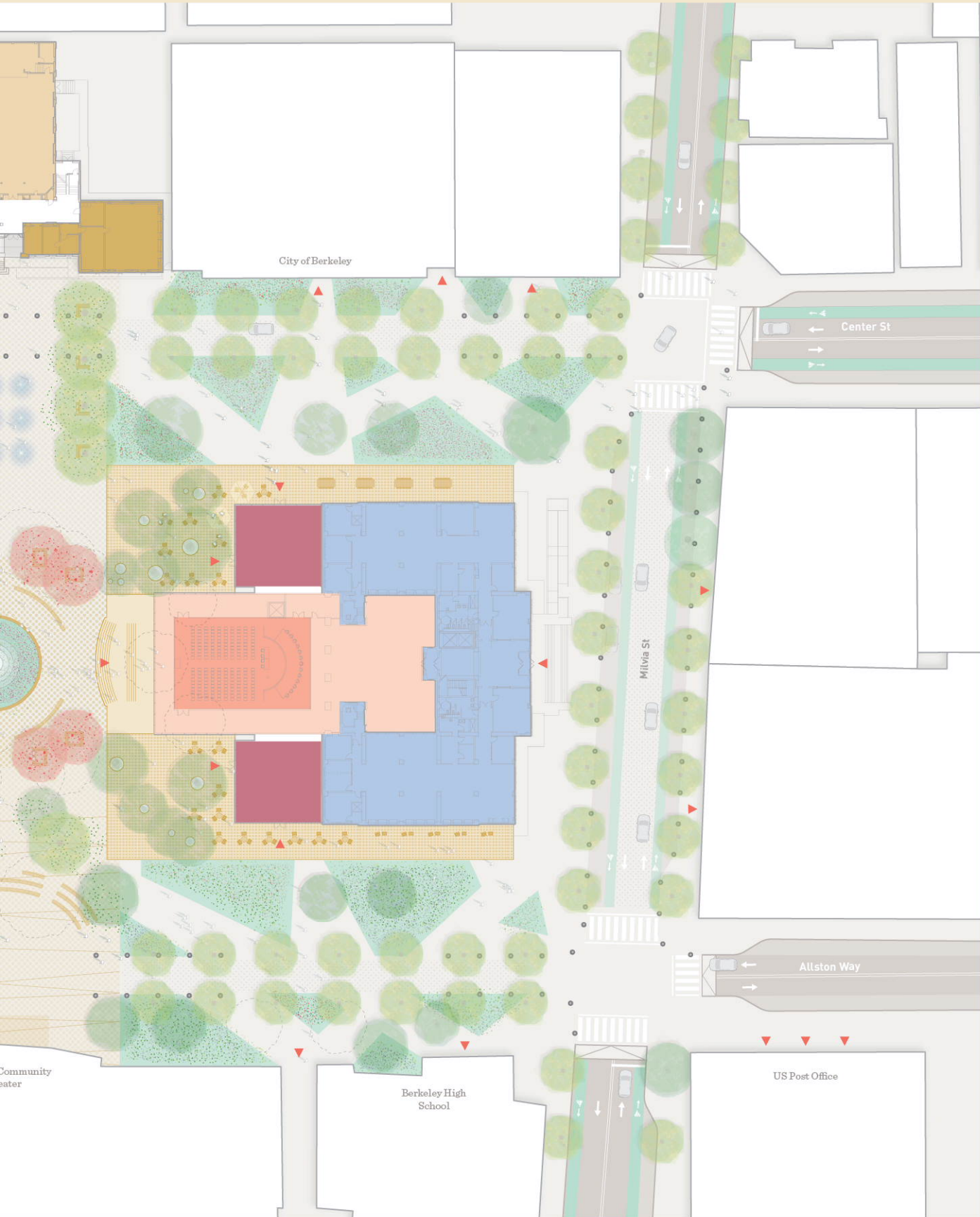
2180 Milvia Extension

# Public Realm

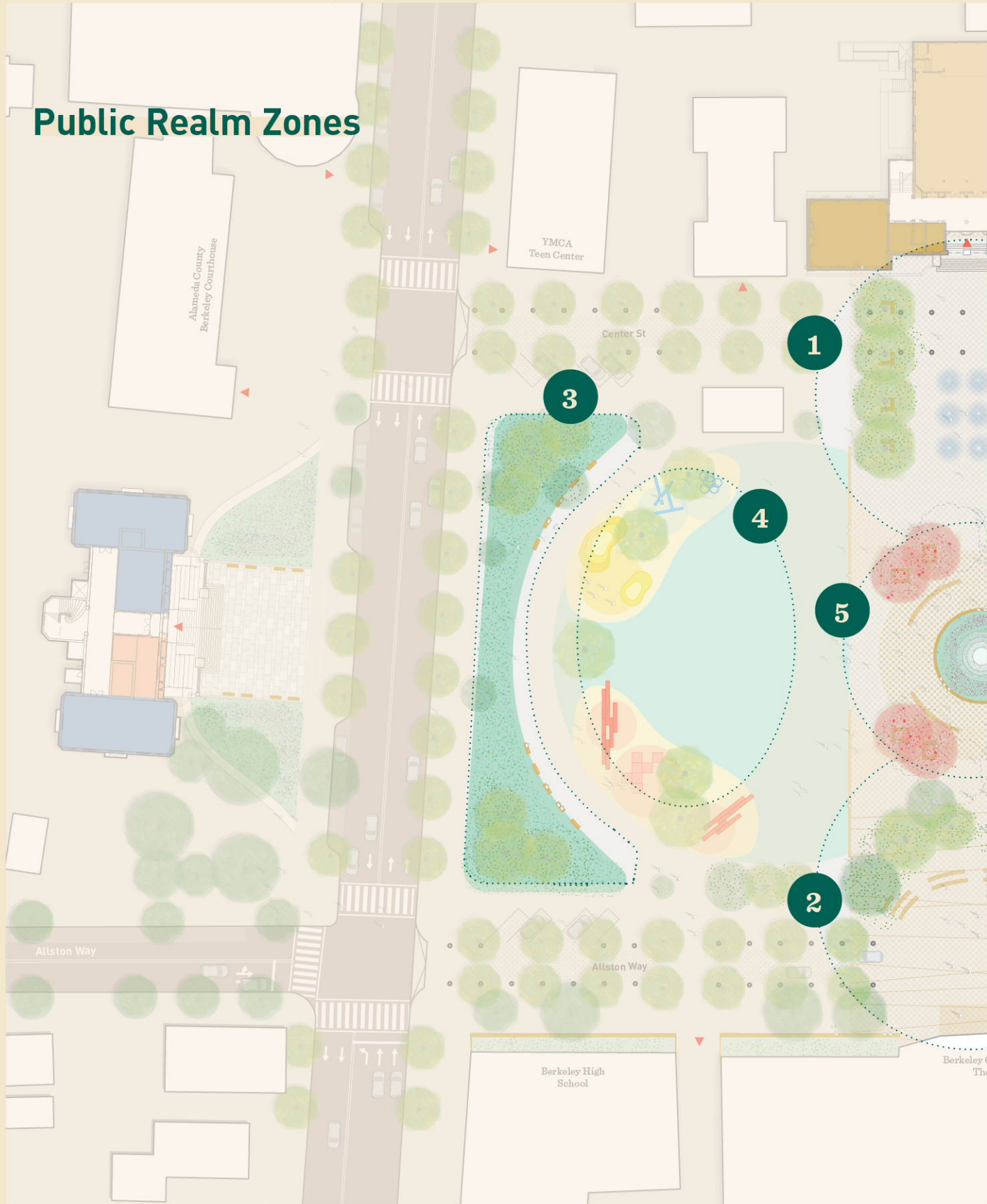


*Note: All drawings are illustrative and conceptual, further landscape design is required.*

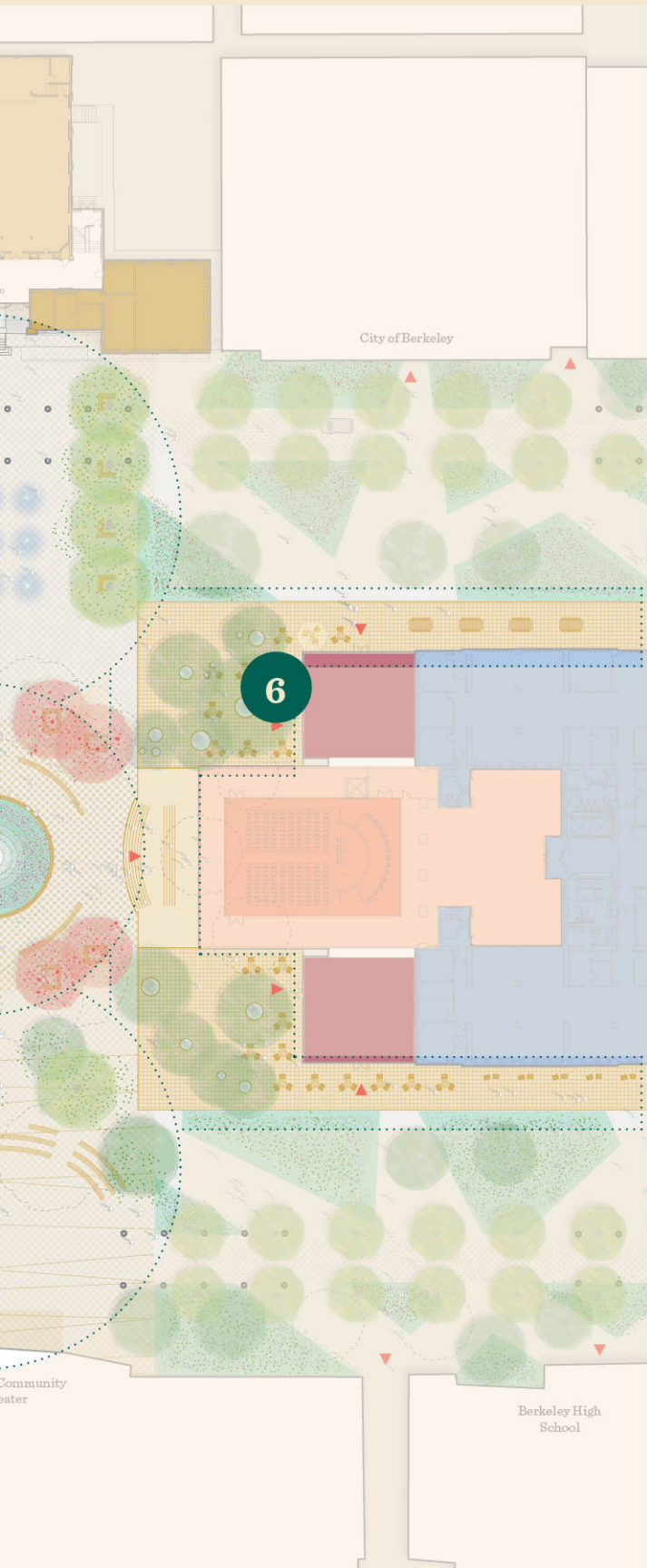




Recommendations



*Note: All drawings are illustrative and conceptual, further landscape design is required.*



1

### Arts Plaza

An extension of the Cultural Hive in the Veterans Memorial Building, the Arts Plaza is a platform for cultural events and people watching, with a variety of seating and a flush water feature.

2

### Performance Plaza

A comfortable gathering space that complements the green as a performance area and uses the Berkeley Community Theater as a backdrop for the stage, reimagining the blank wall as a great new feature!

3

### Leafy Ledge

Lush vegetation provides opportunities for sitting in green “living rooms” and provides a buffer between the park and MLK Jr. Way.

4

### Playscapes

Two dynamic play areas provide invitations for all ages to spend time, with one tailored to younger kids and the other to older kids and adults.

5

### Turtle Garden

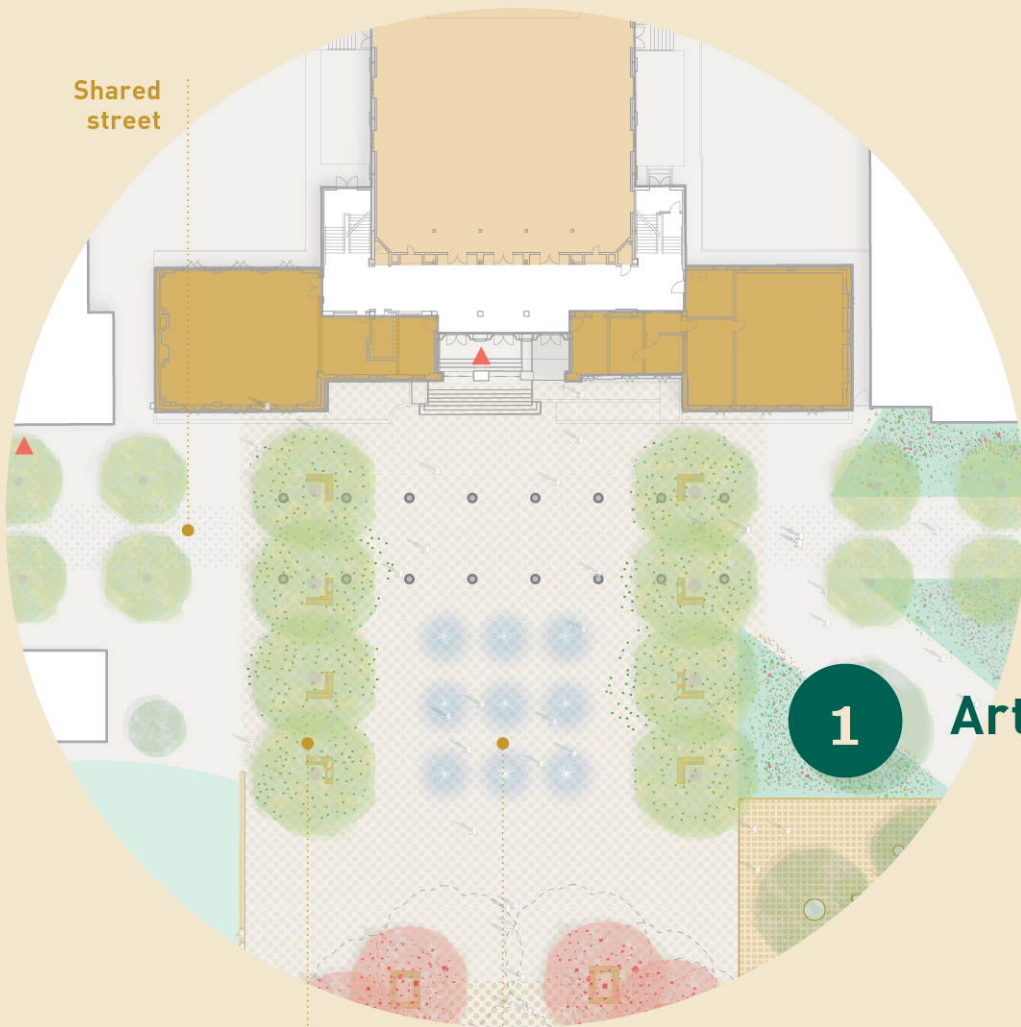
The original fountain becomes a central meeting point in Civic Center with a variety of seating and vegetation.

6

### Front Porch

A generous patio space that serves the new food and beverage offerings and Council Chambers.

Recommendations



1 Arts Plaza

Mature trees, seating

At-grade surface fountain



Performance areas

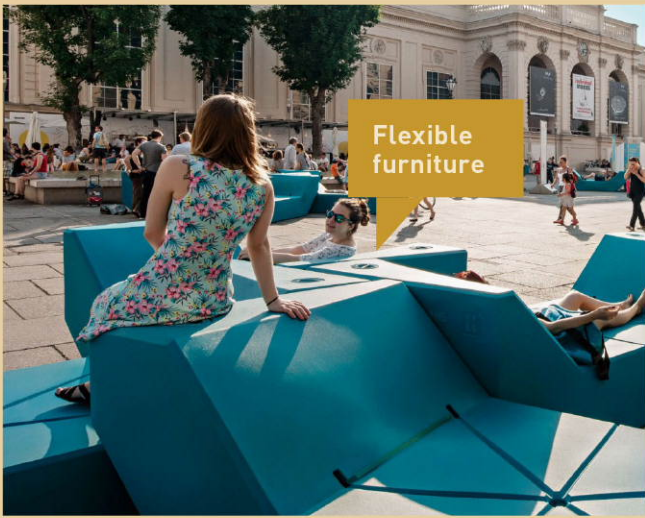


At grade fountain

↑ The Porch at 30th, Philadelphia

↑ Place de Republique, Paris

Note: All drawings are illustrative and conceptual, further landscape design is required.



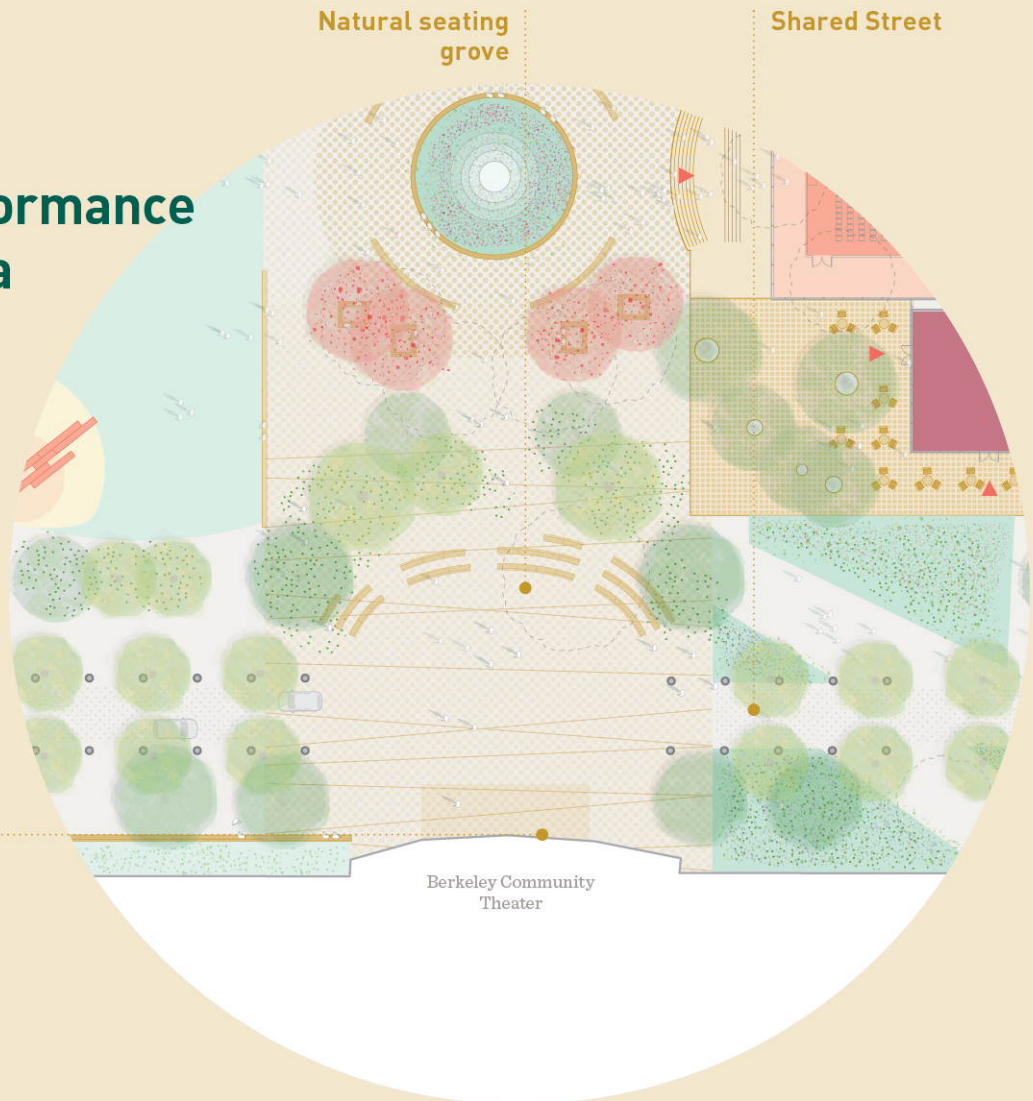
↑ Leopold Museum, Vienna



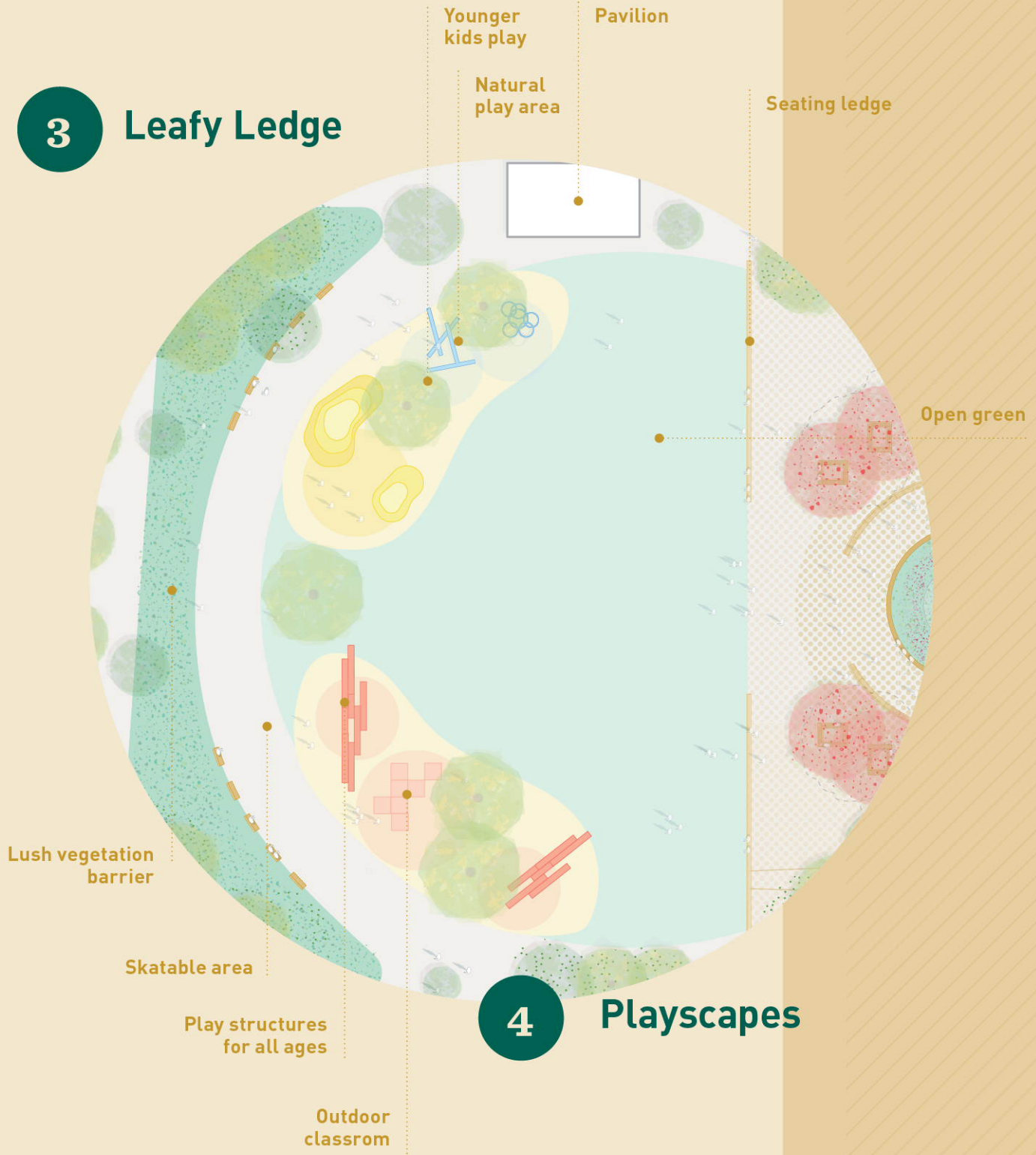
↑ The MET Plaza, New York

2

## Performance Plaza



### 3 Leafy Ledge

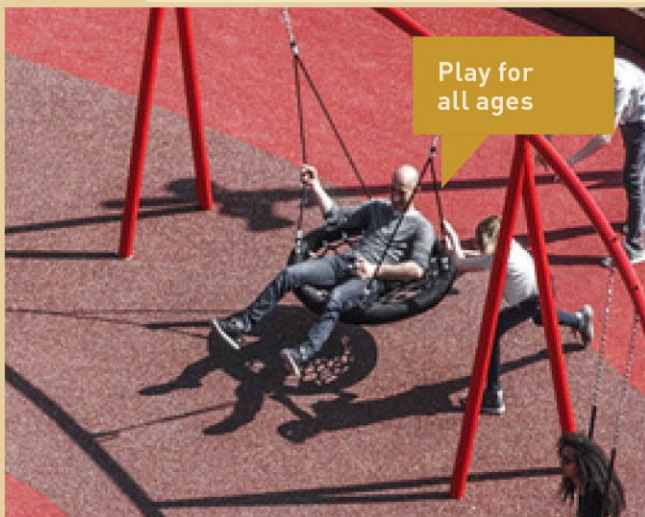


### 4 Playscapes

*Note: All drawings are illustrative and conceptual, further landscape design is required.*



↑ Grevelingenveld, Den Haag, Netherlands

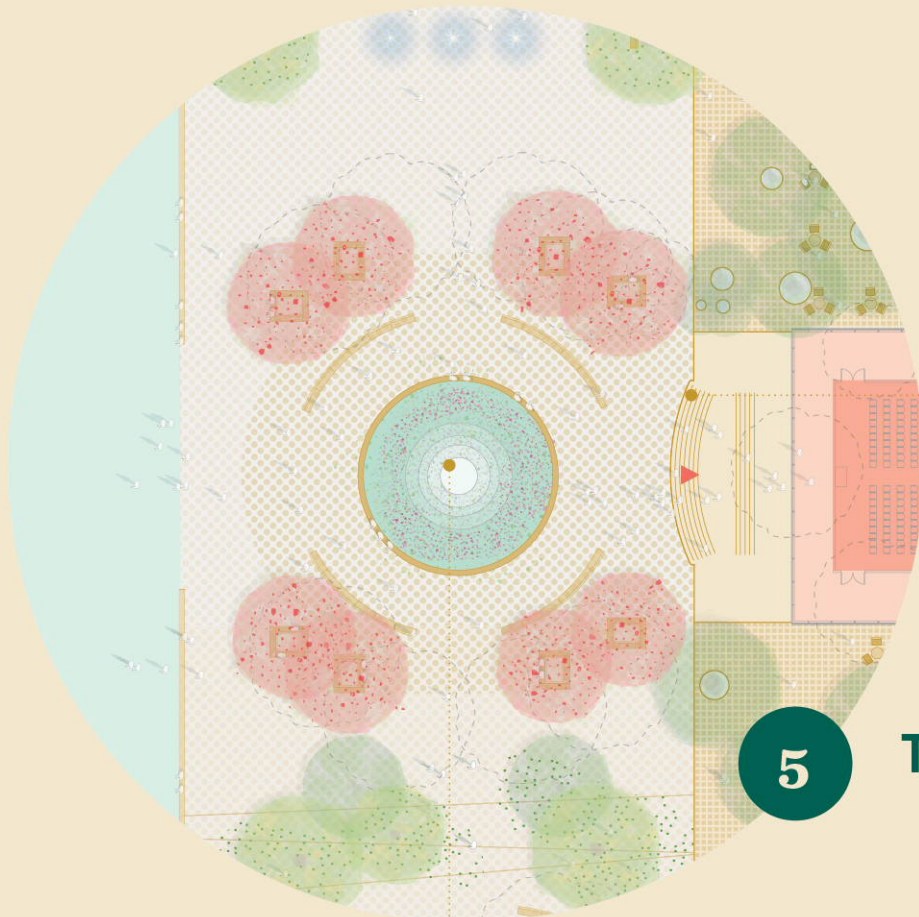


↑ Park 'n' Play, Copenhagen



↑ Madrid Rio, Madrid

Recommendations

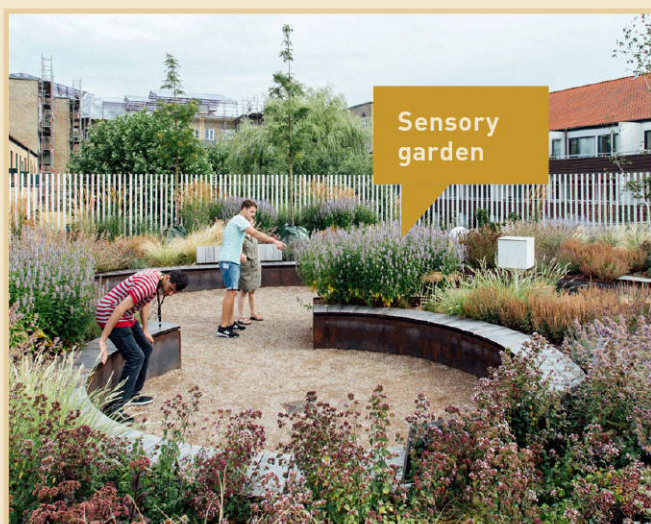


Inhabitable stairs  
and porch ledge

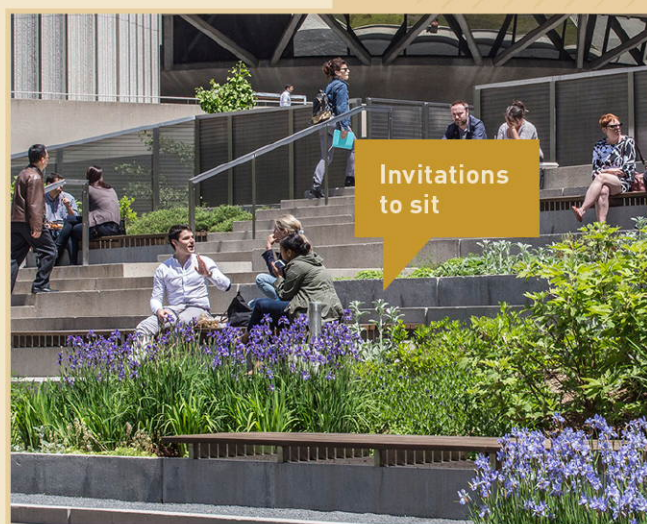
5

## Turtle Garden

Turtle Garden



↑ Frederiksberg, Copenhagen



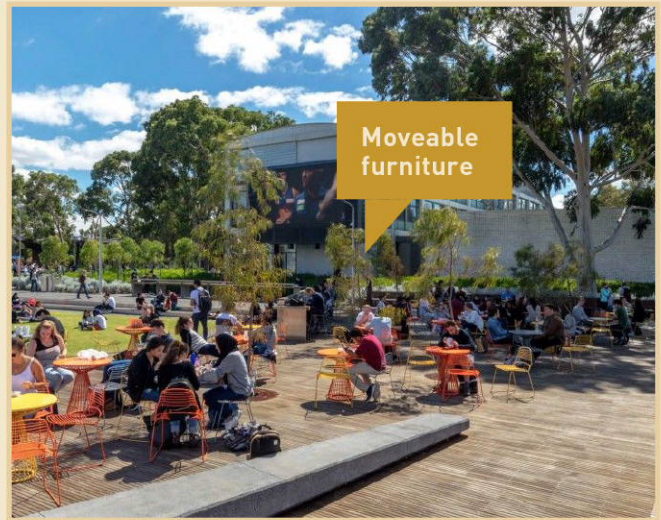
↑ Nathan Philips Square Peace Garden, Toronto

*Note: All drawings are illustrative and conceptual, further landscape design is required.*





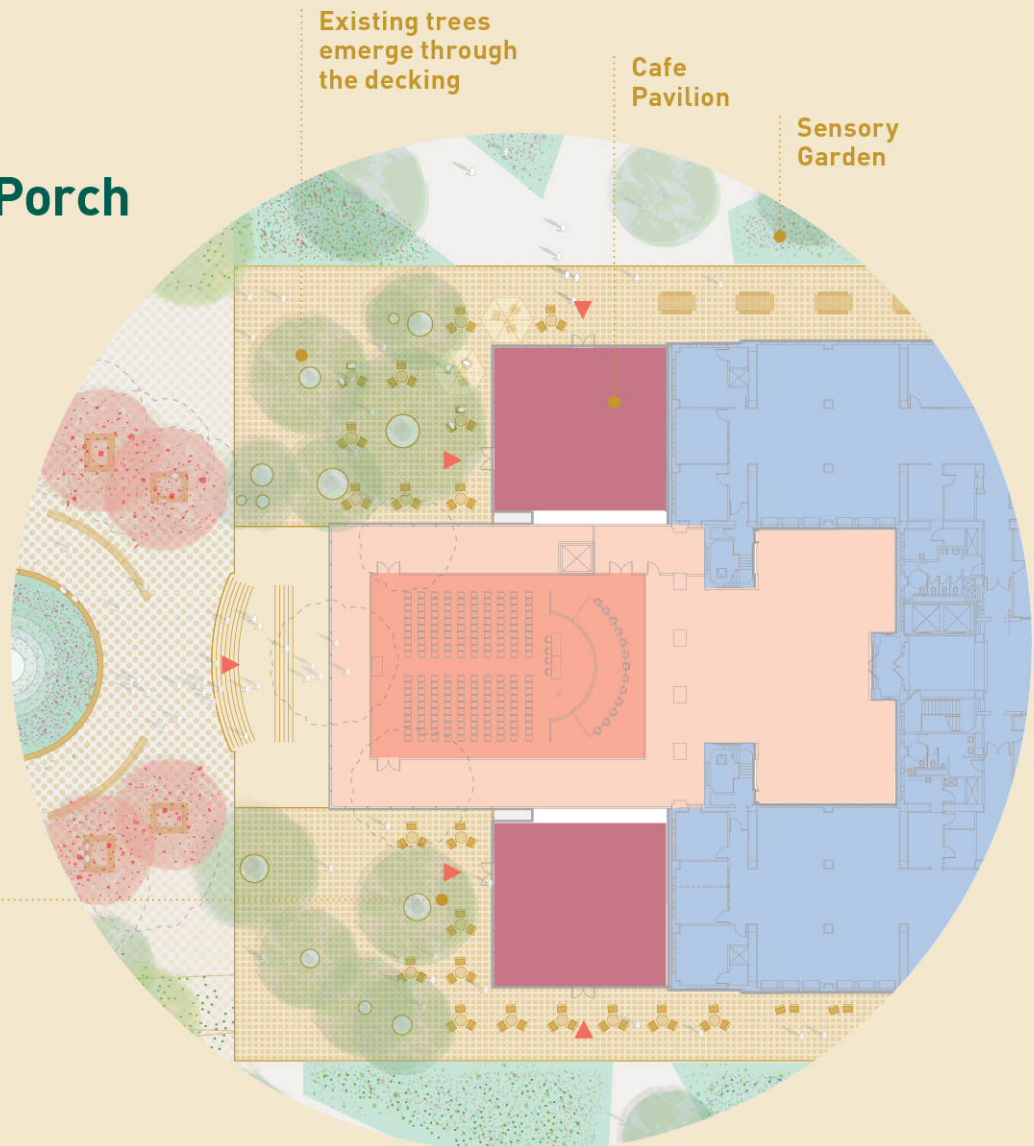
↑ Kensington Gardens, London



↑ Monash University, Caulfield, Australia

6

## Front Porch



Generous seating areas

Recommendations

# The Civic Center Food Market

Berkeley has been a leader in both the modern culinary movement and educational programs related to growing and preparing food. Defined by success stories like the Edible Schoolyard Project founded by Alice Waters and local gardening projects led by Karl Linn, Berkeley's celebration of locally-grown food as cornerstone of local culture can be given a permanent home at Civic Center. The design team found strong support among educators, political leaders and public commenters for an all-week expansion of the Farmer's Market currently run by the Ecology Center using some version of a pavilion where fresh produce and prepared foods could be sold, alongside a classroom kitchen serving Berkeley High School's vocational programs. We recommend that BHS, the Ecology Center, and the City create a partnership program using students to staff the pavilion under the supervision of a market manager.

## Food Market

### Potential Locations\*



#### Option: Market Pavilion in Civic Center Park

A pavilion building and/or lightweight canopy structure could be integrated within the park that provides storage and restrooms for an indoor/outdoor food market and serves as a more permanent presence for fresh, local produce in Civic Center.



#### Option: Market in Berkeley's Main Post Office

The United States Post Office building on Allston Way is a historic building with great potential to be transformed into an indoor public market. The spacious ground floor lends itself well for a market adaptation and the building is already equipped with storage facilities and a loading/unloading area.

*\*Note: The two locations shown above are for the purpose of illustrating potential. Further study is required.*

### Berkeley Post Office Building →



### ←Community and Public Health & Nutrition Programs at Berkeley High School

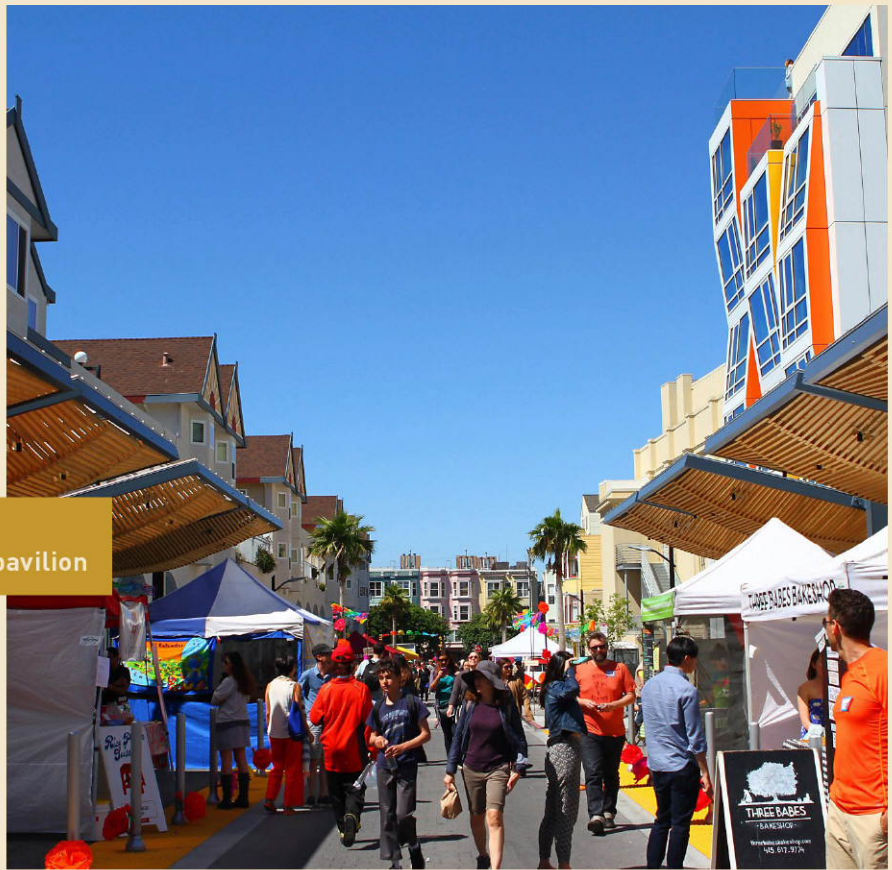


↑ Vineyard Farmers Market, Fresno



Outdoor market pavilion

↑ Overland Park Market, Kansas City



↑ "La Placita" Mission Community Market, San Francisco



Large market hall in historic building

↑ West Side Market, Cleveland



↑ Findlay Market, Cincinnati



Simple, modern overhead pavilion

↑ Torvehallerne Market, Copenhagen

Recommendations



# Implementation

# Implementation and Next Steps

An ambitious vision needs a solid implementation plan. The outline implementation plan described here is a first iteration — it starts to identify immediate next steps and more long-term tasks and actions needed to implement the vision. At this early, visioning stage, there are many unknowns, and many possibilities —relating to funding streams, programs and design. On a project of this complexity the implementation matrix must be developed collaboratively with a City of Berkeley Civic Center project manager.

## Next steps should include the following;

- Establish a Civic Center Project Stewardship Group to manage all next steps
- Align with other City projects and efforts
- Define list of first City Projects in the Civic Center area.
- Seek funding for implementation of City Projects. Types of City Projects include: City buildings and associated sites, Civic Center Park, and City streets.
- Define the “Civic Center Precinct Plan” area
- Define Scope of Early Activation Strategy and Initiatives
- Green light additional studies/planning work required.
- Explore a partnership opportunity between Berkeley High School and the Ecology Center to operate a food market with a student staff under the supervision of a market manager
- Secure funding for development of “Civic Center Precinct Plan”, solicit proposals by qualified consultants, and commission assignments.
- Secure funding for the development of an Early Activation Strategy and Initiatives, solicit proposals by qualified consultants, and commission assignments.

**Berkeley Civic Center Vision**  
 Draft Implementation Matrix  
 July 2020

**Phase 0: Adopt Civic Center Vision**

*Adopt vision statement, vision goals and conceptual design, including future uses, character of streets and other features integral to the implementation of the Civic Center vision.*

**Phase 1: Establish the Civic Center Stewardship Group, Develop the Precinct Plan, and Safeguard Historic Structures**

**Task A: Establish the Civic Center Stewardship Group**

Objectives:

- A1 Objectives: Establishing a working group to address how decisions about Vision Plan implementation should be made, align with other City projects and efforts, green light additional studies required.
- A2 Define the masterplan / Precise Plan planning area (see Task C)
- A3 Establish the Working Group— City staff, commissions, partners and community members
- A4 Secure funding for development of masterplan, solicit proposals by qualified consultants, and commission assignments.
- A5 Define list of first City Projects in the Civic Center area (in tandem with C1). Begin to seek funding for implementation of City Projects. Types of City Projects include: Early Activation, City buildings and associated sites, Civic Center Park, and City streets.  
**Refer to Next Steps chapter for Phase 0, Continued Stakeholder and Community Engagement and Project Procurement**

**Task B: Stabilize Historic Buildings**

Objectives: *Protect historic resources by making near-term interventions to avoid irreparable damage and/or escalating future costs.*

- B1 Review recommended interventions to avoid damage to historic resources, such as from weather and/or vandalism (see "Near-Term Stabilization")
- B2 Assign City staff responsibility to further define Near-Term Stabilization needs, secure funding for repairs, and ensure all necessary maintenance.  
 Commission additional reports identified in HSRs.  
 Priority additional investigations required at both historic buildings center around the need to trace water intrusion pathways to their source.
- B3 **See Implementation chapter**  
 Define projects  
 Repair solutions for active building deficiencies should be designed and implemented immediately following additional investigations in order to ensure the long term stability of the building envelopes. Solutions should be permanent where possible, but temporary repairs may be advisable. Multiple repair solutions may be grouped together into larger projects, however a number of factors will affect how these projects are implemented including the location and extent of damage, the materials and number of building trades required to complete the repairs, and the availability and capacity of local contractors. **See Implementation chapter for projects that are likely to move forward.**

**Task C: Develop the Civic Center Precinct Plan**

Objectives:

- C1 Develop a detailed Master Plan informed by the Vision Plan; this will include further program definition, detailed project definition, architectural design guidelines, public realm and landscape guidelines, and street guidelines. *Structural studies and others relating to conservation of historic buildings should be done prior.*
- C2 Master plan to include Funding strategy, governance models, financial modeling, tenant mix studies
- C3 Engage the community during the development of the Masterplan
- C4 Work with the Civic Center Stewardship Group to prepare a Precise Plan consistent with Vision Plan goals, with detailed guidance for: City buildings and building sites, Civic Center Park improvements, and City street improvements. The Precise Plan will provide guidance for spaces and structures in the planning area, setting parameters on programming, density, design and funding for City project and non-City project in the Precise Plan Area.
- C5 Identify project(s) to be implemented in advance of Precise Plan adoption. **See Phase 0**
- C6 Adopt the Civic Center Precise Plan

**Phase 2: Project Development and Project Delivery**

**Task x: Seek funding**

Objectives:

Identify and pursue available public funds  
**See Financial Strategy chapter**

**Task x: Plan, set goals, set timeline**

Objectives:

Develop a work plan for project delivery to implement Precise Plan recommendations. Assign priority/time frame, major milestones, and responsibilities.

**Task x: Partner on specific projects**

Objectives:

Develop Requests for Qualifications and/or Requests for Proposals (RFPs) to solicit: development partners with technical consultants for City buildings/sites, consulting firms for Civic Center Park detailed design and engineering, and consulting firms for City street design and engineering. Items to be considered in partnership agreements include: programming, historic preservation, building stabilization and level of seismic upgrade.  
 Select partners  
 Enter into relationship with partners (long lease, etc)  
 Define and agree what are City and partner obligations.

**Task x: Detailed Planning, Design and Projects Procurement**

Objectives:

City Projects: design, engineering, permitting, etc  
 Developer partner projects: design, permitting, etc  
 Park and public space projects  
 Street projects  
 Explore partnership opportunity between Berkeley High School and the Ecology Center to operate a food market

**Task x: Physical implementation**

Objectives:

Break ground, oversee as needed  
 Assign responsibilities for operations and maintenance, do O&M plan and budget, including historic buildings maintenance  
**See Implementation chapter for details**  
 Complete implementation

**Phase 3: Post-Occupancy Ongoing Operations and Maintenance**

**Task A: Put the O&M plan in action**

Objectives: *maintain optimal use of City facilities through building/site operations and maintenance.*

**Task B: Measure and Evaluate**

Objectives: *Measure success; continue to test and refine based on the Vision Plan*

Re-do the Public Space Public Life survey  
 Measurement of project results to be continuous/iterative

← **The Civic Centre Vision Implementation Matrix, July 2020.**

The Matrix is a “live” document that will be adapted and further detailed over time. A spreadsheet was submitted to the City of Berkeley.

## Implementation and Next Steps

# Historic Structures

## — Next Steps

### Additional Studies

Priority additional investigations required at both historic buildings center around the need to trace water intrusion pathways to their source.

These investigations include the following:

#### **City Hall**

1. Building Enclosure Investigation
2. Concrete Roof Slab Investigation
3. Roof and Water Conveyance
4. Concrete Entry Terrace Investigation

#### **Veterans Memorial Building**

1. Building Enclosure Investigation
2. Roof Technology and Water Conveyance Survey
3. Parapet Investigation

Additionally, structural concerns at both buildings require further study.

#### **City Hall**

Spire Structural Study

#### **Veterans Memorial Building**

Alternate Seismic Retrofit Scheme Study

### Projects

Repair solutions for active building deficiencies should be designed and implemented immediately following additional investigations in order to ensure the long term stability of the building envelopes. Solutions should be permanent where possible, but temporary repairs may be advisable. Multiple repair solutions may be grouped together into larger projects, however a number of factors will effect how these projects are implemented including the location and extent of damage, the materials and number of building trades required to complete the repairs, and the availability and capacity of local contractors. Projects that are likely to move forward, if required, and that may be grouped if logical include:

#### **City Hall**

- Repair of concrete roof deck, flashing and roof tiles (Additional stabilization, replacement or removal of the deck to be coordinated with seismic stabilization project)
- Gutter, and wall and roof intersection repairs



- Sealant and flashing repairs
- Correction of previously-executed, inappropriate water leak repairs
- Removal of electrical service in basement space below entry terrace
- Repair of leaking at spaces below concrete entry terrace (Other changes in conditions at sidewalk lites and larger revisions to the concrete entry terrace to be coordinated with future building reuse)
- Temporary structural stabilization of roof spire (overall structural repair to be coordinated with seismic retrofit)

### **Veterans Memorial Building**

- Through-wall scupper or localized roof failure repairs
- Roofing replacement
- Stabilization or removal of plaster finish in stairwells (Repair or replacement of wall framing or concrete stem walls to be coordinated with seismic rehabilitation)
- Repair of flashing and connection deficiencies at parapet
- Repair solutions that require more invasive removal or repair of the building interior, in particular the seismic retrofits, should be designed in conjunction with the overall building adaptive reuse projects.

### **Operations and Management of Historic Structures**

Periodic and cyclical maintenance of historic resources plays a crucial part in ensuring that historic fabric remains intact and reliable for generations to come. Maintaining cleanliness and consistent lighting on both building sites and in urban spaces is critical to creating a sense of welcome and safety for would-be users.

A straightforward, implementable maintenance plan that is both funded and staffed must be developed for the near future of not only the Maudelle Shirek Building and the Veterans Memorial Building, but also Civic Center Park. Periodic building maintenance routines should include inspection of roofing, flashing, scuppers and parapets for wear or failure, cleaning of the building exterior, replacement of bulbs in exterior light fixtures, and the assurance of obstacle free, accessible routes with smoothly functioning entry components, to name a few.

Cyclical tasks should include, among other things, clearing of building gutters, site drains, and balconies, trimming of trees to avoid contact with the building, and the clearance of soil and organic matter at building base to maintain adequate clearances to building finishes and to ensure proper drainage away from the building.

Park maintenance should include not only care for plant life, but also cleaning of site hardscape, furniture, and equipment, removal of site garbage and accumulated detritus, and the routine maintenance of lighting fixtures and mechanical and built features.

**Gehl**



# Appendix

**Martin Luther King Junior Civic Center Park**  
Cultural Landscape Assessment

**Berkeley Veterans Memorial Building**  
Historic Structure Report

**Berkeley City Hall - Maudelle Shirek Building**  
Historic Structure Report

**Engagement Transcripts**

**Program Cost Plan**

