

## Historic DC Courthouse, Washington D.C.

Ceremonial courtroom (beneath portico), reception spaces, & conference rooms, 2011

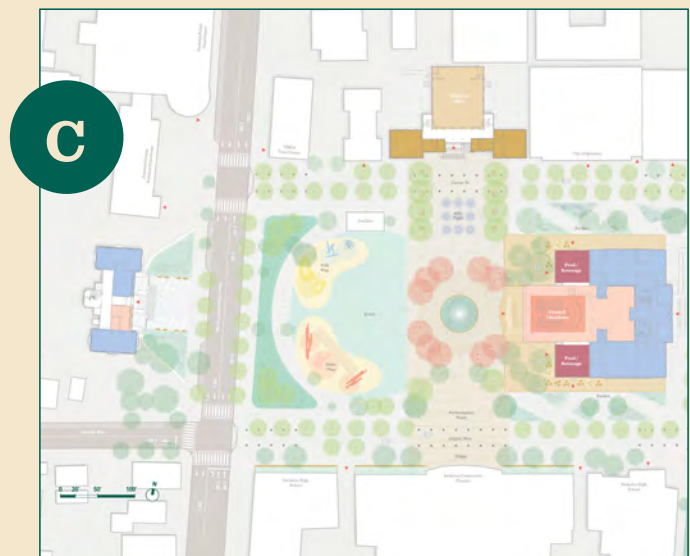
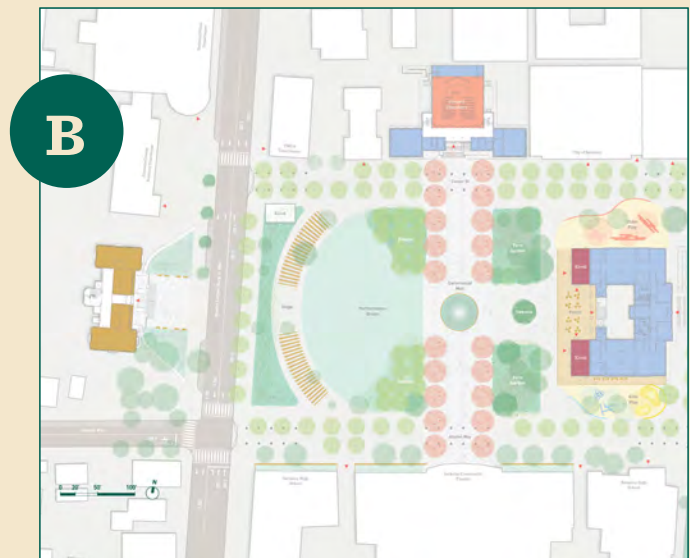
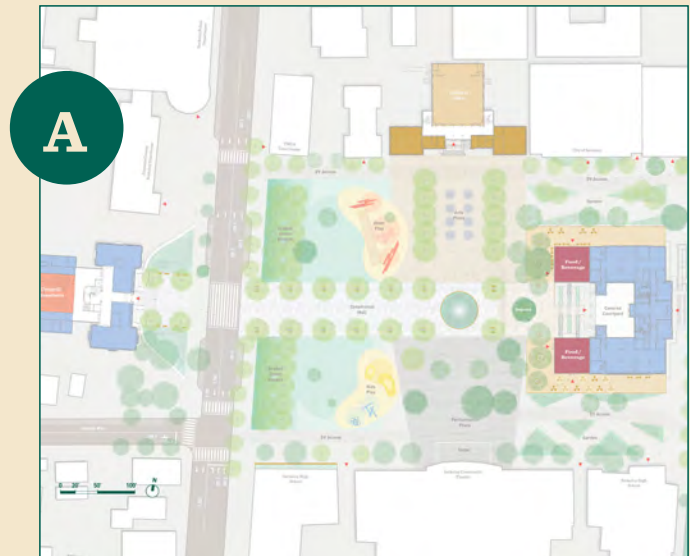


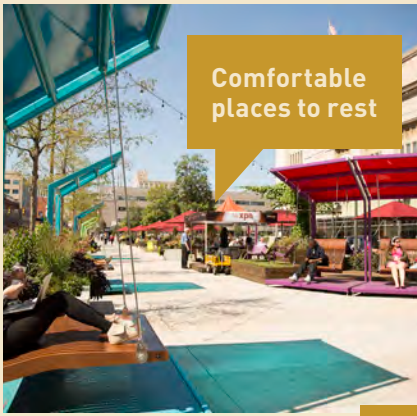
## 5.5

# Landscape and Public Realm

The three options share key elements, such as working with the “bones” of the original park design, but softening, further defining and human-scaling spaces within the park. Spaces for performances, events and markets are included in all options, as well as generous playscapes (even if in different locations). Although of varying sizes, a food and beverage element is present on all options. Shared street concepts on Allston and Center Streets and improved crossings are also common features.

**Option A** sees the biggest change to the current park layout, by introducing a strong east-west plaza that connects 2180 Milvia with the Maudelle Shirek Building (New City Hall) and subdivides the green space. **Option B** describes a more formal north-south pedestrian mall, a larger green, and the smallest of the food and beverage programs. **Option C** combines the most successful concepts from the other two options and has a larger food deck area wrapping around the new meeting hall on the park.





Comfortable places to rest



Natural play for all ages



Varied active play



Events, gathering and art



Evening activities like movie nights and concerts



Interactive and dynamic features



Flexible and adaptable furnishings



Pedestrian priority shared streets

↑ Inspiration images for different spaces that can exist in Civic Center Park and were selected as top resonate images in the Vision and Values Community Workshop



Conceptual Design Options

# Feedback from the Community & Project Stakeholders

## 5.6

# City and Commission Engagement

## Technical Advisory Committee and Commission Subcommittees

During the development of the Vision Plan, the consultants team met with the project's Technical Advisory Committee (composed of city staff) and a "super" subcommittee with representation from the: Civic Arts, Landmarks (Planning), Parks and Waterfront, and Public Works Commissions.

The focus of each meeting was as follows:

**Kick off meeting, September 2019 —** Presentation of the Team's approach, workplan and schedule, introduction to Gehl's Public Space, Public Life survey methodology and discussion on the research questions the survey should try to address.

**Project update, December 2019 —** Existing conditions summary, engagement summary, draft Vision Statement and initial design opportunities — prior to presenting to City Council in January 2020.

**Conceptual Design Options, March 2020 —** During this meeting the team presented a brief update on the engagement process and on the historic structures assessment, with a particular focus on the challenges of the different seismic upgrade options and their implications on the historic fabric. The majority of the presentation focused on discussing the urban design principles that underlie the conceptual design options. A first iteration of each of the three conceptual scenarios was presented, including program distribution, landscape and public realm illustrative plans. A summary of costs for each option was presented, as well as a draft funding and financing strategy, alongside example projects (case studies).

**Summary of feedback from the Technical Advisory Committee TAC session on March 11, 2020:**

- Positive comments on the conceptual design development
- Strong desire to have Arts programs in the Veterans Memorial Building
- Opportunity to consolidate City’s programs in a few buildings in Civic Center should be explored
- Need survey of performance space needs in the area
- Most people liked that Alston and Center Streets are described as integral parts of the Park’s public realm; want to see safety considerations addresses, particularly on special events (for example, security and retractable bollards and traffic calming measures); also, want to see operational considerations added to our evaluation criteria (when considering removing the streets)
- The preservation or not of the Giant Sequoia divided opinions; some strongly advocating for its removal (mentioning obstruction of views and shading), while others voiced that it was an important feature that should be maintained
- Support for rooftop additions, for outdoor spaces for Art events and “breaking down” the spaces into smaller park “rooms”
- Need to consider other buildings surrounding Civic Center park and how they can contribute to activating the park and provide more program, such as 1947 Center Street and the Post Office building
- Support for space for the farmers Market, potentially spilling into the Park, and with permanent, designated elements
- Consider moving social services elsewhere, it doesn’t work with a fantastic park and destination playground; make the space more desirable for families.
- Concerns about the feasibility of the financial model of the Historical Society as the main user of one of the buildings; support for the Cultural Hive idea with several tenants and rentable performance space.
- Want to see a bigger, stronger connection to the school, and play for high schoolers
- Three speakers voiced a preference for Option A, two for option C and one for option B; others meeting participants did not clearly state a preference.

**Other creative ideas put forward by TAC members (CoB Staff in various departments):**

- Electronic display board to replace pinboard in front of Old City Hall
- Test closing off Allston St to traffic during lunch – 11:30 to 1:00 during weekdays
- Relocate memorial trees (SW corner of the park)
- Free tutoring for all ages – this can infuse the area with more energy, a good addition to the teen center)
- Lights in the ground, light up for different events (like SF City Hall) - and outward display of the city
- All time park steward and security
- Arts Market, more events
- Resource centre for the unhoused population- somewhere can get directed to services
- Tool library and makerspace added to the idea of cultural and historical center
- Integrating youth programs with city programs and economic development: i.e. early childhood development programs for teenagers and a pre-school on site (children’s daycare program was voiced by several meeting participants).
- Gateway to nature center – a partnership between 2-3 entities, a small kiosk or a larger space – the first stop to regional parks in the vicinity
- Reorganization of plaques in the area in front of Old City Hall, support for sculpture, as well as digital art and sensory experiences to be included in this area or elsewhere as part of the area’s public realm.
- Invest in accessibility, seniors’ needs, wayfinding.

# City and Commissions Subcommittee Feedback

## Feedback from the Subcommittee working meeting on March 12, 2020.

Our third Super Subcommittee meeting had representation from Landmarks, Public Works, Parks & Waterfront and Civic Arts Commission members. This meetings focused primarily on presenting and discussing the design team's translation of the vision statement into three conceptual design options, prior to these options being presented to the community for comments. The team also shared preliminary cost analysis for each option, and a funding and financing strategy.

Of the five subcommittee members that spoke, two expressed a clear preference for Option C, while the others did not state a clear preference for a particular scenario presented. The subcommittee members' feedback has been summarized on the following page.



↑ Gehl presenting the key urban design moves that are common on all three options



↑ Siegel & Strain Architects describe the implications of different levels of seismic retrofit on the historic building fabric



## Comments from Public Works Commission members

- Strong support for incorporating the street adjacent to Civic Center Park — “Without incorporating the streets we have three buildings and no Civic Center”; MLK should be a transit corridor and not a car corridor; Milvia should be a primary bike way; Pedestrian principles on Center and Allston Streets – make it part of vision zero
- Yes to collaboration with BART plaza; Yes to “edge to edge” – Milvia and MLK are much more important than BART
- Find a way for the design to acknowledge the presence of Strawberry Creek running under the Park
- Would have liked to see consideration of housing, particularly affordable housing for teachers and city staff
- Preference for the park and Civic Center to become a destination for Berkeleyans
- Support for a civic meeting place, big enough to accommodate all sorts of meetings/ events. Would like to see collaboration between BUSD and City Hall to develop a single location for chambers and BUSD meetings at Civic Center
- Support for the idea of expanding options for social services
- Turning Center Street into a pedestrian mall might allow City offices to be connected as part of the same microgrid (currently cannot due to PUC right of way designation) – might we be able to change the designation of Center?
- Preferred Option is C

## Comments from Parks and Waterfront Commission members

- Appreciate looking into philanthropy, speaks to thinking big and to more programming — we have a role to play in how we engage with our community
- Strong support for Council Chambers attached to the 2180 Milvia building, only caveat is that more office space (shown in the other options) would be good; good if we can stop renting in other places and centralize offices.
- The park looks beautiful
- It’s about our ability to keep that vision and more programming – and find the money for it.
- Preferred Option is C

## Comment from Landmarks Preservation Commission members

- The Park is a distinctive gathering space, a massive asset; the park is malleable while the buildings are rooted. Support for the Farmers Markets to take place in the Park.
- Challenge the predominance of Council Chambers on all options
- More interested in spaces that are permeable and usable for government meetings and community meetings — 35-40 person, part of a suite meeting spaces in Central Berkeley — all sharable; if one of them can be large enough for council meetings, great.
- Would like to see opportunities for conferencing - all these buildings could be rented and hold a big event (work with the Berkeley Downtown Association)
- Emergency preparedness and response (fires, earthquakes, civic disobedience) - how would the options function for public safety; what happens if thousands of people are homeless after an earthquake?
- Big community events (Book Festival example) indoor/ outdoor - huge potential; the park broken down loses the opportunity to host big events.
- Sobering to hear the Veterans Memorial Building seismic analysis; there needs to be a base isolation analysis - neither of the seismic upgrade scenarios [presented in the structural engineers’ reports commission by the City in 2019] are palatable. Base isolation needs to be costed out. We want buildings that are survivable after several earthquakes.
- What happens if the City gets the post office; this should be an asterisk in the report
- Continue engaging with the school district
- Other city offices could move into programmed space in these buildings; economies of scale and cost savings. Renovate City Hall, consolidate.
- Streets are an important component. I worry if the streets go away, you cannot cross downtown. Support for Center St as the place that becomes more pedestrian-friendly, and Alston more of a street; revisit concept of Shirley Dean to put MLK underground — if doing conferences the ability to join the park with Old City Hall is important
- Would like to see rotating art work like in Patricia’s Green

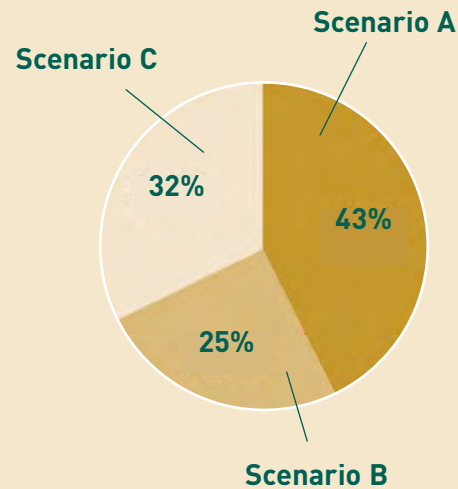
***A Civic Arts commission member voiced their opinion during the TAC presentation the previous day.***

## 5.7

# Community Feedback – Website

The online engagement (extended from what was originally planned) — attracted extensive comments. The site included graphics, videos and invited people to comment in an easy way. We recorded close to 400 participants on the project website, who commented, voted, shared an idea or took a survey. 203 of those left as a comment on the Options page and 12 people sent us detailed feedback by email. The volume of participation in the discussions around options for Civic Center has gone beyond our expectations — the engagement numbers are much higher than what we would have been able to capture during a single community meeting.

Unsurprisingly, scenario A (the one presented first) had the most comments — 87 in total; scenario B had 51 comments and scenario C had 65 comments.



Website developer Neighborland whom we've partnered with to develop the platform and consolidate the engagement data, uses a natural language processing API tool to interpret sentiment analysis values. This helps quickly assess the overall emotion of a comment, indicating differences between positive and negative emotion in a comment; a comment with a neutral score may feature mixed emotions, with both high positive and negative values which cancel each out.

From an equity perspective, it was critical that we give all residents an equal voice in the process, regardless of their familiarity or relationship with Civic Center. Our commenting tools supported this principle of "equal share of voice," de-duplicating repeated comments by participants in our sentiment analysis tools and reporting.

***A detailed data set of the online engagement can be found in the Appendix.***

**2,369**

## Total participants online

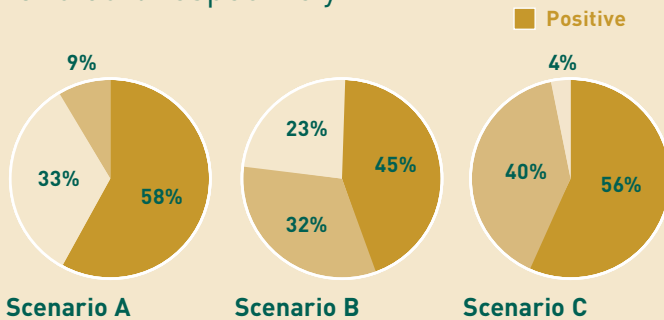
unique users reported by Google Analytics

**350**

## We collected 350 insights

ideas, votes, comments, survey responses

The results show an extremely positive sentiment toward the project. Options A and C had more positive comments —58% and 56% respectively.



The Gehl team has looked more closely at the data and assessed how many participants explicitly stated a preference for an option, how many suggested a preference, and how many expressed dislike for an option.

	Option A	Option B	Option C
Total comments per option	82	51	65
Stated preference explicitly	45	16	25
Suggested preference	27	25	34
Expressed dislike	10	10	6

### Engagement data from Neighborland and Google Analytics

2,369 total participants online

Collected 350 insights (ideas, votes, comments, survey responses)

12,500+ page views

40% traffic on mobile or tablet

97% referrals from Berkeleyside

<https://www.berkeleyside.com/2020/03/03/can-berkeleys-civic-center-become-the-heart-of-the-city-gehl-studio-thinks-so>

<https://www.berkeleyside.com/2020/04/15/last-chance-pick-your-favorite-design-now-for-berkeleys-civic-center-park>

75% social media referrals from Facebook, 20% from Twitter

We delivered 700+ notification emails

## Community Feedback – Website

**Strong themes and subjects that were mentioned often are the following:**

- Berkeley Historical Society is an important part of the city's cultural fabric, and must be preserved and prominently featured.
- The closure of Allston/Center to car traffic will be key to inviting people in and activating the space.
- Veteran's Memorial Building should house the arts, and be used as a community performance space.
- Concerns of recreating SF Civic Center, with too much pavement.
- Integration/expansion of the farmer's market with the plaza/park.
- Many prefer a preserved, large, open, central green/grassy space.
- Many indicated that a small ground floor café(s) would positively increase daytime activity.
- Strong support for Kiosks for food/beverage would be great, to serve employees in the surrounding buildings, and high school students.
- Skateboarding infrastructure is an important community asset.
- The play areas should be adjacent or near one another to allow families to stay together, and should not be so close to the high school, and not separated by a building.

	Positive Quotes	Negative Quotes	Idea Quotes
<b>Option A</b>	<p>Option A seems to me to be the most like a true civic center.</p> <p>This option seems the most dynamic.</p> <p>Feels the most inviting for neighbors.</p> <p>By joining Berkeley government buildings with a strong "movement," it is far more visible that there IS government in Berkeley!</p> <p>I love this mall and intentionally connecting the different uses of this space, which can hopefully activate much of it.</p> <p>I strongly prefer Option A. It takes full advantage of the potential strengths of both Old City Hall and the Veterans Building. It is elegant and makes sense in its design sensibility and civic function.</p> <p>Of all the options, I like this one the best. It really feels like grand public space.</p>	<p>This option doesn't seem to have an area that can be used for a large gathering, such as today's park use for the pow wow, which seems like a loss to me. It feels too broken up of a design.</p> <p>Too formal and too much pavement, for my taste.</p> <p>Too much like SF civic center. Misses the mark on properly scaled, friendly, usable spaces. Lacks hierarchy of space.</p>	<p>Any plan for the Civic Center Area that does not include The Berkeley Historical Society is completely inadequate. Communities everywhere, large and small, value and share their history. How shameful it would be if Berkeley cannot find a way to honor and protect our precious historical record.</p> <p>This is the main BHS pick-up drop off zone, where does that go?</p> <p>There should be consideration given to provide for a skating area to replace the ledges that they currently use in front of city hall.</p> <p>The only way that the paved spaces can be positive is if the City of Berkeley develops a VERY active series of programmed events – several times a week.</p>
<b>Option B</b>	<p>I like that this one has a bit less ceremonial flourish to it than Option A</p> <p>This option balances the needs of the high-school students, families with children and the farmer's market crowd</p> <p>Option B is my favorite I really like the centralized park I think it's the best layout!</p> <p>Having 2180 Milvia open towards the park will make a huge difference towards the friendly and inviting ambiance of the park</p>	<p>It does not make sense to have the kids play and older play far away from each other. Makes it really difficult for parents with various ages of children!</p> <p>The way the three buildings are utilized in relationship to each other will not bring the same level of animation to the site.</p>	<p>Lack of adequate crossing here isolates the building from the rest of the park</p> <p>This feels like the least cohesive of the three options</p> <p>B is the worst option as play areas get shaded by building and more importantly, parents have to choose one or the other.</p>
<b>Option C</b>	<p>Option C seems to be the most functional and aesthetically pleasing...allowing for some public lawn to remain while also combining the whole block and its adjoining buildings</p> <p>Seems not only the most practical but also offers maximum usage for a variety of civic and community events.</p> <p>I think this choice is the best of the three options. It retains the green space and is the option that can be done incrementally.</p> <p>The whole scheme is well resolved and I can see how I and our community would use and enjoy the space. It creates an invigorated heart in our downtown core.</p> <p>Option C is the best design, in large part because it intimately links the city council offices and chambers and therefore creates a destination and hub of activity at all hours in the park</p>	<p>None of the building options lend themselves to attracting the public to the park, unlike other options</p> <p>I can't imagine chopping down a Sequoia to build City Council chambers in a park. That, to me, disqualifies this approach entirely.</p> <p>Option C throws away Old City Hall as well as the Veterans Building.</p>	<p>Adult exercise equipment</p> <p>I'm for whichever one will preserve historic buildings and also preserve the most trees. Both are endangered "species" in Berkeley.</p> <p>Would love to see this design integrated with Option B's pavilion and stage space, and Option A's redesign of the back of 2180 Milvia.</p>

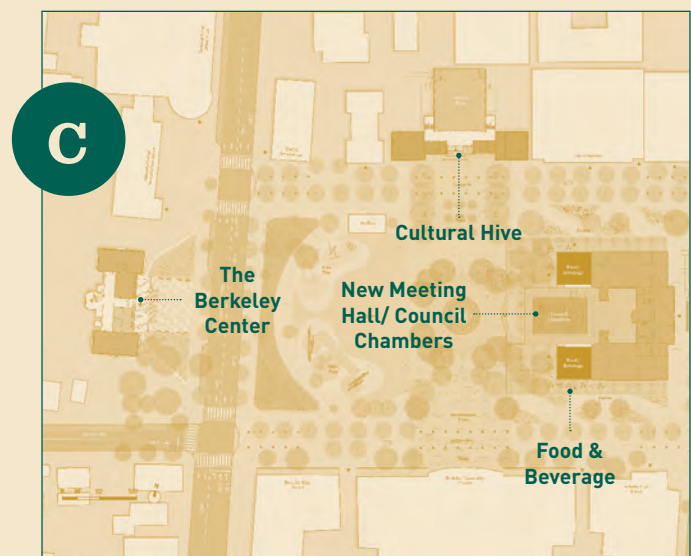
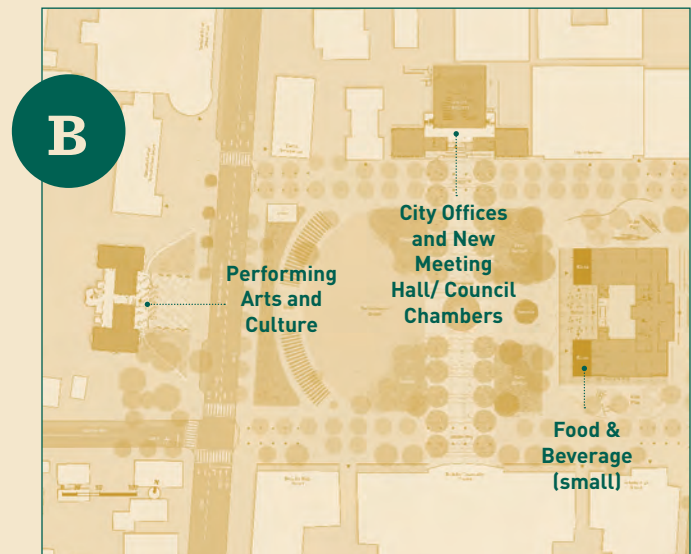
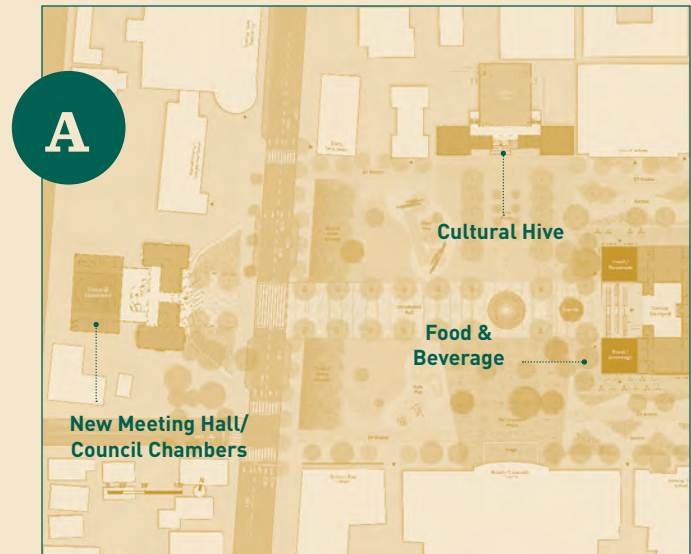
*A detailed data set of the online engagement can be found in the Appendix.*

## 5.8

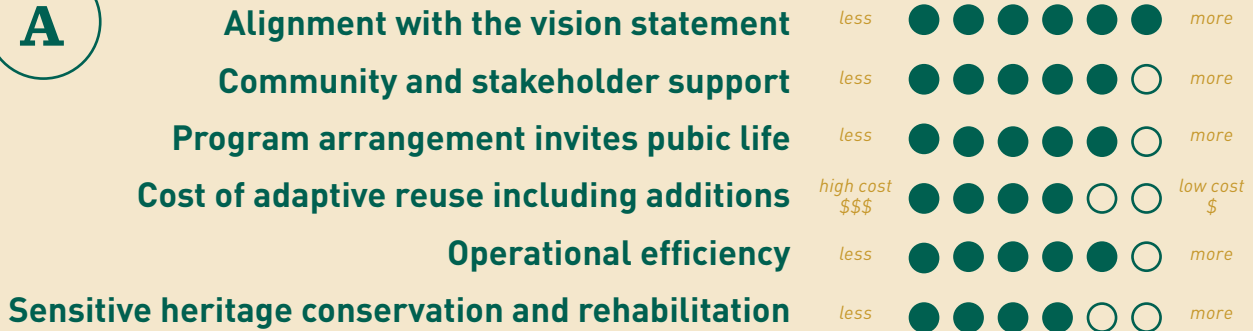
# Design Options Appraisal

As we developed and presented different iteration of the design concepts it became important to establish a criteria for analyzing how options compare to each other on key criteria. Developing the criteria itself is challenging and we welcomed feedback received from the Technical Advisory Committee (TAC).

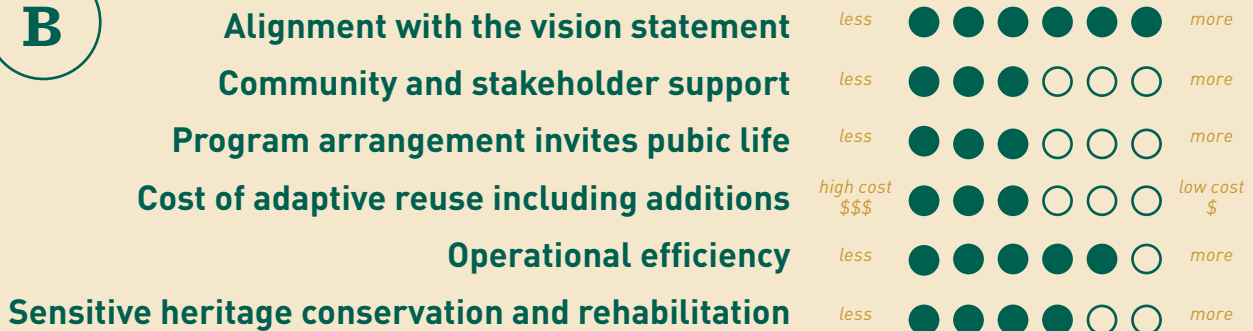
All options successfully translate the vision statement into a spacial configuration. However, there are differences in the costing of each option and on the community and stakeholder support they received. Consolidating civic uses sees a higher operational efficiency score. As an example, sensitive heritage and conservation, although a design driver on all options, has a lower score in option C, the boldest option that considers a new building in the park and the removal of the Giant Sequoia. However, this particular option scores highest in public life invitations — it has an access to the new hall from the park, steps to sit on and human-scaled areas in front of the cafes.



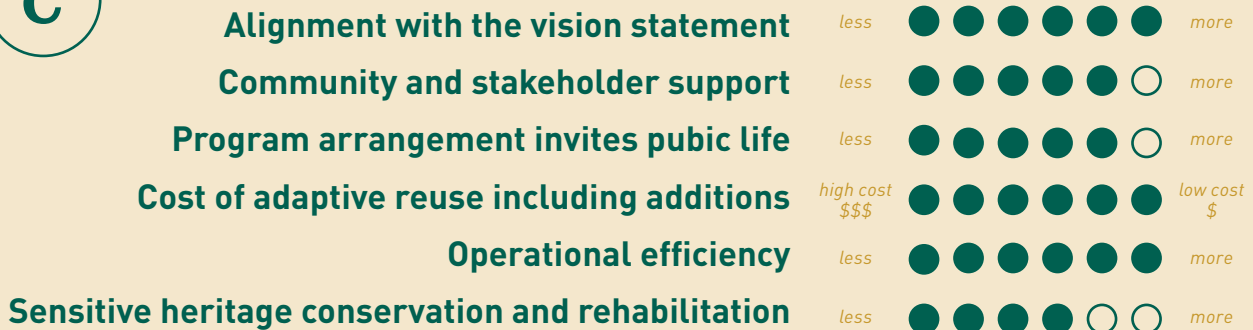
**A**



**B**



**C**







# Funding Strategy

6.1 Funding Strategy

6.2 Case Studies

6.3 Summary Cost

## 6.1

# Funding and Financing Strategy

When a community adopts a bold new vision, like the Vision Statement for the Berkeley Civic Center, questions immediately arise regarding how much will the Vision's implementation cost, and where will the money come from. But it is impossible to answer either of these questions accurately or with any great specificity at the time when a Vision is adopted. Instead, community members, policy makers, and city staff need to recognize that implementation, or project delivery, involves many steps in a process that takes time. There will be no grand funding solution or single funding source that can deliver any one major piece of this implementation vision. No one funding source will be able to pay for an entire project and most projects will be funded slightly differently. However, there is a general set of funding sources that can be used for different types of projects and at different points in the implementation process. This section will present a brief definition of funding versus financing, define; the major funding

sources available to pay for projects associated with the Vision, and present three case studies illustrating various approaches to funding, and a more detailed description of which funding sources are most relevant to the major project types presented in this Vision document.

## Funding Versus Financing

The term "funding" refers to a revenue source that can be used to pay for any improvement to a building or public space. Funding is something that flows to a project from an outside source or is generated by the project itself, often in the form of rent payments and/or tax revenues such as property or sales tax revenues. Figure 1 shows the most common sources of funding used to pay for different kinds of projects by the basic project elements included in the Berkeley Civic Center Vision Statement. Note that the project elements have been "compressed into these three

general categories. Although each project element involves more detailed parts or component, the funding sources and relevance will be the same for each component within a basic project element, even though each element might be funded separately and/or might use a different combination of the same funding sources.

Fund sources should not be conflated with financing mechanisms. Financing refers specifically to different ways to borrow money against future revenues by borrowing money from a bank, issuing bonds or other debt instruments that are paid back over time through taxes or fee payments. Public private partnerships (P3) are a form of debt financing in that the private partner is raising capital to build a public project, but that partner expects to pay the money raised to be pay back with interest. As the case studies included below will show, there are a range of “private” partners working with cities on a variety of projects types. Although the terms funding and financing are often used interchangeably, the distinction is important because financing mechanisms require a dedicated funding source be used for debt repayment. Public private partnerships.

### **Funding Sources**

Preparing a funding strategy using these

sources must be strategic, opportunistic, and iterative. Some funding sources, such as some grants or citywide bond funding, may only be available periodically. Other funding sources, such as value capture mechanisms, require various legal steps to enable the city to collect the intended revenues. Sometimes planned revenue sources do not materialize or amounts are lower than anticipated. Or, unanticipated funding sources, including money left over from other projects, may suddenly materialize to help close a funding gap. Each general funding source is briefly described below.

**Public Agency Grants** –The most common public agency grants in the Bay Area are for transportation related improvements. These grant sources typically come through the Alameda County Transportation Commission. These grants are targeted at a wide range of transportation related projects and have already been identified as potential opportunities to fund improvements to both Milvia Street and MLK Jr Way as identified in the Berkeley Strategic Transportation Plan, 2016.

The City of Berkeley has also successfully used grants from the Federal Emergency Management Agency (FEMA) to renovate both James Kenney Community Center and the North Berkeley Community Center. The FEMA grants are only

available when there has been a natural disaster in the state, such as a fire, earthquake, or flood, and funds are made available to mitigate against similar future disasters. The grants can only be used for seismic upgrades, are typically in the \$3-5 million range, and require a 25 percent match from the City. It can take as many as two years to receive final approval on these grants, so City staff should be applying for this funding as soon and as often as it becomes available.

There are also various grant sources available for arts programming at the state and federal level, however, these grants are not typically used for funding building rehabilitation.

**Philanthropic Grants** – An essential reason for preparing the Vision Statement, to be followed by more detailed planning for the Civic Center area buildings is to establish a clear purpose and use for each building. Once this “story” has been established, it will be possible to pursue grant funding from private philanthropic sources whose goals are aligned with the building’s final use. Philanthropists appear to be particularly interested in buildings targeting the arts and providing programming for underserved youth.

**Tax Credits** — Over the years, Congress has authorized several tax credit programs that could be utilized to pay for some of the rehabilitation costs for the

buildings in the Civic Center area. These programs include the New Markets Tax Credits and Historic Tax Credits. Each tax credit program has its own rules for eligibility, and both are complicated financial instruments that require specialized expertise in both evaluating the feasibility for using the credit, and for preparing the tax credit applications. In addition, the City cannot apply for these tax credits, only a for-profit entity can use the tax credit funds. Given the importance of being able to access funds through both programs for the case study projects presented below, this suggests that the City may want to work with a developer to renovate and manage either one or both the buildings.

**Rent Payments** – Rental payments are a critical funding source for buildings because this revenue stream can be used to pay back any type of loan that could be required to finance part or all of the capital required to the project. Expected rental rates establish the amount of supportable debt the building can take on, establishing an integral relationship between rents as a funding sources and loans as a financing mechanism. Loans can take many forms and will carry varied interest rates.

In renovating publicly owned historic buildings to be used by non-profit organizations, one goal might be to keep rents as low as possible. But this goal

could work at cross-purposes to lining up any financing mechanisms required to cover renovation costs. One way to address this challenge is to raise as much revenue as possible from grants and other sources that do not require repayment to keep loans and therefore rents, at a lower amount.

**Developer Equity** – Most real estate projects involve two general sources of funding: debt and equity. Debt is a loan made to the project and is paid back through proceeds generated by the project (typically rents or unit sales) over a set time period and involving a set interest rate. Loans are usually used to pay for construction costs, but not for other predevelopment costs. Equity is the money invested in the project by the “owner” who can be the developer and/or other parties, including tax credit investors. This money is more flexible and can be used to pay for predevelopment costs as well as construction costs. Projects are expected to repay equity investors as well as lenders and equity investors often expect a higher interest rate than lenders because an equity investment is higher risk. Once the equity investors and the project debt have been repaid, the equity investors are entitled to any future revenues from the project. If the project is successful, these returns can be significant. Developer equity is one important source of predevelopment funding for building construction or

rehabilitation.

**Citywide Bond Measures** — Cities often borrow money for major projects by issuing bonds. The bond investors are then paid back through some revenue stream including an increase in property tax rates, user fees, or other stable revenue sources. The Measure T1 Bond money being used to pay for the Civic Center Vision process is a general obligation bond to be repaid with increased property tax rates where the increased tax rate amount can only go to repaying this specific bond. The money raised from bond sales can be used as an internal “grant” mechanism within the City to pay for improvements that in and of themselves do not generate a revenue stream that can be used for debt repayment. Therefore, bond proceeds are typically used for projects like transportation infrastructure, parks, and other community facilities. A significant portion of the Measure T1 bond monies have been committed to other projects, but it is possible that some of this revenue could be used to pay for specific items in support the Civic Center Vision, including additional technical studies and/or funds to stabilize the Veterans Memorial Building and Old City Hall so that they do not deteriorate further before the larger amounts can be raised to paid for the necessary seismic retrofitting and building rehabilitation.

**Value Capture Mechanisms** – Public investments in community improvements including parks, better streets and other infrastructure tend to increase values for existing nearby property owners. The term “value capture” refers to any strategy whereby a public agency “captures” a portion of the increased property values to help pay for the infrastructure itself. Value capture mechanisms include various kinds of assessment districts, infrastructure financing districts, impact fees, and parcel taxes. While these kinds of funding mechanisms have been considered for Berkeley’s Downtown (see the Downtown Streets and Open Space Improvement Plan), the amount of revenue that these funding sources can raise tends to be very limited. In the Civic Center area where the majority of properties are owned by public agencies, who do not pay property taxes and would not benefit from increase property values, there is no real source of support for these traditional value capture mechanisms. However, if it is possible that certain street improvements or smaller-scale landscaping projects could be funded through a value capture mechanism, such as a lighting and landscaping district, if the Civic Center area were included within a larger district that could include Downtown with more properties across which to spread the cost.

For purposes of this discussion, business improvement districts (BID) will also be treated as a value capture mechanism. BIDs can levy an ongoing charge against businesses and sometimes property owners, to pay for certain services beyond what the City might provide, as well as paying for capital improvements. The kinds of activities a BID pays for range depending on the size of the BID its annual budget. Small BIDs like the Downtown Berkeley Association focus on keeping their area clean and safe, conducting marketing activities to promote the area, and programming events to attract people to the area. Some BIDs are very large and include major corporate members, so their operating revenues are extensive. For example, Bryant Park in New York City is operated by a BID, although the Park is owned by the City. In 2014, the Park has operating expenses of almost \$14 million of which only about \$1 million came from BID assessment. The rest of the Park’s revenues came from corporate sponsors and park usage for events. This suggests that value capture is not a viable option for improving or operating Civic Center Park.

**Corporate Sponsorships** - Corporations will contribute money on an annual basis to a high visibility facility or event to gain name recognition and to be associated with whatever they are sponsoring. Examples include naming rates for