

PROGRESS

ON THE PATH TO A NEW A'S BALLPARK

REPORT



















NOVEMBER 2018

MESSAGE FROM A'S PRESIDENT DAVE KAVAL

On behalf of the entire A's organization, I'm proud and honored to share this update on our progress toward a new privately financed ballpark in Oakland.

Over the past year, we have made tremendous strides in our pursuit of a new home for the A's and our fans. Our work has centered principally around assessing the feasibility of two potential sites: a 55-acre parcel at Howard Terminal and a potential redevelopment of our current home at the Oakland Coliseum.

We've invested more than \$10M on preliminary technical analyses, commissioning a team of more than 100 experts in design, engineering, construction, finance, and development to assist our work. We've met with more than 100 local and state officials, engaged 80 local community-based organizations, and convened more than 500 Oakland residents to gather their ideas, insights, and feedback on the project.

We have the highest ambitions to deliver a baseball experience for our fans like no other. We also understand the need for this project to be bigger than baseball, and to generate significant economic and community benefits for the people of Oakland. Conversations with residents of Oakland, as well as leaders from business, labor, government, civic, and faith organizations, have emphasized the desire for this project to deliver a range of economic, civic, and cultural benefits. The community wants real job creation and job training; an inclusive approach to economic and community development; new civic, educational, cultural, and recreational amenities; and a renewed sense of possibility for the residents of Oakland.

Balancing all of these objectives is no small task. We

understand why some may be skeptical after so many past attempts have fallen short, but we remain humbled by the opportunity and ready for the challenge ahead.

Enclosed is a progress report on our efforts over the past year. As you'll see, after extensive analysis and community dialogue, we have developed a preliminary framework to revitalize both the Howard Terminal and Coliseum sites in ways that honor our promises to both our fans and community. We're proud of this preliminary framework, eager for your feedback, and ready to continue forward into the next phase of this journey.

Play ball,



CONTENTS

2018 OVERVIEW

COMMUNITY ENGAGEMENT

PROPOSED FRAMEWORK

TIMELINE AND NEXT STEPS

A's



BALLPARK PROJECT: THREE GOALS



BUILD A WORLD-CLASS BALLPARK TO ANCHOR A VIBRANT RETAIL & ENTERTAINMENT DISTRICT

GENERATE TRANSFORMATIVE ECONOMIC AND COMMUNITY BENEFITS FOR THE RESIDENTS OF OAKLAND







A's

2018 MLB SEASON RECAP

On the path to securing a bright long-term future in Oakland, we made significant strides both on and off the diamond:

SUCCESS ON THE FIELD

- Fourth-best record in the Majors (97-65) and ninth-best in team history
- Returned to postseason for fourth time in the last seven vears

STADIUM UPGRADES

- \$6 million in upgrades to the Oakland Coliseum over past two seasons to enhance Championship Plaza, Shibe Park Tavern, and The Treehouse
- \$5 million in additional enhancements planned in 2019, including new fan experience areas and further upgrades to premium seating

COMMUNITY IMPACT

- \$2.7 million in contributions to the community
- 32,000+ students served by education programs
- 6,000+ youth baseball and softball uniforms donated
- 108,000+ tickets donated

2018 ACHIEVEMENTS

BILLY BEANE

MLB Executive of the Year

BOB MELVIN

BBWAA American League Manager of the Year Sporting News Manager of the Year

MATT CHAPMAN

Rawlings Gold Glove at Third Base Wilson Defensive Player of the Year American League Rawlings Platinum Glove

MATT OLSON

Rawlings Gold Glove at First Base Sporting News AL All-Star – First Base

KHRIS DAVIS

Edgar Martinez Outstanding DH of the Year MLB Home Run Leader

BLAKE TREINEN

Baseball Digest Reliever of the Year American League All-Star

JED LOWRIE

American League All-Star

NEW BALLPARK DEVELOPMENT

Our stadium work centered around a few key activities:

PRELIMINARY TECHNICAL ANALYSIS

- \$10+ million invested in preliminary technical and financial analyses
- Hired team of 100+ professionals in design, engineering, construction, real estate, law, finance, and marketing to evaluate a range of considerations, including site fit and configuration; parking, circulation, and infrastucture; and transit and environmental considerations
- Preparation of preliminary concept designs, stadium program, and project schedule

FAN AND PARTNER FEEDBACK

- II,300 current and potential A's fans surveyed
- 229 participants in 24 focus groups held across the region
- 26 one-on-one interviews with current and potential corporate partners

STAKEHOLDER ENGAGEMENT

- 50+ meetings with key officials in City of Oakland, Alameda County, Port Authority, and other governing bodies directly tied to project approvals and agreements
- 100+ one-on-one stakeholder meetings with officials at all levels of the public and civic realms

COMMUNITY WORKSHOPS & SALONS

- 500+ local residents and community advocates convened at six community workshops and four small group salons to gather input and feedback
- 80+ community-based organizations engaged to gather input from diverse voices from business, labor, faithbased, academic, philanthropic, civic, and neighborhood organizations

2018 MILESTONES

MARCH

A's make public offer to purchase Coliseum site for \$137M

APRIL

A's sign Exclusive Negotiating Agreement (ENA) with the Port of Oakland for the Howard Terminal site

MAY

Oakland City Council Approves ENA with A's for the Coliseum site

AUGUST

A's hire world-renowned architecture firm BIG to lead ballpark design

SEPTEMBER

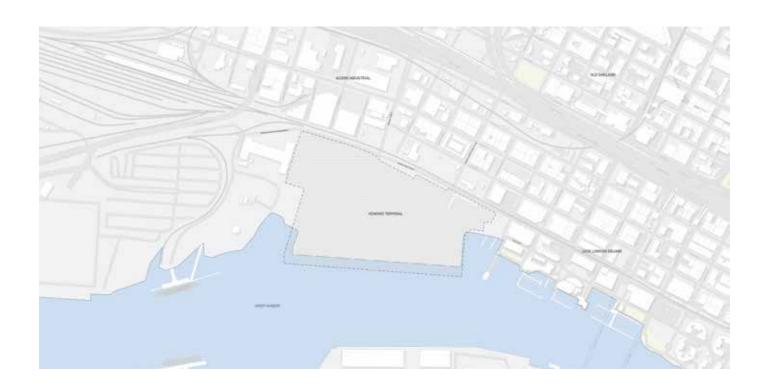
California State legislature approves AB734 for expedited judicial review of Oakland ballpark

OCTOBER

A's launch series of community outreach events in East and West Oakland



SNAPSHOT: HOWARD TERMINAL SITE



QUICK FACTS

SIZE 55 ACRES

CURRENT USES MARITIME SUPPORT

SITE OWNERSHIP PORT OF OAKLAND

PG&E

VISTRA ENERGY

SNAPSHOT: OAKLAND COLISEUM SITE



QUICK FACTS

SIZE 155 ACRES

CURRENT USES PROFESSIONAL SPORTS

ENTERTAINMENT

PARKING

SITE OWNERSHIP CITY OF OAKLAND

ALAMEDA COUNTY



2018 COMMUNITY OUTREACH EVENTS

WEST OAKLAND

OCT 7
COMMUNITY WORKSHOP (7TH WEST)

OCT 22

SMALL GROUP SALON: ENVIRONMENT (A'S OFFICE)

OCT 28

COMMUNITY WORKSHOP (OAKLAND CITY HALL)

NOV 12

COMMUNITY WORKSHOP (DEFREMERY PARK)

NOV 15

SMALL GROUP SALON: TRANSPORTATION (A'S OFFICE)

NOV 26

SMALL GROUP SALON: JOBS & HOUSING (A'S OFFICE)

EAST OAKLAND

AUG 25
COMMUNITY MEETING (ORACLE ARENA)

OCT 13

COMMUNITY WORKSHOP (METROPOLITAN GOLF LINKS)

OCT 25

SMALL GROUP SALON: PUBLIC SAFETY (A'S OFFICE)

NOV 10

COMMUNITY WORKSHOP (IRA JINKINS COMMUNITY CENTER)

NOV 14

SMALL GROUP SALON: EDUCATION & RECREATION (A'S OFFICE)









"An engine for economic equity with diverse, mixed-income housing on top of small businesses that are focused on culture and creativity."

"A lot of work is needed to make a healthy place here."

"Preserve the history, keep the growth of West Oakland going. The ballpark could do a lot to the area."

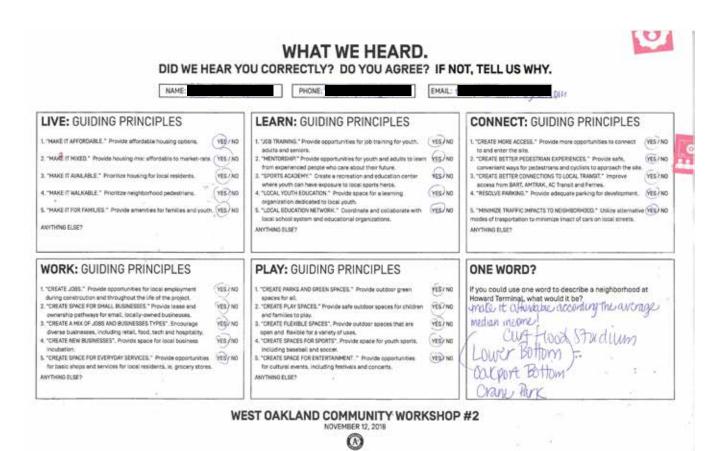
"Locals should have jobs here."

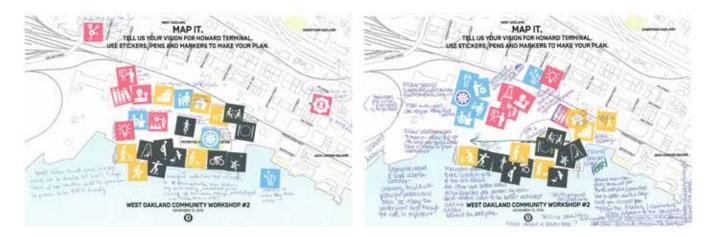
"Provide opportunities for local businesses to keep this area alive."

"Access is the most important consideration at Howard Terminal."

"The more we can bring people down here, the more we can help businesses in Jack London Square and in West Oakland."









∂'s









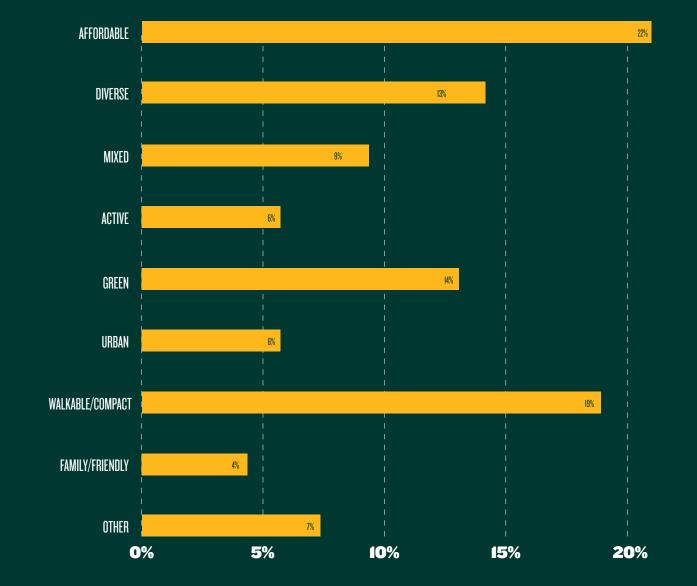




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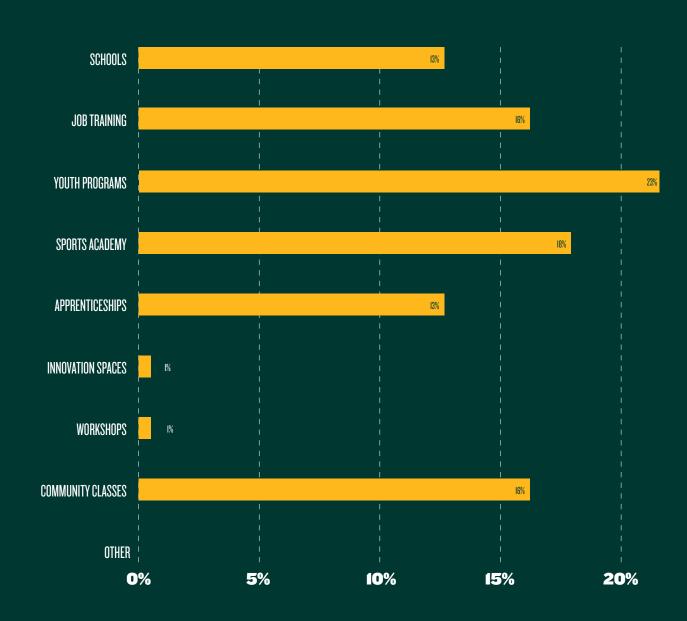
LIVE

WHAT TYPE OF NEIGHBORHOOD SHOULD HOWARD TERMINAL BE?



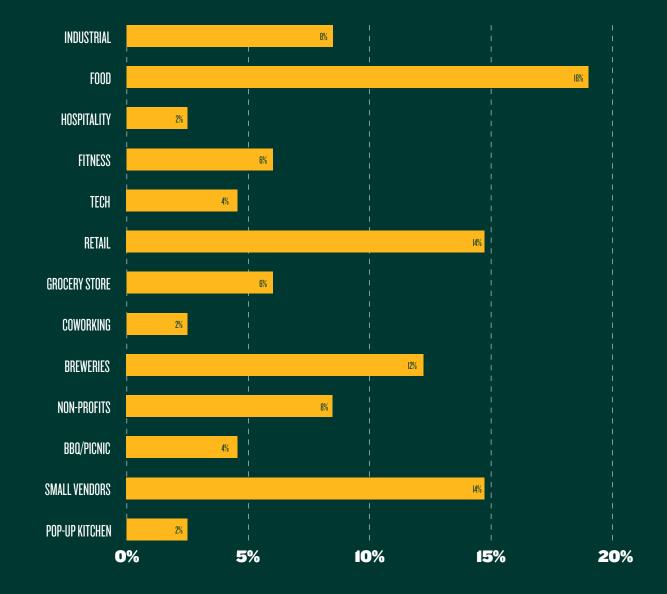
LEARN

HOW MIGHT HOWARD TERMINAL INCLUDE LEARNING?



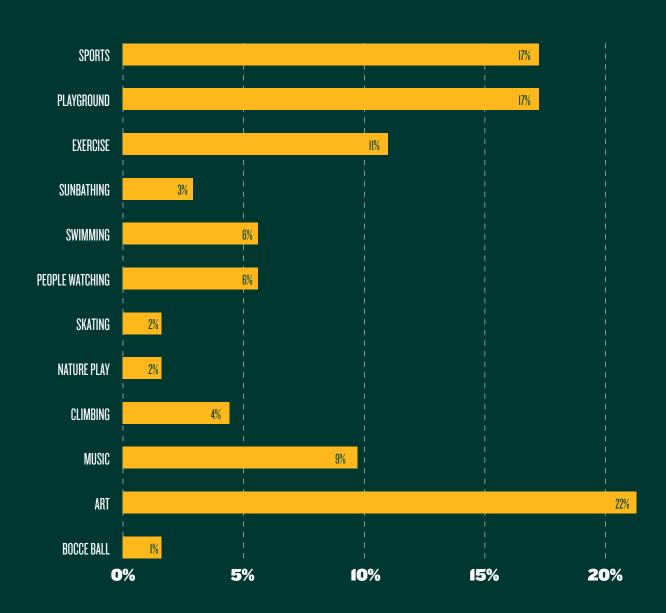
WORK

WHAT JOBS AND BUSINESSES WOULD FIT AT HOWARD TERMINAL?



PLAY

HOW WOULD YOU PLAY AT HOWARD TERMINAL?



"Let's invest in deep East Oakland."

"Jobs, recreation for youth, real affordable housing, and home ownership pathways for residents of East Oakland."

"A's can be a great model for true equitable development that addresses the community's immediate needs."

"We need a safe place to play!"

"A great sport with lots of potential by revitalizing the site creating jobs for residents. Let's invest in East Oakland!"



WHAT WE HEARD.

DID WE HEAR YOU CORRECTLY? DO YOU AGREE? IF NOT, TELL US WHY. LIVE: GUIDING PRINCIPLES **LEARN: GUIDING PRINCIPLES CONNECT:** GUIDING PRINCIPLES from experienced people who care about their future. convenient ways for pedestrians and pyclists to appreach the si "SPORTS ACADEMY." Create a recreation and education center. "CREATE BETTER CONNECTIONS TO LOCAL TRANSIT." Improve where youth can have exposer is local spirit hands.

**LOCAL YOUTH CONCERN." Provide agree for a learning organization addicated to local spirit hands.

**LOCAL EDUCATION NETWORK." **Coordinate and catalabrate with YES. NO.

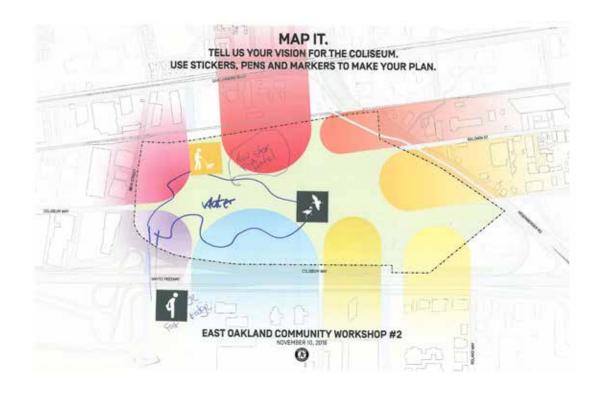
**LOCAL EDUCATION NETWORK." Coordinate and catalabrate with YES. NO. access from BART, AMTRAK, AC Transit and Ferries.
"RESOLVE PARKING." Provide adequate parking for de-B. "HANNET TRAFFIC INVACTS TO NEIGHBORHOOD." UNION ADMINISTRATING YES AN PREMISER All of this is nice, but is it REALISTIC AM this site? financially viable. WORK: GUIDING PRINCIPLES PLAY: GUIDING PRINCIPLES "CREATE JOSS." Provide opportunities for local employment during construction and throughout the title of the project.
 "CREATE SPACE FOR SMALL RUSINGSSES." Provide leave and ownership puritiesys.
 "CREATE A MX OF JOSS AND SUSHISSES THYPS." Encourage

VEX./MD

VEX./MD If you could use one word to describe a neighborhood at the Colliseum, what would it be? apaces for all.
"CREATE PLAY SPACES." Provide safe outdoor spaces for children Annual (meminy it is attractive and usable yers-round) "CREATE FLEXIBLE SPACES." Provide outstoor spaces that are diverse businesses, including retail, food, tech and hospitality, s. "CREATE MEM BUSINESSES". Provide space for local business. for besid shops and services for local residents, ie. grocery stores. for cultural events, including feetivels and concerts. northnesses select businesses that have symbiosis with overall perject including and expecially the studium and beaute writenouses Enhance independings to make it feetives by adding lines, backs, presidently that personal pervises

EAST OAKLAND COMMUNITY WORKSHOP #2





WHAT WE HEARD. DID WE HEAR YOU CORRECTLY? DO YOU AGREE? IF NOT, TELL US WHY.

LIVE: GUIDING PRINCIPLES	LEARN: GUIDING PRINCIPLES	CONNECT: GUIDING PRINCIPLES
1. "MAKE IT APPORDABLE." Provide effortable housing options. 2. "MAKE IT MAKE IT Provide housing risk affortable to market rate. YES (VS) 3. "MAKE IT AMILIABLE." Provides housing for local residents. 4. "MAKE IT MULKABLE." Provides meighborhood prodestrians. 5. "MAKE IT MULKABLE." Provides amenibes for families and youth. YES, NO ANYTHEIS ELSET	1 "200 TRANKIC." Provide opportunities for job training for youth, edular and seniors. 2 "HENCREPO" Provide opportunities for youth and adults to learn fits. 3 "SPORTS ACADEN" Dreafs a recreation and adulation remain where youth can have equated to local good and adulation remains where youth can have equated to local good an alexanized. 4 "DOAL YOUTH EDUCATION." Provide apone for a learning uppression adulation indicated to local youth. 5 "LOCAL DOUGHOUS RETIREDRY." Coordinate and collaborate with local school system. ANYTHING ELECT.	**CREATE HORSE ACCIDES** Provide more apportunities to connect (TEX) is to and enter the size. **CREATE HORSE ACCIDES** Provide selle. (TEX) is convenient ways for posteriors and opposed to apprecent the size. **CREATE HORSE ESTRUMENTIAL OF A CONTROL OF THE ACCIDENT AC
WORK: GUIDING PRINCIPLES	PLAY: GUIDING PRINCIPLES	ONE WORD?
1. "CREATE JOSE." Provide apportunities for local employment during construction and throughout the life of the project. 2. "CREATE SPACE FOR SMALL DESIRADSSES "Provide leave and contracting pathways for small, locally careed besireness. 3. "CREATE SPACE SPACE AND SEQUENCESSES TYPES". Encourage diverse businesses, including system, foot, sich and hospitarity. 4. "CREATE SPACE SPACESSES", Provide space for incut business. 5. "CREATE SPACE FOR EXPENDENT SPACES." Provide appropriations. 5. "CREATE SPACES." Provide appropriations. 5	1. "CREATE PANCE AND DIRECT STANCE." Provide outdoor green 1950 to 40. 2. "CREATE PLAN EXPACE." Provide safe outdoor spaces for children 100 fertiles to play. 3. "CREATE PLANSE SPACE." Provide outdoor spaces that are 100 span and fastiles for available of outdoor to place that are 100 span and fastiles for available of outdoor to place 1. "CREATE SPACES FOR SPACE." Provide spaces for pouts sports. 100 span and fastiles for available of outdoor spaces for pouts sports. 100 span and span and space. 100 span and span	If you could use one word to describe a neighborhood at the Collisium, what would it be?

EAST OAKLAND COMMUNITY WORKSHOP #2





















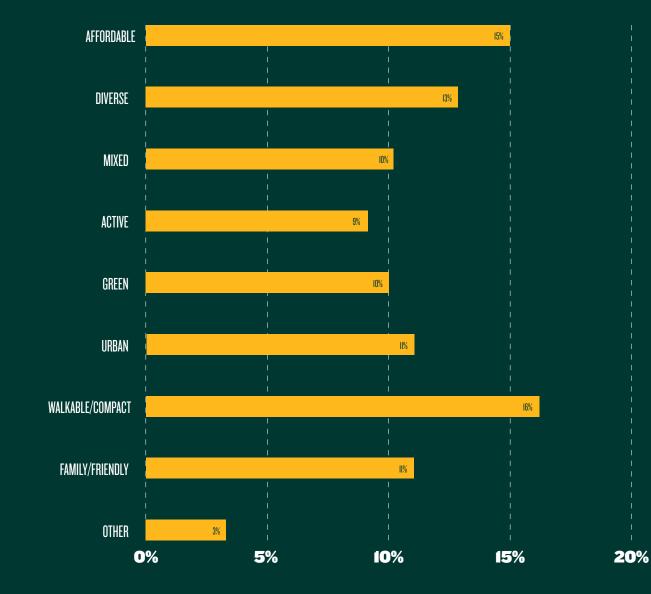




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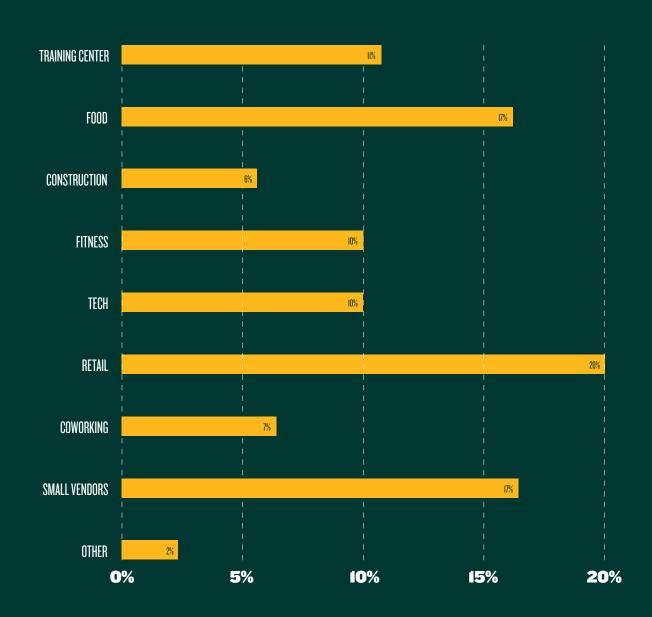
LIVE

WHAT TYPE OF NEIGHBORHOOD SHOULD THE COLISEUM BE?



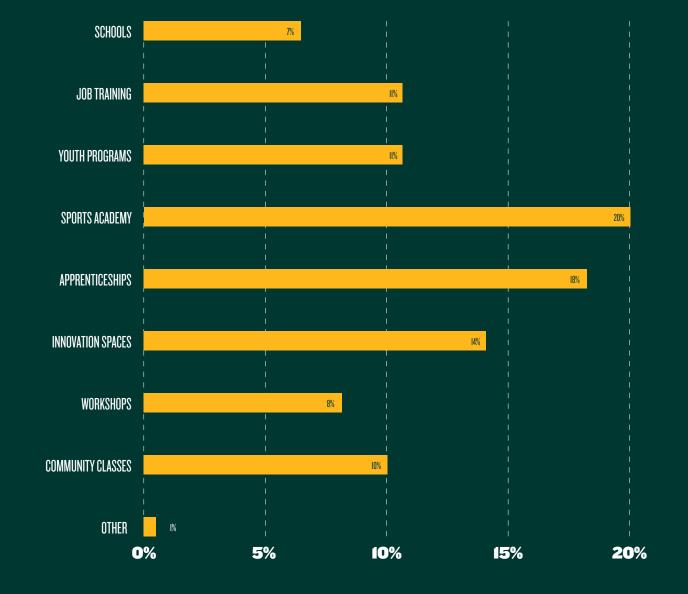
WORK

WHAT JOBS AND BUSINESSES WOULD FIT AT THE COLISEUM?



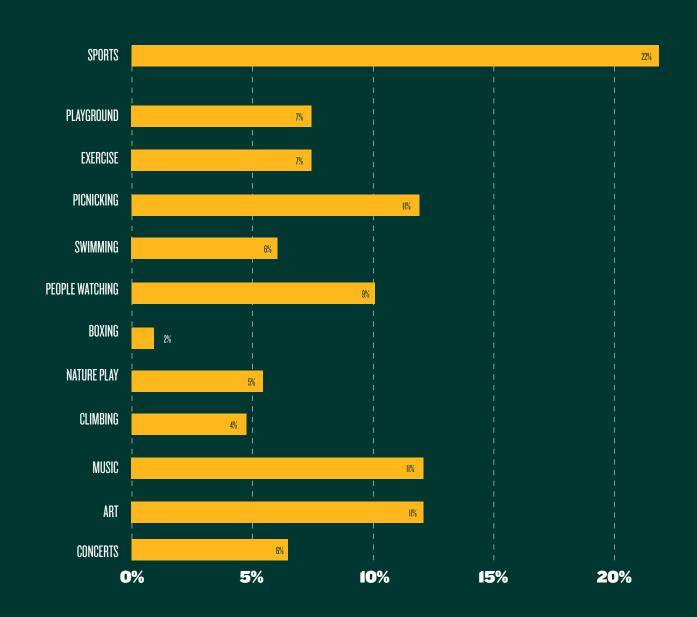
LEARN

HOW MIGHT THE COLISEUM INCLUDE LEARNING?



PLAY

HOW WOULD YOU PLAY AT THE COLISEUM?





GUIDING PRINCIPLES

Our technical analyses and community engagement surfaced a range of opinions on an array of issues and considerations meriting further exploration. Despite the breadth and diversity of viewpoints, we began to notice several common themes that formed a set of five "guiding principles" to inform our thinking:

1. BIGGER THAN BASEBALL

MAXIMIZE THE POTENTIAL TO CATALYZE ECONOMIC AND COMMUNITY BENEFITS.

2. HONOR EAST OAKLAND

ENSURE THE COLISEUM PROJECT'S PLANS INCLUDE A BOLD VISION AND REAL BENEFITS TAILORED SPECIFICALLY TO THE RESIDENTS OF EAST OAKLAND, OUR NEIGHBORS AND CHAMPIONS FOR THE PAST 50 YEARS.

3. HOME FIELD ADVANTAGE

DELIVER AN UNPARALLELED, BEST-IN-CLASS EXPERIENCE FOR THE BEST FANS IN BASEBALL.

4. 100% PRIVATELY FINANCED

FULFILL OUR COMMITMENT TO PRIVATELY FINANCE THE BALLPARK.

5. ROOTED IN OAKLAND

REFLECT THE UNIQUE SPIRIT OF OAKLAND AND ENSURE LOCAL RESIDENTS ARE FIRST IN LINE FOR OPPORTUNITIES AND BENEFITS.



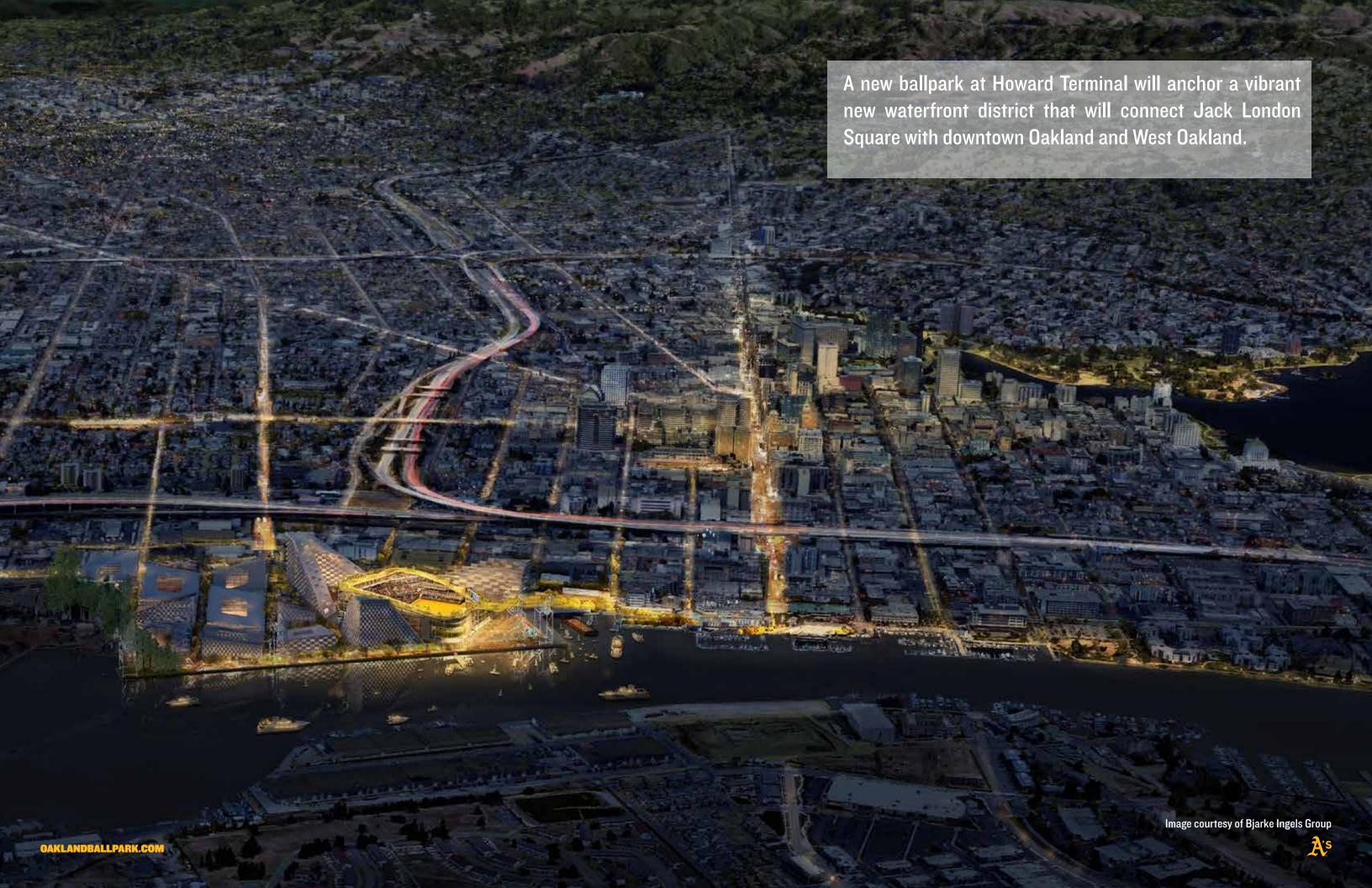




A's

HOWARD TERMINAL

CONCEPT: BALLPARK DISTRICT AT HOWARD TERMINAL









BALLPARK DESIGN THEMES















BRINGS FANS AS CLOSE TO THE ON-FIELD ACTION AS POSSIBLE

UNIQUELY OAKLAND

REPRESENTS OAKLAND AND CAPTURES
THE ESSENCE OF OUR HOME

SOCIAL

ENCOURAGES FAN INTERACTION AND FACILITATES COMMUNITY BUILDING

FLEXIBLE

DYNAMIC ABILITY TO ADJUST CAPACITY, EXPERIENCE, AND EVENT TYPES

COLISEUM SITE

CONCEPT: REIMAGINED COLISEUM AS "LIVE, LEARN, WORK, PLAY" COMMUNITY











PRELIMINARY 2023 TIMELINE

120-DAY ACTION PLAN

2018

PRELIMINARY TECHNICAL FEASIBILITY ANALYSES AND CONCEPT DESIGNS

COMMUNITY AND STAKEHOLDER ENGAGEMENT

PROGRESS REPORT TO FANS AND THE PUBLIC

2019

COMMUNITY AND STAKEHOLDER ENGAGEMENT

ENVIRONMENTAL IMPACT REVIEW CERTIFICATION

AGREEMENTS WITH PUBLIC AGENCIES

2020

COMPLETE BALLPARK DESIGN AND COLISEUM MASTER PLAN

BEGIN SITE WORK AND INFRASTRUCTURE

2021

BREAK GROUND ON BALLPARK

2023

OPENING DAY

Over the next 120 days, the A's will work with other key public agencies and community stakeholders to drive progress on several fronts:

Expanded Community and Stakeholder Engagement

Environmental Impact Report for Howard Terminal

Agreement with Port of Oakland

Framework for Coliseum
Redevelopment with City and County

Economic and Community Benefits Package

DESIGN TEAM



BJARKE INGELS GROUP (BIG)

BIG is a Copenhagen, New York, and London based group of architects, designers, urbanists, landscape professionals, interior and product designers, researchers, and inventors. Founded by Bjarke Ingels in 2005, the office is led by I7 partners and is currently involved in projects throughout Europe, North America, Asia, and the Middle East. BIG's architecture emerges out of a careful analysis of how contemporary life constantly evolves and changes. Not least due to the influence from multicultural exchange, global economic flows, and communication technologies that together require new ways of architectural and urban organization. BIG believes that in order to deal with today's challenges, architecture can profitably move into a field that has been largely unexplored. A pragmatic utopian architecture that steers clear of the petrifying pragmatism of boring boxes and the naïve utopian ideas of digital formalism. Like a form of programmatic alchemy, BIG creates architecture by mixing conventional ingredients such as living, leisure, working, parking, and shopping. By hitting the fertile overlap between pragmatic and utopia, BIG's architects once again find the freedom to change the surface of our planet, to better fit contemporary life forms. Past BIG projects are in the carousel above.

Gensler

Gensler is a global architecture, design, and planning firm with 46 locations and more than 5,000 professionals networked across Asia, Europe, Australia, the Middle East, and the Americas. Founded in 1965, the firm serves more than 3,500 active clients in virtually every industry. The Gensler Sports + Convention Centers practice is committed to creating unparalleled game day experiences through collaborative venue design and placemaking. Notable projects include the new home of the Golden State Warriors, Chase Center, the MLS gamechanger, LAFC's Banc of California Stadium, as well as the reinvention of Hohokam Field and the Lew Wolff Training Complex in Mesa, Arizona, for the Oakland A's.



James Corner Field Operations is a leading-edge landscape architecture, urban design, and public realm practice with offices in New York, San Francisco, and Philadelphia. The practice is renowned for bold, transformative design in complex urban environments, inspired by place and culture, and informed by an inclusive and engaging process. In all of the work, the aim is to bring beauty, engagement, health, and vitality to the different kinds of environments in which people live and interact. Major projects include the design of the High Line in New York City; Chicago's newly redesigned Navy Pier; Domino Park in Brooklyn; Tongva Park in Santa Monica; Cleveland's Public Square; Seattle's Central Waterfront; London's South Park Plaza at Queen Elizabeth Olympic Park; and the Pier 70 Waterfront and Presidio Tunnel Tops in San Francisco.



BRAD SCHROCK, SENIOR VICE PRESIDENT, HOK

Brad Schrock, AIA, is a director of HOK's global Sports + Recreation + Entertainment practice based in the San Francisco office. A founding principal of 360 Architecture, Brad joined HOK after the firms merged in early 2015. Over the past three decades, Brad has created visionary architectural designs for sports, entertainment, corporate and mixed-use projects across the country. Brad's recent work includes a new AAA ballpark in Summerlin, Nevada; Avaya Stadium for the MLS Earthquakes in San Jose, California; the award-winning Sprint Center arena in Kansas City, Missouri; and the design of a new proposed arena in Seattle to attract a National Basketball Association team. He led the design of Nationwide Arena and the AAA ballpark Huntington Park, as well as played a significant role in the surrounding 75-acre mixed-use district that has revitalized downtown Columbus, Ohio.

A's

SPECIAL THANKS

The A's would like to thank the following for sharing their time, insights and feedback during our stakeholder and community engagement activities this year. We look forward to continued dialogue with these and other partners in the next phase of these projects.

KEY PUBLIC OFFICIALS & AGENCIES

Governor Jerry Brown

Governor-Elect Gavin Newsom State Controller Betty Yee Senator Nancy Skinner

Senator Bob Wieckowski California State Senate

Assemblymember Rob Bonta
Assemblymember Tony Thurmond

California State Assembly

California State Lands Commission California Air Resources Board

Mayor Libby Schaaf

Oakland City Councilmember Larry Reid

Oakland City Councilmember Lynette Gibson McElhaney

City of Oakland

Alameda County
Port of Oakland

 $\label{eq:conservation} \textbf{Bay Conservation and Development Commission}$

Metropolitan Transportation Commission

Bay Area Rapid Transit

Alameda County Transportation Commission

AC Transit

Water Emergency Transportation Authority

Pacific Gas and Electric

COMMUNITY-BASED ORGANIZATIONS

Acorn Town Center and Courtyards

Acta Non Verba

Acts Full Gospel Church

Alameda County Family Justice Center

Allen Temple Arms Senior Living
Allen Temple Baptist Church

Bayporte Village Neighborhood Watch

Beth Eden Baptist Church

Bikes 4 Life

Black Joy Parade

Boys & Girls Club Oakland Brookfield Senior Center

BWOPA/TILE (Black Women of Political Action/Training Institute

for Leadership Enrichment)

Building and Construction Trades Council

Campbell Village
City Slicker Farms
City Towers Apartments
Coaching Corps

Civicorps

Cypress Village Apartments
DeFremery Recreation Center
Downtown Oakland Association
The Earth Island Institute
Eastmont Senior Center
Eastside Arts Alliance

East Bay Economic Development Alliance

East Oakland Collective
East Oakland Health Center
East Oakland Senior Center

East Oakland Youth Development Center

Eat Real Festival

Famist Family Foundation

First 5 Alameda County Friendship Christian Center Gardens at Lake Merritt Gateway Shopping Center Greenlining Institute

Hoover District Resident Action Council

Ira Jinkins Recreation Center
Jobs and Housing Coalition
League of Women Voters of Oakland

Lincoln Center
Live is Living Festival

The MADE (Museum of Art and Digital Entertainment)

Mandela Food Cooperative

Mohr I Apartments

NAACP

Neighborhood Crime Prevention Council 2X 5X

Neighborhood Watch

North Oakland/South Oakland Little League

Northern Lights School
Oak Center Apartments
Oak Center Cultural Center

Oakland African-American Chamber of Commerce

Oakland Bay Area Links

Oakland Black Cowboy Association

Oakland Chinatown Chamber of Commerce

Oakland Fire Department
Oakland Housing Authority
Oakland Metropolitan Chamber
Oakland Parks and Recreation
Oakland Police Department
Oakland Promise

Oakland Private Industry Council

Oakland Public Library (Various branches throughout East and

West Oakland)

Oakland Unified School District

The One Glove Foundation

Overcomers With Hope Studios, Inc.
Pacific Merchant Shipping Association

Peralta Colleges Foundation
Positive Coaching Alliance

Positively Prescott

Prescott Community Association

Shiloh Church

Sinkler Miller Medical Association

The Hidden Genius Project

The Unity Council
The Vincent Academy

Visit Oakland Urojas Ministries

West Oakland Environmental Indicators Project

West Oakland Health Council West Oakland Job Resource Center West Oakland Keepers Emerge West Oakland Neighbors

Oak Center Neighborhood Association

West Oakland Senior Center



FOR MORE INFORMATION: WWW.OAKLANDBALLPARK.COM

