

City of Fort Bragg
Georgia-Pacific Mill Site Reuse Study

Community Survey and Focus Group Results

VOLUME FIVE



MARIE JONES CONSULTING

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I. Community Survey

1.1 Survey Overview

1.1.1 Survey Purpose & Methodology

In early 2004, 1,326 Fort Bragg, Mendocino Coast and County residents and some visitors participated in a community survey to gauge community reuse preferences for the Georgia-Pacific Mill Site as part of the City of Fort Bragg's planning process. This report summarizes opinions expressed by survey participants.

The survey was designed to quantify community support and opposition to a wide variety of potential uses of the G-P Mill Site. The survey was distributed via local newspapers (the Fort Bragg Advocate and the Mendocino Beacon), the City's utility bill, and at a wide variety of community venues throughout Fort Bragg and the Mendocino Coast. The survey was also distributed in Spanish to Fort Bragg's Hispanic population.

1.1.2 Survey Context

The survey did not provide definitions of uses or information about potential market support, fiscal impacts to the City or job creation potential of specific uses as this information was not yet developed by the consultant team at the time that the survey was distributed. Consequently, many people who completed the survey may not have been aware of some of the fiscal and job-generating benefits of various reuse options for the Mill Site. Most surveys were completed prior to the first and second community workshops where the fiscal and job-generating benefits of various reuse strategies were discussed. In some cases, community members expressed different preferences at community meetings about reuse options after gaining an understanding of the market support, fiscal impacts and job-generating potential of some reuse options.

1.1.3 Survey Participants

As indicated in Table 1, many Fort Bragg residents participated in the survey: fully 66 percent or 883 of all survey participants live in Fort Bragg. With a total population of 6,862, this means that 13 percent of Fort Bragg's population completed a survey. This very high response rate reflects community interest in the Mill Site. The survey was completed by 332 coast residents (25 percent of survey respondents), 14 visitors (1 percent of respondents) and 53 inland county residents (4 percent of respondents).

Survey respondents were more likely to be female, older, and white and have a higher median household income than the typical Fort Bragg resident.

- 62 percent of survey participants were female, 38 percent were male
- 54 percent were between the ages of 45 and 64, while only 22 percent of Fort Bragg's residents fall into this age group
- 92 percent were White, while only 79 percent of Fort Bragg's population is White (and non-Hispanic)
- 22 percent of survey participant households earned over \$75,000 per year, while only 8 percent of Fort Bragg households earn over \$75,000/year

The self-selection bias in the survey population is common to voluntary surveys: older people with higher incomes are more likely to be involved in political and civic issues than other population groups and are more likely to complete a survey. While the survey gauges the opinion of likely voters and actively involved community members, it is not a scientifically representative sample of Fort Bragg.

Table 1: Community Survey Respondant Demographics

n=1326

	Survey Respondants		City of Fort Bragg	
	2004		2000	
	Total	Percent	Total	Percent
Population				
City of Fort Bragg	884	69%	7,026	
Mendocino Coast	332	26%	NA	
Mendocino County	53	4%	86,265	
Visitor	14	1%	NA	
<i>Total</i>	1,283			
Population by Sex				
Male	468	38%	3,523	50%
Female	753	62%	3,503	50%
<i>Total</i>	1,221		7,026	
Population by Age				
Age 0 - 17	13	1%	1,731	25%
Age 18 - 24	34	3%	653	9%
Age 25 - 44	234	19%	2,108	30%
Age 45 - 64	675	54%	1,557	22%
Age 65 and older	301	24%	977	14%
<i>Total</i>	1,257	100%	7,026	100%
Population by Race Classification				
White	1,079	92.0%	5,583	79.5%
Black or African American	3	0.3%	73	1.0%
American Indian/Alaska Native	17	1.4%	130	1.9%
Asian or Pacific Islander	6	0.5%	72	1.0%
Other or Mixed Race	68	5.8%	1,168	16.6%
<i>Total</i>	1,173	100%	7,026	100%
Population by Hispanic Origin	51	4%	1,596	23%
Household by Median Household Income				
Less than \$25,000	252	21%	1,284	45%
Income \$25,000-\$49,999	429	35%	891	31%
Income \$50,000-\$74,999	271	22%	441	15%
Income \$75,000-\$99,999	149	12%	150	5%
Income \$100,000-\$149,999	80	7%	65	2%
Income \$150,000 and over	41	3%	30	1%
<i>Total</i>	1,222	100%	2,861	100%
Average Household Size	2.27		2.35	

Source: Census, 2000; Marie Jones Consulting, 2004

It is important to recognize that the survey dataset is a self-selected sample of residents interested in completing a survey and participating in the Mill Site reuse process. It is not scientifically representative of Fort Bragg's total population. Indeed, most survey participants have kept informed about the mill-site reuse process by listening to or reading news reports (58 percent) or by participating in community and City Council meetings (16 percent). For 20 percent of respondents, completion of the survey was their first involvement in the Mill Site reuse process.

1.2 Community Survey Results

1.2.1 Fort Bragg and Mendocino Coast Residents

There was little variation between the survey responses of Fort Bragg residents and those of all respondents.

- Fort Bragg's survey respondents are slightly more likely to support job-generating uses such as a resort hotel, light industry, a mill, a college campus, and a small business incubator (by a margin of 1 to 3 percent) on the Mill Site than other Mendocino Coast residents.
- Male respondents support job-generating uses on the Mill Site by a margin of 2 to 4 percent over female respondents.
- Respondents from low and moderate income households favor job-generating uses and housing on the Mill Site over higher income respondents by a margin of 1 to 5 percent.

This report analyzes the entire survey sample.

1.2.2 Community Vision

Overall, surveyed residents want to see Fort Bragg retain its working town character and economy. Indeed, 36 percent of residents selected the statement most consistent with their vision for Fort Bragg. Smaller segments of the community envision Fort Bragg as a sustainable community (20 percent), the Coast's economic and cultural center (16 percent), or a destination town (9 percent).

Table 2: Community Survey -- Vision for Fort Bragg

n=1326

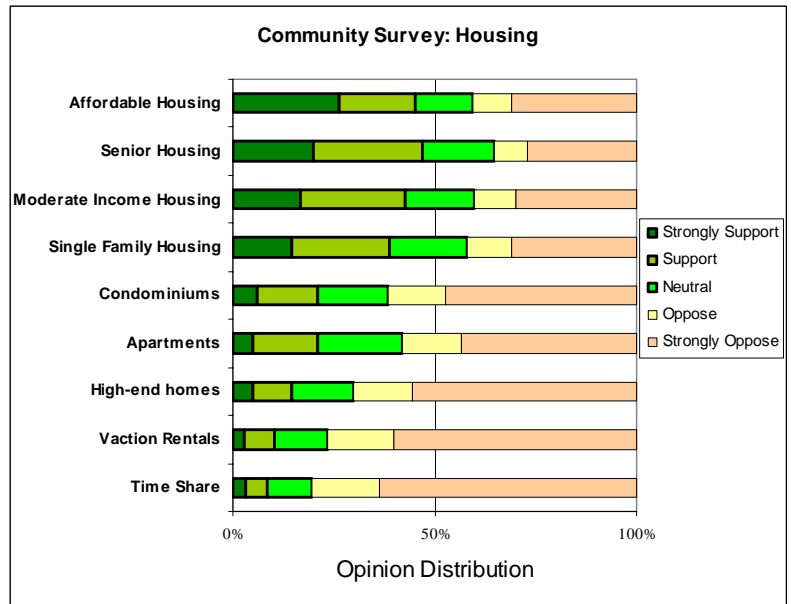
Vision	Total	Percent
A working town with a diversified economy and well-paying jobs	478	36%
A sustainable community	263	20%
An economic and cultural center for the Mendocino Coast	208	16%
A destination town that supports tourism	121	9%
Other: All of Above/Combination of Above	137	10%
Other/ No Answer	119	9%
	<hr/> 1,326	<hr/> 100%

Question: What is your vision for the City of Fort Bragg? Please check one statement.

Source: MJC, 2004

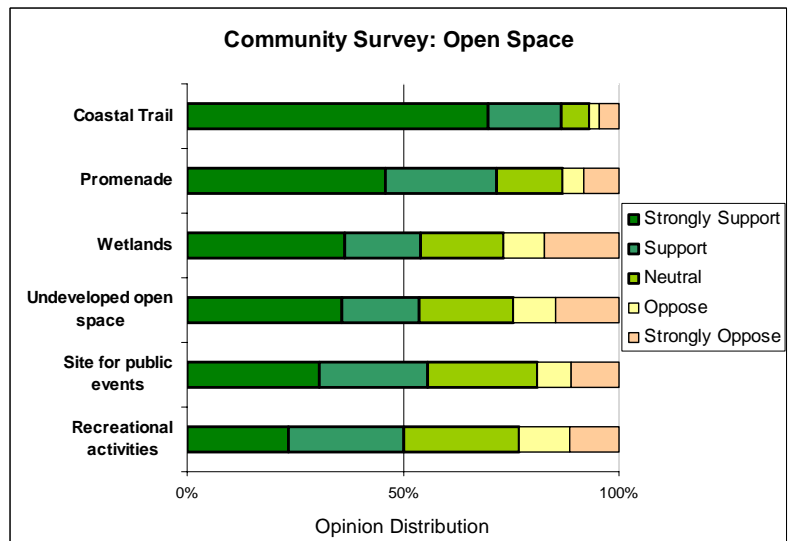
1.2.3 Housing

Overall, survey respondents support housing development on the Mill Site.¹ Support is strongest for affordable, senior, moderate income and single family homes, with a majority of residents in support of or neutral on these uses for a portion of the Mill Site. However, many respondents oppose high-end homes, vacation rentals, apartments, time shares, and condominiums.



1.2.4 Open Space

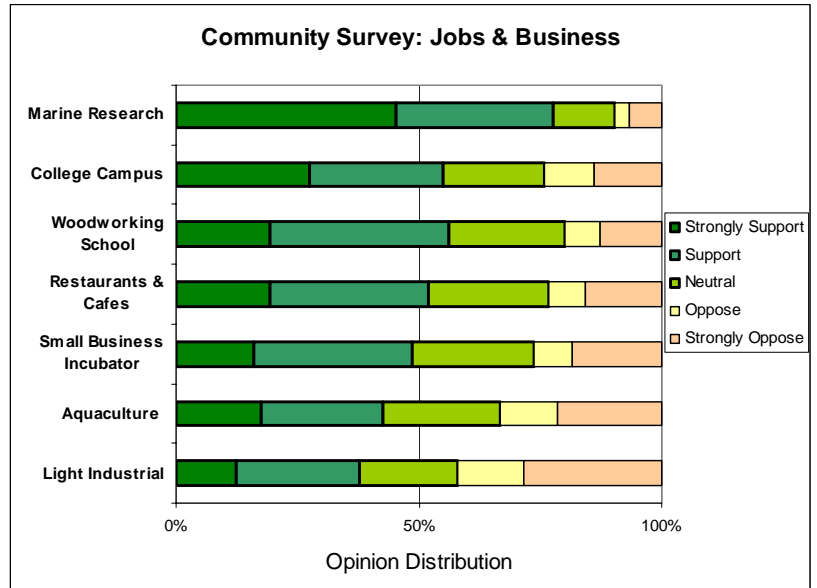
The survey indicates very strong support for a coastal trail, promenade and open space. Indeed, the coastal trail concept received a vote of support from 86 percent of survey participants -- the strongest showing of support for any reuse option.



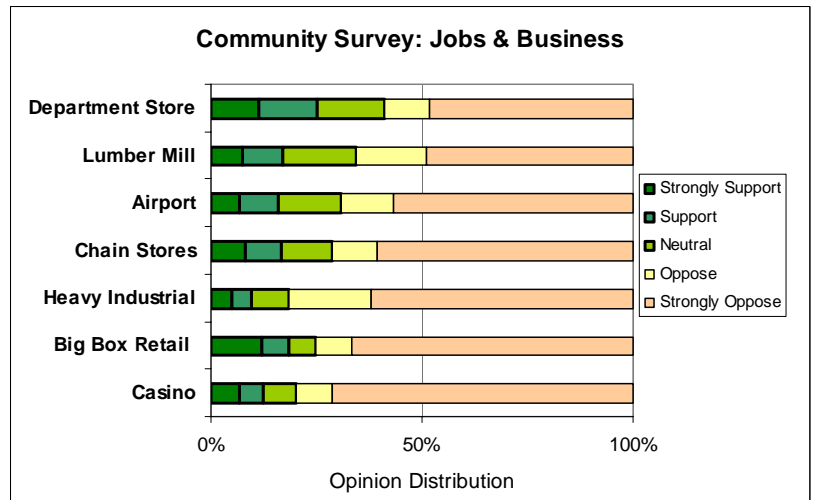
¹ The survey listed but did not define each housing type. It asked residents to indicate their level of support/opposition to each.

1.2.5 Business & jobs

Survey participants strongly support a number of job-generating uses on the Mill Site, including a marine research center, college campus, a woodworking school/fine arts center, restaurants and cafes, and a small business incubator. Aquaculture and light industrial received a mixture of support and opposition.

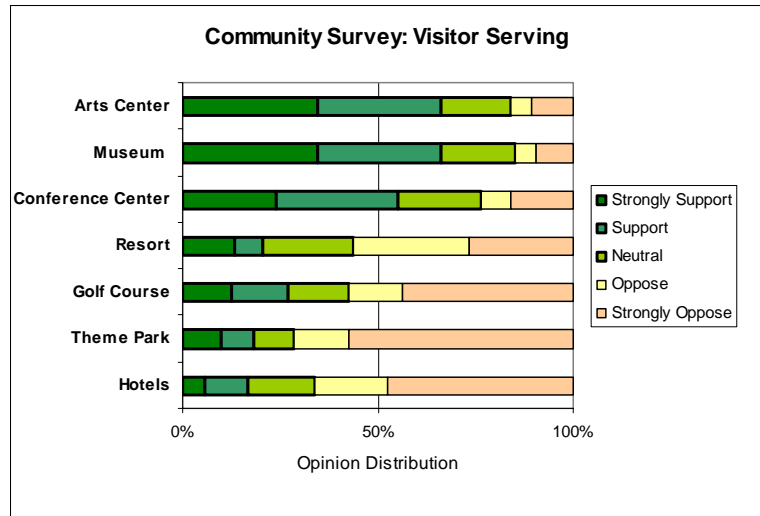


Surveyed residents also expressed opposition to some potential job-generating uses on the Mill Site including: a casino, big box retail, heavy industrial, chain stores, an airport, a lumber mill and a department store.



1.2.6 Visitor Serving Uses

Surveyed residents expressed strong support for a performing arts center, a museum, and a conference center on the Mill Site. Support for a resort hotel and golf course was moderated by some opposition from surveyed residents.



1.2.7 Most Preferred Uses

The survey asked residents to rank their top three reuse choices for the Mill Site. As indicated in Table 3, the coastal trail, open space, marine research center and college campus received top votes by many people. However, other top choices for the Mill Site include: affordable housing, an art center, a conference center/resort hotel, business and jobs.

Table 3: Top Ten Favored Uses on the G-P Mill Site

n=1326

Preferred Re-use Ideas	Percent
Coastal Trail	29%
Open Space	19%
Marine Research Center	18%
College Campus	16%
Promenade	14%
Affordable Housing	13%
Art Center	13%
Conference Center/Resort Hotel	12%
Housing	9%
Business & Jobs	9%

Question: For all of the categories listed, please list your three preferred re-use ideas for the mill site

Source: Marie Jones Consulting, 2004

1.2.8 Most Opposed Uses

Top opposed uses on the site include big box retail, a casino, and heavy industrial.

Table 4: Top Ten Opposed Uses on the G-P Mill Site

n= 1326

Proposed Use	Percent
Big Box	45.0%
Casino	38.0%
Heavy Industrial	27.9%
Housing	14.2%
Airport	13.0%
Chain Stores	12.2%
Theme Park	12.1%
Golf Course	11.2%
High-end Housing	11.0%
Hotels	10.8%

Question: Please list the three reuse ideas which you most oppose.

Source: Marie Jones Consulting, 2004

II. Focus Group Opinions and Recommendations

1.1 Focus Group Overview

In early 2004, Marie Jones Consulting (MJC) facilitated 11 focus groups and interviewed 12 key public representatives to gauge community priorities for the re-use of the Georgia-Pacific Mill Site as part of the City of Fort Bragg's planning process. This report summarizes opinions expressed by focus group participants and public officials. It provides an initial snapshot of opinion with regard to re-use priorities and concerns for the Mill Site.

1.1.1 Executive Summary

There is remarkable agreement among the various constituencies and key informants about priorities and concerns for the G-P Mill Site.

Key priorities for Fort Bragg as a whole include:

- Diversify the employment base and increase the number of well-paying jobs
- Build upon and respect Fort Bragg's small town character
- Support tourism and destination uses

The community supports a number of new uses for the Mill Site, in order of preference:

- A coastal bluff walking trail from Noyo Bridge to the Trestle Bridge and a central park along Soldier's Bay
- A fine arts center
- A resort hotel and conference center within walking distance of downtown
- A marine sciences lab and/or a college
- A mix of housing on the site
- Light industrial businesses
- Development which respects the character of the town
- A development project that integrates into the existing town and does not compete with the current downtown area
- A museum

Additionally, focus groups expressed strong opposition to some re-use options for the site including:

- Big box retail
- A casino
- A theme park
- A State Park covering the entire site
- Luxury housing
- A gated community
- Heavy industrial

Only one reuse concept generated significant controversy, namely the development of a golf course. However, some differences of opinion were expressed with regard to the development of: an Arcata-like marsh for sewage treatment, a resort hotel, aquaculture, and affordable housing.

1.1.2 Purpose

Marie Jones Consulting (MJC) was retained by the City of Fort Bragg to complete an initial scan of opinions and preferences with regard to the re-use of the Georgia-Pacific Mill Site. In January and February of 2004, MJC facilitated eleven focus groups and completed 12 key informant interviews to obtain an initial reading on development and reuse preferences for the G-P Mill Site. This report summarizes the findings from the focus groups and interviews and will be used to:

- Prioritize the economic and market analysis of possible reuse options;
- Develop a community survey for distribution to all Mendocino Coast residents; and
- Inform the first citywide community meeting, scheduled for April, 2004.

1.1.3 Methodology

Focus Groups

MJC facilitated eleven focus groups, which were selected by City of Fort Bragg staff and organized by affinity. The focus groups were comprised of representatives from area business, education, housing, social services, neighborhoods, real estate and development, arts, preservation, and environmental communities among others. (For a complete list of focus group participants, see Appendix A.)

MJC queried participants with regard to their vision and goals for Fort Bragg, desirable and undesirable Mill Site activities, and concerns and recommendations for the process as the City moves forward. Each participant was provided with 12 green sticky dots to indicate priorities and six red sticky dots to identify concerns on the brainstormed lists. Each focus group generated a different brainstorm list for prioritization in response to open-ended questions. While this approach generated maximum creativity between and among groups, participants from different focus groups “voted” on slightly different lists. In addition, participants were not asked to vote on every item on the list, but rather to prioritize the ideas that they either strongly supported or opposed. Consequently, there were many good ideas generated by participants that did not receive significant prioritization votes but, nonetheless, were supported by participants. This report should be viewed as an initial snapshot of opinion with regard to priorities and concerns for the Mill Site. It is not a statistical analysis of opinion.

Key Informant Interviews

MJC interviewed 12 key informants with open-ended questions concerning economic trends, goals, and objectives for reuse of the Mill Site. MJC completed one-on-one confidential interviews with the following people: Mayor Jere Melo; City Council members Dan Gjerde, Dave Turner, Lindy Peters and Brian Baltierra; Planning Commissioners Georgia Lucas, Rob Borcich, Don Snyder and Jerry Matson; Mendocino County Supervisor Patti Campbell; Pomo elder Harriet Rhoades and Mendocino County Economic Development Coordinator Tony Shaw.

1.2 Vision, Goals & Challenges

1.2.1 Vision for Fort Bragg

Focus Groups

As indicated in Table 1 below, the most favored vision for Fort Bragg was of “a working town with a diversified economy and well-paying jobs.” An often-mentioned concern of focus group participants is the relative lack of well-paying jobs, which combined with the high cost of housing, has begun to make Fort Bragg a difficult place to raise a family. Indeed, participants want Fort Bragg to be a city in which “our children can grow up, get a job and raise a family.” While the city’s transition to a tourism and services-based economy was valued by some, it was a source of worry for others, as it has resulted in lower-paying jobs. Finally, 12 percent of participants envision Fort Bragg as a sustainable community that celebrates its natural environment.

Table 1: Focus Group Results - Vision for Fort Bragg

	Percent of Votes
N=123	
A working town with a diversified economy and well-paying jobs	37%
A town that respects and builds upon its historic small town character	16%
A destination town that supports tourism	16%
A sustainable community that celebrates its natural environment	12%
A pedestrian and bike friendly town	9%
A place where our children can grow up, get a job and raise a family	5%
A town with affordable housing that allows businesses to grow and attract a qualified workforce	4%
Other	6%

Source: MJC, 2004

Key Informants

Key informants hold almost universal agreement that Fort Bragg should maintain its small town feel and include a balance of working people, professionals and retired people. Some comments which express this sentiment include: “Fort Bragg should be a well balanced community without stratification”; “we don’t want two Fort Braggs;” “Fort Bragg should include a wide variety of citizens especially a strong middle class”; and “we need to ensure that there is mobility so that working people can raise a family and their kids can stay in town and earn a decent income.” Central to this vision of the city was an often reiterated desire for “good paying jobs that can support a family” and the need for “more businesses which provide a living wage.” Key informants also expressed a desire to “retain the high quality of life,” the “sense of community,” and the general “friendliness and helpfulness” of residents.

1.2.2 Goals for Fort Bragg

Focus Groups

As indicated in Table 2, focus group participants want a city with a strong and diversified economy and more affordable housing. Improving city leadership, infrastructure and the central business district were also high priorities for many participants. Finally, a number of participants want to see the city come together in support of a unified vision for the re-use of the Mill Site.

Table 2: Focus Group's Top Goals for City of Fort Bragg

	Percent of votes
N=92	
Diversify and strengthen the economy by attracting business, fostering local businesses, and growing good jobs	20%
Encourage affordable housing	15%
Improve City leadership	10%
Implement the downtown revitalization plan	9%
Improve streets, water, sewage, parking and other infrastructure	8%
Create a unified vision for the Mill Site re-use that considers future needs	5%
Other	57%

Source: MJC, 2004

Key Informants

Key-informants also want the city to have a diversified and stable economy that provides living wage employment to local residents. Community leaders specifically want to expand light industrial manufacturing to achieve this end. Maintaining the city's small town-feel, while addressing the lack of affordable housing for working families was also a key goal for interviewed leaders.

1.2.3 Challenges Facing the City

Focus Groups

Participants identified a number of challenges facing Fort Bragg, such as:

- The rising cost of land and the resulting politicization of land development.
- Demographic trends, including an aging population and the continued out-migration of young adults.
- The challenge of creating new jobs and attracting business without a skilled workforce.
- An economy which may be too dependent on tourism.
- Traffic congestion.
- Conflict of visions with regard to re-use options for the Mill Site.
- A re-use process that may take too long.
- Environmental review and clean up of the Mill Site.

Key Informants

Council members and planning commissioners feel that Fort Bragg faces a wide variety of challenges. Common themes include:

- The long entitlement process for the G-P Mill Site property
- The difficulty of developing consensus regarding re-use options.
- The cultural and political divisions in the community, particularly between “old timers and new comers” and “insiders and outsiders.”
- High transportation costs and lack of rail service which limit job growth.
- The City's limited financial means to address a wide variety of infrastructure needs, including: repair, replacement, and/or development of city water system, sewer system, streets, storm drain system, and other infrastructure.
- High housing prices and housing affordability.
- The continuing loss of good-paying jobs.
- Capital improvement fees that are too high for commercial uses and unfairly allocated.

1.3 Preferred Uses for the G-P Mill Site

Overall, focus groups emphasized that the Mill's large size allows for and should include development of a variety of different activities on the site.

1.3.1 OPEN SPACE

Focus Groups

A coastal bluff trail that links the Noyo and Trestle Bridge is by far the most-preferred re-use option on the Mill Site. As indicated in Table 3 below, focus group participants also expressed widespread support for:

- A central promenade and park which connects Soldiers' Bay to the town center;
- Public access to the coast from downtown Fort Bragg;
- A variety of recreational activities, including a skate park, dog park, diving access, and water sport facilities; and
- An undeveloped site for special events such as the carnival, art fairs, etc.

The proposal for an Arcata-like marsh for wastewater treatment was supported by many though there was some opposition to the concept. Some participants were concerned that a State Park might take up the entire site.

Table 3: Focus Group Open Space Preferences

N=172	Percent of Votes
Votes in favor of:	
Coastal bluff trail from Noyo Bridge to Ten Mile Beach	28%
Central promenade for public gatherings	12%
Arcata-like marsh for wastewater treatment	10%
Public coastal access from downtown Fort Bragg	9%
Mixed-use recreational activities	8%
Maintain undeveloped site for special events	7%
Other: plant trees, windbreaks, native landscaping; establish areas for dog park, environmental art, disabled access	13%
Votes against:	
Arcata-like marsh for wastewater treatment	4%
State Park on entire site	9%

Source: MJC, 2004

Key Informants

Interviewees expressed near universal support (11 of 12 key informants) for a coastal access trail connecting the Noyo and Trestle bridges and for a Soldiers Bay park and promenade. In addition, key informants specifically want the project to:

- Incorporate the tidal pool features of Soldiers Bay into an interpretive program.
- Include an access road to the headlands, but not along the coastal bluff itself.
- Provide baseball and soccer playing fields in the park area.

1.3.2 TOURISM SUPPORT

Focus Groups

Overall, focus groups placed a high priority on uses for the Mill Site that support tourism. Specifically, most participants support a performing arts center, conference center, resort hotel and museum. By contrast, some participants expressed opposition to more hotels on the site, because the hotel market is saturated. Participants were divided about a golf course on the site.

Table 4: Focus Group Preferences for Visitor-Serving Facilities

N=153

Votes in favor of:	Percent of Votes
Performing Arts/Fine Arts Center	18%
Conference Center	17%
Resort Hotel	16%
Golf Course	9%
Museum of History & Natural History - Native American, Logging, Fishing, Skunk Train, Wildlife	9%
Create a destination/attraction	5%
Votes against:	
Golf Course	15%
Hotels	7%
Resort Hotel	4%

Source: MJC, 2004

Key Informants

Key informants also expressed strong support for a resort hotel, conference center, cultural museum and performing arts facility. Community leaders were evenly divided in their support for a golf course on the site, with equal numbers opposing and supporting the use.

1.3.3 HOUSING

Focus Groups

While most focus groups expressed strong concern about the high cost of housing in Fort Bragg, this concern did not translate into a passionate call for affordable housing on the Mill Site. Some participants felt that the Mill Site is not the most appropriate location for affordable housing, as it might be better located elsewhere. Overall participants prefer a mix of housing types on the site, but were strongly opposed to luxury housing and gated communities.

Table 5: Focus Group Housing Preferences

N=79	Percent of Votes
Votes in favor of	
Mix of housing types	14%
Timeshare	13%
Moderate income housing	6%
Affordable housing	6%
Luxury housing	5%
Condos & apartments	4%
Votes against	
Luxury housing	24%
Gated community	19%
Affordable housing	5%
Second homes	4%

Source: MJC, 2004

Key Informants

Key informant housing opinions mirror those of the focus groups. Overall, they moderately support market rate condominiums, apartments and single-family homes. Key informants articulated weak support for affordable and luxury housing and strong opposition to a gated community on the site.

1.3.4 BUSINESS

Focus Groups

Focus group were keenly supportive of a variety of business uses on the site, including a marine sciences lab/small aquarium, a college campus, wood working studio and showroom, light industrial uses and a department store.

Table 6: Focus Group Preferences for Business Uses on Mill Site

n=80 votes	Percent of Votes
Marine sciences lab/small aquarium	25%
College	23%
Wood working studio/showroom	14%
Light industrial	13%
Soft goods/department store	9%
Business park & incubator	6%
Local businesses	6%
Other	5%

Source: MJC, 2004

Focus groups had strong consensus against a number of commercial uses for the site, such as big box retail, a casino, a theme park and heavy industry.

Table 7: Focus Group Opposition with Regard to Business Uses on Mill Site

	Percent of votes
n=174 votes	
Big box retail	26%
Casinos	22%
Theme park	11%
Heavy industry	7%
Aquaculture	6%
Staging area for off shore oil	5%
Strip mall development	5%
Prisons	4%
Chain Stores	4%
Other	7%

Source: MJC, 2004

Key Informants

Public representatives expressed strong support for light industrial businesses, aquaculture, a woodworking studio/showroom and marine research center on the site. A number of key informants view attraction of a college to the site as a good long term goal. Finally, community leaders expressed strong opposition to heavy industrial and big box retail.

1.4 Process Recommendations

Focus Groups

Participants expressed a variety of concerns and recommendations regarding general planning issues and the planning process. As indicated in Table 8, the highest priority planning goal was that new Mill Site development should not compete with Fort Bragg's central business district (CBD). Focus groups want Mill Site development to be well-integrated with the town and have a livable pedestrian-friendly character. Focus group participants disagreed about whether a two-story height limit makes sense for the site.

On the process side, participants were concerned with how long the planning and entitlement process would take and, upon completion of the entitlement process, how quickly site development would occur. Focus group participants were also divided on what role the City should take with regard to incentives for development and job creation.

Table 8: Focus Group Planning & Process Recommendations

n=171

	Percent of Votes
Priority votes in favor of:	
New development should not compete with the current CBD, and the CBD should be extended west onto site	16%
Development should be well integrated with existing town and respect its character	6%
The City should streamline the development process on the Mill Site and take an active role in marketing the site	6%
The Mill Site should have a two story height limit	6%
Development should be phased to accommodate future economic opportunities and needs as they arise	6%
The City should hire a staff position to specifically support/manage this project (e.g. City Manager)	5%
City should encourage public participation in a process that is transparent to the public	5%
The City should provide incentives for site development and job attraction	4%
Housing on the site should follow livable communities philosophy: housing on second floor of CBD, pedestrian-friendly design, small lots, street grid, etc.	4%
The site should include a mix of uses	3%
Development should generate net revenue or be revenue neutral for the City	3%
Design should encourage opportunities for intergenerational activities, public space for multiple uses	3%
Developer should pay for its impacts, through an impact fee	2%
Other	22%
Votes cast against:	
City incentives for site development and job attraction	4%
A two story height limit on the site	3%
Development impact fee	2%

Source: MJC, 2004

Key Informants

Key informants view the City's primary role in the re-use process as one of facilitating the Mill Site entitlement process. Key informants were also concerned that the entitlement process could take too long and that the City should work to minimize delays and streamline the process. Some key informants felt that the City should not provide funds for infrastructure development on the site, with a few expressing concern that the City's current utility hook-up fees are pro-rated to give a 60 percent discount to large development projects which could impact the City's budget when the G-P Mill Site re-use process begins. Key informants also differed in their opinions with regard to using incentives to attract employment and business. Finally, key informants expressed some concern about the capacity of the City to undertake this project, particularly with regard to staffing and the City Council's level of expertise to effectively manage the re-use process.

1.5 Conclusion

As illustrated by the focus group and key informant interviews, there is remarkable agreement among residents, business owners, non-profit leaders and political representatives with regard to priorities for the G-P Mill Site re-use.

Priorities for Fort Bragg as a whole include:

- Diversify the employment base and increase the number of well-paying jobs
- Ensure that new development respects Fort Bragg's small town character
- Support tourism and destination uses

There is clear support for a number of new uses for the Mill Site, including:

- A coastal bluff walking trail and a central park between Soldier's Bay and downtown.
- A fine arts and a performing arts center
- A resort hotel and conference center within walking distance of downtown
- A marine sciences lab and/or a college
- A mix of housing on the site, including moderate income and timeshares
- Light industrial uses
- Development which respects the character of the town
- A development project that integrates into the existing town and does not compete with the central business district
- A museum

Additionally, strong opposition was expressed for some re-use options for the site including:

- Big box retail
- A casino
- A theme park
- A State Park covering the entire site
- Luxury housing
- A gated community
- Heavy industrial

Appendix A: Survey Data

Table 5: Community Opinion Survey of Mill Site Reuse Options

n=1326

	Strongly Support	Support	Neutral	Oppose	Strongly Oppose
Housing					
Affordable Housing	26%	19%	14%	10%	31%
Senior Housing	20%	27%	18%	8%	27%
Moderate Income Housing	17%	26%	17%	10%	30%
Single Family	15%	25%	19%	11%	31%
Condominiums	6%	15%	17%	14%	47%
Apartments	5%	16%	21%	15%	44%
High-end Housing	5%	10%	15%	14%	56%
Time Share Housing	3%	6%	11%	17%	64%
Vacation Rentals	3%	7%	13%	16%	60%
Open Space					
Coastal Trail	70%	17%	7%	2%	5%
Promenade	46%	26%	15%	5%	8%
Wetlands	37%	18%	19%	10%	17%
Undeveloped Open Space	36%	18%	22%	10%	15%
Site for Public Events	31%	25%	25%	8%	11%
Recreational Activities	23%	27%	27%	12%	11%
Jobs & Business					
Marine Research	46%	32%	13%	3%	7%
College Campus	28%	28%	21%	10%	14%
Restaurants & Cafes	19%	33%	25%	8%	16%
Woodworking School	19%	37%	24%	7%	13%
Aquaculture	17%	25%	24%	12%	21%
Small Business Incubator	16%	33%	25%	8%	19%
Light Industrial	12%	26%	20%	14%	28%
Big Box Retail	12%	6%	7%	8%	67%
Department Store	12%	14%	16%	11%	48%
Chain Stores	8%	9%	12%	11%	61%
Lumber Mill	8%	10%	17%	17%	49%
Airport	7%	9%	15%	13%	57%
Casino	7%	6%	8%	9%	71%
Heavy Industrial	5%	5%	9%	19%	62%
Tourism Support					
Performing Arts Center	35%	31%	18%	6%	11%
Museum	35%	32%	19%	6%	9%
Conference Center	24%	31%	21%	8%	16%
Resort	13%	7%	23%	30%	27%
Golf Course	13%	14%	16%	14%	44%
Theme Park	10%	8%	11%	14%	57%
Hotels	6%	11%	17%	19%	47%

Source: MJC, 2004

Note: The survey did not include information about potential market support, fiscal impacts on the City, job creation potential or definitions of potential uses.

Appendix B: Community Survey

The City of Fort Bragg recently initiated a planning process for reuse of the Georgia Pacific Mill Site. The Mill Site comprises nearly one-third of the City (400-plus acres) and spans its coastline. This confidential survey is designed to help the City and its consultants understand and take into consideration your priorities and concerns with regard to reuse of the site as we develop a land use framework and economic development plan for the site.

1. Where do you live? (Please check one)

- Fort Bragg Mendocino Coast Mendocino County I am a Visitor

2. Please indicate your level of involvement in the G-P Mill Site planning process.

- I have attended one or more planning or City Council meetings about the Mill Site
 I have read news articles or other media about the Mill Site planning process
 This is my first involvement in the Mill Site planning process

3. What is your vision for the City of Fort Bragg? Please check one statement.

- A working town with a diversified economy and well-paying jobs
 An economic and cultural center for the Mendocino Coast
 A destination town that supports tourism
 A community that focuses on sustainability and celebration of the natural environment
 Other _____

4. For each of the possible uses of the Georgia Pacific Mill Site, please indicate your level of support or opposition by circling the appropriate number. (1=strongly oppose, 2= oppose, 3=neutral or no opinion, 4=support, 5=strongly support)

	Strongly Oppose	Oppose	Neutral	Support	Strongly Support
Housing					
Condominiums	1	2	3	4	5
Apartments	1	2	3	4	5
Single family homes	1	2	3	4	5
Affordable housing	1	2	3	4	5
Moderate income housing	1	2	3	4	5
High-end homes	1	2	3	4	5
Senior housing	1	2	3	4	5
Vacation home rentals	1	2	3	4	5
Time share condominiums	1	2	3	4	5
Other _____	1	2	3	4	5

	Strongly Oppose	Oppose	Neutral	Support	Strongly Support
Tourism-Support Facilities					
Resort	1	2	3	4	5
Golf Course	1	2	3	4	5
Conference Center	1	2	3	4	5
Performing Arts Center	1	2	3	4	5
History & Natural History Museum	1	2	3	4	5
Hotels	1	2	3	4	5
Theme Park	1	2	3	4	5
Other _____	1	2	3	4	5
	Strongly Oppose	Oppose	Neutral	Support	Strongly Support
Open Space					
Coastal bluff trail (walking/biking)	1	2	3	4	5
City park, promenade, town square	1	2	3	4	5
Undeveloped site for public events	1	2	3	4	5
Recreational activities: playing fields, etc.	1	2	3	4	5
Undeveloped open space	1	2	3	4	5
Wetlands	1	2	3	4	5
Other _____	1	2	3	4	5
	Strongly Oppose	Oppose	Neutral	Support	Strongly Support
Businesses & Jobs					
Small business incubator	1	2	3	4	5
Light industrial uses	1	2	3	4	5
Heavy industrial uses	1	2	3	4	5
Lumber mill	1	2	3	4	5
Woodworking school/showroom	1	2	3	4	5
Aquaculture (shrimp or abalone farm)	1	2	3	4	5
College campus	1	2	3	4	5
Marine research center/aquarium	1	2	3	4	5
Big box retail (e.g. Wal-Mart)	1	2	3	4	5
Chain stores	1	2	3	4	5
Department store	1	2	3	4	5
Casino	1	2	3	4	5
Airport	1	2	3	4	5
Restaurants & Cafes	1	2	3	4	5
Other _____	1	2	3	4	5

5. For all of the categories listed above (housing through business) please list your three preferred reuse ideas for the Mill Site.

1. _____ 2. _____ 3. _____

6. Please list the three Mill Site reuse ideas which you most oppose.

1. _____ 2. _____ 3. _____

7. Please provide the following demographic information, so that we can insure that the survey is a representative sample of community opinion.

How old are you? _____ What is your gender? _____

What is your total household income? (Check one box)

- Less than \$25,000 \$75,000 to \$100,000
 \$25,000 to \$35,000 \$100,000 to \$150,000
 \$35,000 to \$50,000 More than \$150,000
 \$50,000 to \$75,000

How many people live in your household? _____

What is your ethnicity? (Please check all that apply)

- White Black Asian Native American Hispanic _____

Appendix C: Focus Group Participants

Focus group participants were selected by City staff, council members and through individual self-nominations. All residents who expressed an interest in participating in the focus groups were welcomed to participate.

FOCUS GROUP PARTICIPANTS

EDUCATION, HOUSING, & SOCIAL SERVICES

CURREN, JOE	REDWOOD COAST SENIOR CENTER
DHEMING, CLAUDIA	MENDOCINO COAST CLINICS
HELM, BETTY	
JOHNSON, NANCY	
LUND, STEVE	FORT BRAGG UNIFIED SCHOOL DISTRICT
WARNER, JEFF	SAFE PASSAGES

FORT BRAGG NEIGHBORHOOD

ANDREWS, FRANCES
ARMITAGE, ROBERT
CASTILLO, JULIE
COLOMBI, JEANETTE
GALLI, DARRELL
KIDWELL, TED
SEALE, DICK

FORT BRAGG BUSINESSES I

ALARCON, WENDY	MENDOCINO COOKIE CO.
LARSEN, JIM	THE RESTAURANT
PARROT, DENISE	UNDERSTUFF
PAUL, MARGARET	
TREGONING, STUART	
SUSAN WINDING	WHISTLESTOP ANTIQUES

FORT BRAGG BUSINESSES II

BECKER, TOM	SAVINGS BANK
HONER, TOM	HARVEST MARKET
HURST, JIM	HARBOR LITE LODGE
MITCHELL, TOM	
PERKINS, RYAN	ATTORNEY
SLAUGHTER, MIKE	SPORT CHRYSLER DODGE
TURNER, JOHN	RITE AID
WALKER, PETE	PACIFIC AUTO BODY
WEBER, MARTA	COLONIAL INN

REAL ESTATE, BUILDING TRADES, & DEVELOPERS I

CARLSON, ALLAN	
CLARK, PAUL	CENTURY 21 REALTY
MCKINLEY, ED	
MITCHELL, ROY	ORIGIN CONSTRUCTION
MOURA, JOE	MOURA CONSTRUCTION

REAL ESTATE, BUILDING TRADES, & DEVELOPERS II

CLARK, BARBARA	CENTURY 21 REALTY
ROSENTHAL, JOE	ROSENTHAL CONSTRUCTION
SCHLOSSER, BOB	LEVENTHAL & SCHLOSSER
TUCKER, ELAINE	CENTURY 21 REALTY

WELTY, LEE I.L. WELTY & ASSOCIATES

ENVIRONMENTAL & ACCESS

BOISE, CHARLIE MENDOCINO COAST RECREATION & PARK DISTRICT
GRIFFIN, JENNY MENDOCINO LAND TRUST
LORENTZEN, BOB COASTWALK
MUNSON, RON STATE PARKS
PARKER, JUDY
SHOLARS, TERESA CA. NATIVE PLANT SOCIETY, COLLEGE OF REDWOODS
TOBKIN, DOROTHY AUDUBON SOCIETY

ARTS & PRESERVATION

BREED, PATTI
NELSON, DON HISTORICAL SOCIETY
PATTERSON, MEG
REIBER, PAUL
REINHARDT, GEORGE
RUEDRICH, MARK
STUART, DIANA
SWENSEN, ELIZABETHMCCET

NORTH COAST ACTION GROUP

FRERIKS, SHIRLEY
GREENBERG, CHUCK
HAMMERSTROM, DOUG
MAZUR, THAIS
PEACOCK, NEIL
RUSSELL, DAVID
VALENCIA, ALIS

FORT BRAGG PROMOTION COMMITTEE

DAVIS, BRUCE
JENSEN, JOHANNA
MCGEE, MARIANNE
PARSONS, JAIMI
PETTI, NICHOLAS
SQUIRES, WENDY

KEY INFORMANT INTERVIEWS

MAYOR JERE MELO
CITY COUNCILMEMBERS: DAN GJERDE, DAVE TURNER, LINDY PETERS AND BRIAN BALTIERRA
PLANNING COMMISSIONERS: GEORGIA LUCAS, ROB BORCICH, DON SNYDER, JERRY MATSON
HARRIET RHOADES POMO ELDER
TONY SHAW MENDOCINO CO. ECONOMIC DEVELOPMENT COORDINATOR
PATTI CAMPBELL MENDOCINO CO. SUPERVISOR, 4TH DISTRICT

COMMUNITY DEVELOPMENT ADVISORY BOARD

TED RABINOWITSH
JERRY WOOD
KEN FENNELL
CHUCK WHITLOCK
GAYLE BOWMAN
STAN MIKLOSE
COLEMAN LEIBER
KIRK NORTON

Appendix D: Focus Group Meeting Notes

Please Note: The following meeting notes are exact transcriptions of flip charts from each focus group. Because the focus groups lasted for only one hour, the groups did not have time to fine-tune the language of the bulleted brainstorm lists. Consequently, readers should recognize that these notes are rough summaries of complex conversations as recorded on flip charts. Green votes indicate support of and red votes indicate opposition to a bulleted point.

EDUCATION, HOUSING, & SOCIAL SERVICE FOCUS GROUP

9:00 a.m., February 2, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- Service oriented
- Retirement community/aging population (1 green)
- Blue collar community
- Working community (1 green)
 - Out migration of working families
 - Loss of working class jobs
- High wage jobs (2 green)
 - What are the impacts of changes in technology on Fort Bragg?
- Fort Bragg should change its name as everyone confuses our town with the Army base in the south.
- Heavy industrial uses should not be allowed on the coast
- Fort Bragg should have design guidelines but they should be flexible so that uncreative development doesn't change the City's character

WHAT ARE SOME OF THE CITY'S CHALLENGES?

- Wages are not keeping up with the housing costs
- Hospital will be challenged financially as the retirement population continues to increase
- Relatively weak fiscal strength of the City of Fort Bragg
- Health care in general is a challenge – attracting medical professionals is difficult (1 green)

WHAT GOALS SHOULD THE CITY FOCUS ON IN THE NEXT FIVE TO TEN YEARS?

- Diversify the economy (1 green)
 - Create new industry opportunities
- Improve after school activities for kids, especially high school kids (2 green)
- Create low/moderate income housing (2 green)
 - Housing costs challenge recruitment of employees
 - There are few other opportunity sites for affordable housing. The mill may be the best sites
- Enhance character, history, culture of Fort Bragg (2 green)
- Fort Bragg is the hub of the coast, the City should work to strengthen this
- Increase quantity and variety of retail stores that cater to the needs of locals
- Celebrate talent in the fine & performing arts
- Downtown needs better signage – the City should not allow backlit cheap signs (1 green)
- Better bike trails throughout town & the county

WHAT SHOULD BE DONE TO HELP THE DOWNTOWN?

- The City should help downtown become a bike & pedestrian friendly walking community (5 green)
 - Bike parking
 - Maintain historical character (2 green)
 - Expand public spaces in downtown (1 green)

- Encourage infill housing, second units, housing above shops (1 green)
- City should consider adding a bypass on the GP site to reduce traffic in downtown
- Increase coastal access from downtown (2 green)
- Continue Skunk Train (1 green) operations for both tourists and commercial freight
- Develop a parking plan

WHAT SHOULD BE DONE FOR THE AREA NORTH OF PUDDING CREEK?

- Problem with 3-story hotels creating a visual wall in front of ocean
- Great potential for housing north of Pudding Creek (1 green)
 - The White property could be a great mixed use project
- The City should bring in more thought & creativity to Pudding Creek
- Maintain multiple coastal access points (1 green)
- Develop trail from Noyo to Ten-Mile (4 green)

WHAT SHOULD BE DONE TO IMPROVE NOYO HARBOR?

- Tourism serving businesses
- Need to maintain a working harbor in Noyo (1 green) which could include:
 - Whale watching tours
 - Mixed use
 - Educational/marine studies facility on Noyo Harbor, connect to College of the Redwoods & high school
 - Recreational use of harbor
- Make Noyo a true harbor of refuge by adding a breakwater beyond the jetty and encouraging Coast Guard expansion (4 green)
- Noyo Harbor could be an alternative entrance to Fort Bragg

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Mixed use
- Performing arts center (2 green)
- Coast trail – unobstructed views, green belt along coastal bluffs (5 green)
- Community center (1 green)
- Light industry/small manufacturing
- Aquaculture use for fish, abalone or shrimp farming (2 green, 4 red)
- Mix of housing options – low/moderate income (2 green)
- Public space around mill pond (3 green)
- College or university (2 green)
- Alternative marsh waste water treatment system similar to Arcata Marsh (3 green)
- Asilomar-type conference center with services, arts, wellness activities, performance (4 green)
- Visual & spatial integration of GP site with Fort Bragg’s “old town” (2 green)
- Resorts, hotels, etc.
- Visitor serving options
- Retail

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Casino (5 red)
- Heavy industry (3 red)
- Luxury housing (2 red)
- Golf course (4 red)
- Staging area for off-shore oil (3 red)

- Big box (6 red)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- The process should be balanced: don't set up too many rules and over-regulate process
- Service needs must be met as development happens (1 green)
- Improve communication about process
- Currently the City's fees & requirements for low income housing could detract from ability to produce low income/senior housing (1 green)
- The City should require a fiscal impact analysis of new development on the GP site to insure that the City obtains a net increase of revenues from new development.
- The City should consider both the G-P & community (North Coast Action) planning processes.

FORT BRAGG NEIGHBORHOOD FOCUS GROUP

11:00 a.m., February 2, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- Fort Bragg should be a place where people can find a living-wage job. Perhaps a new mill could be opened on the G-P site. (2 green)
- Fort Bragg should have a diversified economy where a person can raise a family & kids can find a job after high school (1 green)
- Fort Bragg is a destination point (3 green)
- Fort Bragg is "a real town" unlike Mendocino
- Fort Bragg should have well defined boundaries without sprawl (1 green)

WHAT GOALS SHOULD THE CITY FOCUS ON IN THE NEXT FIVE TO TEN YEARS?

- Attract more tourists and promote tourism activities (3 green)
- The City should focus on business attraction and job attraction, especially light industrial and movie-industry jobs. (4 green)
- The City should address the Housing Element of the general plan and help increase affordable housing
- The City should promote and support its natural assets, for example the Skunk Train and the ocean views (3 green)
- The City should rename the town (2 green)
- The City should try to diversify and strengthen the economy (2 green)
- Increase the number of entertainment venues for seniors, others
- Focus on improving the City's infrastructure: water, sewage, streets, parking and communications (cell, internet) (4 green)

WHAT SHOULD BE DONE TO HELP THE DOWNTOWN?

- A few buildings in downtown are still a blight
- Café Prima has been closed for 2 years
- Not sure about Downtown Revitalization Plan, but the City should install public street furniture
- Support Skunk Train (2 green)
- Keep rents low for business to stay here

- Attract more anchor businesses like Honors, Racines, the Movie Theater, Headlands Café, and the Brewery.

WHAT SHOULD BE DONE TO IMPROVE NOYO HARBOR?

- Noyo should be a destination point for tourism, freight, & passengers (1 green)
- Coastal Commission is adamant that Noyo remaining a fishing village and that it not cater to tourists
- Charming, great destination point (1 green)
- Clean up harbor properties (1 green)
- Improve and market recreation amenities such as paddle boats, canoeing, etc. (1 green)
- Add a trail and picnic area (1 green)

NORTH OF PUDDING CREEK

- Fix the trestle bridge for access between Old Haul Road and Glass Beach (5 green)
- Increase parking and signage to Pudding Creek beach (2 green)
- Add bathroom facilities at Pudding Creek and Glass Beach (1 green)
- Designate a dog beach (2 green)
- Figure out if industrial is a good use for the coastal area.
- Perhaps Baxman's should be somewhere else.
- Add a trail though the dunes at Ten Mile (2 green)

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- An operating mill
- Public access to/along coast with trail from 10-mile to the Noyo Bridge (5 green)
- Aquaculture (1 green, 3 red)
- Consider city ownership/operation of the Mill Site power plant (3 green, 1 red)
- Small department store, locally owned (4 green)
- Consideration should be given to local business, no chains (1 green)
- Airport on site with instrument approach (5 green)
- Light industry (3 green)
- Indians should be given the right to develop the property (1 green)
- Casino
- Golf course (1 green, 2 red)
- Senior housing
- Mixed-income housing on the east side of Mill Site property (1 green)
- Junior college (3 green)
- Luxury housing (1 green)
- Mixed use developments (1 green)
- Conference center similar to Asilomar (1 green, 1 red)
- Woodworking school/showroom (1 green)
- An arts facility with classes and studios
- Access Road through site to divert traffic from Main Street

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Big box retail (4 red)
- Heavy industry (3 red)
- Casino (2 red)
- Too much affordable housing (3 red)
- Off-shore oil service facility (5 red)

- Chain stores (4 red)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- The City should not subsidize any development (2 green)
- The City and developer should work to phase new development over time so that some land is retained for future needs (1 green)
- Retain light industrial land designation & replace lost light industrial zoning (1 green)
- New development should have good aesthetic appeal and respect the character of Fort Bragg. The City could consider adopting design guidelines for the Mill Site (1 green)
- City should partner with the developer to develop a plan for the site
- Consider adding Glass Beach neighborhood access (1 green)

RE-USE PROCESS

- The City should not subsidize any development (2 green)
- The project should phase development over time (1 green)
- Retain light industrial land designation & replace lost zoning (1 green)
- Aesthetic appeal, respect character of Fort Bragg Design Guidelines (1 green)
- City partner with business to develop a plan
- Build relationship with Fort Bragg residents who also use facility (1 green)
- Consider Glass Beach neighborhood access (1 green)
- New development should respect the character of Fort Bragg

**FORT BRAGG BUSINESSES I FOCUS GROUP
1:00 p.m., February 2, 2004**

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- Fort Bragg should celebrate, build upon and respect its small town character which contributes to a sense of community and friendliness (2 green)
- Fort Bragg's strength is tourism (4 green)

WHAT ARE SOME OF THE CHALLENGES THE CITY FACES?

- The City is challenged by a lack of affordable housing, which makes it difficult to maintain the City's working town character (3 green)
- The labor pool is suffering from a "brain drain" of our children to other areas, and we have an ever-diminishing workforce.
- The professional labor force is small. The City has many retirees and few professionals.

WHAT GOALS SHOULD THE CITY FOCUS ON IN THE NEXT FIVE TO TEN YEARS?

- The City should focus on attracting eco-friendly light industrial businesses in order to diversify the economy (1 green)
- Connect with the proposed golf course on Hwy 20 (1 green, 1 red)
- Address the huge problem with transportation costs and access, if the City is to attract good-paying jobs and employers
- The City should work to foster and encourage local business expansion rather than inhibiting it with fees as it does now. (3 green)

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Commons for gathering /public park, skate park (5 green)
- Undeveloped site for special events (4 green)
- Dog park (3 green)
- An access road that follows along the coast and has no development on the west side of road (3 green)
- Access roads to the coast (3 green)
- Repair Trestle bridge (1 green)
- Walking/bike trail along the bluff from the Trestle to Noyo Bridge (6 green)
- Uses that support more nightlife activities
- Ocean research/education facility opened to tourists (5 green)
- Two-story height limit (4 green)
- Central Business District should be expanded to the west with a 2-story height limit (2 green)
- Housing should incorporate “livable communities” philosophy (3 green)
 - Condos/apartments above stores (1 green)
 - Planned community
- Hotel/conference facility (9 green)
- Light industrial (1 green)
- Golf course (7 green)
- Four-year college (4 green)
- Performing Arts Center (3 green)

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Casino (5 red)
- Lumber mill (2 red)
- Congestion (2 red)
- Heavy industry (5 red)
- Theme park (2 red)
- High density development (3 red)
- Competition with downtown Fort Bragg (3 red)
- Strip malls (6 red)
- Motels (7 red)

FORT BRAGG BUSINESSES II FOCUS GROUP

3:00 p.m., February 2, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- A unique, unusual and historic town: “a little bit of Alaska in Northern California” (5 green)
- A town with public access to the ocean and ocean views
- A self-sufficient hub for the North Coast that provides blue collar, working class good-paying jobs with benefits (8 green)
- A place where “our children can stay, get jobs & raise a family” (2 green)
- A town that has affordable housing and encourages job growth (2 green)

WHAT ARE SOME OF THE CITY’S CHALLENGES?

- The influx of retirement money may make the community unaffordable to locals. The continued influx of retirement age people.

- Affordable housing (1 green)
- Brain drain of our youth and a demographic shift to a more elderly population
 - Retirement people who are not working
 - Children should be able to come back after leaving (2 green)
- Business is changing rapidly, it's hard to know what the future will bring

WHAT GOALS SHOULD THE CITY FOCUS ON IN THE NEXT FIVE TO TEN YEARS?

- City must be an enabler/partner in the development of the Mill Site. The City should take a leadership role in process. (2 green)
- The reuse plan should encourage/consider capitalizing on resource industries
- The City should work to ensure that the reuse process does not destroy the City's existing merchants (3 green)
- Community college curriculum should be changed to reflect the workforce/ business needs in Fort Bragg (2 green)

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Quality of developer is a concern (1 green)
- Bypass for traffic/road (3 green)
- City should complete an analysis of proposed development's economic impact on existing businesses (5 green)
- Phase development as much as possible to accommodate future economic opportunities (2 green)
- City should purchase some land itself especially for public event space (4 green, 1 red)
- Park access along coastal bluff (4 green)
- Residential, cluster housing
- Historic museum/education center (4 green)
- Local businesses
- Resort and conference center (5 green)
- Mixed use development (3 green)
- Some sort of attraction/destination element (4 green)
- Timeshare village/resort as it does not compete with hotel/motel (11 green)
- Golf course/miniature golf course cost of play is a concern (4 red)
- Aquarium/magnate attraction (2 green)
- Parking (2 green, 1 red)
- Film industry (2 green)
- Highest & best use (1 green)
- Housing (1 green)
 - Condos (1 green)
 - High end (1 green)
 - Single family
 - Cluster housing
 - Planned Unit Development
 - Limited scale (2 green)
- Desalinization Plant (3 green)

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Wal-Mart – big box (7 red)

- Repeat of Pelican Bay (a prison) (7 red)
- Heavy industry (1 red)
- Hotel (2 green, 4 red)
- Junk yard or garbage dump/transfer station (2 red)
- Aquaculture (1 red)
- Casino (2 green, 3 red)
- Gated community (5 red)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- City should streamline the process and welcome the developer with cooperation (6 green)
- Don't go too fast
- City should not be developer (1 green)
- Transparency with regard to process
- Professional outside staff should be involved in entire process (1 green)
- Fee breaks/tax incentives for development/public benefit projects (2 green, 4 red)
- Developer should address impacts on the community through an impact fee (2 green, 4 red)
- City should survey tourists regarding the Mill Site

REAL ESTATE, BUILDING TRADES, & DEVELOPERS FOCUS GROUP I
9:00 a.m., February 3, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- City should grow within City limits (2 green)
- This is and should be a tourism focused town (2 green)
- Retain industrial zoned land someplace in City – test need (2 green)
- Change City Council as the City needs better leadership (4 green)
- Need a vision for the site (2 green)
- Need to think into future at least 20-30 years to decide uses on GP site (3 green)

WHAT ARE SOME OF THE CITY'S CHALLENGES?

- Low skill/educated workforce (1 green)
- City lack of leadership, lack of incentives, inability to annex, and staff do not welcome new projects (5 green)
- “No growers” (3 green)
- Sewage treatment plant location/process (1 green)
- Planning process is not developer friendly. It is influenced by politics, not the General Plan (3 green)
- Planning process changes for each project & continues to change throughout entitlements – causes many revisions/changes (1 green)

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Airport with instrumentation at Little River or GP site
- Reopen a small mill as the timber will return in 20 to 50 years
- Resort, conference center (2 green)

- Golf course to attract high-end visitors (1 green)
- Create a destination (5 green)
- Retail & commercial development (2 green)
- Parks/trails/walkways (1 green)
- Housing mixture (4 green)
- Timeshare (1 green)

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- A State Park on the entire site (11 red)
- Casino (10 red)
- An Arcata-like marsh for sewage treatment (7 red)
- Railroad/Skunk Train loading of logs (1 green)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- All ideas should be tested for economic feasibility (2 green)
- There may be a conflict between the General Plan & development opportunities on site. This may require a General Plan amendment (4 green)
- The project needs a dedicated staff person (e.g. City Manager) to push and support Mill Site reuse (2 green)
- We need a stronger City Manager & Planning Commission with authority and knowledge to do a project like this (5 green)
- Concern that GP is dismantling large buildings (1 green)

REAL ESTATE, BUILDING TRADES, & DEVELOPERS FOCUS GROUP II
11:00 a.m., February 3, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- Fort Bragg should be a working town (2 green)
- Tourism community that serves vacationers and retirees (2 red)
- A city with a balanced diversified economy with clean industry and mixed uses. (4 green)
- A small town that is not elitist like Carmel, Mendocino, Healdsburg (2 green)

WHAT ARE SOME OF THE CITY'S CHALLENGES?

- Cost of living
- The City needs to grow but how much?
- Cost of housing limits job growth
- Economy is based on tourism/retirement (1 green)
- Infrastructure to elders (1 green)
 - Housing
 - Medical services
 - Retirement community
- Opportunities for industry attraction is decreasing
- Demographics of town (1 green)
 - Aging, retirement population (1 green)
 - Youth brain drain (1 green)

- Traffic/circulation (1 green)
- Rising land costs/politicizing (4 green)
- Jobs growth is a really big challenge (3 green)
- Conflict of vision for the town among different parts of the community (1 green)
- Concern that there is no market support for resort hotels (1 red)
- Reuse should not take too long (1 green)

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Small marine science lab/aquarium (1 green)
- Business park (2 green)
 - Target larger employer
 - Light industry (1 green)
- College campus to create housing demand and jobs (1 green)
- Retail (2 green)
- Housing (1 green)
 - High end to create tax base, larger parcels (1 green)
 - Moderate income housing (2 green)
- Aquaculture
- Recreation opportunities: golf course, diving access/recreation area, connect to harbor (2 green)
- Soldiers Bay – marina activities (3 green)
- Accessible coastal road along bluff (1 red)
- Some component of bluff could be for housing without access (1 green)
- Zone some of ocean front for commercial (1 green, 2 red)
- Conference center (2 green)
- Resort hotel (1 green, 1 red)
- Arts center/theater (1 red)
- Attract business which utilizes natural resources such as furniture, ship building, etc. (2 green)

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Too much open space, or the entire site as a park (5 red)
- Big Box stores (1 green, 1 red)
- Slow build-out process (1 green)
- Design Guidelines (1 red)
- Soft goods store (3 green)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- Use redevelopment funds to attract good employers/jobs (2 green)
- The City is caught in double bind: with no jobs it is hard to attract employers. Need one to attract the other. (3 green)
- Flexibility in sustaining growth (1 green)
- City should provide incentives for business growth/attraction (3 green)
- Balance tax producing with non-tax producing land (1 green)

ENVIRONMENTAL & ACCESS FOCUS GROUP

1:00 p.m., February 3, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- A city that celebrates its natural resources and enhance natural beauty/natural environment (11 green)
- Public access/coastal access, loop trail system (4 green)
- Sustainable healthy economy (6 green)
 - Green business like Real Goods
 - Green building technologies
 - Be a model for other cities
 - City economy is transitioning
- Balanced economy (1 green)
 - Light manufacturing
 - Visitors are strong
 - Living wage jobs
- Educational institution/opportunities (3 green)

WHAT ARE SOME OF THE CITY'S CHALLENGES?

- It is difficult to attract light industry
- Development costs
- Remoteness of area
- It is difficult to reach consensus on development goals
- Need for low income housing (1 green)
- Sensitive habitat areas
- Dangers of adverse impacts from development

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Timeshare housing (2 red)
- Cluster housing
- High-end homes (5 red)
- Low-income housing (1 red)
- College/education institution (6 green)
- Aquarium/marine research center (4 green)
- Field station for U.C. (1 green)
- Resort (2 red)
- Conference center (5 green)
- Aquaculture (1 red)
- Performing arts center (4 green)
- Linked/looped trail system to offsite trails and coastal access – connect to California coastal trail (6 green)
- Observation platform
- Suburban/tract development patterns (3 red)
- Open space (4 green)
- Disabled access on site (2 green)
- Restaurants/café (1 green)

- Zocalo – central park/plaza (6 green)
- Arcata Marsh-like project for tertiary treatment (7 green)
- Solar powered homes (1 green)

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Big box (7 red)
- Golf course (2 red)
- Airport (4 red)
- Amusement park/theme park (5 red)
- Alternative route (4 red)
- Casino (5 red)
- Pomo heritage center museum (2 green)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- Project should enhance, not compete, with existing uses/city character aesthetics (4 green)
- City should promote, follow own General Plan & Coastal Commission public access plan
- Encourage public participation process (1 green)
 - City Council should provide plenty of opportunity for speaking
 - Website
 - More notice
- The process should involve the following groups:
 - Friends of Fort Bragg
 - Audubon
 - California Native Plant Society
 - Sierra Club
 - Friends of the Noyo
- Involve residents outside of Fort Bragg
- City should look into proscriptive rights to site (1 green)

ARTS & PRESERVATION FOCUS GROUP
3:00 p.m., February 3, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- A town where kids can grow up, find good work & enjoy their lives (1 green)
- Diverse tourism based economy (1 green)
 - Ecotourism (1 green)
 - High end tourism
 - Activity/sporting tourism (1 red)
 - Cultural tourism (1 green)
 - Nature tourism
 - Historically significant tourism (2 green)
- Economy based on small manufacturing and an integrated balanced economy
- Respect scale of Fort Bragg in new development (2 green)

WHAT ARE SOME OF THE CITY'S CHALLENGES?

- Consider weather/cold/wind on site
- College of the Redwoods has to move toward technical/skill to train for industrial jobs

- Need full & exhaustive environmental review of toxins (2 green)

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Museum/site/buildings to attract visitors (2 green)
 - Interpretive of community, business, natural history, Native Americans
 - Living history with events
- Performing arts facilities (7 green)
- Resort within walking distance of downtown (2 green)
- Environmental/green art (2 green)
- Exhibition space/art showroom (4 green)
- Small light-industrial arts space that is affordable (4 green)
- Outdoor event space (3 green)
- Farmers Market (1 green)
- College campus (1 green)
- Arts education/theater arts program, residence program (4 green)
- Native American interpretive center (1 green)
- Trees, windbreaks, landscaping (7 green)
- Bluff top path, access, walking/bike trail (4 green)
- Marine center/aquarium (2 green)

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Big box (10 red)
- Car dealership (4 red)
- Gated residential community (7 red)
- Luxury housing/neighborhoods (5 red)
- Amusement park (7 red)
- Kitschy shops (6 red)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- Development should be based on principles (1 green)
- New development should be well integrated with existing town (3 green)
- No competing commercial center
- Slow & incremental development process (5 green)
 - Save some land for future
- Lower height limit on G-P site for some uses (2 green)
- Revenue neutral or gain to the City (2 green)
- Fiscal impact study for new projects
- Open minded to opportunities
- Focus on local business (1 green)
- Extend grid of city onto site (4 green)
- Inclusionary housing (1 green)
- Housing trust (3 green)
- Sweat equity housing
- Aesthetic design of new buildings/development (2 green)
- Fit with Design Guidelines that respect character of Fort Bragg
- Job creation should be a priority/requirement (3 green)

NORTH COAST ACTION FOCUS GROUP
6:30 p.m., February 3, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- Land bank for future (1 green)
- Take advantage of natural environment (4 green)
 - Ecotourism
 - Educational hub
- Keep/maintain quality, integrity of area (5 green)
 - Unify both sides of Main Street
 - Design intention for project
- Stabilize, diversify economic base (2 green)
 - Sustainability
- Inter-generational opportunities in urban design (5 green)
 - Public space for multiple uses
 - Follow the recommendations of the book Pattern Language
- Town center – cohesive community place (3 green)
 - Honors children
- Preserve/celebrate historic value of community
- Small town which is pedestrian-friendly (3 green)
- Small light industry (1 green)
 - For good-paying jobs
 - Sustainable/regenerative
- Strong economy with good jobs (2 green)
- Diverse community (2 green)
 - Ethnicity
 - Age
 - Class/economic
 - Integrated/Interdependent
- Reclaim coast (3 green)
 - Access to coast/coastal trail
 - Tourism
 - Beautiful, appealing destination
 - Wildlife protection, environmental education

WHAT GOALS SHOULD THE CITY FOCUS ON IN THE NEXT FIVE TO TEN YEARS?

- Biking, pedestrian-friendly town (2 green)
- Locally owned business (4 green)
- Single-family housing (small units)
- Affordable housing (5 green)
 - Mixed income housing
 - Workforce housing
 - Senior housing/disabled access housing
 - Artist housing
- Analyze capacity of City government's ability to undertake project (2 green)
 - Staffing study

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Marsh, like Arcata marsh (6 green)

- Tourism draw
- Wildlife habitat
- Sewage treatment facility
- 20 acres for project
- Woodworking/showroom (3 green)
- Local arts center/performance facilities and studios (1 green)
- Demonstration arts/farming, Farmers Market
- Museum/cultural center, Native Americans (1 green)
- Second homes (3 red)
- Destination use/ecological use (2 green)
- Large park (5 green)
- Coastal trail (1 green)
- Environmental education
- Historic structures preserved
- Marine biology college (1 green)
- Wild open space (1 green)
- Network of paths links/pedestrian access for all uses (2 green)
- Model community (1 green)
- Mixed housing - together
- Resorts (exclusive) (4 red)
- Business incubators (2 green)
 - Non-profit incubators
 - Light industrial/cottage industry
- Small mill (1 green)
- Recycling industry sector focus (2 green)
 - e.g. Hopland & solar power

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Golf course (3 red)
- Water heavy uses (1 red)
- Theme park (5 red)
- Casino (5 red)
- Grid/auto dominated layout (4 red)
- Height limits (2 red)
- Auto recycling yard
- Incinerators
- Aquaculture (2 red)
- Airport (4 red)
- Heavy industry (4 red)
- Big box (4 red)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- Institute a charter process (4 green)
- Redefine the City's heart (1 green)
- Set values/principles for process & outcome (1 green)

- Public private partnerships to achieve goals (3 green)
- Fort Bragg needs to increase staff expertise to complete process (1 green)
- Process needs to include diversity of community (1 green)
 - Focus group diversity
- Transparency to process (4 green)
- Notice all meetings very broadly (2 green)
 - Invite public
 - PSAs
 - Broadcast via MCCET
 - KZYY, KZAT
- Review/revision process to final documents

PROMOTION COMMITTEE FOCUS GROUP

1:00 p.m., February 4, 2004

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

- Small town character
- More plantings, open space, trees, parks, beach access (2 green)
- Live, affordable, working small town (3 green)
- Diversified economic base with living wages (2 green)
- Destination town/tourism, North Coast center (3 green)
- More activities for teens, community (1 green)

WHAT ARE SOME OF THE CITY'S CHALLENGES?

- Affordable housing (2 green)
- Diversified economic base (2 green) connections between this & affordable housing
- Housing for (1 green)
 - Young people
 - Retirement housing/facilities (1 green)
- More activities for youth & adults (1 green)
- Protect Central Business District from competition on GP site
- Youth brain drain
- Keep Fort Bragg's Main Street with 2 lanes & parking
- Retain affordable housing & retail space that exist in Fort Bragg
- Water shortage/utilities water treatment, etc.
- City infrastructure is old/under performing
- Living wage

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

- Heavy industrial (1 green)
- Light industrial (3 green)
- Marsh, water treatment area (1 green)
- UC extension/marine research center (1 green)
- Arts/performing arts center (2 green)
- Casino (1 green, 2 red)
- Golf course (4 red)
- Museum, wildlife, interpretive (2 green)

- Mixed use site (2 green)
- High-end housing (1 green, 1 red)
- Aquarium (3 green)
- Small custom milling (1 green)
- Furniture makers shop/showroom (1 green)
- Resort (2 green, 1 red)
- Moderate-priced housing (3 green)
- Commercial link to downtown with site (1 green)
- Integrated with Fort Bragg (3 green)
 - Business type
 - City services
 - Respect arts & crafts style of buildings
- Strip mall (3 red)
- Public access (3 green)
- Encourage permanent building/planning (1 green)
- Bike paths/horse paths (2 green)
 - Boardwalk with disability access
 - Walk along the headlands
 - Dog park
- Mixed recreational use (3 green)
 - Facilities to support water sports
- Skate park (1 green)
- Pedestrian friendly development (3 green)
- Alternate route

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

- Property controlled by one owner (1 red)
- Theme park (1 red)
- Gated community (3 red)
- High rise (more than two stories) (3 red)
- Big box (3 red)
- Bright lights (4 red)
- Noisy industry (1 red)
- Chain stores (2 red)
- Airport (1 red)

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

- People have an unrealistic expectation about their control over process
- Educate public about process
 - Information clearinghouse
 - Frequently asked questions
 - TV/radio
- Community has felt left out of decisions
 - Get people informed about decisions before they are made

COMMUNITY DEVELOPMENT ADVISORY BOARD
January 28th, 10:00am – 12:00pm

WHAT IS YOUR VISION FOR THE CITY OF FORT BRAGG?

Fort Bragg should be a livable, pedestrian-friendly community, with affordable housing, good-paying jobs, and a great place for people to raise a family. The City's attractive small town character increases its success as a tourist destination. The City promotes entrepreneurship and supports small business ownership while it also provides retirement opportunities for an aging population.

WHAT GOALS SHOULD THE CITY FOCUS ON IN THE NEXT FIVE TO TEN YEARS?

- The City as a whole should maintain its current character and new development should reflect current development patterns in building design and footprint, street grid alignment, and building heights.
- The City should be a place where families can raise children in affordable housing with a quality education system that prepares young people for good-paying jobs.
- The City should manage growth so that City revenue streams (Transit Occupancy Taxes, real estate taxes, sales taxes, etc.) grow more quickly than the need for additional city services.
- The City should complete a fiscal impact analysis of any major new development projects.

WHAT ARE SOME OF THE CITY'S CHALLENGES?

Focus group members enumerated the following strengths of the City of Fort Bragg:

- The City's lumber, fishing and Native American cultural and economic heritage
- Excellent environmental amenities such as ocean access, views, beaches and clean air
- The small town atmosphere, friendly community and high quality of life
- The town's remoteness and relative isolation from urban ills
- Fort Bragg's growing identity as a tourist destination with an active tourist economy that is independent of Mendocino

According to focus group participants the City faces a number of specific challenges, including:

- High housing costs that make it difficult to attract employees and new businesses. Participants indicated that housing costs have been driven up by a large influx of retirees and the recent closure of the GP Mill Site, which has increased Fort Bragg's desirability.
- The City's inability to adequately maintain basic infrastructure (water, sewer, roads) due to financial constraints.
- Many residents feel conflicted about the changing cultural and economic identity of Fort Bragg, as its economy has shifted from a resource-economy to a tourism economy.
- Traffic congestion

WHAT ARE THE ECONOMIC TRENDS FACING THE CITY?

Business owners identified a variety of economic trends, including:

- The retail sector is shifting from serving the local population to serving the needs of tourists. Focus group participants feel that this switch has been facilitated by rising retail rents in Mendocino, which has led some retailers to relocate to Fort Bragg, as well as increased tourism to Fort Bragg itself.
- Many coastal residents shop in Santa Rosa or Ukiah for the experience of mall shopping and to buy big-ticket items and soft goods that are generally not available in Fort Bragg.
- The number of low-wage jobs has increased as the tourism economy has grown, and has thereby attracted a significant Hispanic workforce.
- The growth of the internet has resulted in more telecommuting professionals, more internet retail shopping by local residents, and the success of a variety of small internet-based retailers in Fort Bragg.
- The retirement community has grown significantly.

Focus group participants indicated that, as small businesses, they located in Fort Bragg for the high quality of life. Participants noted that successful small businesses provide excellent service, serve a unique market, and/or capitalize on the branding power of the Mendocino Coast.

The informal economy is an important component of the Mendocino coast economy. However, according to focus group participants it is a smaller portion of the economy now than it was in the 1980s. The informal economy is comprised of many “legitimate under the table” businesses in the construction trades, Internet business and personal services. Marijuana cultivation impacts the economy most significantly during September through December when “many people make large and small purchases with one hundred dollar bills.” Participants noted that the days of large growers are past, and most cultivation is on a small scale. Overall the group felt that the informal economy makes up from ten to twenty-five percent of the local economy.

WHAT SHOULD THE CITY’S ROLE BE WITH REGARD TO LOCAL ECONOMIC DEVELOPMENT?

Business members indicated that the City should undertake the following activities with regard to local economic development. The City should:

- Reduce barriers to infill development in the City of Fort Bragg and consider revising the sewer impact fee that penalizes smaller developers.
- Implement the Downtown Revitalization Plan as soon as possible, especially those aspects of the plan that improve pedestrian-friendliness.
- Improve the City’s parking and street infrastructure.
- Work to minimize or eliminate competition between the CBD and Mill Site development.
- Promote the downtown to both tourists and locals and promote business growth in the downtown.

WHAT ARE YOUR PRIORITIES FOR THE G-P PROPERTY? WHAT WOULD YOU LIKE TO SEE ON THE PROPERTY?

Focus group participants found general agreement in their support of a variety of desirable reuse goals, including:

- The Mill Site should incorporate a variety of open space areas connected by bike and pedestrian trails. The entire bluff edge should remain undeveloped and should include a pedestrian and bike path that follows the bluff from the Pudding Creek Trestle to the Noyo Bridge. In addition, primary access to open space should be afforded in the area immediately east of Soldiers Bay. A coastal frontage road should separate all development activities from the bluff’s open space and houses should not be allowed between the frontage road and the ocean.
- Visitor attracting uses should be located close to downtown to encourage shopping and to maintain the economic vitality of downtown. Conversely, retail development that could significantly compete with Downtown uses should be discouraged.
- The Native American, logging and fishing history of the site should be expressed in connection with the Guest House Museum.
- The development should be a net generator of revenue for the City of Fort Bragg.
- A variety of condos, multi-unit apartments, assisted living and single family homes.
- A resort hotel, conference center and restaurants
- A performing arts center
- Light industrial uses that connect to the railroad
- A marine science lab
- A nine-hole golf course, and
- A single height limit for the entire site.

WHAT DO YOU NOT WANT TO SEE ON THE G-P MILL SITE?

The focus group participants indicated their opposition to the following uses of the site.

- A large quantity of luxury housing, such as that found at Sea Ranch
- Heavy industrial uses
- Big box stores
- Casinos
- Aquaculture and abalone farming
- Unattractive developments which do not respect the character of Fort Bragg
- A Marina in Soldiers Bay
- Development of a competing CBD on the Mill Site
- Staging area for off shore oil drilling

WHAT ARE YOUR CONCERNS ABOUT THE RE-USE PROCESS? WHAT WOULD YOU LIKE THE CITY TO DO, AND WHAT WOULD YOU NOT LIKE THE CITY TO DO WITH REGARD TO THE REUSE PROCESS?

Business members would like to see the City:

- Take an active role in marketing the site to developers. The City of Fort Bragg should work with and seek potential buyers with plans for the site that match the City's goals.
- Actively inform the public about the process, with timely public notification for all relevant public and City Council meetings. Involve the entire northern Mendocino coast in the process, as Fort Bragg is important to most coast residents. Develop a website on the reuse process where residents can actively access information as it is developed. Consider using the newspapers and a radio spot to inform people of important public meetings and workshops. The proposed survey insert should be included in both the Beacon and the Advocate. City staff should provide regular briefings to City Council.
- Develop the pudding creak beach area by improving access and providing a restroom facility.
- Retain an independent firm to undertake a financial and legal analysis of all redevelopment fund expenditures on the Mill Site.
- Negotiate for the purchase of property from the Mill Site for future City facility expansions.