

TECHNICAL ADVISORY PANEL

**Recommendations for the
Transit Oriented Development Site
within the
Westside Specific Plan Area
City of National City**



Presented by



**Urban Land
Institute**

ULI San Diego/Tijuana District Council

Technical Advisory Panel

June 2008

Table of Contents

Introduction	3
ULI San Diego/Tijuana Overview	4
Technical Advisory Panel Overview	5
TAP Members	6
National City TAP Process	7
City of National City Overview	8
Site Specifics	9
Westside TOD Maps	10-11
National City's Goals	12
Requests of TAP	13
TAP Findings	14-19
TOD Opportunities and constraints	20-21
TAP Plans Alternative 1	22-25
Plan Alternative 1 Map	26
TAP Plans Alternative 2	27
Plan Alternative 2 Map	28
TAP Recommendations	29-33
Acknowledgements	34
Appendix:	
National City TAP Application	35
<i>Urban Land Magazine</i> – Atypical University Locations	38

Introduction

Dear Friends,

Earlier this year, a group of dedicated volunteers from the ULI San Diego/Tijuana District Council were given the unique opportunity to participate in a Technical Advisory Panel (TAP) to provide the City of National City with recommendations regarding land use issues. I speak for the entire TAP when I say that the experience was challenging yet enlightening.

ULI is committed to making a difference in our community. Coming together with other professionals who are bound by the same ethics, principals and standards allowed each of us to utilize our expertise in an exceptional way. The TAP members brought passion, knowledge and commitment to the experience. The results are a series of recommendations to provide the leaders of National City with direction and guidance.

Many individuals contributed to the success of the TAP. I thank each of the panel's members for giving of their valuable time and resources. The City's staff was extremely helpful in providing the TAP with critical information and insight. The ULI San Diego/Tijuana District Council support was invaluable.

This report represents countless hours of work on behalf of the TAP. We hope you find the contents informative and we look forward to seeing the recommendations become reality.

Christopher Morrow, AICP

TAP Chairperson

June 2008

ULI of San Diego/Tijuana

The Urban Land Institute is an international organization that provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. For more than 70 years the Urban Land Institute, now with an international membership of 40,000 strong, has been widely recognized as the top advocate for encouraging and fostering high standards of land use planning and real estate development.

The ULI San Diego/Tijuana District Council was established in 1997 and has over 800 members that represent a wide spectrum of real estate disciplines. They include architects, engineers, developers, builders, planners, lenders, brokers, accountants, attorneys, academics and students.

As the "go to" land use organization for real estate issues in our region, the ULI San Diego/Tijuana District Council facilitates the open exchange of ideas among industry leaders, practitioners and policy makers. The District Council sponsors monthly educational forums in addition to an annual Trends Conference and Smart Growth Awards program.

About ULI

Founded in 1936, the Urban Land Institute represents worldwide the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places.

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

Members say that ULI is a trusted idea place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. With pride, ULI members commit to the best in land use policy and practice.

Technical Advisory Panel

The ULI Technical Assistance Panel (TAP) program brings the finest expertise in the real estate, planning and development fields together to collaborate on complex land use and redevelopment projects.

Public agencies and nonprofit organizations facing difficult land use and real estate issues in the greater San Diego region can get expert and objective advice with the help of a TAP offered by the ULI San Diego/Tijuana District Council. A TAP can save immeasurable research, time and costs.

The ULI San Diego/Tijuana District Council brings together a panel of professionals carefully chosen from ULI's extensive membership base to provide advice on diverse issues spanning all aspects of site specific and public policy questions. Volunteers are selected by ULI specifically for each assignment and may include investors, brokers, designers, planners, engineers, architects and financial analysts.

In February 2008, the City of National City's Community Development Director Brad Raulston submitted a TAP application to the ULI San Diego/Tijuana District Council seeking recommendations on land uses and their arrangement for an approximate 25-acre site located within the Westside Specific Plan Area (WSPA) of the City. (See page 35 of the Appendix for the complete application.)

Mr. Raulston's application identified the need to "develop creative solutions to a unique area that contains biological resources, existing industrial and commercial offices uses, and is within walking distance to the trolley station to determine redevelopment options."

ULI San Diego/Tijuana District Council's TAP Committee reviewed the application and determined that the situation as described by Mr. Raulston in the application was appropriate for the TAP program. In March, several ULI members from San Diego and Orange Counties were invited to serve on the TAP. Each member was specifically selected based upon his or her background and professional area of expertise providing the TAP with a substantive mix of expertise and experience.

TAP Members

The Volunteer Members of the National City TAP were:

TAP Chairperson:

Chris Morrow, AICP, Senior Vice President/Director of Planning - Project Design Consultants

Based in San Diego, Morrow provides principal oversight of PDC's land planning, landscape architecture, and policy and entitlements teams.

Members:

Beth Callender, Principal, Greenhaus

Based in San Diego, Callender's firm specializes in advertising and marketing collateral material for real estate companies.

David Senden, Principal, KTG Architects

Based in Irvine, Senden leads a team of designers and planners that work hand in hand with local jurisdictions, builders, and communities.

Peter Dennehy, Senior VP, The Sullivan Group

Based in San Diego, Dennehy spearheads the firm's client engagements, including managing market research efforts, conducting public policy research and analysis and relating market positioning and strategy recommendations.

Gary London, President, The London Group

Based in San Diego, London is a strategic consultant and real estate economist whose clients include real estate developers, investors, corporations, financial institutions, businesses and public agencies.

Mary Lydon, Executive Director – ULI San Diego/Tijuana District Council

Based in San Diego, Lydon oversees programs, events and general operations for ULI San Diego/Tijuana District Council.

Lin Martin, J.D., Senior Broker, Grubb & Ellis, BRE Commercial

Based in San Diego, Martin is a retail properties broker.

Tony Pauker, Chair, ULI San Diego/Tijuana District Council

Based in San Diego, Pauker is a developer, specializing in multi-family properties.

Mike Ratajski, Associate, Project Design Consultants

Based in San Diego, Ratajski provides expertise in site planning, land use planning and urban design.

Teresa Warren, President, TW² Marketing

Warren's company provides marketing communications services to a variety of industry sectors, including real estate. She was responsible for compiling the TAP report.

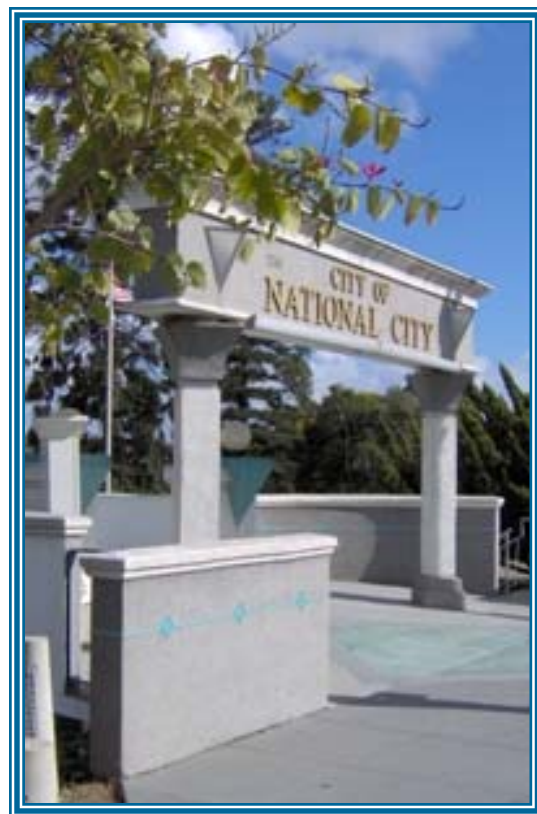
National City TAP Process

The National City TAP consisted of three meetings to review the site, gain input from City staff and develop specific plans and recommendations.

March 24, 2008 – Site visit to the area to be evaluated within the Westside Specific Plan Area (WSPA), Q&A with staff and other interested parties, and initial TAP discussion.

April 2, 2008 – Review of information and analysis of challenges and opportunities.

April 3, 2008 – Small group planning (two groups) with presentations by both groups and discussion leading to consensus of plans and recommendations to be presented to the City.



City of National City Overview

The City of National City National City is the second oldest city in San Diego County. In total, the City spans 9.2 square miles and is bordered by the City of San Diego on the north and east, City of Chula Vista on the south and San Diego Bay on the west. Ten miles to the south is the Tijuana/U.S. International Border, one of the busiest border crossings in the world, with Baja California, Mexico, directly south.

Two-thirds of National City is within the redevelopment district, which comprises about 2,000 acres between Interstate 805 on the east and Interstate 5 on the west and stretching south from Division Street to the Sweetwater River.

National City Facts and Figure

Population: 61,115
Median age: 28.7
Housing units: 15,417
Median household income: \$44,130
Median home price: \$340,000.00
Households: 15,014
Persons per household: 3.5
Labor Force: 23,200
Employed: 20,90
Unemployment: 2,300
Unemployment rate: 10.0%

Site Specifics

The site is located within an area identified as the Westside Specific Plan Area (WSPA), a 118-acre area within National City. A specific plan document has been drafted for the WSPA but the proposed land uses may not be appropriate or feasible given the current market conditions. National City staff are currently revising the specific plan to increase residential densities, provide parking flexibility and develop design criteria. Parking requirements need to be evaluated to ensure they are encouraging reinvestment and use of the trolley system.

An approximate 25-acre area study area within the WSPA was evaluated by the TAP. The project site is basically bound by Roosevelt Avenue on the east, W. 24th Street on the south, I-5 on the west and W. 18th Street on the north. Paradise Creek bisects the area diagonally from north to south. The area is comprised of 13 parcels: seven owned by the City and six owned by two private entities.

The project area north of 22nd Street is comprised of nine parcels including Paradise Creek, vacated roadway segments, the City's Public Works yard and a privately owned bus parking/storage facility. The Public Works yard includes offices, workshops, warehouses, trash storage and a building materials storage facility, along with storage structures constructed of masonry and reinforced concrete. The yard is used for maintenance of City vehicles and office space for public works and purchasing. Six underground tanks have been removed from the area. Groundwater monitoring of the area was conducted and in 2006 it was determined no further monitoring was needed.

Four parcels totaling 11.17 acres comprise the southern portion of the project area. These parcels are separated by Hoover Avenue, bordered to the west by Paradise Creek and situated south of 22nd Street. Two western parcels (8.16 acres) are currently developed with a three-story office building (known as the Wells Fargo site) while the other two parcels contain a parking lot for the Wells Fargo site.

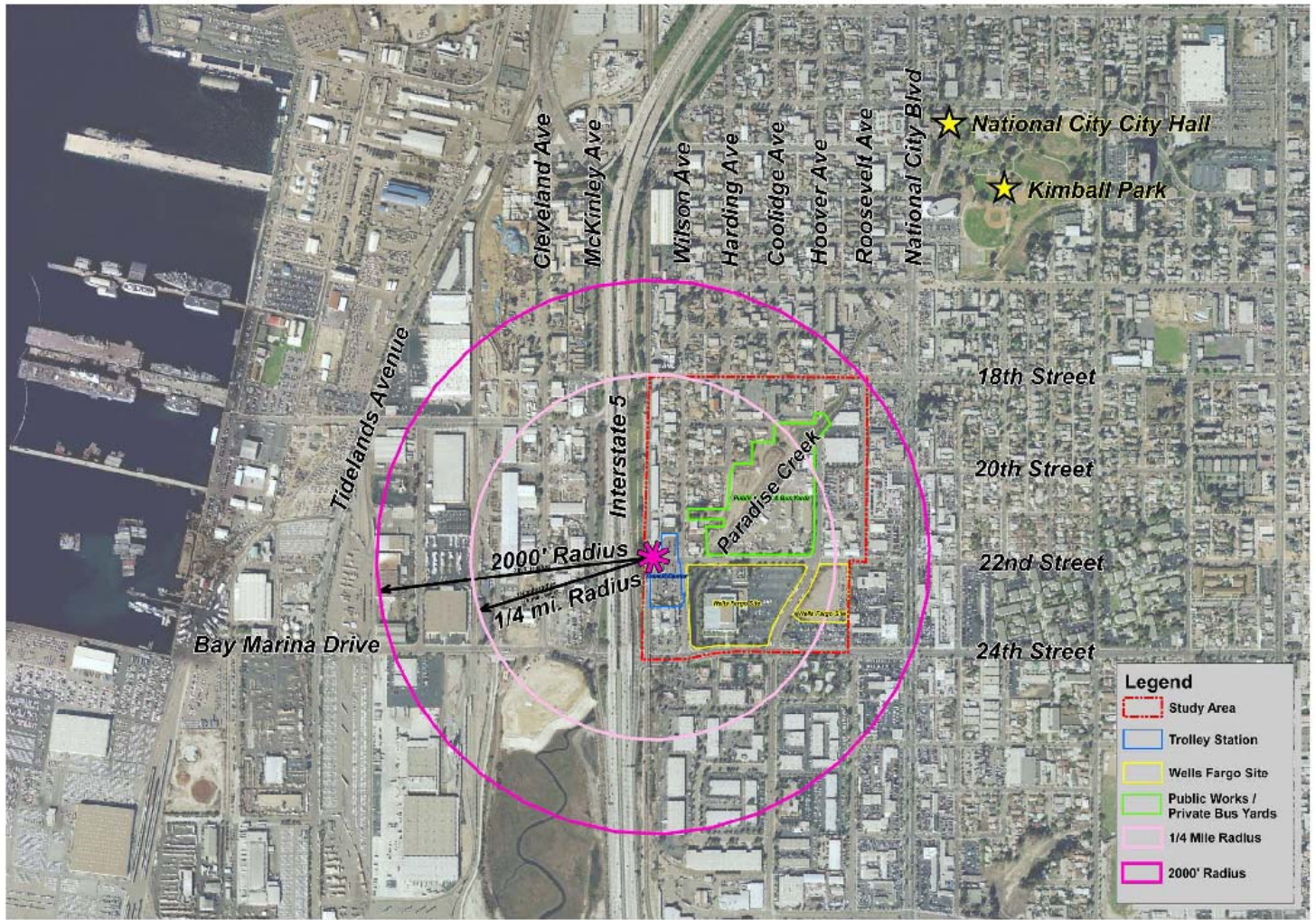
The site also includes the 24th Ave trolley station, which is located directly west of the Wells Fargo site. The station is slated to be rebuilt by the MTS.

An open space reserve is dedicated on either side of Paradise Creek throughout most of the site. The Paradise Creek Education Park, which sits on an open space reserve, is located directly next to Hoover Elementary School.

The current zoning is Light Manufacturing/Residential for the Public Works/MTS yards and Light Manufacturing for the Wells Fargo site. The draft WSPA proposes mixed-use residential/commercial/office uses for the entire project.

A. T. Still University (not-for-profit College of Osteopathic Medicine) has submitted a concept narrative (October 2007) to develop the Wells Fargo site as a "health and wellness village" that would include a university, housing, retail, child daycare, health and wellness food service, bookstore and fitness center. See page 39 of the Appendix of this report for the full text of the concept narrative.

Westside TOD



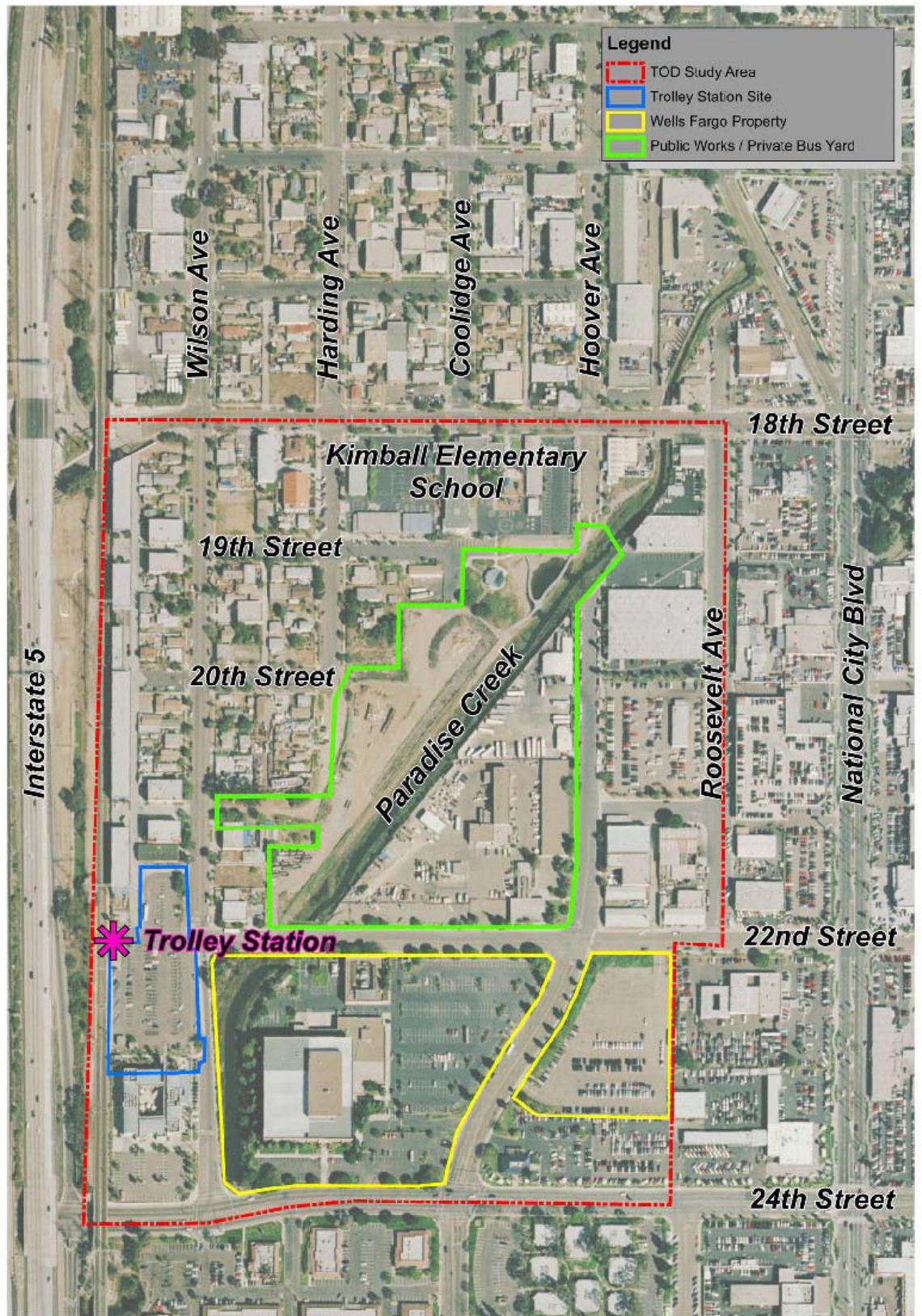
National City, California Westside TOD

Area Location Map

Source: National City Planning Department, 2011. All rights reserved. This map is for informational purposes only and does not constitute a contract or warranty of any kind. The map is not to be used for any other purpose without the written consent of the National City Planning Department.

0 10000 400 Feet
PROJECT DRIVING CONSULTANTS
www.projectdrivingconsultants.com

Westside TOD



National City, CA Westside TOD

Study Area

City of National City, CA
 Project Design Consultants
 10000 S. 10th Street, Suite 100
 San Diego, CA 92108
 Project Design Consultants
 10000 S. 10th Street, Suite 100
 San Diego, CA 92108

City of National City, CA
 Project Design Consultants
 10000 S. 10th Street, Suite 100
 San Diego, CA 92108
 Project Design Consultants
 10000 S. 10th Street, Suite 100
 San Diego, CA 92108

0 100 200 Feet



PROJECT DESIGN CONSULTANTS
 Planning, Engineering, Architecture, and Construction Services

National City's Goals

The City of National City has set specific goals for the area. As stated by Mr. Raulston in the TAP application, these goals include:

- Increasing public transit ridership
- Minimizing automobile trips
- Increasing affordable housing
- Enhancing the streetscape
- Installing infrastructure improvements

The City hopes to identify appropriate land uses and design parameters for the project site that would enable the City to leverage partnerships with:

- Stakeholders
- Property owners
- Non-profit housing foundations
- Developers

And to:

- Pursue grant applications for pedestrian and streetscape improvements for transit oriented development.
- Help guide planning, land uses and density standards and recommend improvements.
- Establish guidelines that can be referenced in future development requests for proposals.

Requests of the TAP

Mr. Raulston's application requested the following issues be addressed by the TAP:

- The potential for adaptive reuse of the Public Works yard and reuse or redevelopment of the Wells Fargo site.
- Establishment of Transit Oriented Development components such as multi-modal transit, parking alternatives and commercial-residential land uses due to its location close to transit, the downtown civic center and commercial development.
- Land use opportunities that would increase tax revenues and address affordable housing goals.
- Design theme, potential densities and height limits.
- Open space elements, including expansion of the interpretive center along Paradise Creek.

At a presentation on March 24 to the TAP, Mr. Raulston summarized his goal for the TAP as "setting the vision for Transit Oriented Development (TOD) that meshes with the Westside Specific Plan Area (WSPA)."

Transit Oriented Development:

A mix of uses at various densities within walking distances of transit stations.

Mr. Raulston provided additional input as to which of the points of direction for the WSPA the City Council hoped to see incorporated into the TAP's plan and recommendations:

- Include existing residential structures west of Wilson Ave. as part of the residential land use category.
- Expand mixed-use residential land use area to include properties along W 18th St.
- Focus on possibly integrating the Public Works yard into the TOD development.
- Maximize affordable housing along Paradise Creek while preserving/enhancing a healthy eco-system.
- Adjust plan area boundary to not include the area with existing automotive commercial land uses along National City Blvd. and Mile of Cars Way.
- Designate property east of Hoover Avenue as mixed-use residential.

The application submitted by National City is found on page 35 of the Appendix of this report.

TAP Findings

Vision

The TAP envisions a dynamic and achievable plan that emphasizes TOD elements and creates an area rich with multiple land uses including housing, commercial, institutional and recreation that would benefit from being part of a TOD. We envision the redevelopment of the area based upon a 20-year timeframe, beginning with the shifting of the Trolley Station approximately 500 feet south of the existing location as the initial catalyst. Subsequent phases of the plan would utilize Paradise Creek as an important design element and recreational focal point. This area of the Westside Specific Plan is ideally situated for a “barbell” approach to a proposed plan. The trolley station anchors the southwest corner of the study area and the National City Hall Complex and Kimball Park anchor the opposite northeast corner just outside the study area. The Paradise Creek Education Park, the Kimball Elementary School, and the St. Anthony’s Catholic Church serve as this Westside TOD’s “activity center” situated along Paradise Creek about 7/10 of a mile from the trolley stop.

Challenges & Opportunities

The TAP found the project area, while in serious need of reinvestment, filled with opportunities that can contribute to an exciting redevelopment district located in the center of the city. The TAP also identified challenges that must be considered and ultimately overcome to ensure a successful development area. Both the challenges and opportunities are summarized below by project component.

Transit Center

Opportunities:

- The trolley station could be relocated south to allow for improved access to adjacent development, create opportunities for a large plaza, and provide opportunities for a mixed-use component with increased parking.
- The station could be designed as the “gateway” to the project area and provide an iconic element such as a tower, arch or public art.
- The station could be expanded to include elements that create a destination. A public plaza or similar area for planned activities (such as a farmers market, public events, etc.) and retail development would enhance the destination concept. The specific use(s) will require more testing of the retail market and/or viability of weekly farmers markets.



Valencia Town Center, Santa Clarita, CA

TAP Findings—Continued

Transit Center

Challenges:

- Unless specific strategies are adopted to increase and attract visitors and/or workers to the area, the station's main purpose will continue to be serving local residents, which limits the TOD vision.
- Specific parking needs of the station are currently unknown. A MTS evaluation is required to determine parking needs.

Public Works Yard

Opportunities:

- The administrative offices, and possibly the entire facility, could be moved to another location to accommodate downsizing the yard and allow for future residential development along Paradise Creek.
- With the outsourcing of services becoming more commonplace by municipalities, it is likely that the need for the yard may diminish over time. This likelihood relates well with the TAP's vision of a phased plan, with redevelopment of the Public Works Yard in later phases.
- The existing functions are currently distributed over multiple acres. The site could be evaluated for consolidation/downsizing.

Challenges:

- The TAP recognizes that the expense associated with moving the yard could be significant, and the bay-fill that the facilities are built upon may prove cost prohibitive to build upon due to potentially high costs associated with soil remediation/stabilization.

Linkages

Opportunities:

- The creek allows for the establishment of a green corridor for walking and biking. A pedestrian connection (footbridge) across the creek could be built to allow for greater access throughout the study area.
- The project area includes an existing street grid which helps to establish a potential "Green Loop" running from 18th Street, Hoover, Wilson and 24th Street.

Challenges:

- Extensive commerce and recreation is located west and southwest of the project area, on the west side of I-5.
- Connecting the project area with the area west of I-5 is problematic as the freeway serves as a barrier.



Green Loop

TAP Findings—Continued

Hydrology of Paradise Creek

Opportunities:

- While the current course of the creek has flooding issues, improvements can be utilized to counter the flooding issues.
- Redirecting the path of the creek could create enhanced land use opportunities, including housing along park land.
- The creek serves as a natural connection of the area from Kimball Park to the bay.

Challenges:

- The current setback requirements are too limiting for optimum use.
- Tides affect the depth and breadth of the creek throughout the day. At low tide, the creek can be unattractive. Recommend that the Paradise Creek Education Park regular cleanup activities continue and potentially increased in frequency.
- Rise in the water level, due to global warming, could be addressed.



Paradise Creek, March 2008

TAP Findings—Continued

Recreational/Public Spaces

Opportunities:

- The Paradise Creek Education Center and neighboring amphitheatre are well situated for expansion and enhancement, provided that programming is available to promote frequent usage.
- To promote connectivity and provide community gathering spaces, mini parks, plazas and walkway connections to adjacent streets could be created throughout the project, provided programming of uses or activities is available.
- The existing Victorian home located northwest of the Education Center could be renovated for public use.
- The street widths could be adjusted or new setbacks established for wider sidewalks and, with landscaping and related enhancements, made greener and more attractive.

Challenges:

- The Education Center has many dedicated volunteers who may not welcome the changes envisioned for the area.

Housing (Market & Affordable)

Opportunities:

- The elementary school has the potential to serve as a positive attraction for families.
- The proposed health-related university could increase the need/appeal for both student and senior housing.
- Senior-assisted and employee-related housing may be eligible for grant money, triggering additional funding opportunities for the area.
- Transit-oriented housing and adjacent services may qualify for low income r tax credits.

Affordable Housing Project in Pacific Highlands Ranch, San Diego County



TAP Findings—Continued

Housing (Market & Affordable)

Challenges:

- Approximately 25-30 existing residences may be impacted if the existing residential area were to be redeveloped. Existing homeowners in this area would have an opportunity to be part of the redevelopment effort.
- The volatility of the current housing market may impact the short term ability to develop new housing, emphasizing the need for long term planning.
- The current parking regulations are not conducive to the ideal housing density. The parking regulations may need to be decreased to one car or less per unit to keep development costs down.
- Shared parking could be considered for development within ¼ mile to 2,000 feet from the trolley station.
- While participants at the Draft WSPA public workshops expressed interest in seeing low income housing developed within the subject area, our Task Force points out that some of the housing in National City already serves this market segment. In any event, successful development of the subject site may require projects that are targeted to be “market rate”.

Commercial

Opportunities:

- Relocating the bus parking/storage facility could provide additional development opportunities.

Challenges:

- Finding an alternative location for the bus parking/storage facility.

Retail

Opportunities

- The trolley provides access for additional customers beyond immediate-area residents.
- The university proposal includes health care related retail (health foods, book store, drug store with pharmacy and other services, etc.).

Challenges:

- The size and location of the project area limits the amount of future retail. Retail could most likely be a small component of an overall plan, and retail square footage should be both limited and clustered.

TAP Findings—Continued

Institutional

Opportunities:

- The project area needs an anchor(s) – education, multi-tenant office, public sector, etc. are all viable candidates.
- The proposed medical university could serve as an anchor bringing with it supporting retail as well as potential customers.
- The Wells Fargo site (with improvements) is available now for an anchor so extensive redevelopment may not be needed to attract a user.
- The adult school could be relocated to provide more space for institutional tenants. The co-location of the adult school and medical university into one facility should be strongly considered. If the adult school remains in its current location, we suggest continued use of the facility as the adult school and exploring opportunities to jointly use the facility with a complimentary use.

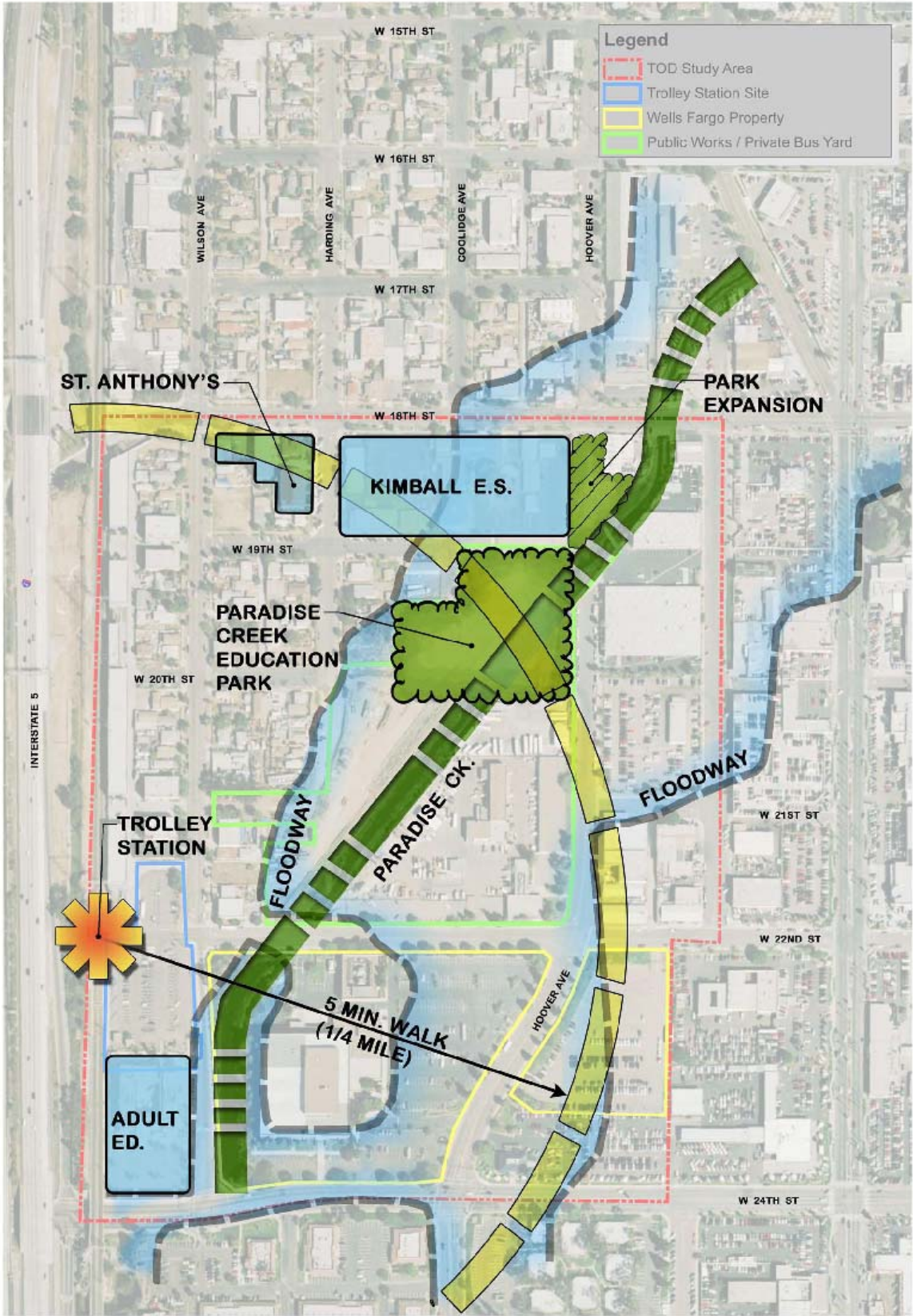
**The Wells Fargo Building
March 2008**



Challenges:

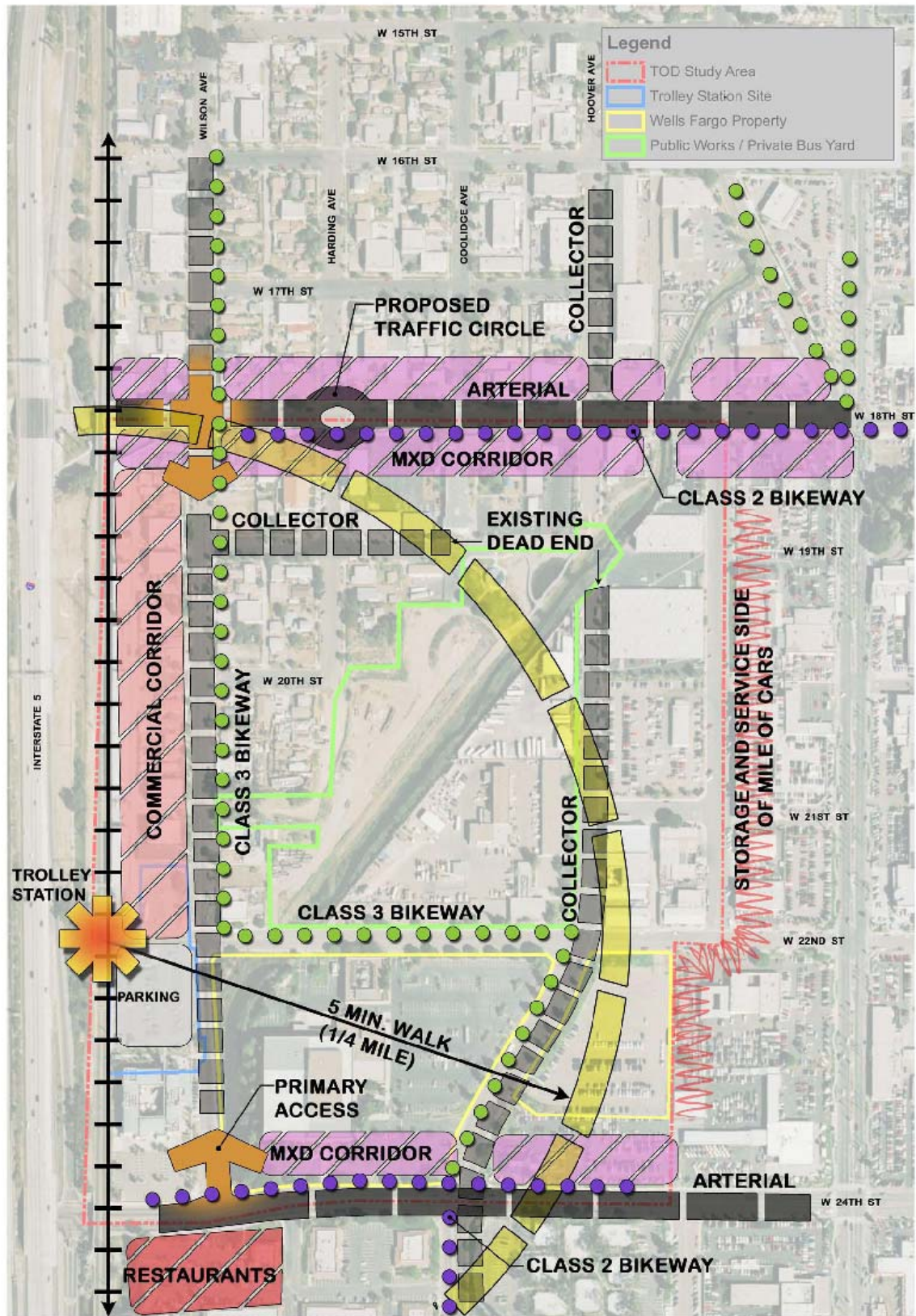
- To attract an anchor, there must be an approved plan for improvements to this area.
- Careful consideration must be given to the Wells Fargo site because it is pivotal to the success of the area. A lackluster use/reuse could slow the revitalization of this area.
- Securing a private land owner who will embrace the plan and assist with its implementation.

TOD Opportunities & Constraints



National City, CA Westside TOD Opportunities & Constraints: Civic / Open Space

TOD Opportunities & Constraints



National City, CA Westside TOD

Opportunities & Constraints: Circulation / Use Corridors

City of National City, CA
This map is a conceptual illustration of the proposed TOD study area. It is not intended to be used for legal purposes. The City of National City, CA is not responsible for any errors or omissions in this map. The City of National City, CA is not responsible for any damages or liabilities arising from the use of this map. The City of National City, CA is not responsible for any damages or liabilities arising from the use of this map.

City of National City, CA
This map is a conceptual illustration of the proposed TOD study area. It is not intended to be used for legal purposes. The City of National City, CA is not responsible for any errors or omissions in this map. The City of National City, CA is not responsible for any damages or liabilities arising from the use of this map. The City of National City, CA is not responsible for any damages or liabilities arising from the use of this map.

0 50 100 200 Feet



PROJECT DESIGN CONSULTANTS
Planning • Engineering • Construction Management • Surveying • Architecture

TAP Plans– Alternative 1

After careful review and analysis, the TAP has developed two recommended plans for the project area.

Alternative 1:

Developing the southwest corner of the project area as an “Activity Node”, which could include:

- Relocating the trolley station approximately 500 feet to the south and creating a plaza at the station to be used for special events, farmers markets, etc. Allow limited and clustered retail space for shops and services to front the plaza and Wilson Ave.
- Parking for the station could be moved to the north and incorporated into a mixed use building.
- Utilizing the current adult education center as mixed use development including retail on the ground level. Additional uses could include commercial and/or education. The adult education center could be co-located with the medical university at the Wells Fargo site.
- Creating an ‘icon’ on the mixed use building that could serve as a gateway marker to the project area (such as a tower, arch or public art).
- Adding a mid-block, at-grade pedestrian crossing on Wilson Ave. connecting the Trolley Station plaza to the medical university or other active use on the Wells Fargo site.
- On the east side of Wilson Ave., at the pedestrian crossing, develop restaurant and/or retail sites on the ground floor of the Wells Fargo building as well as an adjacent pocket park. Retail uses, such as a restaurant, coffee shop, and a juice bar, could front Paradise Creek. Space for outdoor seating and dining could be provided overlooking the creek.
- Opportunity for connectivity to bay marina hotel and future development.
- Allow for two-way traffic along Wilson Avenue between 22nd and 24th Streets.



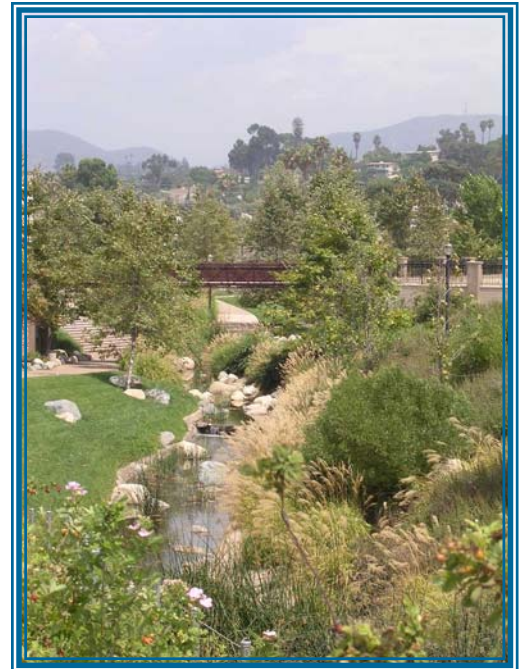
Vista, California

TAP Plans—Alternative 1 continued

Paradise Creek could serve as a focal point throughout the project area, with modifications including:

- Meander the creek and eliminate flooding potential/problems. This modification will require environmental documentation to comply with the CEQA.
- A walking path and bike path could run along the perimeter of the creek throughout the site, connecting the project area with Kimball Park.
- Additional improvements could be made to the northeast end of the creek to allow for ultimate connections to City Hall and Kimball Park.
- Paradise Creek could be realigned to allow a more efficiently configured parcel to be developed.

**Creek Improvement, Vista Village
Vista California**



A second 'Activity Node' could be created at the existing Paradise Creek Education Center, which could include:

- A five-acre park surrounding the center with utilization by the elementary school. Moving recreational activities such as court games and playgrounds to the expanded 5-acre neighborhood park could open areas for Kimball Elementary School to expand if needed. Both active and passive recreation should be considered.
- The city could look for property to renovate for public use, including special events, art/historical exhibits, nature center, etc.

TAP Plans—Alternative 1 continued

The current Wells Fargo site could be renovated, which could include:

- Mixed use development including structured parking which could bring workers and patrons to the area (such as an educational campus with supporting retail and services, administrative offices/back office, adult education, etc.). Encourage a reduction in the parking requirements in support of the TOD to attract specific users who will use the transit.
- The mixed-use development could include housing for students (including workforce housing to serve faculty and staff, and city employees, possibly through a housing conservancy), seniors or other residents.
- The existing parking lot at the southeast corner of Hoover Avenue and 22nd Street could serve as a relocation site for the existing Public Works yard. Alternatively this area could serve the City's need for a public works yard and the surrounding car dealerships' need for overflow parking.

The Public Works yard could be:

- Relocated (as noted above) to the existing Wells Fargo building parking lot.
- Relocated to the west end of the project area, parallel to I-5.
- Relocated outside of the project area.

Other:

- The existing bus parking/storage facility could be moved outside of the project area.
- Development of 3-5 stories is identified as MXD or MF 10-45/AC.
- Gross Living Area: Office = 430,000-680,000SF and Retail = 45,000-65,000SF (does not include existing development)
- Approximately 250-750 multi-family housing units could replace the existing residences and the Public Works Yard and could include:
 1. Senior housing or assisted living located near the trolley station.
 2. Townhouses/row homes.
 3. For sale and/or rental housing with densities ranging from 20-60 du/ac.

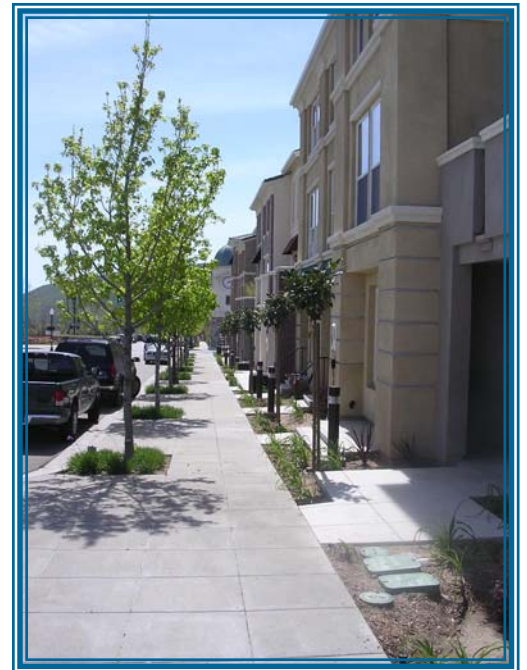


TAP Plans—Alternative 1 continued

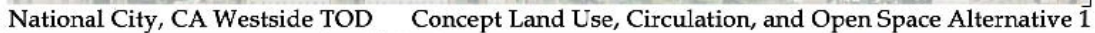
Other (continued):

- A “Green Loop” could run along Hoover Ave., 18th St., Wilson Ave. and 24th St. and could include:
 1. Enhanced landscaping including shade trees.
 2. Wider sidewalks/bike lanes (existing sidewalks are too narrow).

San Elijo Hills, California



- Low scale and/or courtyard office uses could be located along the west side of Wilson Ave. with parking on both the alley and the street. The office uses could also buffer residential uses from I-5.
- A “new 20th St.” could link Hoover to Roosevelt Ave. reducing an otherwise lengthy block; thus, meeting one of the guidelines of the approved Westside Specific Plan. This circulation system change would entail relocation of existing uses which can be a difficult process.



PROJECT DESIGN CONSULTANTS

TAP Plans—Alternative 2

Alternative 2

Many of the recommendations of Alternative 1 are carried through to Alternative 2, with the differences being:

- Paradise Creek is not realigned, but the potential flooding conditions are improved.
- The eastern parking lot in the Wells Fargo project could be developed as mixed use, including a parking structure and housing (student and/or workforce). This additional site could increase the proposed potential number of dwelling units within the project area to approximately 250- 800.
- The street grid at 21st and Harding could be completed.
- Hoover Street could connect to Roosevelt Street at 20th St., providing additional access to the multi-family housing areas and reducing the block length; thus, meeting the guidelines of the approved Westside Specific Plan.
- New multi-family housing could be located east of Harding Ave. and south of 19th St.
- The neighborhood park is expanded east of Kimball Elementary School.
- Hoover Avenue no longer dead ends at Paradise Creek but connects to Roosevelt Ave.
- Gross Living Area: Office = 295,000-450,000SF and Retail = 45,000-65,000SF (does not include existing development)

Plan Alternative 2



National City, CA Westside TOD Concept Land Use, Circulation, and Open Space Alternative 2

City of National City, California
 City of National City, California
 City of National City, California

City of National City, California
 City of National City, California
 City of National City, California

0 10 20 30

North



PROJECT DESIGN CONSULTANTS
 Planning, Engineering, Architecture, and Construction Services

TAP Recommendations

Vision:

We believe that it is best to present the most feasible, viable land use option that ought to be targeted. It is important to suggest change, as well as the rationale behind it and the expected results, in terms of how it will impact the neighborhood and its people. Community concerns need to be heard and addressed. Ultimately a meaningful, perhaps even bold 'vision' plan can be created, approved and implemented.

Flexibility:

We have prepared a focused plan, but the plan must flexibly respond to change, as we cannot wholly anticipate the market or land use opportunities of the future. We recommend a discretionary permitting process that can accommodate flexibility of land uses, location of those uses on the site, changes in phasing and timing approaches, etc. This is accomplished within a planning 'envelope' that provides a basic philosophy of development, land uses, density, anchors, etc.

The alternative solutions contain a range of recommended housing densities to allow flexibility. [All designated housing sites should include a minimum and economically viable density to ensure appropriate build-out conditions.]

Leadership:

National City policymakers can 'set the stage' to encourage redevelopment by creating the market opportunity that can be implemented by the development community. If the City's decision makers agree with this report, it is necessary for the City's leaders to make a clear statement of approval of this project under the guidelines and parameters suggested in the TAP report, including offering project expediting and prioritization, or providing funding assistance, can be provided. It is also important that the policymakers remain committed to the broad vision and not veer off course because of special interest politics.

TAP Recommendations—Continued

Smart Growth:

The City could strive for a plan/projects that meet smart growth standards, positioning the City for grants and other smart growth funding. The TAP plan includes a variety of smart growth components. The TAP recommends that the City be consistent with local and regional (SANDAG) criteria for smart growth.

Affordable Housing:

Much of National City is affordable as market rate pricing in the city is among the lowest priced housing in the region. Additional study is needed to evaluate tax credit opportunities afforded by below market rate housing to determine proper mix of housing types.

Our idea is to seek specific demographic serving types of housing, and possible granting and capital sources or set-aside capital programs for senior housing, student housing or other specialty housing uses. There is a genuine connection between senior housing and senior transportation needs that could be accommodated by the Trolley.

Another laudable housing goal is to create workforce housing, ideally achieving it in agreements with employers so it becomes, in essence, employee housing. This could be achieved through joint venture involvement or capital infusion into the project by employers; or by attractive housing financing programs paid for by employers for their employees only. It could also be achieved through labor union financing for their members. There are undoubtedly many variations of this employer/employee housing partnership concept that can achieve socially desirable housing for this site.

Public/Private Partnership:

The City could consider the 'next step' of achieving a public/private partnership, such that a contract is achieved between a developer and the City establishing responsibilities of each. Since the City owns some of the property, they can be participants in the project. Additionally, the MTS might become part of this partnership if the project includes their properties surrounding the Trolley station.

TAP Recommendations—Continued

Capital Funding Sources:

There is capital available from mainstream sources, such as pension funds, insurance companies, and other institutional investors that is 'set aside' for socially desirable developments. Our recommendation is to explore these funding sources and plan a project (and select its developer) based on a consideration for the parameters to access this money.

Anchoring the Site:

If the site is to achieve a 'premium' (pricing increase) from its proximity to the Trolley stop, its anchor use must be carefully considered. However, there will be few general market demand requirements for retail or commercial.

A specialty use – such as the proposed community serving medical school – represents a potential solution and a linkage between the trolley stop and the land use. Medical students could potentially utilize the trolley, as could their patients. The proposed retail component could attract shoppers. The medical school's campus could uniquely benefit from the trolley and meet the full philosophical and planning purpose of a TOD. Page 38 of this report includes an article from the March 2008 edition of *Urban Land Magazine*, which profiles successful university campus developments in atypical locations.

However, the medical school is not the only candidate anchor. Because of the size and good condition of the Wells Fargo building, it could lend itself to other users. One alternative is to find a user for 'back office' space for administrative functions of a large private or public institution (which was the original intent of the building when it was built and designed by Great American). Another alternative is a private adult school.

Parking:

We recommend that parking standards unique to this site be created to ensure sufficient parking for residents and visitors without over-parking the site. It is also imperative to consider shared parking solutions.

TAP Recommendations—Continued

Enhance Paradise Creek:

It is essential that the land use plan maximize the opportunity of proximity to the creek. This will increase the ‘premium’ potential of all surrounding uses, which ought to be oriented to some extent to the creek. Size does not matter, so big setbacks may not be necessary or appropriate. Rather, functionality could be emphasized through trails, benches, nature stations, etc. The creek could not only provide a pleasurable view from balconies, windows or restaurant tables, but also could be a great place to walk or bicycle. Entry markers/signage should be located at the north and south entrance to Paradise Creek Park. In a similar fashion, the City of Vista has achieved such an enhancement with its Vista Walk project.

Activating the Street and (Proposed) Plaza:

A farmers market, street fairs, etc. on a regular basis in the proposed plaza could serve to draw shoppers to the site and emphasize the linkage to the Trolley stop. This could also assist in the creation of an identity for the area. We recommend creating a contract with a weekly provider of such a use, as is accomplished in Ocean Beach and La Mesa. Special events can also be encouraged.

Place-making /Way-finding:

Subtly identify/mark the parameters of the Westside specific plan area to create a sense of place with arrival and departure points, possibly through use of upgraded street treatments similar to those that have already been executed in other parts of National City.

Trolley station:

With the Trolley station slated to be rebuilt by MTS, we suggest planning of the southwest quadrant of the project area begin as early as feasible so the vision for this area can be solidified as part of the MTS’s plans. Such planning could include the minor relocation of the Trolley station as shown in the TAP plan.

TAP Recommendations—Continued

Name the Project:

We recommend a name for the project that is meaningful and recognizable. The name could suggest WHERE it is and WHAT it is. Naming the project is 'branding' it. We recommend that the City create a project-naming contest. This is a positive way to engage the broader community, piquing their ownership and involvement in the idea of revitalization.

Acknowledgements

The ULI Technical Advisory Panel thanks the following individuals for their assistance:

Brad Raulston, City of National City
Peggy Chapin, City of National City
Roger Post, City of National City
Patricia Beard, City of National City
Joe Smith, City of National City
Jeff Servatius, City of National City
Chris Norby, Tierra Environmental Services

Thanks also to Mark Stapp with Pyramid Community Developers, who provided the TAP participants an overview of this proposed development concept.

Appendix

ULI San Diego/Tijuana

TAP APPLICATION FORM ULI SAN DIEGO/TIJUANA TECHNICAL ASSISTANCE PANEL

Municipalities and Non Profits please provide the following information:

Date of Application: February 12, 2008
Applicant Organization: City of National City
Contact Person: Brad Raulston
Title/Role: Community Development Director
Address: 1243 National City Blvd
National City, CA 91950
Telephone Number: 619-336-4256
Fax Number: 619-336-4927
E-Mail Address: braulston@ci.national-city.ca.us

Please attach the following information:

STATEMENT OF THE ASSIGNMENT

- a. Give a brief description of why a Technical Advisory Panel is needed.
- b. Discuss the nature of the assignment to be addressed and the key issues to be considered by the ULI San Diego/Tijuana panel.
- c. Include a brief history of the site or study area and note how it relates to current activities and future plans (public and private).
- d. Maps, statistics, planning and development goals, and other information may be attached if relevant.
- e. Please explain why TAP applicant is best suited to request this particular panel. For instance, do you own or control the properties in question? What ability will the TAP applicant have to implement the solutions proposed by the panel?

QUESTIONS TO BE ADDRESSED BY THE ULI SAN DIEGO/TIJUANA PANEL

List three to five key questions that you would like to panel to address and answer.

1. The type of land use that would be feasible, reasonable, and financially viable for the community and the city.
2. The development standards (height, density) that would make the land use financially viable to develop.
3. The type of design theme that would provide an impetus for other quality type of development in the area.

LOCAL SUPPORT

Please attach a letter from the local community leader (on behalf of the host city or non-profit entity) committing to support of the project.

PRICING

ULI San Diego/Tijuana charges a fee for the assignment. Fees support expenses related to the panel including staff time; printing and copying expenses; and panel member reimbursements. Grants may be available to qualified entities.

RETURN TO COMPLETED APPLICATION TO:

Mary M. Lydon
Executive Director
ULI San Diego/Tijuana District Council
PO Box 82912, San Diego, CA 92138-2912
619.252.0295, mlydon@uli.org

Appendix-continued

- a. Give a brief description of why a Technical Advisory Panel is needed.

The site is located within an area identified as the Westside Specific Plan Area (WSPA). The purpose of the specific plan is to identify incompatible industrial land uses, primarily auto body and auto repair shops, in close proximity to residential uses and to offer land use changes that would reestablish the residential neighborhood. A specific plan document has been drafted, but the proposed land uses may not be reasonable or feasible given the current market. The specific plan is currently being revised to increase residential densities, provide parking flexibility, and develop design criteria for the 118 acre area.

The TAP is requested to consider opportunities and constraints of an approximate 25-acre area and recommend appropriate land uses. The project area is comprised of 13 parcels; seven are owned by the City of National City and the remaining six are owned by two private entities. The project site is separated to the east-west by 22nd Street and diagonally from the northeast to the southeast by Paradise Creek marsh. Hoover Elementary School borders the northern property boundary while 24th Street borders the southern boundary.

The project area north of 22nd Street is comprised of nine parcels including Paradise Creek marsh, vacated roadway segments, the Public Works yard and the MTS storage facility and is referred to in this application as the Public Works/MTS yards. Four parcels totaling 11.17-acres comprise the southern portion of the project area. These parcels are separated by Hoover Avenue, bordered to the west by Paradise Marsh and situated south of 22nd Street and. The two western parcels (8.16-acres) are currently developed with a three-story office building (Wells Fargo) while the other two parcels contain a parking lot for additional parking for the Wells Fargo site. These southern parcels, for the purpose of the study, are referred to as the Wells Fargo site.

The current zoning is Light Manufacturing Residential (MLR-PD) for the Public Works/MTS yards and Light Manufacturing (ML-PD) for the area Wells Fargo site. The draft WSPA proposes mixed-use residential/commercial/office uses for the entire project area. However, an interest to develop the site with low income housing was expressed by the community at the public workshops conducted during the preparation of the draft WSPA.

A technical panel is needed to develop creative solutions to a unique area that contains biological resources, existing industrial and commercial offices uses, and is walking distance to the trolley station to determine redevelopment options. To date, a comprehensive study of the area has not been conducted and suggested land uses and three-story height limits called out in the draft WSPA do not provide adequate assurances that redevelopment would occur.

- b. Discuss the nature of the assignment to be addressed and the key issues to be considered by the ULI San Diego/Tijuana panel.

In identifying the opportunities and constraints of the project, TAP should consider potential development that meets affordable housing goals, improves fiscal sustainability, and encourages multi-modal transit. Conflicting interests should be explored related to mixed-land uses within and surrounding the project site, impacts to the salt marsh, and relocation of the public work/transit yards.

The panel would evaluate the opportunities and constraints of the project site to determine its optimum use. Issues to be addressed should include:

- The potential for adaptive reuse of the Public Works/MTS site and reuse or redevelopment of the Wells Fargo site.
- Transit Oriented Development components such as multi-modal transit, parking alternatives, commercial-residential land uses, etc. due to its location close to transit, downtown civic center, and commercial development.
- Land use opportunities that would increase tax revenues and address affordable housing goals,
- Design theme, potential densities, and height limits,
- Open space elements, including expansion of the interpretive center along Paradise Marsh.

Appendix-continued

- c. Include a brief history of the site or study area and note how it relates to current activities and future plans (public and private).

The city maintains its public works and purchasing facilities on northern portion of the project area. Paradise Creek crosses the parcel from the northeast across in a diagonal towards the southwest portion of the site. Addressed as 1200 Hoover Avenue, the 4.7-acre (204,732 square foot) site is situated at the northwest corner of Hoover Avenue and 22nd Street. It currently contains warehouse, office building, garage and storage structures constructed of masonry and reinforced concrete totaling 35,549 square feet. The public works yard is utilized for maintenance of city vehicles and provides office space for public works and purchasing and storage. There were a total of six underground fuel tanks. Two were removed in 2005 and the remaining four tanks were removed in 2006 ((DEH file no. H05081-001). Further groundwater monitoring of the site was conducted and in August 2006 it was determined that no further work was needed and all soil remediation was complete. It may be difficult to develop the site while continuing to retain the public works yard. However, due to the potential costs to relocate the facility, a development plan that provides for the more efficient use of the underutilized and/or undeveloped areas is desirable. To the north of the public works yard, a private bus service is located. Due to the nature of the bus storage there is the potential for hazardous materials to be present on the site. An underground storage tank was previously removed.

Recently, a proposal was discussed with the city to use the Wells Fargo site for a private healthcare graduate school with dormitories. The 9.4-acre area on the west side of Hoover Avenue contains a three-story 190,000 square feet office building, a single story 12,000 square foot building, and over 450 parking spaces. A 5,000 gallon diesel above ground storage tank has been identified on-site and there is potential for solvents and waste oil to be present. The 2.8-acre parcels on the west side of Hoover Avenue have used for parking and it is likely that there may be solvents and waste oil on site. The existing buildings would be used for classes and administration while the vacant parcels may be developed with dormitories, retail and the parking. Included in that discussion was interested in constructing a pedestrian bridge over Paradise Creek and Wilson Avenue to access the transit station. The transit station is located on the west side of Wilson Avenue, adjacent to Interstate 5.

- d. Maps, statistics, planning and development goals, and other information may be attached if relevant.

The subject area is included in the draft WSPA. The draft plan focuses on reducing industrial uses through amortization or relocation, primarily auto body and auto repair facilities. The plan focuses on the attributes of the area, such as the turn of the century residences, benefits of the Paradise Marsh, and proximity to downtown, Kimball School, Kimball Park, City Hall, library, police station, and the transit center. To aid in the review of the project, attached are the following:

Map of existing land uses (Figure 1-2 of the draft WSPA),
Map of proposed land uses (Figure 3-1 of the draft WSPA),
Site plan dated 3-15-74 of the public works yard,
Aerial maps of the project area, and
Site photos with map indicator

For reference, the parcels included in the study area are identified as assessor parcels: 560-396-06, -08, 560-391-05, 560-206-03, 559-104-10, 559-124-05, -15, owned by the city and 560-391-10, 560-206-05, 562-340-54, -55, -66, and -67, owned by individual entities.

- e. Please explain why TAP applicant is best suited to request this particular panel. For instance, do you own or control the properties in question? What ability will the TAP applicant have to implement the solutions proposed by the panel?

Approximately half of the project area, 12.45-acres., is owned by the City of National City. The city-owned property is currently underutilized and lacks architectural qualities. However, a comprehensive plan needs to be prepared that would ensure development of the site and adjacent parcels that may also be underutilized meets the City's goals. These goals include increasing public transit ridership, minimizing automobile trips, increasing affordable housing, enhancing the streetscape, and installing infrastructure improvements. With that in mind, identifying appropriate land uses and design parameters for the project site would enable the city to leverage partnerships with a stakeholders, property owners, non-profit housing foundations, and developers and to pursue grant applications for pedestrian and streetscape improvements for transit oriented development.



SHUTTER STOCK PHOTOGRAPHY. SAN FRANCISCO. THE UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

By choosing sites strategically, universities can encourage investment in declining areas, reach new populations, give students convenient access to the amenities of mixed-use centers, save money by creating unconventional leasing partnerships, and raise their profile in the community by selecting atypical locations.

AN UPGRADE MIXED-USE development located on San Francisco's Market Street—with shoppers and business people streaming in and out all day—seems like an unlikely location for a university campus. Yet, last year, approximately 7,700 students from San Francisco State University's College of Extended Learning, MBA and Executive MBA programs, joined the retail and office tenants at the Westfield San Francisco Centre, the largest urban shopping center west of the Mississippi River. At a time when universities are running out of room to expand on their existing campuses, some are thinking beyond their ivy-covered walls and finding ways to use unconventional sites to their advantage. In the process, they are helping to revitalize neighborhoods and creating synergies with other uses.

Some universities have the opportunity—and the challenge—of working with a blank canvas. The American University in Cairo has been at the heart of Egypt's capital city since 1919, and by the late 1990s, the campus was overcrowded and departments were fragmented and spread out in multiple locations. In 1997, the university acquired a 260-acre (105.2-ha) site in New Cairo, a 46,000-acre (18,615.5-ha) planned residential community under development on the capital's eastern edge. A new campus master plan was developed by Sasaki Associates with Boston Design

Nontraditional Sites for Academic Campuses

DANIEL HUNTSMAN AND SASCHA WAGNER

Appendix-continued



Collaborative and Abdel-Halim Community Development Collaborative of Cairo.

The plan calls for a highly pedestrian-oriented campus; all academic buildings are to be grouped within a ten-minute walk from each other along a central pedestrian spine with interconnected courtyards, plazas, and shaded gateways. Parking lots will be located on the periphery, and supplies will arrive through an underground tunnel. The campus will comprise classroom buildings, a library, a campus center for conferences and lectures, student residences, indoor and outdoor recreational and athletic facilities, and a 20-acre (8.1-ha) public park with community spaces for events. A variety of architects were involved to ensure a diversity of forms, but the common use of sandstone from one mountain quarry in Kom Ombo north of Aswan helps to create a unified effect, along with the landscaping that weaves throughout. By turning to an undeveloped site, the university was able to develop its campus from scratch, with technologically advanced modern buildings and contemporary sustainable design strategies.

More frequently, however, academic institutions must find creative strategies to redevelop existing neighborhoods, sometimes resulting in the change of an area's zoning. Columbia University in New York City is planning an expansion into the 17-acre (6.9-ha) Manhattanville manufacturing zone in West Harlem, just north of Columbia's historic Morningside Heights campus. The project site includes four large blocks from 129th to 133rd streets between Broadway and 12th Avenue, incorporating up to 6.8 million square feet (31,740.7 sq m). The expansion plan was designed by Renzo Piano Building Workshop and Skidmore, Owings & Merrill to give the campus room to grow over the next 25 years, with space for teaching, research, underground parking, and support services.

While adding new civic, cultural, recreational, and commercial facilities and open space, the project also will reconnect West Harlem to the new Hudson River waterfront park. The city council approved the proposed rezoning last December by a wide margin. As envisioned by the university, garage openings, vacant buildings, chain-link fences, and roll-down metal gates will give way to pedestrian-friendly streets.

For its new Portland satellite campus, the University of Oregon chose a historic neighborhood in need of urban renewal. The university wanted to benefit from the unique identity that historic buildings can bring to a project and also to encourage others to invest in the area. The university, which has its main campus in Eugene, has had a satellite location in Portland since 1884. In 2006, in response to a growing student body, the university decided the academic programs needed to move out of their space in the Yamhill District and find a new Portland location that offered more room and more potential for growth.

"The university considered all kinds of sites, including modern towers in the downtown core, the old post office, and the old custom house," says Rob Thallon, associate dean of the university's school of architecture and allied arts, which is the largest user of the Portland facility. Ultimately, the institution took out an 18-year lease on three vacant historic buildings in Old Town Portland along the Willamette River. The area is one that the Portland Development Commission has identified as an urban renewal district.

The new facility includes the White Stag building (constructed in 1907) and the Bickel Block and the Skidmore Block (both constructed in the late 1800s). The White Stag building originally was a warehouse and manufacturing plant for the Willamette Tent and Awning Company. The building acquired its present name in the 1930s, when a son of one of the company's founders started a ski wear line called White Stag. In recent years, the three buildings had been vacated and were deteriorating.

"The raw, warehouse nature of the White Stag spaces was certainly attractive," says Thallon. "It's a much cooler space, more compelling, more inviting than the previous building. The location is central and strategic in an area that has not seen much development. It is directly on the light-rail line, adjacent to a park with bicycle paths, and near the hub of the city's transportation corridors. Although it is in a more marginal neighborhood than the previous location, our renovation is already starting to spur other development in the area."

The university leased the entire ground floor of all three buildings as well as all five floors and the basement of the White Stag building.



Students from San Francisco State University's College of Extended Learning, MBA and Executive MBA programs mingle with retail and office tenants at the Westfield San Francisco Centre, a mixed-use office and retail center on Market Street in the downtown area. The university leased the entire sixth floor and the major part of the fifth floor.

Appendix-continued

The owner will lease out the upper floors of the remaining two buildings to other tenants, although ultimately, the university is expected to occupy those floors to meet its expansion needs. Starting in 2016, the university has an option to buy the complex from the owner, White Stag Block, LLC, which is managed by Portland-based Venerable Group, Inc.

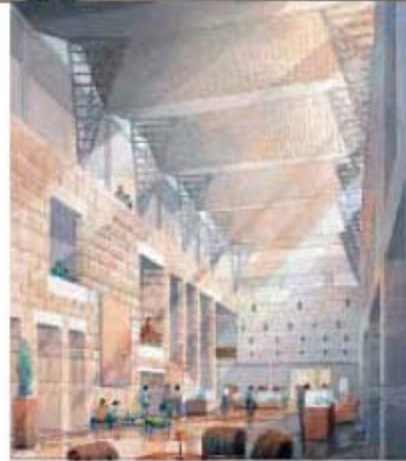
Although the architect for the project, Fletcher Farr Ayotte of Portland, was hired by the owner, the university was able to give input into the renovation. A series of programming meetings was held with building users, including the school of architecture and allied arts, which—not surprisingly, given its area of expertise—contributed extensively to the design of its spaces on the fourth and fifth floors of the White Stag building. Classrooms were placed around the building's perimeter to take advantage of the large windows. To unify the fourth and fifth levels and bring in more light, a large opening was created between the two floors, and a stairway was added. Offices for faculty and administration surround the interior light well.

Later this year, the university will be moving into the new 103,000-square-foot (9,569-sq-m) Portland Center, which has six classrooms, event space for up to 250 people, a library for journalism, product design, digital arts, and architecture programs; a computer lab; a university bookstore with a café; and administrative offices. The renovation linked the three structures into one complex—which was a challenge, given that their floor plates did not align with each other. Significant architectural elements of the historic masonry structures were preserved, including the core structures, the exteriors, and the wrought-iron details. A landmark neon sign depicting a white stag and the words "Made in Oregon" remains on the building's roof, bestowing on the campus a uniquely recognizable icon.

Expanding a campus may require developing unusual partnerships as well as non-traditional locations. For two decades, the University of Pennsylvania has had its eye on the U.S. Postal Service's Philadelphia post office complex, which includes the main post office, a terminal annex building, and a 14-acre (5.7-ha) parking lot. The complex finally became available when the postal service moved to new headquarters near the

Pennsylvania International Airport. Last fall, the University of Pennsylvania acquired the complex, located along the Schuylkill River at the east end of the campus across from the 30th Street train station. The university is collaborating with Brandywine Realty Trust, headquartered in Radnor, Pennsylvania, to redevelop the properties.

The U.S. General Services Administration (GSA) has taken a 20-year lease on the post office building. Brandywine Realty Trust will renovate the five-story historic building for the GSA, maintaining its designation as a national historic site and preserving its historic lobby and facade. Brandywine itself has taken a 90-year ground lease on the truck terminal annex facility, a full-block structure opposite the post office building. This structure will be demolished and replaced with a mixed-use facility called Cira Centre South, which includes a 2,400-space parking facility (at least 1,200 of the spaces are reserved for the U.S. Internal Revenue Service), 400,000 to 500,000 square feet (37,161.2 to 46,451.5 sq m) of office space, and street-level retail, as well as potential hotel, residential, and additional retail components.



The American University in Cairo, located at the heart of Egypt's capital city, has expanded to a site in New Cairo, a planned residential community under development on Cairo's eastern edge (top). The pedestrian-oriented campus will include classroom buildings, a library, a campus center (above), student residences, indoor and outdoor recreational and athletic facilities, and a public park with community spaces.

Appendix-continued



Columbia University in New York City is expanding to a manufacturing zone in West Harlem located north of Columbia's historic Morningside Heights campus.

The University of Pennsylvania has taken a 20-year lease for approximately 100,000 square feet (9,290.3 sq m) of Cira Centre South's office space. Pelli Clarke Pelli, based in New Haven, Connecticut, will serve as design architect, and Cope Linder Architects of Philadelphia will serve as executive architect for the mixed-use facility. In addition, the university will use the 14-acre (5.7-ha) former parking lot to implement its campus development plan designed by Sasaki Associates of Boston, which calls for a mix of open space; athletic fields; and academic, cultural, commercial, and residential buildings.

The redevelopment will expand the university city's commercial district, which includes Brandywine's existing Cira Centre office tower. The project complements efforts of the Schuylkill River Development Corporation,

The University of Oregon, located in Eugene, is relocating its satellite campus in Portland to a historic neighborhood in need of urban renewal. Three vacant historic buildings in Old Town Portland, including the White Stag building, a former warehouse and manufacturing plant, are being renovated (right). To unify the fourth and fifth levels and bring in more light, a stairway (top right) was added between the two floors.

a public/private partnership leading the development of the riverfront area.

Although it may be unusual for a university to share a new location with the Internal Revenue Service and with a major mixed-use center, the advantages of creative leasing and bringing student traffic to complexes that incorporate retail extend to a wide variety of situations. As both urban and suburban shopping centers struggle to keep up with shifting demographics and retail trends, the example of San Francisco State University's unique location at the Westfield San Francisco Centre suggests that both academic and commercial entities can benefit from joining forces.

In 2004, San Francisco State University's College of Business MBA program and the Extended Learning College started searching for a new downtown location. "So many of our students are working professionals who are getting their degrees through part-time [studies]," explains Nancy Hayes, dean of the College of Business. "We wanted a location that was central to their jobs and to their commuting patterns, and that offered interaction with the business community." The university was seeking a landmark building with a striking identity—but it also needed multiple stairs, large bays that would allow classrooms to be unobstructed by columns, and the capability for horizontal exiting, as well as for up-to-date technical infrastructure. Older buildings that

the university considered would have required extensive retrofitting to meet the 21st-century technology requirements of a modern campus.

The university approached Los Angeles-based Westfield LLC, which was collaborating with Cleveland, Ohio-based Forest City on the new 1.5 million-square-foot (1,393,545.6-sq-m) Westfield San Francisco Centre, a mixed-use office and retail center on Market Street in downtown San Francisco that incorporates the historic 1896 Emporium building. The complex contains nearly 200 stores, including upscale department stores and boutiques; a restaurant collection; a gourmet market and food emporium; a nine-screen movie theater; and 245,000 square feet (22,761.2 sq m) of Class A office space. The location, adjacent to a BART station and multiple bus and streetcar lines, was ideal, as were the large U-shaped floor plates centered around a restored, 102-foot-wide (31-m-wide) historic glass dome



Appendix-continued

and atrium. Because the building had been designed to accommodate movie theaters and retail spaces, it already met the university's high-volume exiting requirements. The university leased the entire sixth floor and the major part of the fifth floor.

The process had its challenges: the university, which had little experience as a tenant, discovered that the combination of lengthy lease negotiations and a brisk building process resulted in the need to tear down brand-new exits and restrooms and rebuild them when the lease finally was signed. The historic facades required special preservation efforts, and because the structure was being newly redesigned, the university had to install air-conditioning and sprinkler-distribution systems, as well as perimeter window soffit and window coverings. Construction proceeded quickly under two tight deadlines: the publicly announced opening day of the Westfield San Francisco Centre in September 2006, and the February 2007 beginning of the new semester, for which classes were already filling.

The size of the floors required that the space be planned more like a college campus than a typical office building. The challenge was to create memorable spaces, avoiding a repetitive series of identical classrooms. The designers, San Francisco-based Huntsman Architectural Group, arranged classrooms in neighborhoods by their program and function and color-coded them: aqua on the west side for the Pacific Ocean, green on the east side for the Sierra Mountains, dark blue on the north for the San Francisco Bay. The dome serves as a central point of reference. Where the three zones intersect, interior quads serve as communal lounges equipped with built-in benches, where students can work collaboratively or take a break and look out through large picture windows at the pedestrian activity taking place under the dome.

To the benefit of the Westfield San Francisco Centre, the university leased two floors of office space for a 15-year period. Almost immediately, Microsoft leased the entire seventh floor, and other clients signed on soon afterward. The classrooms and the presence of students add to the evening life of the building, lighting the upper floors, which would otherwise be a bank of dark office windows facing the street after hours.



"We have definitely seen clear synergies between the student population and the amenities of the Westfield Centre," says David Yamamoto, senior director for commercial leasing for Westfield Corporation. "The expanded hours of the campus and the sheer volume of students outside of normal office business hours keep people flowing through the retail complex, which traditional office users would not have generated. The demographics also are ideal: students tend to be younger, more interested in setting trends, and the business school students often are working professionals with money to spend. We are currently looking into adding education facilities to the mix in other urban and suburban locations."

The university, which holds most of its courses at night, can rent out space for corporate training during the day, as well as for fundraising functions. Because students have access to multiple food venues, the university does not have to provide food service. Although questions initially were asked about the appropriateness of locating an academic institution in a complex with a shopping center, administrators and students were won over by the aesthetics, convenience, and amenities of the space. "The building has its own entrance, and students are very im-

The University of Pennsylvania has acquired the U.S. Postal Service's Philadelphia post office complex, located along the Schuylkill River at the east end of the campus.

pressed by the quality of the experience on the site," Hayes says. "They also love access to shops, movies, and transportation."

Academic institutions willing to be flexible have many choices for expansion other than crowding more buildings onto campus or breaking up departments into space leased here and there in the vicinity. By choosing sites strategically, they can encourage investment in declining areas, reach new populations, give their students convenient access to the amenities of mixed-use centers, save money by creating unconventional leasing partnerships, and raise their profile in the community by adopting a strikingly atypical location. Placing educational spaces in a mixed-use development or an old manufacturing zone often requires solving additional challenges in planning, design, and construction, but the potential for synergies makes these locations worth investigating. **UL**

DANIEL HUNTSMAN is the president and founding principal of San Francisco-based Huntsman Architectural Group. **SASCHA WAGNER** is a senior associate with the firm's San Francisco office.