



**Urban Land
Institute**

San Francisco
Serving the Greater Bay Area

DOWNTOWN DUBLIN, CA

Technical Assistance Panel

July 2011

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About ULI's Technical Assistance Panels

ULI San Francisco Technical Assistance Panel Program (known as "TAPs") is an extension of the national Urban Land Institute (ULI) Advisory Services Program. ULI's advisory services panels provide strategic advice to clients (public agencies and nonprofit organizations) on complex land use and real estate development issues. The program links clients to the knowledge and experience of ULI and its membership. Established in 1947, the Advisory Services program has completed over 500 panels in 47 states, 12 countries, and on 4 continents. The Advisory Services Program has been successful due to its comprehensive, pragmatic approach to solving land use challenges.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

Local San Francisco Bay Area TAPs are held over the course of two days in the client's community. A detailed briefing book is given to each TAP participant prior to the day of the TAP. The TAP begins with a tour of the study area either by bus and on foot, is followed by a briefing by the client and others, and then transitions into private interviews and panel discussion regarding the client's issues and questions. At the end of the TAP, the panel provides a Power Point presentation to the client and invited guests summarizing the panel's observations and recommendations. Within ten weeks, a final written report is delivered to the client. The final report presents highlights of the panel's independent review and contains a diverse set of ideas and suggestions that may or may not ultimately make sense for the community for which it was prepared.

About ULI

The Urban Land Institute's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Founded in 1936, the ULI is a non-profit organization of land-use professionals with 27,000 members in 95 countries (www.uli.org), including 1,800 in the greater San Francisco District Council (www.ulisf.org). ULI San Francisco serves the greater Bay Area with pragmatic land use expertise and education.

Team Assignment and Process

The City of Dublin, using their recently passed Downtown Dublin Specific Plan (Specific Plan) as a guide, aims to improve the vitality of their downtown. The panel was asked how to prioritize the execution of the Specific Plan. The TAP process consisted of a day of site tours, stakeholder interviews, a panel discussion, and a presentation the following morning.

Site Context

The Downtown Dublin Specific Plan Area is bounded generally by Village Parkway on the east, Amador Valley Boulevard on the north, San Ramon Road on the west, and Interstate 580 on the south. The Specific Plan is an aggregate of all or a major portion of five existing plans: San Ramon Road Specific Plan, Dublin Downtown Plan, Downtown Core Specific Plan, West Dublin BART Specific Plan, and the Village Parkway Specific Plan.

Collectively, these plans are zoned for the additional development of nearly 3.2 million square feet of non-residential development, 740 dwelling units, and 150 hotel rooms. Since 2000, when a majority of these plans were adopted, 258,734 square feet of non-residential development and 54 residential units have been constructed. In addition, 617 multi-family residential units have been entitled and 309 of the units are currently under construction.

This Specific Plan focuses on strengthening the development standards and design guidelines and providing greater direction as to future land uses, creating three distinct districts in the Plan – Transit-Oriented District, Retail District and Village Parkway District. Most of the attention has been directed to the Transit-Oriented District south of Dublin Boulevard. Specifically, transit-oriented developments are encouraged within walking distance of the recently opened West Dublin/Pleasanton Bay Area Rapid Transit (BART) Station.

At present, Downtown Dublin largely functions as a regional retail area comprised of a number of large-format “power centers” with ancillary smaller specialty retail sales and services. These retailers (such as Target, Ross, and Marshalls) represent a unique niche in the regional marketplace and attract patrons from the entire Tri-Valley region which includes the cities of Dublin, Pleasanton, Livermore, San Ramon, and Danville. The Specific Plan encourages new development and improvements to existing developments to create a more walkable, urban environment and to enhance the City’s tax base.

Proposed New Development

Several new projects are either under construction or have been entitled in the Specific Plan Area. The most significant development is the opening of the West Dublin/Pleasanton BART Station. The station is located within the median of Interstate 580, with pedestrian access north and south over both sections of the freeway. By 2013, the project is projected to accommodate 8,600 users per day.

Within the City of Dublin, a 713-space parking garage has been constructed at the southern terminus of Golden Gate Drive for BART commuters. As part of the BART project, a joint development project with a 150-room hotel and 7,500 square feet of retail space has been planned (Stage I Development Plan), in addition to the 309 multi-family residential units (Essex) which are under construction west of Golden Gate Drive. Adjacent to and west of the BART station project is an existing 225,500 square feet one-story warehouse facility (the Prologis site, formerly AMB). This property has been entitled for development of 308 multi-family residential dwelling units and a 150,000 square feet office building. Associated with these developments, St. Patrick Way will be extended, providing a vehicular and pedestrian connection between Golden Gate Drive and Regional Street.

Other various residential, office and mixed-use developments have been conceptually discussed with the City of Dublin, but no formal applications have been submitted.

The Vision

The goal of the Downtown Dublin Specific Plan is: Downtown Dublin will be a vibrant and dynamic commercial and mixed-use center that provides a wide array of opportunities for shopping, services, dining, working, living and entertainment in a pedestrian-friendly and aesthetically pleasing setting that attracts both local and regional residents.



Parcel Size and Building Footprint—Downtown Dublin Specific Plan



TAP

Stakeholder Interviews

The immediate area has a number of institutional stakeholders and individual property owners. Due to the time constraints of this process, individual resident stakeholders were not consulted by the TAP, but local retail experts and property owners were interviewed. Stakeholders engaged by the TAP:

- Councilmember Don Biddle
- Mike Costa, Terranomics
- John Eudy, Essex Development
- Mayor Tim Sbranti, City of Dublin
- Michael Schafer, Burlington Coat Factory
- Felicia Studstill, Mayfield Gentry, Dublin Place
- Sandra Weck, Colliers



Issues to Be Explored

The panel was asked a series of questions by the City of Dublin during the process that helped to guide the analysis and final recommendations. The City posed four specific issues for the panel to address:

1. Identify ways to spend Community Benefit Program in-lieu funds to attract business and customers.
2. Prioritize physical improvements necessary to make Downtown Dublin vibrant (attract business and retail) and pedestrian friendly.
3. Evaluate the current mix of retailers in Downtown Dublin and provide suggestions on retail categories that will improve the vitality of the downtown.
4. Evaluate emerging technology trends to determine whether the use of technology will further enhance the Downtown Dublin area (eg WiFi, apps, etc)

1. Identify ways to spend Community Benefit Program (CBP) in-lieu funds to attract business and customers.

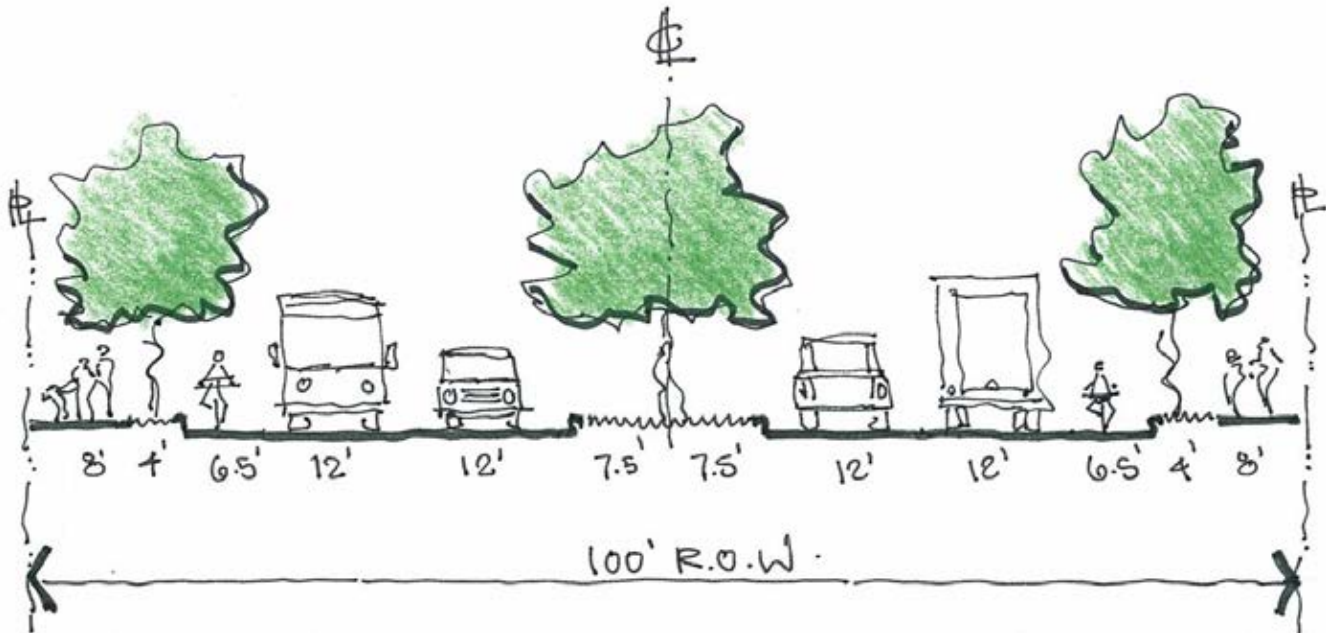
Currently, the CBP is structured to apply to development that is in excess of the permitted amount. The panel suggested the City consider application of the program to all development, including development in East Dublin. The funds could be best invested on catalytic projects preferably within the TOD subarea first. While a movie theater would be a good nighttime use, it is very expensive to construct, and the panel suggested that the funds could help incentivize a theater or other entertainment venue perhaps through the subsidy of development costs. Another good use of funds would be a downtown park or outdoor event space located on or adjacent to Golden Gate Drive as it leads to BART. Funds could also be used to subsidize small tenant improvement through grants or loans. Lastly, CBP funds could help clean up store fronts and façade improvements.



TAP on Site

2. Prioritize physical improvements necessary to make Downtown Dublin vibrant (attract business and retail) and pedestrian friendly.

The City should explore how to create a community activation point downtown in addition to the existing senior center, preferably in partnership with Chabot-Las Positas College, a major downtown land owner. The community center could be funded using park and recreation fees and may be a joint venture opportunity with Chabot-Las Positas College.



Potential Configurations for Dublin Blvd. Traffic Calming and Pedestrian Friendly Design

The panel felt that developing additional retail on pads along Dublin Blvd., as well as other physical improvements such as parallel parking to slow traffic, streetscape improvements and bicycle lanes are key to make Dublin Blvd. more pedestrian friendly.

The City should also undertake streetscape redesign of Golden Gate Drive to reinforce the pedestrian connection between Dublin Blvd. and BART.

As a pilot project for streetscape improvements on these major thoroughfares, the panel suggested parking restriping and lane change improvement on Village Parkway. Further details on these physical improvements and others are highlighted in the recommendations section that follows (p. 8-11).

DUBLIN BOULEVARD

- 100' R.O.W.
- 15' MEDIAN | CENTER DIVIDE
- 2 X 12' TRAVEL LANES EA. DIRECTION
- 1 X 6.5' BIKE LANE EA. DIRECTION
- 4' TREE WELLS + 8' SIDEWALK EA. SIDE

3. Evaluate the current mix of retailers in Downtown Dublin and provide suggestions on retail categories that will improve the vitality of the downtown.

The panel recognizes that the current big box retailers are valuable to the City. At the same time there are a lot of opportunities to create variety with regards to the size of retailers. Similar to what was done with the REI, Sprouts and Elephant Bar parcels, integration of large format and smaller scale retail would provide more variation. The panel recommends bringing in an economic firm or retail broker to conduct a detailed gap analysis or, at minimum, explore potential entertainment and dining uses.

4. Evaluate emerging technology trends to determine whether the use of technology will further enhance the Downtown Dublin area (eg WiFi, apps, etc).

The panel supports implementing free WiFi in the downtown. The panel also feels that the City should introduce a requirement that developers of new projects implement a Transportation Demand Management Plan (TDMP) reducing minimum parking requirements and traffic congestion. Aspects of the TDMP should include City Carshare or Zipcar (with development incentives or reduced parking requirements granted to projects incorporating such car-sharing programs), electronic vehicle preferred parking and charging stations, and potentially BART ticket and Clipper card validation at the point of sale at various local retailers. Mobile smart phone applications similar to “dashmob” or “punchd” could also help drive traffic to local retailers. These mobile technologies will help supplement and could be synced with the existing upgraded electronic signage for Tri-Valley Transit bus and BART services that shows real time transit information.



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West Dublin/Pleasanton BART

Strengths, Weaknesses, Opportunities and Threats

Strengths

The Specific Plan demonstrates the City's awareness of the implementation issues that need to be tackled. The panel was particularly encouraged by the fact that the City recognizes that accommodating traffic should not drive the planning exercise. A willingness to tolerate congestion is key to being able to realize the vision of a vibrant downtown.

The Specific Plan area is conveniently located immediately adjacent to the intersection of two major freeways, I-580 and I-680. The planning area also benefits from proximity to the newly built West Dublin / Pleasanton BART Station.

The planning area benefits from strong demographics both from an income and education standpoint. Furthermore, the City's budget is in relatively good shape and there is a strong set of existing tenants in the downtown area. The re-tenancing that has come out of the recession further demonstrates that the area has retail strength. The panel did not perceive resistance from citizens in the immediate area to what the City is trying to accomplish.

Opportunities

Opportunities abound in response to these challenges. The City benefits from a fairly open landscape with a lot of property owners and few buildings. While the abundance of parking is part of the retail area's success, some of this "sea of parking" has the potential for development into new structures (some of which may contain parking as mentioned in the Specific Plan). Several opportunities for public-private partnerships with various principals are currently at play. The panel suggests that the area near the West Dublin BART Station has the most immediate potential for development, in contrast to the rest of downtown, such as the Village Parkway area.

Weaknesses

One of the major implementation challenges of the Specific Plan is that it includes multiple property owners with different motivations. Furthermore, the Specific Plan covers a large and more diverse area than a traditional downtown, meaning a single set of strategies cannot be applied to the entire area. The creation of districts within the downtown that have their distinct character will be beneficial in the long run.

While there may be a desire to see transformative change in the area, garnering city-wide buy-in to the notion of public investment as a catalyst may be challenging. The challenge of the Community Benefit Program is timing. If the program is relied on to fund some of the key improvements that need to take place it may take too long or never happen because the money won't come in until development is well underway. The challenge remains: How can desired new development get underway without the required infrastructure? If there is a sincere city-wide desire to see transformative change it requires utilizing public resources to get it going, including consideration of the appropriate use of debt to finance up-front infrastructure. Lastly, this is an infill area and how it is approached from a development standpoint is very different from the greenfield development that has occurred on the east side of Dublin.

Threats

The Specific Plan calls for fiscal self-sufficiency, requiring a different approach to public finance, specifically one that includes up-front public investment and a closer look at some of the available tools including debt financing, which the City has historically been averse to. The panel also believes that there is a need for more collaborative engagement with developers.

City-wide support to invest in the Downtown may be problematic given the perceived east and west division. Finally, real estate capital markets are currently fragile. While there is financing for multifamily and other projects, that window of opportunity may close soon so there is an impetus to act now.

SWOT Analysis

The team engaged in a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. Strengths and Weaknesses describe existing conditions, while Opportunities and Threats are potential future conditions.

Strengths

- Progressive Specific Plan
- Recognition that traffic should not be a constraint on market opportunities
- City aware of implementation issues
- Great location
- At the intersection of two freeways
- Two BART stations
- Microclimate conditions in downtown are conducive to recreation and outdoor activities
- City in strong financial condition
- High-income area: sales tax revenue and high median income households
- Strong, diverse and long-standing tenants
- Perceived as being business-friendly
- Low vacancy
- No or little resistance to development in the Downtown area

Weaknesses

- Multiple property owners with different motivations
- Lack of public funding/investment
- Community Benefit Program issues
- Timing: funds build over time, but investment is needed up front
- No redevelopment agency
- Potential concerns over deploying public resources city-wide specifically to the downtown area
- Multiple and fragmented ownership could pose challenges to developing public-private partnerships, infill development and revitalization of the area

Opportunities

- Low density and surplus parking creates development opportunity sites
- Many public-private partnership opportunities
- Accelerate the potential for TOD District as a near-term transit village with horizontal mixed-use
- BART-oriented residential development
- Interested owners in district

Threats

- City's reluctance to issue debt for public improvements can inhibit redevelopment – a revision to this policy may be required to achieve the vision
- City-wide buy-in and financial support (e.g. fees) may be required to achieve downtown vision
- Division between East and West Dublin reflected in planning effort
- Slow to capture current market opportunities
- Fragility of economic conditions can impact development opportunities

Recommendations

After the consideration of the stakeholder questions, SWOT analysis, site tour and interviews, the team identified what they felt were the most pressing issues and resulting recommendations. Many of the panel's ten recommendations focus on improvements needed in the transit-oriented district and uniting the City's vision with the property owners'.

1. Focus on TOD District, especially 4-5 key parcels as a catalyst

The City should take a step further than specific planning and actually bring together the property owners and interested parties to try and generate a coordinated plan for key catalytic properties. These owners include Essex, BART, Chabot-Las Positas and Safeway. The City should play a proactive role in creating a unified design vision by funding the design plans for these blocks and by helping address how financial implementation will occur. The City will need to go beyond what is spelled out in the Specific Plan to create successful projects that advance the vision for downtown. The panel suggests the City sit down and have some design exercises with the owners of the key parcels to try and paint a shared vision. As part of that, the City may have to think about public investment that goes along with private investment, as well as flexibility from a regulatory standpoint in order to stimulate the private sector's desire to invest.

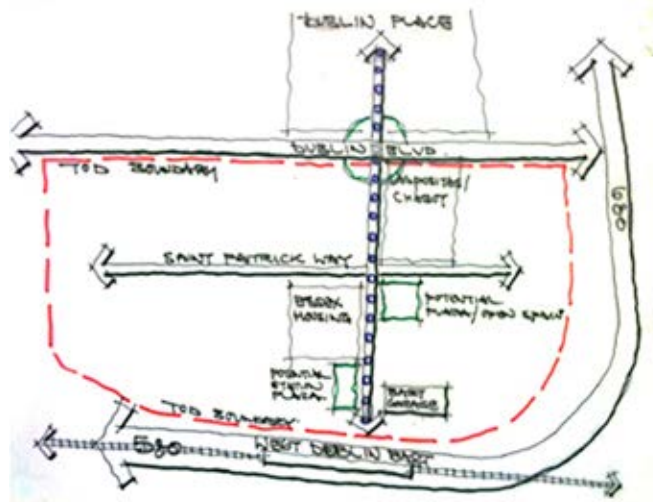
2. Leverage current opportunities for Public-Private Partnerships

The City should continue to work with BART to explore alternative near term uses for the BART hotel/restaurant site as part of a shared vision. BART's focus on a hotel for that site does not match near-term market potential; it would benefit both parties to explore how that parcel can be developed sooner rather than later. The panel also suggests discussing with BART shared use of their parking garage with nighttime uses that activate the area focused on the upgraded Golden Gate Drive / St. Patrick Way TOD, for example a movie theater.

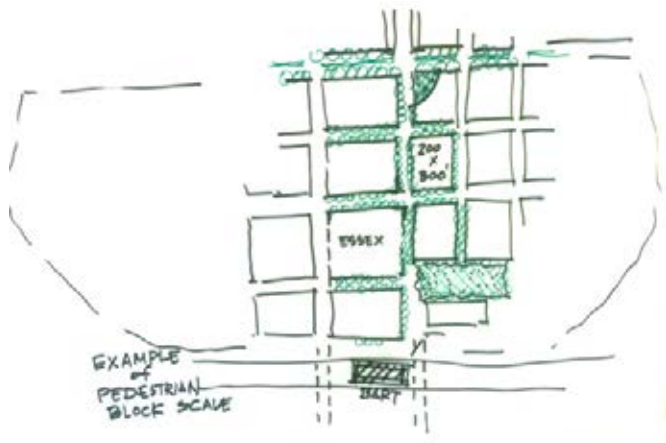
3. Simultaneously work on redevelopment of Dublin Place

The TAP spoke with the manager of the Dublin Place and believe that they have a sincere interest in redeveloping their property. The City should simultaneously be talking with them and offering the same type of collaborative planning effort as would occur elsewhere in the TOD District (see Recommendation #1).

The panel recommends prioritizing the development of Golden Gate Drive as a catalyst that will link the BART station to the Dublin Place shopping center located north of Dublin Blvd. Along this armature already exists the BART garage, the entitled Essex housing project, as well as potential for some plazas and Las Positas-Chabot on both sides where Golden Gate Drive connects with Dublin Blvd. Strategic development at the intersection of Dublin Boulevard and Golden Gate Drive will help link this north-south pedestrian friendly armature into the Dublin Place development. At the same time the panel suggests looking at the development of St. Patrick Way, reinforcing the grid so that its east-west axis crossing the north-south axis of Golden Gate Drive becomes the focal point for the new TOD District.



TOD District Essentials



TOD District Essentials

© John K.



Downtown Dublin BART

4. Explore opportunities for entertainment and civic center to animate public realm and activate night-time activity in TOD District

The City should investigate future opportunities to activate the area with additional civic (City, County, other agencies, etc.) and entertainment options. Evaluate partnership options with Chabot-Las Positas College District on the Crown Chevrolet site to create a public plaza/gathering space which could be jointly used. Additionally, if and when the City needs to expand its own footprint, it should consider the downtown first.

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Downtown Dublin

5. Focus first on residential and horizontal mixed-use developments, then retail and office

The City should focus on residential and horizontal mixed use on Golden Gate Drive and St. Patrick Way to provide more residents to support diversified retail. Current limits on the allowable number of housing units within the TOD area should be removed. The Prologis (formerly AMB) site should be allowed to increase its residential count, with office development, given the surplus of office space along the 680 corridor, being optional or driven by market needs. In the panel's experience, vertical mixed use can be problematic, particularly in the early phases of transforming an area through TOD. Too often "4-over-1" (4 levels of residential over 1 level of retail or commercial) scenarios maintain their for-lease signs in the windows of the ground floor retail for years.



Entrance to Dublin Place

6. Undertake streetscape redesign for Golden Gate Drive to enhance the pedestrian experience and for calming traffic

On Golden Gate Drive allow for one 12' travel lane and bike lanes in each direction, add on-street parallel parking and increase the 4' sidewalks to a 10' minimum. Village Parkway can serve as a pilot project by reducing travel lanes to one-way in each direction and simply re-striping to allow for diagonal parking.

7. Assess downtown public improvement financing strategies

More public improvements and public investment are needed on the front end. To do so the City needs to identify and weave together a multiple range of funding sources. Some of these sources may include Assessment Districts or Infrastructure Financing Districts, which may evolve under California law to replace redevelopment project areas. The City has had discussions in the past about Business Improvement Districts but should also explore how to restructure the Community Benefits Plans so those funds are more targeted into the downtown area, including potentially capturing funds from the larger City and then focusing them into downtown.

8. Further reduce fees for targeted uses, especially restaurants, in downtown

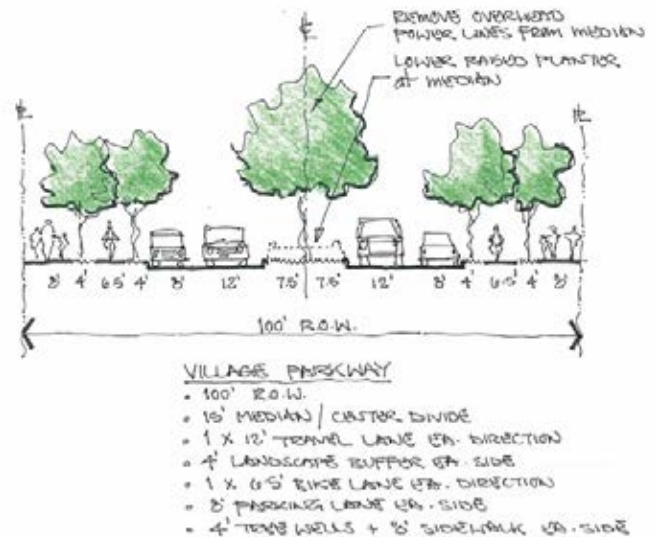
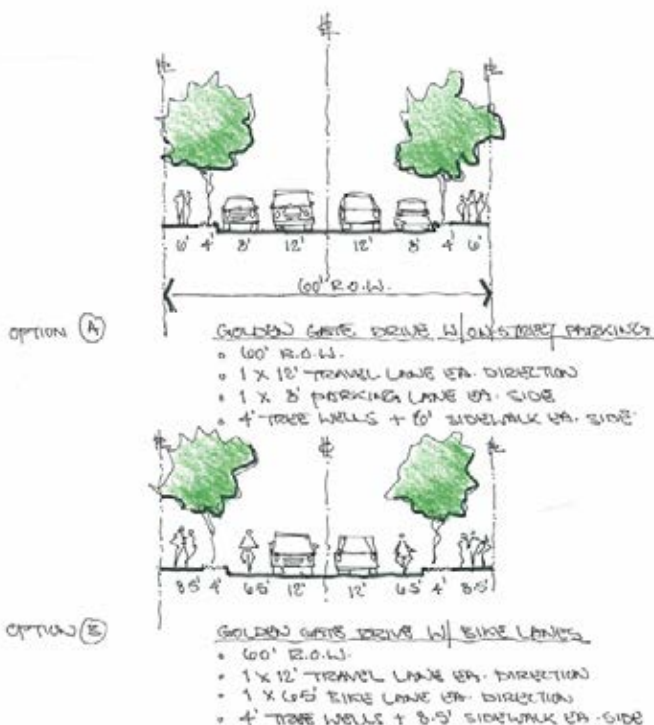
The City has done a great job reducing fees in the downtown area as an incentive, however even at reduced levels they can be too high and create an impediment for some uses especially restaurants and dining uses. The City should further reduce fees to attract restaurants.

9. Dedicate staff to manage Capital Improvement Plan

Redevelopment agencies often implement capital improvements in a very efficient way by identifying capital needs for an entire downtown area and assigning a dedicated project manager to implement the various capital improvements (CI's) within their individual project area. Improvements include streetscape improvements, undergrounding of utilities, extending trolley lines, building pedestrian bridges and upgrading infrastructure, making way for future development. The panel recommends the City create a Capital Improvement Plan (CIP) for the Downtown Dublin Specific Plan area and dedicate time and resources, i.e. a project manager potentially housed within the Economic Development Department, to implement the CIP. Once a CIP is approved, this person would function independently from the City's Building and Public Works Department to implement the capital improvement projects within the Specific Plan area.

10. Exempt residential development from CBP payments

Exempting residential development downtown from the CBP payments could help further incentivize housing where it is needed most, thereby providing more retail customers within walking distance.



Relevant Case Studies

Milipitas Transit Area Specific Plan

The City of Milipitas, CA's Transit Area Specific Plan, adopted in June 2008, is a 437-acre mixed-use plan area that calls for up to 7,100 new dwelling units and approximately 1.4M square feet of commercial space built over four phases. Phasing will depend on residential market factors. The City staff and their consultant worked extensively with property owners, public agencies, community members and other stakeholders in the area to develop a long-term plan that is visionary and yet grounded in market reality.

Two rounds of interviews were held with property owners to ascertain each owner's goals and constraints. Contentious issues, about the allocation of parks and streets across property lines, and the distribution of land uses and densities, were resolved through ongoing discussions.

The Milpitas Transit Area Specific Plan includes an implementation chapter that outlines every capital improvement, the department responsible, the timeframe and the geographic area that benefits from the improvement. Studies were completed to identify all road and utility improvements and public services. Detailed infrastructure plans for sewer, wastewater, storm-water, recycled water and utilities allowed for the preparation of a detailed financing and phasing plan and determination of appropriate impact fees. This implementation strategy ensures funding for capital improvements will be available and provides confidence to the City and property owners that the Specific Plan will be fully implemented.

Property owners began to implement the Specific Plan even before it was adopted, suggesting that they had enough confidence to submit project applications. Together, the City and project sponsors were able to identify issues and propose refinements to the Specific Plan.

Applicability to Downtown Dublin

- Transit-Oriented Development
- Property owner buy-in



Piper/Montague Subarea



McCandless Drive



Before and After—Milipitas Transit Area Specific Plan

Station Park Green, San Mateo

Adjacent to the Hayward Park rail station, Station Park Green is a 12-acre transit-oriented development with open space, 590 units, 10,000 square feet of office space and 60,000 square feet of commercial/retail.

A pedestrian-friendly street grid connects the different uses, much the same way that the intersection of Golden Gate and St. Patrick's could be at the Dublin TOD district. Stakeholders worked closely with the City staff and San Mateo community through public workshops and meetings, ensuring community consensus and timely approvals of the master plan.



Applicability to Downtown Dublin

- Similar area to site
- Mixed-use "green" transit-oriented development



Participants

Panel Chair Ron Golem of BAE Urban Economics specializes in project management for complex assignments, including real estate transaction support, transit-oriented development, strategic business planning, and program development for public purposes. Prior to joining BAE, Ron served as Real Estate Specialist for the National Park Service, formulating strategies for public/private partnerships and negotiating numerous agreements in the Golden Gate National Recreation Area. Ron has also worked for private real estate development companies as an Asset Manager, completing successful negotiations for over 150 commercial leases. He has managed diverse portfolios of all types of commercial properties totaling in excess of two million square feet.

David Cropper, Managing Director, joined TMG Partners in 2000. He has 25 years of direct real estate experience in finance, construction, and entitlements. He is responsible for TMG Partners' finance and development activities in the greater Bay Area and is a member of the firm's Investment Committee. He most recently directed The Crossing | San Bruno, an award-winning \$250 million dollar mixed-use transit-oriented development, as well as 650 Townsend, TMG's mixed-use office and retail project in San Francisco. He has financed over \$1 billion of real estate including construction loans, permanent loans, CMBS facilities as well as tax-exempt bond and tax credit structured financings.

David Johnson formed Christiani Johnson Architects with Richard D. Christiani in 1994 and has been the lead designer for many of the firm's residential and mixed-use projects, including Bridgeview, Oceanview Village, The Potrero, 555 Bartlett, 4th and U, Bryant Place and University Village for the University of California, Berkeley. He has developed particular expertise in planning high-density urban infill development featuring housing over retail.

Keri Lung, Senior Development Consultant for MidPen Housing Corporation, has over 20 years of experience in the fields of affordable housing, economic development, and urban planning. Keri has been responsible for strategic acquisitions and business development at MidPen Housing Corporation over the past five years, initiating nine transit-oriented urban infill projects with over 800 units in construction in San Mateo, Sunnyvale, San Jose, South San Francisco and Alameda County. Keri was instrumental in helping MidPen win highly competitive tax credits and other scarce public funds, resulting in record growth for MidPen at a time when most developers are struggling.

Patrick O'Keefe is the City Manager for the City of Emeryville, and Executive Director of the Emeryville Redevelopment Agency. He is responsible for the oversight of eight departments including Police, Fire, Public Works, Community Services, Economic Development & Housing, Administrative Services, Planning & Building and City Clerk. Prior to the 2006 appointment as City Manager, he served as the Director of the Emeryville Economic Development and Housing Department since 1995. Mr. O'Keefe currently oversees a staff of 185 and a \$64.4 million annual operating budget, including a \$34.4 million annual Redevelopment Agency budget that funds Economic Development and Capital Improvement Programs.

Gerry Tierney, Senior Associate with Perkins + Will, has 30 years of experience in architecture have been focused primarily on housing and other institutional projects that have required deep expertise in and understanding of regulatory processes and procedures, as well as code and entitlement issues. His portfolio features a range of projects that demonstrate innovative, client-focused solutions across varying project types. Gerry brings flexibility and experience to each new project, creating individual designs tailored to the specific needs of the client, user and site.

Iman Novin, Assistant Project Manager /Sr. Project Analyst, joined BRIDGE/BUILD in 2007 and works on both investment and new construction projects, conducting project due diligence and providing ongoing support for the redevelopment of the MacArthur Transit Village in Oakland, CA. Prior to joining BUILD, Iman assisted the Real Estate and Planning Divisions of CCDC, downtown San Diego's redevelopment arm, with numerous redevelopment and affordable housing projects, including the management of CCDC's ArcGIS operations. He also has previous work experience with Keyser Marston Associates' San Diego office. Iman holds a Bachelor of Science degree in Structural Engineering and a Bachelor of Arts degree in Urban Studies and Planning from the University of California, San Diego.

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