

Warm Springs/South Fremont Fremont, California

June 11–14, 2012



A ULI Advisory Services Panel Report



1025 Thomas Jefferson Street, NW
Suite 500 West
Washington, DC 20007-5201

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Warm Springs/South Fremont Fremont, California

Strategies for the Development around the Warm Springs/
South Fremont Station

June 11–14, 2012

About the Urban Land Institute

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. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;

- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has nearly 30,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

Cover photo: ULI panel.

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About ULI Advisory Services

THE GOAL OF ULI'S Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

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.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make

accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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development director; Kristie Wheeler, planning manager; and the rest of the city staff who assisted in the preparation of the panel process.

Finally, the panel acknowledges the more than 30 community stakeholders whose interviews provided valuable and insightful information. The interviewees included government officials, residents, business leaders, property owners, developers, and representatives of BART, MTC, and the Valley Transportation Authority. This group of stakeholders is a major asset in advancing and maintaining the interests of the community.

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Foreword: The Panel's Assignment

IN 1956, FIVE TOWNSHIPS—Centerville, Irvington, Mission San Jose, Niles, and Warm Springs—incorporated to establish the city of Fremont. Located in the San Francisco Bay Area, Fremont has experienced rapid growth since incorporation, evolving from primarily an agricultural community to the Bay Area's fourth-largest city with a population of 217,700. Development in Fremont followed the characteristics typical of postwar development occurring across the United States. As a result, Fremont is defined by its high-quality single-family residential suburban neighborhoods, where the average listing price is \$699,630, that are highly dependent on the automobile for daily needs. With excellent schools and good quality of life, Fremont primarily attracts well-educated and financially well-off families. Demographic statistics bear this out: average household income is \$114,000, 50 percent of residents have at least a college degree, and their median age is 37.

Fremont is well served by interstates 680 and 880 and with the extension of the Bay Area Rapid Transit (BART) to San Jose, including a new station at Warm Springs/South Fremont, will have high-quality rail transit connections to the rest of Silicon Valley as well as Oakland and San Francisco. In addition to enjoying outstanding transportation infrastructure, Fremont's Silicon Valley location strategically positions the city to benefit from the area's growing entrepreneurial and innovative spirit. In fact, Fremont already has been able to capitalize on its location by drawing in a daily employment population equivalent to the size of its resident population—a characteristic most often seen in central-city employment hubs of major metropolitan regions. Fremont already attracts emerging-technology companies: it has more than 30 green-tech and approximately 80 biotech and medical device companies. Companies of note include Tesla Motors, Thermo Fischer Scientific, GreenVolts, and Boston Scientific Corporation.



Regional map.

Fremont is also home to about 64 percent of the research and development (R&D) inventory in the East Bay, and if manufacturing occurs in Silicon Valley, a significant share of it occurs in Fremont. Although many municipalities would be envious of Fremont's position, the city needs to adapt from a 20th-century business park model of development to create an environment suitable to the evolving needs of a 21st-century workplace.

Warm Springs Study Area

Located in the south of Fremont, the 850-acre Warm Springs study area is roughly bounded by the I-880 freeway to the west, Grimmer Boulevard to the north, the I-680 freeway to the east, and Mission Boulevard to the south. The site is one of the largest contiguous undeveloped or underused parcels left in the Bay Area. Its existing character presents an industrial quality anchored by the Tesla factory. Existing freeway access, proximity, and relatively inexpensive land create an attraction that allows the innovative industries in the Bay Area to establish R&D and manufacturing facilities within Warm Springs.



The panel and city staff members study the site and consider opportunities for the area.

In addition to current amenities, Fremont is being offered a catalytic development opportunity with the creation of a new BART station, which is currently under construction within Warm Springs. The Warm Springs/South Fremont Station will be Fremont's second; for a few years, it will be the end of the line before further southward extension to Milpitas and San Jose is completed. The development of the station at Warm Springs creates an opportunity for transit-oriented development (TOD) that blends appropriate housing to maximize transit ridership and to enhance the area as a desirable location for employers.

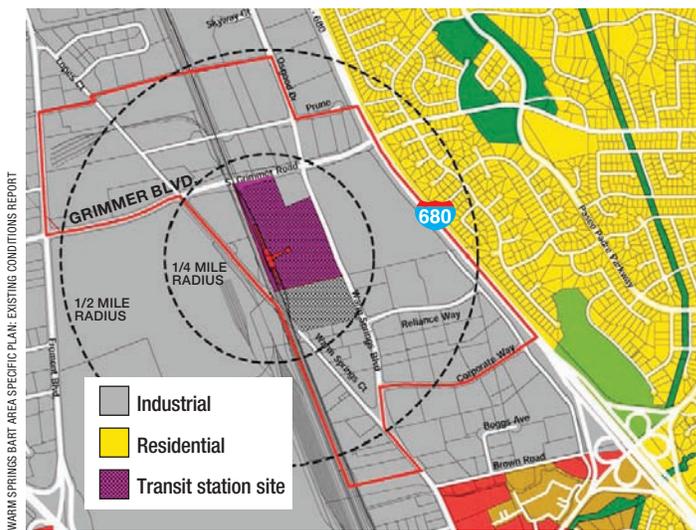
The Panel's Assignment

At the invitation of the city of Fremont, an Urban Land Institute Advisory Services panel convened to evaluate the

development opportunities of 850 acres around the Warm Springs/South Fremont BART station. The city particularly wanted to know the best means to leverage the BART station and land availability to advance the ability of Warm Springs and Fremont to attract companies engaged in 21st-century R&D and manufacturing, creating sustainable, well-paying jobs into the future and increasing the city's tax base.

The city promulgated the following questions for the ULI panel to address:

- What are the best examples of job-focused TOD, considering the specific characteristics of the study area?
- What public realm improvements are needed to create a 21st-century workplace?
- What is the vision of redevelopment, translated through renderings?
- What implementation and phasing are recommended for the short and long terms?



Warm Springs/South Fremont BART Station General Plan Land Use designations.

The Panel Process and Summary of Recommendations

Before the panel arrived in Fremont, each member received briefing books that gave historical, demographic, and economic overviews of Fremont and Warm Springs. Upon arrival, panel members were briefed by city staff from the economic and community development departments. The panel toured Fremont as well as the study area to gauge existing characteristics and market potential.



The existing characteristics around the station area include manufacturing in emerging technology such as the Tesla plant, which produces electric vehicles; limited retail; and some of the largest contiguous vacant and underdeveloped parcels left in the Bay Area.

Panel members held interviews with community and business leaders, property owners, the mayor, members of the City Council, and other stakeholders who provided valuable insights. This extensive study of the area allowed the panel to discuss and debate solutions and frame recommendations balancing a desired vision for the area with market realities.

Development opportunities around Fremont and Warm Springs arrive with both assets and challenges. The panel recognizes the unparalleled opportunity that the study area presents to create a 21st-century workplace, but challenges need to be addressed for the assets to be truly capitalized upon.

If the challenges are addressed, the panel believes that an additional town center can be created at the Warm Springs/South Fremont Station area, adding to the five that initially came together to form Fremont in 1956. This sixth town center would

- Create a sense of place and provide opportunities for current as well as new residents to gather;
- Complement the existing five centers without duplicating the differing roles they currently serve in the community;
- Maintain a long-term vision—focused primarily on job-producing uses—while accommodating short-term growth and development of housing for which strong demand currently exists; and
- Establish a preeminent 21st-century work environment for Fremont and the entire Bay Area.

Additionally, the panel spent time considering the role of housing in the area and believes that the site can accommodate both jobs and housing, which, if properly designed, should complement each other.

An appropriately designed housing component of a 21st-century employment center can provide the area with a competitive advantage because employees and employers increasingly favor situations where walking to work is an option. Additionally, housing can help enliven a mixed-use, 24/7 development, supporting retail and restaurants which then enhance the area's attractiveness for business uses. For this reason, ULI's *Ten Principles for Reinventing America's Suburban Business Districts* prominently features a recommendation for inclusion of housing in 21st-century employment centers. The panel recommends that the development of Warm Springs/South Fremont be guided by these best practices (see box).

As long as today's housing development occurs within a planning framework that safeguards the study area's potential to provide for future development of business uses, no reason exists not to pursue such development. It could provide a source of incremental tax revenues that could facilitate the development of a 21st-century business employment center.

Last, because the type of housing being recommended by the panel involves construction of smaller two-bedroom units in multifamily rental structures, the potential impact on schools should be limited when compared to conventional single-family type development of Fremont's past. This type of housing will largely provide an opportunity for young single people and childless working couples just starting on their careers to reside in Fremont instead of having to locate outside the city because of the high cost of single-family residences in Fremont.

Ten Principles for Reinventing America's Suburban Business Districts

1. Understand Your Position in the Market

- Know the demographic and market trends and their associated opportunities.
- Facilitate rather than compete with other business districts.
- Develop an investment prospectus targeting development and uses that enhance attraction and performance.

2. Build Community Support

- Create a three-way partnership among the private sector, government, and the broader community.
- Establish a process for all partners to be heard and remain informed.
- Create an efficient process for delivering government entitlements and approvals.

3. Develop a Vision and a Plan

- Establish a vision based on market potential, urban design, and community needs and aspirations.
- Monitor the plan to ensure implementation of the vision.

4. Stress Results over Regulation

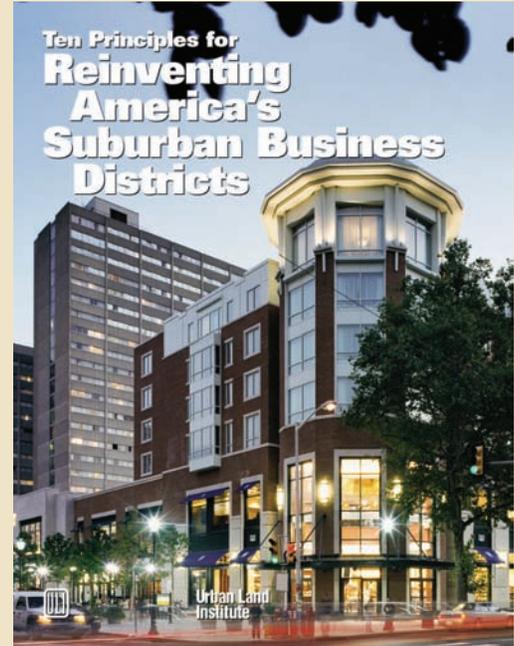
- Refine new planning instruments based on community visioning so that projects can be presented digitally before approval and construction.
- Develop new land use and place-making codes that are flexible and responsive to changing community needs.

5. Break Up the Superblock

- Improve pedestrian links and enhance public space.
- Provide transit options to enhance connectivity.

6. Embrace Mixed Uses

- Remove regulatory barriers and onerous parking requirements that prohibit mixed-use development.
- Cluster and interconnect activities that benefit from colocation.



7. Honor the Human Scale by Creating a Pedestrian-Friendly Place

8. Think Transit—Think Density

- Provide employment locations with a range of ancillary activities and services.
- Protect the district's future prosperity from traffic congestion with enhanced transportation choice and accessibility.

9. Create a Public/Private Partnership

- Ensure that investment delivers a fair and just dividend to each party.
- Leverage private sector capital through coordinated policies, programs, and priorities.

10. Share and Manage Parking

Market Overview and Potential

AS PREVIOUSLY MENTIONED, the southern extension of BART and the opening of the new Warm Springs/South Fremont BART station in 2015 presents an opportunity to create a new, strategically urban town center that blends with the existing fabric of Fremont. The new station is surrounded by 800-plus acres of primarily open, undeveloped or underused land, one of the largest remaining tracts in the Bay Area. This large site will take many years to build out and allows opportunities to provide a wide range of uses, including a variety of residential options, small and corporate offices, R&D, civic, and neighborhood retail.

Based on significant market research and the desire to fully recover from recent job losses such as those created by the closure of the New United Motor Manufacturing Inc. plant, the city has established a goal for the Warm Springs/South Fremont area to be a job center. The city expects that the job center will include a certain amount of Class A office space. Despite record-high office leasing rates (\$4–7 per square foot per month) just across the Dumbarton Bridge on the peninsula, the office market in Fremont has lagged, with existing vacant properties asking around \$1 per square foot. While current prices reflect an aging inventory, attracting new office users to the Warm Springs/South Fremont area will require skillful place making and the delivery of a new image, consistent with the city's "Rethink Fremont" branding effort.

Fortunately, a current market exists for a variety of affordable and market-rate rental housing that allows an initial phase of development to create the groundwork for a new town center. Fremont is known as a single-family community, but changing demographics create demand for new housing options to satisfy the housing preferences of the growing number of young, one- to two-person households.



A limited amount of traditional “bricks and mortar” neighborhood retail such as coffee shops, cleaners, and fitness facilities will be supplemented and enhanced by nontraditional, lower-cost, and less risky urban offerings such as food trucks, pop-up stores, arts or crafts fair events, as well as other lower-cost and flexible retail strategies that help create unique spaces.

The site, adjacent to the Warm Springs/South Fremont Station, will attract a wide range of residents seeking smaller, low-maintenance housing options in active, pedestrian-friendly environments that connect residents, employers, retail, and entertainment offerings in a strategic urban setting.

Office Market

Among the city's goals in creating a strong job center is the inclusion of Class A office space. However, the panel heard from local commercial real estate brokers that no

The Warm Springs/South Fremont Station is currently under construction with plans to open in 2015.

market for Class A office currently exists in Fremont or at this site, where current asking rental rates come nowhere near covering the cost of building such space. The weak market in Fremont stands in stark contrast to the robust rates just over the Dumbarton Bridge, five miles away on the peninsula.

The panel believes, however, that potential demand will exist for new Class A office combined with flex R&D space after the initial phase of development establishes a new image and sense of place for Fremont. Panel members have witnessed the significant effect that an attractive sense of place can exert in drawing new users to an area with the underlying yet unexploited assets that Fremont enjoys. The Warm Springs/South Fremont site has the potential to create such a draw.

Residential Market

Fremont has been a predominantly single-family, owner-occupied community that has relatively few multifamily options. Apartment vacancies are low and monthly rental rates range from \$1.50 to \$2.00 per square foot. The housing market is changing rapidly with almost all new housing demand existing for multifamily product. Dramatically shifting demographics, falling homeownership rates, and increasing congestion have driven demand for transit-served rental housing to outstrip supply. The Warm Springs/South Fremont area, along with other areas identified in the general plan, provides an opportunity to help deliver a wider range of new housing types and options that are either unavailable or undersupplied in Fremont today.

A variety of residential building types, such as townhouses, stacked flats in three- to five-story elevator buildings, and flats over retail, should be built. These homes should vary in size from small 400 square-foot units to two-bedroom units to appeal to a variety of one- and two-person households made up of millennials, gen-Yers, professional singles and couples, and seniors.

Residential space should include amenities such as nine-foot ceilings, large windows, island kitchens, abundant storage, decks, and secure, private parking—features

typically found in high-quality housing units. Ground-floor units will feature direct access to the street activated by stoops and private entries that attract pet owners and others who prefer active lifestyles and the identity of a street-oriented front door. In limited, key locations, ground-floor space will be occupied by neighborhood retail; some of the ground-floor space should be positioned as flex space to allow residential, studio, or live/work space.

Twenty percent of new housing should be affordable to households at 80 percent of the area median income. These homes should be spread throughout Warm Springs/South Fremont in mixed-income buildings rather than housed in one low-income building.

The location at the Warm Springs/South Fremont BART station will allow limiting private residential parking to one secure, reserved space per unit to supplement transit, car sharing, and bike parking. The Warm Springs/South Fremont location will allow all residents to reduce their vehicle miles traveled, which will reduce personal expenses and pollution. Additional residential parking can be shared with public inventories in the area during off-peak hours.

Hospitality Market

City staff reported that Fremont has 22 hotels, of which the Marriott is the only one that is full service. During the panel's stay in Fremont, the Marriott and every other hotel in the city was fully booked. Although current demand may not exist, the panel feels the location, visibility, activity, and sense of place in the future Warm Springs/South Fremont neighborhood could eventually be an attractive environment for a hotel.

Retail Market

A clear interest exists, according to a 2008 market analysis by Strategic Economics, for more upscale or "Main Street" retail in Fremont. Additional evidence includes the 2012 Community Survey, which stated that roughly a third of the city's residents express dissatisfaction with the current offerings in "boutiques and specialty shops," "fine

dining,” and “entertainment and nightlife” (i.e., “something to do”).

From a demand perspective, the panel assumes that a large number of affluent households in Fremont translate to high levels of discretionary spending. However, this con-

nection is not automatic, and depends on psychographics, which are attributes relating to personality and lifestyle choices. Further analysis on retail demand is needed, especially given the extremely diverse population of Fremont.

Ten Principles for Successful Development around Transit

Following are a number of key points to keep in mind for a successful TOD:

1. Make It Better with a Vision

- Orient toward the future but be based in reality.
- Center around stakeholders.
- Be collaborative and educational.
- Focus on implementation.
- Remain flexible.

2. Apply the Power of Partnerships

- Take the opportunity to set mutual expectations.
- Share risks, costs, and rewards.
- Provide a framework for conflict resolution.

3. Think Development When Thinking about Transit

4. Get the Parking Right

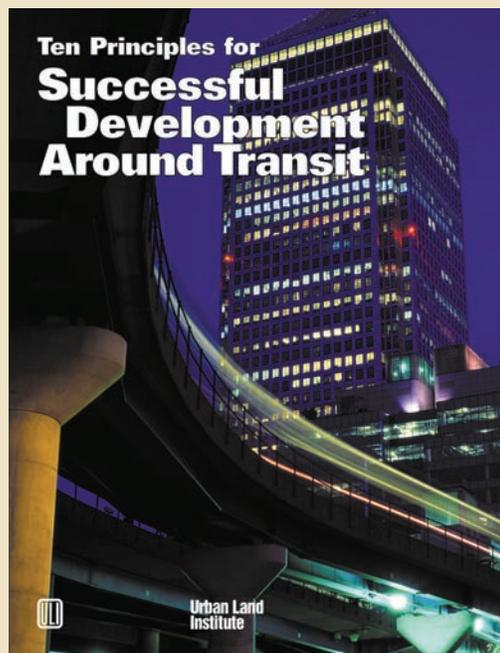
- Move it away from the platform.
- Share it among patrons who make use of it at different times.
- Deck it in a garage.
- Wrap it with retail shops, eateries, residences, and other services.

5. Build a Place, Not a Project

- Foster the creation of an activity center.
- Include engaging public spaces.
- Promote pedestrian and bike connections.
- Create attractive landmarks and gateways to the development.
- Incorporate a variety of residential uses.

6. Size Retail to the Market

- Retail does not drive development but follows rooftops



- Retail uses have specific market areas, some of which overlap other similar uses.

7. Mix Uses, but Not Necessarily in the Same Place

8. Make Buses a Great Idea

- Connect the station to employment centers and the surrounding area.
- Improve quality of service.

9. Encourage Every Price Point to Live around Transit

- A variety of age and income groups seek opportunities to live around transit.
- Gen-Yers prefer smaller accommodations with easy access to transit.

10. Engage Major Employers

Regardless, retail has a role in the redevelopment as an amenity in luring new kinds of residents and office users and as an important piece of the rebranding effort. However, because of limited demand, retail will likely justify only a smaller and lower-profile retail component and should be located and designed to draw off-site consumers to the area. This can be achieved through corner spaces with visibility from Grimmer Road or Fremont Boulevard as well as with side parking, akin to Mission San Jose.

Retail concepts should be positioned through offerings, pricing, and atmosphere to appeal to both the targeted submarket of Warm Springs/South Fremont and existing Fremont residents and workers. Ground-floor bays buried deeper within the development should be designated as flex space to accommodate retail when densities are built out and place-making efforts take hold.

The first stage of the retail component should be limited to roughly 5,000 square feet of quick-service food and drink, and conveniences (e.g., coffee bar, bagel shop, dry cleaners, and wine stores). At this point, BART-generated traffic will provide most of the demand; therefore, amenities should concentrate around a public square outside the station and on corner sites between the rail station entrance/exit and Warm Springs Boulevard. An additional 15,000 square feet of mid-block bays can be held as flex space that can transition to retail as demand requires. Initial demand might not be sufficient to support retail amenities; however, developers should be prepared to

incentivize retailers through rents or buildout assistance to ensure the success of contributing to the Warm Springs/South Fremont sense of place.

As the worker and resident population starts to build out, other concepts become more feasible, such as fast-casual food purveyors, a micro-grocery, or perhaps even a restaurant/bar hybrid which will fill the remaining 15,000 square feet of retail on Warm Springs Square. Thereafter, retail uses can be considered for the other side of the station. At full buildout (approximately 2030), demand will be capable of supporting as much as 50,000 square feet of retail at the site.

Although retail is an essential component, the primary purpose is to help in creating and reinforcing a new urban lifestyle for Fremont and in helping to market the community as a new urban town center.

Development Vision

AS NOTED PREVIOUSLY, THE PANEL recognized tremendous assets as well as some challenges in Fremont and the development of the Warm Springs/South Fremont Station. To achieve a strategically urban development, Fremont needs to take advantage of the following assets and address these challenges.

■ Fremont's assets:

- Environment and climate;
- Location and access;
- Community demographics and housing supply;
- First-rate schools;
- Current 20th-century-economy business sector strength, including emerging technology and advanced manufacturing; and
- Region's largest underdeveloped contiguous acreage available for employment-focused TOD.

■ And the challenges:

- Leveraging the outstanding natural resources;
- Addressing lack of connectivity in all modes of access;
- Diversifying the housing supply;
- Keeping schools and development in synch;
- Transitioning from a strong 20th-century business park model to a 21st-century employment center; and
- Finding a sense of place in the largest undeveloped contiguous acreage in the Bay Area.

The Warm Springs/South Fremont Station presents the city of Fremont with an opportunity to leverage the transit investment in developing a strategically urban neighborhood with the station at the center. The panel identified three basic underlying themes for the Warm Springs/South Fremont TOD: (a) people and community, (b) sense of place, and (c) jobs and employment. The BART rail station will act as a catalyst to enhance the existing employment in manufacturing and green R&D located in the area. While providing support for the existing employment centers and investments such as that of Tesla Motors, the panel believes the urban neighborhood should also account for the new demographic. Many of the gen-Yers, millennials, and baby boomers, who are now becoming empty nesters, want to locate in transit-oriented, "connected" environments that accommodate nonautomobile access and enhance the pedestrian environment. The number of large available parcels, existing employment centers, and demand for new housing and retail opportunities allow the city of Fremont to develop a vision unlike that of any other BART station along the line. Such a vision allows for both employment and residential uses in a transit-oriented environment.

The art-glass entrance and plaza of the station establish a center for catalytic development opportunities in the area.



Immediate Opportunities

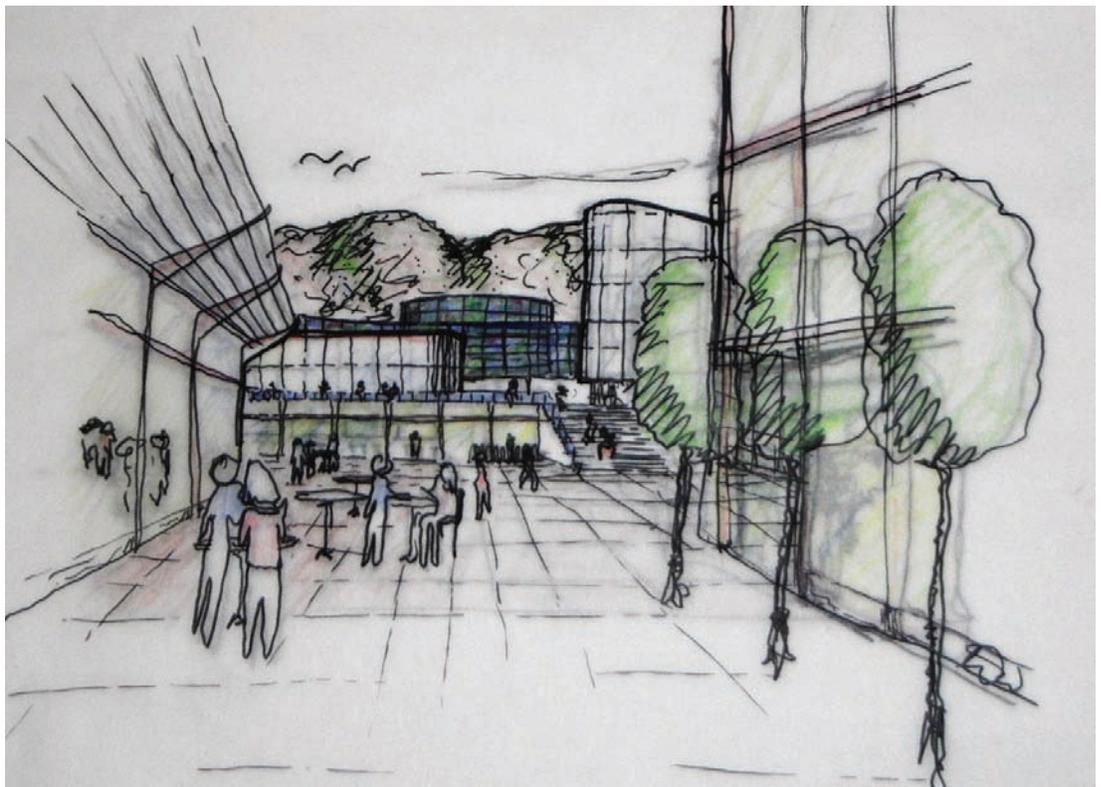
The immediate opportunities are several and include leveraging and partnering with stakeholders who are already significantly invested in the success of the area. These stakeholders include Union Pacific, which owns more than 160 acres and has indicated a willingness to work with the city of Fremont to determine the highest and best use to strategically integrate its holdings into the overall plan for the area. Other stakeholders are Tesla Motors, which anticipates future growth, as well as the property owners of more than 30 acres north of Grimmer Boulevard and west of the station for future mixed-use development. With several other large parcels positioned around the station, the opportunity exists for the creation of an environment that is not currently available in Fremont.

BART invested in this sizable property some 30 years ago, anticipating the future Warm Springs/South Fremont Station and designing the station with an eye for flexibility to accommodate future TOD. Additionally, being a “tempo-

rary” end-of-the-line station allows BART in concert with the city of Fremont to reposition the property as soon as a year after opening, but no more than three years after, because of the anticipated extension to San Jose.

The station design, with its iconic art glass entrance and plaza, establishes a focus area for the city to complement through public realm improvements such as open space, a performing arts center, and an educational or workforce training center. The civic improvements should occur in the first development phase of the project and should include a signature pedestrian bridge that connects and highlights a largely overlooked part of Fremont. The first phase of the development will bring focus to the station and the new Warm Springs/South Fremont transit-oriented environment at the “Main and Main” intersection of Grimmer and Warm Springs boulevards.

The panel suggests initial development east of the station around a new civic plaza with a mix of uses, including commercial and retail, with residential focused toward the



A view looking east toward the station. Public realm improvements set the stage for future development by creating a sense of place. The natural amenities of the site—in this instance, the view of the mountains—should be captured and enhanced.

Innovation Center, Boston, Massachusetts

In his fifth term of office, Mayor Thomas Menino of Boston, Massachusetts, called for a deliberate and experimental approach to transform 1,000 acres on the South Boston Waterfront and the Marine Industrial Park into an Innovation District. The city of Boston established the Innovation District based on the concept that “ideas need tight ecosystems to foster creative growth.” Using 1,000 acres of underdeveloped land, Boston set the intention of creating an “urban lab” to nurture the “idea economy” and allow for shared innovation across a range of disciplines from manufacturing to human services to high tech. The Innovation District focuses on shared innovation, creativity, and environmental leadership and allows an economic engine to generate around a cluster of innovation, consequently retaining local talent and institutions within the city.

At the core of the new district is an Innovation Center, which provides space for entrepreneurs to establish startup companies, generate ideas, exchange knowledge, and interact with those who have access to capital and

the capacity to scale up, grow, and move ideas to the market. The Innovation Center was built as part of Seaport Square, a 23-acre, mixed-use sustainable neighborhood that allots 20 percent of nonresidential buildout to innovation space. An additional area of experimentation within Seaport Square includes the construction of workforce housing units to accommodate entrepreneurs on a shoestring budget, with cohousing and live/work housing options.

Entrepreneurial incubators have also been established to provide a series of events, including education and networking, as well as an organization that connects startups with a host company to rent space without a long-term lease. These accelerators, incubators, and coworking spaces provide the resources necessary to create an innovation cluster.



east end of the station moving out toward the northeast area and using the surplus BART property. On the west side of the station, development should transition to a more mixed-use, employment-based environment on the 109-acre Union Pacific property.

The investment by BART in a strategically located property as well as its determination to provide surface parking and bus circulation creates flexibility to accommodate reorientation of parking and access as development plans are undertaken. The surface parking at the BART station presents opportunities for the city of Fremont and BART to be flexible in the planning for the site in the initial phase of development as well as positioning the provision of civic uses and amenities that can be used to enhance access to and from the station as well as leverage private investment.

Along with BART's investment, the early planning stages may be an opportunity for the city of Fremont to invest in key strategically placed parcels, such as the triangular parcel immediately west of the platform that will be the touchdown point for the signature pedestrian bridge and may be the initial development site leading into the Union Pacific property. An innovation center is proposed for this key triangular parcel at the heart of the vision that the city wants to establish for Warm Springs/South Fremont. This recommendation is based on a similar center that Boston,

Massachusetts, is creating to anchor its newly emerging Innovation District.

The importance of the public investment to lead the way in creating a strategic urban signature place at Warm Springs/South Fremont Station cannot be overstressed. A station does not create a place on its own but can be a catalyst for investment from both public and private stakeholders. Without investment, Warm Springs/South Fremont Station will be nothing more than a park-and-ride lot. The city of Fremont must lead the way. The ongoing creation of programs and events for the public space energizes day and nighttime activity around the station. Events and activities should come together with a hub of employment, retail, and residential living oriented around a pedestrian-friendly environment to deepen the connection the community has with a place.

As the growth in employment opportunities and the development of the signature Warm Springs/South Fremont TOD occur, the panel believes that eventual demand may exist for an anchor hotel for business travelers as well as meeting and conference space to support the competitive nature of Warm Springs/South Fremont as a business location in tune with today's streamlined workplaces. Given the location of the study area at the confluence of interstates 880 and 680, the BART station, and Grimmer



Current plans around the station area call for surface parking, which provides flexibility for development opportunities into higher and better uses. The first phase of development should occur on the BART-owned parcel to allow maximized transit ridership. Parking should move to the edges and perhaps be placed in structures. Convenience retail should be sited in corner locations to take advantage of transit.

An iconic pedestrian bridge serves the dual purpose of rebranding the area and providing bike and pedestrian connections to both sides of the site over the Union Pacific tracks. These examples of bridges augment and enrich their locations.

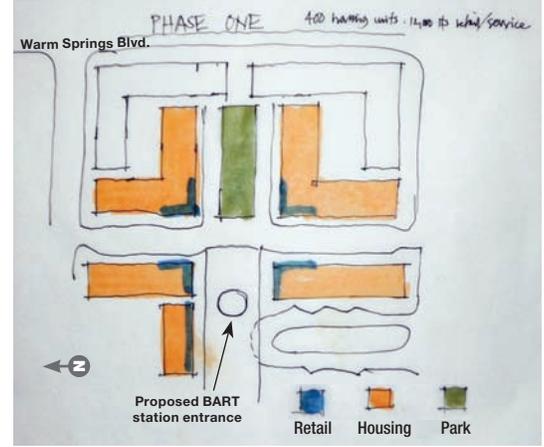
and Warm Springs boulevards, a full-service conference center hotel could potentially be viable at this key confluence of regional highways, with easy pedestrian access to the BART station and hence downtown San Francisco, Oakland, and San Jose as well as the regional airports.

Development Strategies

The Warm Springs/South Fremont area presents an opportunity for a large, multiyear development involving a number of public and private parties. The long-term success of the project depends on the commitment of the city and key partners to a visionary framework plan that is implemented in a patient and faithful, yet nimble and market-driven manner.

The panel recommends that the city of Fremont work with property owners, developers, and other stakeholders to create a plan that guides the development of individual properties in the area. The framework should be supported by a marketing and branding strategy to establish a clear identity and awareness of the offerings in the area.

Among the opportunities for development partnerships is the BART-owned parcel around the station. Currently, the immediate area around the station is planned as surface parking, but this property must be developed in later phases into higher and better uses that will maximize



transit ridership and further stimulate investment in the area. Parking should move to the edges of the parcel and perhaps be placed in parking structures.

The first phase of the development, located on the BART property just to the east side of the station, could include approximately 400 housing units, 12,000 square feet of commercial uses, and a primary green space joining the station plaza to new surrounding buildings. The green space is an important aspect to create a distinct “outdoor room” and public gathering space. The public space will include programming on a regular basis to create activity and both retain and bring people to the area. These components, woven together with high-quality urban design, will set the bar high for future development.

Development Framework and Public Realm Improvements

A strong, forward-thinking, carefully implemented framework plan is essential to optimize this unique opportunity and deliver both higher density and higher quality of life for the employees, residents, and visitors to the Warm Springs/South Fremont area. Key public realm investment will help establish a new identity and overcome the site’s challenges. One of the challenges mentioned in the design concepts included con-



necting the east and west portions of the site, which are currently separated by four railroad tracks. An additional challenge includes transitioning new uses into the existing industrial character of the area.

The Warm Springs/South Fremont development opportunity allows the city to demonstrate its commitment to creating a strategically urban future. A critical component in the first phase of the project is to create positive engagement with the area that clearly demonstrates a new image for Fremont. The panel's proposal of a visual corridor with a signature pedestrian bridge over the tracks will establish a visual and pedestrian connection as well as provide an icon of the new Fremont to visitors and the surrounding community.

The panel also suggests that this iconic pedestrian and bicycle bridge be part of a strategy to eventually link the natural environment of the bay to the west and the mountain range to the east through the Warm Springs/South Fremont area. This pedestrian and bicycle connection would allow Fremont to leverage its abundant environmental assets and enhance the sense of place around the Warm Springs/South Fremont area.

The panel recommends that all streets in the area, including the two streets off Warm Springs Boulevard that create access to the BART station, be designed as high-quality multimodal, car, bus, bike, and pedestrian streets with on-street parking, broad sidewalks, active building frontages, and mature street trees. The Warm Springs/South Fremont

area should be connected to the city's and region's bike and trail system, providing access to and from the area to the amenities and open space in and around Fremont.

In addition, the framework plan should establish the general uses, intensity, connectivity, open space, parking inventories, and frontage character of the area. The initial phase must establish a public realm that attracts interest and investment to the area. The public realm improvements should connect and adjoin the BART station to increase the experience of transit riders coming and going from the station. Fremont residents will also use the new civic space to experience a range of retail offerings, both permanent and temporary, as well as to enjoy a series of programmed events and new community gathering space.

As can be seen from the development program tables, the cost of the public realm investments that the panel believes are required to effectuate a new vision for Warm Springs/South Fremont pales in comparison to the long-term public benefits they can achieve.

Development Program: Component Mix

	Land	Density	Size
Residential/mixed use	110 acres	35 dwelling units/acre	3,850 units
Retail			70,000 sq. ft.
Office/mixed use	65 acres	.5 FAR	1,400,000 sq. ft.
R&D	110 acres	.25 FAR	1,200,000 sq. ft.
Total	285 acres		

Development Program: Project Benefits

	Attributes	Assumptions	Values	Net Benefits
Total new jobs	Office	1/150 sq. ft.	9,300	13,300
	R&D	1/300 sq. ft.	4,000	
Total housing units	Market rate		3,300	3,850
	Affordable		550	
Increased tax base	Office/R&D	\$200 sq. ft.	\$520,000,000	\$1,290,000,000
	Housing	\$200,000 per unit	\$770,000,000	
Real estate tax/year				\$12,900,000
State income tax/year	\$80,000/household	10% rate		\$30,000,000
	\$40,000/household	affordable		
One-time impact fees	\$30,000/unit	50% rate		\$115,500,000
Fremont branding value				Significant
Citywide amenities				New park/open space Pedestrian/bike connections Community gathering space

Design Concepts

THE DESIGN CONCEPT for Fremont's new urban town center responds to the city's historic formation from the five original towns of Centerville, Irvington, Mission San Jose, Nilas, and Warm Springs.

Fremont is known for its strong community neighborhoods and innovative businesses. The panel believes that development around the new Warm Springs/South Fremont Station should represent Fremont's identity as both a premier workplace and a living space all within walking distance. Housing and advanced-technology centers along with transit connections to San Jose, San Francisco, and Oakland are all available at this live, work, and play district. The panel's design concepts focused on creating a new place while bridging with elements of the past, providing multimodal connections, leveraging transit, and integrating private spaces with public realm elements.

The Old Warm Springs Boulevard alignment (i.e., Lopes Court–Warm Springs Court) provides an important northwest–southeast corridor that could reinforce connections in the area. However, it is currently interrupted by the Union Pacific railroad right-of-way in the vicinity of the new BART station. The panel identified the Old Warm Springs Boulevard corridor as a key organizing element for creating a development and ultimately a neighborhood on both sides of the tracks at the new BART station. The panel embraces the goal of creating a distinctive employment-focused TOD, but achieving that goal requires strategically bridging residential and active social spaces on both sides of the tracks.

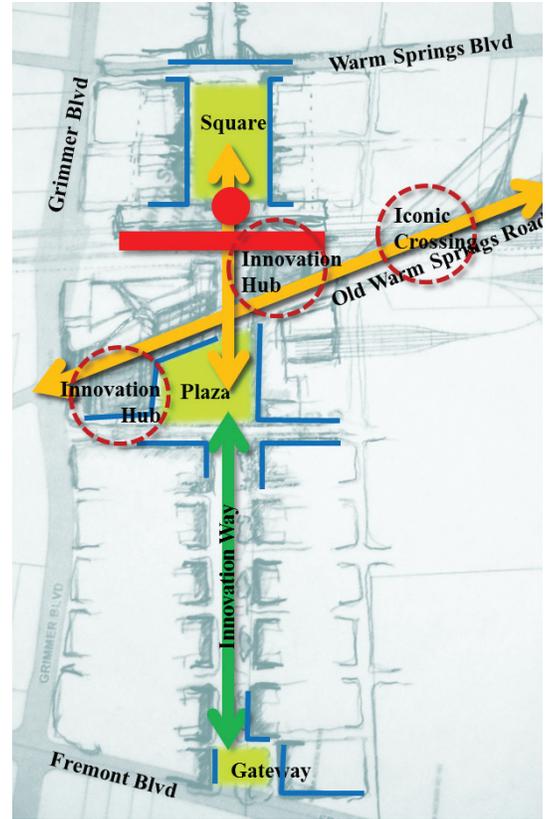
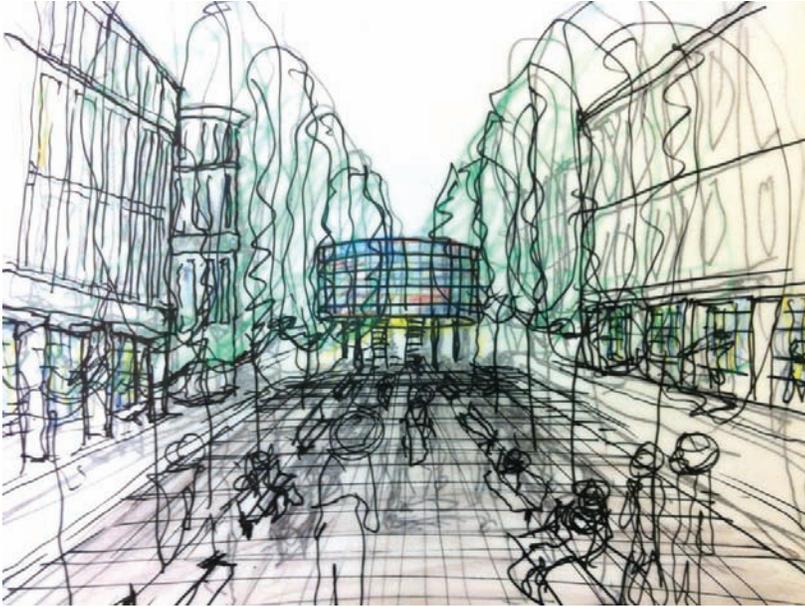
To create an interconnected neighborhood, the panel recommends introducing an iconic pedestrian and bicycle-only bridge connecting to the BART concourse over the Union Pacific/BART right-of-way. This major public investment serves multiple objectives:

- Providing a direct connection from the BART station concourse to the west side of the site;
- Creating a strong, compelling visual landmark for the neighborhood;
- Reinforcing a strong walking and cycling corridor along Old Warm Springs Boulevard alignment, linking multiple destinations and nonmotorized facilities in the greater south Fremont area; and
- Linking the two sides of the neighborhood and their respective characters.

At both ends of the bridge, the creation of two unique public spaces establishes a public realm that can support community gatherings, a limited amount of retail and neighborhood services, and bicycle and pedestrian access as well as a local electric shuttle fleet for that “last mile” from workplaces throughout the 850-acre area to and from BART. The panel sees the east–west spine established by the pedestrian-only bridge and open-space corridor as a critical form-giving component that takes fullest advantage of the BART station for future development.

Establishing a strong character along Grimmer Boulevard is another important consideration. There, the panel strongly recommends a build-to-the-street development pattern to better define this existing east–west corridor through the project area. Regulatory measures and administrative design review are two tools to ensure this recommendation is implemented fully.

In contrast, the panel chose not to prescribe street layouts or block sizes for the interior of employment-focused land areas, respecting the need for flexibility for those land uses.



The panel believes that Fremont should leverage the sector's proximity to Silicon Valley and the emerging tech sector to create a hub of innovation. Public realm improvements, neighborhood connectivity, and multimodal access to and from the site will enhance the identity of the area, thereby helping establish locations for people to gather, interact, and create.

Fremont's Innovation Neighborhood: Sustainability Strategies

The panel identified a confluence of three important forces at the project site:

1. The BART regional infrastructure transit investment;
2. A powerful cluster of global green-technology companies; and
3. A unique natural context.

Together, they provide unprecedented opportunities for the city of Fremont to implement the vision of California's Sustainable Communities and Climate Protection Plan (Senate Bill 375) and the Fremont General Plan as well as demonstrate leadership in integrated sustainability through the following strategies.

- Develop an employment-focused transit community.
 - Leverage the sustainable regional transit infrastructure of BART.
 - Use comprehensive traffic demand management and aggressive parking management to reduce development's greenhouse gas and vehicle miles traveled profiles.
- Grow transit use by encouraging critical last-mile connectivity.
 - The panel recommends excellent walking and cycling networks on local streets, paths, and open spaces with regional destinations, such as the Old Warm Springs Boulevard corridor and a Bay-to-Mission Hills ridge network.
 - The panel recognizes the opportunity for a "green fleet" shuttle supported by a consortium of employers (with support from the city and AC Transit) to serve employees using BART to commute. In particular, the city should convene a working group and strategically partner with Tesla Motors to pilot vehicle-to-grid technology for this application.

■ Pursue high-performance buildings and neighborhood infrastructure. The panel sees an opportunity to pursue LEED (Leadership in Energy and Environmental Design) for Neighborhood Development (LEED ND) as an organizing metric for comprehensive sustainable design and development. In addition to the transformational power of BART service and a green-fleet shuttle, and the recommended street and public realm improvements, other considerations for LEED ND and integrated green infrastructure strategies include the following:

- Encourage Platinum LEED or net-zero Delta Products headquarters as a performance threshold for new construction.
- Provide incentives for conservation and green infrastructure in utility impact fees.
- Plan natural drainage systems that acknowledge proximity to the bay and climate-change-induced sea-level rise.

Implementation and Financing

THE STATE OF CALIFORNIA has unfortunately eliminated key redevelopment tools, thereby challenging stakeholders to create alternative ways to meet the public and private objectives of the development area. Although the city has strong political and staff leadership, the panel recommends the formation of a new private/public entity to act as the “vision-keeper” during short- and long-term buildout and to direct development through the continuously evolving needs of market-driven development. Creating a private/public partnership involves the following:

- Ensuring that the investment in the partnership delivers a fair and just dividend to each party;
- Using business improvement districts, tax increment financing, and an appropriate selection of public financing tools to leverage private sector capital committed to the reinvention of the suburban business district;
- Establishing a government commitment to enhance pedestrian interconnections and place-making initiatives within the study area; and
- Coordinating policies, programs, fiscal priorities, and service location activities to harness all public resources in the implementation of the plan.

This entity should be headed by a real estate development professional experienced with maintaining the quality and intent of the vision while responding to development proposals from a variety of owners. The private/public entity will be funded by the city, property owners, and any available local, state, or federal grants and loans.

Financing and ownership issues involved in the creation of strategic urban settings contain numerous levels of complexity beyond a single-use project. Through shared ownership, the creation of the partnerships creates a mechanism and cooperation to handle complexities.

Potential Public Financing Tools

- Alternative tax increment financing methods;
- Tax abatements;
- Parking and municipal bonds;
- Community Development Block Grants;
- New Market Tax Credits and private activity bonds;
- Land leases;
- Low-income housing tax credits;
- TOD funding—Transportation Equity Act for the 21st Century (TEA-21) funds;
- EB-5 employment-based immigrant investment visas; and
- Loans and grants.

A well-organized, well-capitalized approach with resilience and vision needs to be applied by all stakeholders. Developers need to have a long-term outlook and strong vision to stay with the development well into the operating period.

Lenders also need to understand the importance of the vision, and because of the complexities of multiple owners and mixed uses multiple lenders might have to be used. Whatever lender approach is used, the plan must not be compromised to satisfy the lender.

Public financing opportunities should be capitalized upon to leverage the investments of all parties and to accrue the place-making dividend for all stakeholders. Municipal bonds or section 108 loan guarantees, for instance, could be used to expedite the purchase of the Union Pacific property. Additionally, low-income housing tax credits as well as state and city soft secondary mortgages can help support the affordable housing component of the project. Other tools to consider include zoning overlays

for density bonus as well as tax increment financing, tax credits, bonds, and other tools to finance public realm and infrastructure improvements.

The panel recommends that the city form partnerships with BART, property owners, and private developers, and pursuant to BART's stated strategy, "as early in the development process as feasible, use a variety of mechanisms, including joint powers authorities, assessment districts, and improvement districts, to achieve coordinated development of station area properties."

Long-term vision is the framework, and flexibility is a tool for implementing it. Together, they enable planning at the outset, decisions during development, and adjustments at maturity. Urban centers grow organically, and they demand flexibility over the course of development to allow the integrity of the vision to be maintained while adapting to unforeseeable market shifts over time.

Keeping flexibility paramount, the panel recommends stressing results over regulations. Regulatory tools applied during the past century to mandate and control place making have proven inadequate and often counterproductive in creating the sort of place demanded for the 21st century. The letter of the law and legal terminology do little to evoke a sense of place. Development vision using interactive design models provides an opportunity to shift from rigid and static zoning codes to meet ever-changing community needs and aspirations.

Stressing results over regulations involves the following:

- Recognizing that the zoning system needs to provide for a mix of uses and the creation of places;
- Ensuring strategic plans and regulatory instruments create visualization of place;
- Refining new planning instruments based on community visioning so that projects can be presented digitally before approval and construction;
- Developing new land use and place-making codes that are flexible and responsive to changing community needs, allowing for timely approval and modification of development entitlements that comply with the purpose and intent of strategic plans.

Conclusion

FREMONT IS AT A SPECIAL MOMENT in its history. The combination of the extension of BART to Warm Springs/South Fremont and eventually on to San Jose with one of the largest undeveloped contiguous land parcels left in the Bay Area presents an opportunity for Fremont to create a vibrant employment-focused TOD with a supportive residential component.

A community-visioning process for the station area can bring the necessary elements together to create a development framework that establishes and fosters a sense of place where residents, employers, and employees want to locate. A development and design framework plan helps guide the private sector and sets the development expectation for the area. This creates predictability for developers and a clear process for handling disputes that may arise, thus resulting in increased efficiency throughout the development process. A private/public entity can help with the visioning and implementation by developing a creative alliance between multiple partners to achieve a common goal. The city should promote sustainable development to enhance and protect the region's natural assets and to associate with the innovative green technology being developed in the area. Finally, the city must create an implementation phasing strategy to set a timeline for development around the station.

The tasks involved are complex and require strong leadership and cooperation from all parties to achieve the maximum benefits. All community stakeholders must be identified and brought to the table. Common ownership of the long-term vision will help ensure the success of the project. The panel believes that by establishing a private/public entity to execute a development and design framework, setting policies that encourage sustainable development, using an array of financing tools, and following a strong phasing strategy, a vibrant urban community will be created around Warm Springs/South Fremont Station.

About the Panel

Victor Karen

*Panel Chair
Boston, Massachusetts*

Karen is principal of Citybuilding Enterprises, a development and consulting business specializing in urban mixed-use projects. The firm's focus involves replanning and strategic assembly of public support to assist otherwise sound projects in emerging from the limbo to which many were consigned as a result of the real estate meltdown.

He has over 25 years of private and public sector experience, including work in affordable housing, urban mixed use, nonprofit development, and military base reuse. Karen has a broad knowledge of planning, design, construction, entitlements, and public/private finance.

For several years after Hurricane Katrina, he consulted to the AFL-CIO Housing Investment Trust, helping advance their redevelopment initiative for New Orleans. Before that, he worked as vice president for development of a development/construction management firm in Boston, Massachusetts; director of real estate for MassDevelopment, a state development agency in Massachusetts; and deputy director of economic development for the Boston Redevelopment Authority, Boston's planning and urban renewal agency.

Karen received a bachelor's and master's of architecture from the Massachusetts Institute of Technology. He has served on six ULI Advisory Services panels and cochaired the Boston District Council Real Estate Advisory Committee, which is engaged in Technical Assistance Panels throughout New England.

Stephen M. Antupit

Seattle, Washington

Drawing on 20 years' experience in urban design and neighborhood redevelopment, Antupit supports and creates vibrant, walkable communities that are resource-smart, climate-intelligent, and transit-focused.

As a public servant and professional consultant, he frames policies and programs and creates physical design responses that promote ecological, social, and economic resilience. He carries these aspirations beyond traditional boundaries to stimulate invention and to leverage durable relationships among the resources and motivations of stakeholder groups, community organizations, and residents in diverse communities.

His portfolio of public agency work includes the role of master developer for the Seattle Housing Authority's 1,500-unit market-rate homes for-sale program, as well as providing urban design leadership the city of Seattle's Station Area Planning team under contract with Sound Transit.

In 2009, Antupit helped launch the CityLab7 consultancy, where teams explore and address the confluent challenges of convivial urbanity, drawing together expertise in public health, natural systems, renewable energy flows, regional food, and other green infrastructure networks.

He is an active member of the ULI Private/Public Partnership Council and ULI Seattle's Thriving Communities Task Force, and past cochair of ULI Seattle's Housing Affordability Taskforce. He has served on several ULI Advisory Services panels.

Michael Berne

New York, New York, and Berkeley, California

Berne is the president of MJB Consulting (MJB), a national retail planning and real estate consulting concern with offices in New York City and the San Francisco Bay area.

MJB has been retained by a wide range of clients, including municipalities, business improvement districts, and quasi-public and nonprofit development corporations as well as private developers, landlords, and retailers, to conduct market analyses, advise on site planning, devise tenancing strategies, and undertake or guide recruitment efforts.

Berne is a frequent speaker at the conferences of the International Downtown Association and sits on its board of directors. He has also presented at the annual gatherings of the International Economic Development Council (IEDC), the National Main Street Center, the Local Initiatives Support Corporation, the International Council of Shopping Centers, and the California Downtown Association.

He has written numerous articles for the Urban Land Institute's *Urban Land* magazine and served on expert advisory panels for ULI and IEDC. He has lectured at the University of Pennsylvania and City University of New York and appeared in high-profile publications such as the *Washington Post* and the *Financial Times*.

Berne received a BA from Columbia University in New York City and an MPhil from Cambridge University (Gonville & Caius College) in the United Kingdom. He splits his time between residences and offices in Berkeley and New York City.

Clarence Eng

Tampa, Florida

Eng is a transit and redevelopment practice leader with 20 years of experience leading integrated place-making, land use, transportation, and community-planning projects across the United States. His context-sensitive designs are implementation focused—resulting in many award-winning projects, including a new transit system plan for Tampa and transit-oriented developments in the Washington, D.C., region.

Eng's diversity of expertise in transit planning, urban design, strategic plans, land use, transportation, economic revitalization, and public engagement is invaluable in transforming project plans into built realities. He has led many transit-planning and corridor implementation studies, developing and administering on-board passenger surveys, and conducting community workshops. His exemplary skills in integrating land use and transit on numerous alternatives analyses, public engagement in diverse settings, consensus building, and interjurisdictional coordination on regional transportation solutions resulted in a unanimously adopted transit vision for Tampa/Hillsborough County, Florida. The project served as a model for the National Transit Institute's TOD course, where he served as a special adviser for course development.

Eng is a National Charrette Institute—certified charrette leader with 12 years of experience conducting design charrettes, including the seven-mile US41 Educational and Cultural Corridor Plan in Sarasota that help define its bus rapid-transit initiatives; the Dover, Delaware Transit Neighborhood Plan; and the Congress for New Urbanism Charter Award—winning Washington Metropolitan Area Transit Authority's Twinbrook transit village in Montgomery County, Maryland. Eng served on the ULI advisory panel for Denver's 16th Street Mall. He is an accredited planner with the American Association of Certified Planners and holds dual master's degrees in planning and urban design and a bachelor of landscape architecture from the University of Montreal.

Stephen F. Gray

Boston, Massachusetts

Gray is an associate planner and urban designer at Sasaki Associates Inc. in Watertown, Massachusetts. Sasaki is a multidisciplinary professional service firm with an integrated approach to national and international projects in architecture, interior design, planning, urban design, landscape architecture, strategic planning, civil engineering, and graphic design. Gray has extensive experience working in the United States, the Middle East, and Asia;

his clients include municipal agencies, colleges and universities, private developers, and nonprofits.

Gray's current and recent project work includes the Khalifa University of Science, Technology and Research at Masdar, United Arab Emirates; Bridgeport Parks Master Plan in Bridgeport, Connecticut; the Brighton Planning Study in Boston, Massachusetts; the Greater Hill District Master Plan in Pittsburgh, Pennsylvania; and the Georgia State University Master Plan in Atlanta, Georgia. Gray is also an active member of the Boston Society of Architects with the Urban Design Committee and Innovation District Subcommittee.

In addition to his professional responsibilities, Gray remains actively involved in academia by regularly attending studio reviews and giving presentations to architecture and planning students at the Boston Architectural College, the University of Cincinnati, Harvard University, the University of Nebraska, Northeastern University, and Roger Williams University.

Gray grew up in Cincinnati where he attended college and earned a degree in architecture from the University of Cincinnati. He also earned a master of architecture in urban design with distinction from Harvard University where he was awarded the Thesis Prize and the Award for Outstanding Leadership in Urban Design.

Michael Lander

Minneapolis, Minnesota

Lander is founder and president of Lander Group. He incorporated the company in 1984 in California and has since been active in the planning, design, and development of commercial, residential, and mixed-use real estate projects in California, Iowa, Minnesota, and North Dakota. His experience includes land acquisition, market research, land planning and architectural design, structuring and securing public and private financing, marketing (leasing and sales), partnership formation, property management, and overall development and coordination.

Since relocating to Minneapolis in 1990, the Lander Group, alone and in partnerships with other firms, has developed

and sold many successful infill residential projects and completed substantial renovations of mixed-use commercial buildings. As a partner in the urban design firm Town Planning Collaborative, Lander helped create the award-winning plan for St. Louis Park's new town center and an acclaimed design charrette for Minneapolis's Uptown district.

Lander is a member of the Urban Land Institute, the Congress for the New Urbanism, the Minnesota Multi-Housing Association, and the Minnesota chapter of the American Institute of Architects, and he serves on the public policy committee of the Builders' Association of the Twin Cities.

A native of Grand Forks, North Dakota, Lander studied liberal arts at Arizona State University and the University of the Pacific in Stockton, California.

Jack Wierzenski

Dallas, Texas

Wierzenski has worked for Dallas Area Rapid Transit (DART) since 1991. He is responsible for developing and implementing strategies to capture the economic development opportunities and benefits around the DART system. He serves as DART's primary point of contact to the development community and its 13 member cities to facilitate and implement transit supportive development initiatives.

Prior to coming to DART, he served as chief of transportation planning in Prince William County, Virginia, and worked for the cities of Austin and Galveston, Texas. He received his master's degree in urban and regional planning from Texas A&M University and a BA in geography and political science from the University of Minnesota.

Wierzenski has served on the National Railvolution Conference Steering Committee since 1997 and is a member of Urban Land Institute and has participated in several Advisory Services panels, as well as the creation of ULI's North Texas District Council. Wierzenski is a member of the American Institute of Certified Planners and the American Planning Association.