



**Urban Land
Institute**

San Francisco
Serving the Greater Bay Area

CITY OF DUBLIN

SCS Property Technical Assistance Panel



Dublin, California
June 24–29, 2021

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Cover Image: SCS Property on the site tour.

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About ULI

The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners,

investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries, including over 2,200 in ULI San Francisco (sf.uli.org). ULI San Francisco serves the Greater Bay Area with pragmatic land use expertise and education.

About ULI TAPs

The ULI San Francisco Technical Assistance Program (TAP) panel is an extension of the national ULI Advisory Services program. ULI's Advisory Services panels provide strategic advice to clients (public agencies, nonprofit organizations, or nonprofit developers) on complex land use and real estate development issues. The program links clients to the knowledge and experience of ULI and its membership.

Since 1947, ULI has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges. More than 700 panels have been conducted around the world. Since 1996, ULI San Francisco has adapted this model for use at the local level, assisting more than 34 Bay Area cities.

Drawing from its local membership base, ULI San Francisco conducts one-day to two-day in-person TAPs or two-day

to four-day virtual TAPs offering objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues. In fulfillment of ULI's mission, this TAP report is intended to provide objective advice that will promote the responsible use of land to enhance the environment. Learn more at:

sf.uli.org/get-involved/technical-assistance-panels.

This report presents highlights of the panel's responses to the client's questions, as well as a diverse set of ideas and suggestions.

Dublin Technical Assistance Panel

Panel Chair

- Jim Heid, Founder, UrbanGreen Advisors & CraftWork Development

Panel Co-Chairs

- Riki Nishimura, Principal, Populous
- Jessica von Borck, Director of Land Use Planning, Stanford University

Panel Members

- Elizabeth Kuwada, Associate Director of Real Estate Development, Mercy Housing California
- Josh Roden, President, Brookfield Properties Development, Northern California
- Nell Selander, Deputy Director of Economic & Community Development, City of South San Francisco
- David Shiver, Principal, BAE Urban Economics
- Mariana Ricker, Associate, SWA San Francisco (TAP Report Writer)

ULI San Francisco

ULI TAP Committee

- Frank Fuller, Co-Chair
- Kara Gross, Co-Chair
- Jessica von Borck, Vice Chair

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- Natalie Sandoval, Senior Director
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TAP panelists and ULI staff on the site tour.

City of Dublin Acknowledgments

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- Jeff Baker, Community Development Director
- Kristie Wheeler, Assistant Community Development Director
- Laurie Suggang, City Engineer / Assistant Public Works Director

Public Officials Engaged:

- Melissa Hernandez, Mayor
- Shawn Kumagai, Vice Mayor
- Jean Josey, Councilmember
- Michael McCorrison, Councilmember



City staff on the site tour.

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Executive Summary and Key Takeaways

The City of Dublin engaged ULI San Francisco to convene a Technical Assistance Panel (TAP) of multidisciplinary experts from around the Bay Area. The panel was tasked with assessing the SCS property to provide input and recommendations on land uses that “optimize synergy between land use, economic development, and community compatibility.” Specifically, the panel was asked to consider the following questions posed by the City:

- *What is the collective vision that the City should consider for the SCS property?*
- *What is the highest and best use for this site which optimizes land use, economic development and community compatibility?*
- *Considering the highest and best use, should the City master plan the entire 77 acres or look at different parts separately?*
- *Given the scope of the community outreach program, are there any other tools we should consider?*
- *How should the City’s requirement to provide housing for all income levels be addressed, given community opposition to housing on the site?*

Throughout the four-day workshop, the panelists recognized the importance of approaching the task with the lens of **making something great rather than just what can be approved**. With this as a touchstone, the group applied their diverse professional expertise to the SCS property and dug into the details.

First, acknowledging that **economic challenges are real**. The panelists reviewed briefing materials and market analysis to thoroughly consider each possible land use and weigh its financial feasibility with the community benefits it provides.

Second, expanding upon the community’s desire for place and asserting that **place is not just defined by retail**. In an increasingly changing world where traditional retail uses are being challenged, the panelists explored other uses that can promote gathering and social interaction.

Third, celebrating the fact that east Dublin has its own character, the SCS property should **complement, not compete with downtown**. The panelists drew from what they heard from stakeholders and focused on what could make the project local and unique.

Together, these are the principles that inform the panelist’s proposed vision statement:

The SCS property offers an opportunity to highlight what is authentic to east Dublin by creating a series of unique places that are linked by a walkable and bike-friendly network that can knit together this inclusive neighborhood with the adjacent community.



Detailed throughout the report is how that vision should be carried forward to support a successful outcome for the SCS property.

Beginning with a balance of uses that are economically feasible and address the community's hopes for the future, the panelists recommend a much greater emphasis on housing than in the original Eastern Dublin Specific Plan. By embracing a larger unit count, the SCS property can help provide overdue affordable housing while allowing for the inclusion of market-rate units to underwrite other community amenities. The market trends indicate that commercial uses should be relied upon to a lesser degree, with built-in flexibility and additional effort to think outside the box.

- 800 - 1,200 residential units across all parcels
 - 20% for very low and low income to meet RHNA
- 250,000 - 300,000 sf commercial space
 - Maintain flexibility to grow up to 500,000 sf of commercial space
- See "Market Realities" section for more ([page 16](#))

The panelists emphasize the importance of supporting a sense of place with less focus placed on the numbers themselves and more on the overall outcome that the community wants.

Part of this is rethinking how the site itself is perceived, moving away from a single infill greenfield approach, which tends to be more siloed in nature, and instead, to embracing a three-tiered infill approach that prioritizes integration with directly adjoining neighborhoods and their contextual relationship with the greater east Dublin community.

- PA-1: Tri-Valley Regional Focus Uses
- PA-2: Dublin Community Centric Uses
 - Create a walkable "High Street" in PA-2
- PA-3 and PA-4: Neighborhood Based Uses
- See 'Site Framework' section for more ([page 22](#))

Lastly, the report provides a set of specific implementation recommendations on finance, outreach, and design. These toolkits are accompanied by relevant case studies and intended as a guide and inspiration for the City of Dublin, the community outreach team led by ELS Architecture and Urban Design (ELS) and the SCS property owners as they move forward in this process.

See below for links to each of the implementation toolkits that have been prepared:

FINANCING TOOLKIT: Affordable Housing and Infrastructure Funding Opportunities ([page 26](#))

FINANCING TOOLKIT: District Financing Strategies ([page 27](#))

OUTREACH TOOLKIT: Specific Strategies ([page 29](#))

CHECKLIST: Tips for Success ([page 28](#))

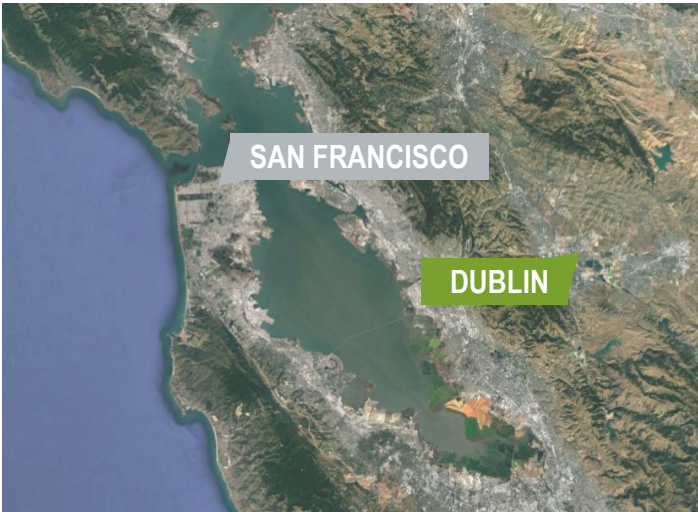
DESIGN TOOLKIT: Phase 0.0 Activation Strategies ([page 31](#))

CHECKLIST: Creating Amazing Places ([page 30](#))

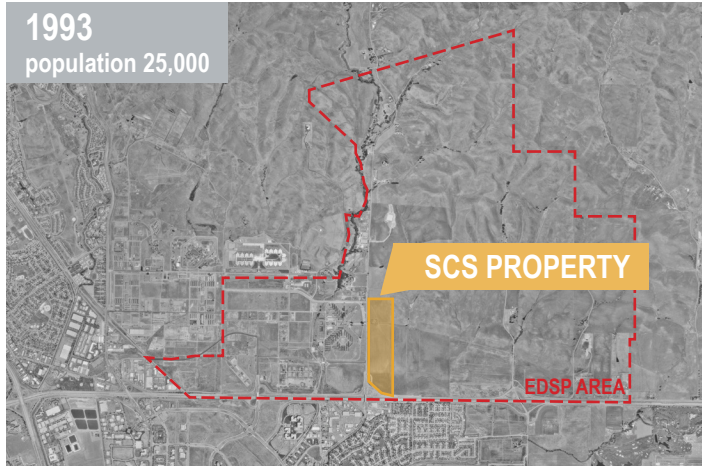
Context

The City of Dublin is located at the intersection of I-680 and I-580 in Alameda County and is connected to the rest of the San Francisco Bay Area by the Dublin/Pleasanton BART line. The City itself was incorporated in 1982 and since then, Dublin has grown from a population of approximately 14,350 to 67,333 today.¹ This dramatic growth resulted in Dublin being the fastest-growing city in California in 2019 and ranking nationally in the top 15.²

In east Dublin, this rate of growth is particularly evident. The community's experience with this plays an important role in understanding the challenges surrounding the SCS site— one of the last remaining parcels that is in fact still available to development.



Location of Dublin relative to the Bay Area. ^A

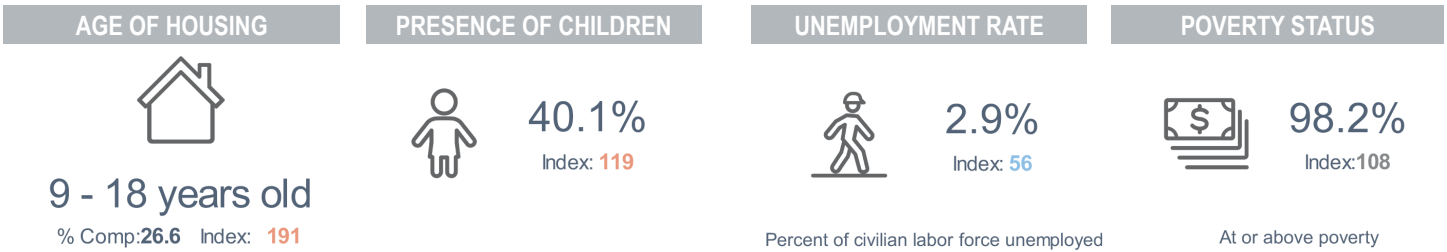


History of growth in the Eastern Dublin Specific Plan Area. ^B

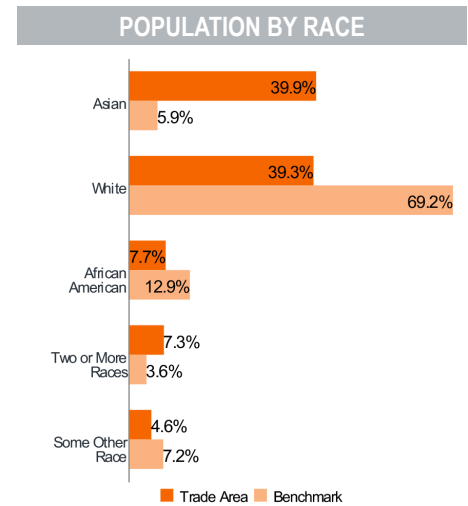
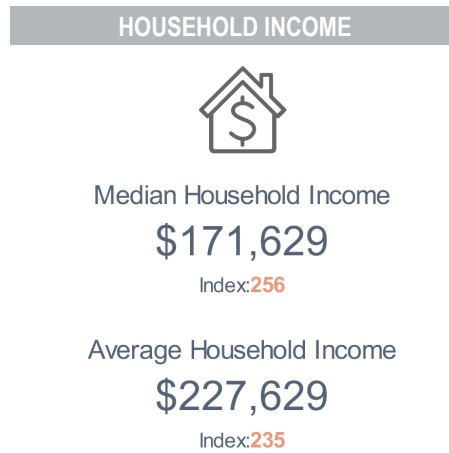
Demographics

The rising population over the past several decades means that the majority of the community in Dublin is relatively new and is just starting to become more invested in the future of their city. Many residents are young families with the median age of 36.7.³ As a whole, the Dublin residents have higher median household incomes and lower levels of poverty and unemployment compared with the rest of Alameda County and California as a whole.

The ethnic makeup of Dublin is predominantly split between White and Asian communities with a moderate proportion Hispanic/Latino and a minority African American. Thirty percent of households speak a second language in addition to English.⁴ With the new development in east Dublin in particular, there has been an increase in the concentration of South Asian households.⁵ This growing cultural diversity has contributed to a growing trend toward multi-generational households as non-White racial groups are more likely to adopt this living arrangement.⁶



POPULATION BY AGE			
Age	Count	%	Index
0 - 4	4,113	6.5	108
5 - 9	4,134	6.5	108
10 - 14	4,006	6.3	102
15 - 17	2,206	3.5	90
18 - 20	1,977	3.1	76
21 - 24	2,505	4.0	76
25 - 34	9,740	15.4	114
35 - 44	11,288	17.9	140
45 - 54	9,246	14.6	119
55 - 64	7,165	11.3	89
65 - 74	4,378	6.9	69
75 - 84	1,877	3.0	60
85+	504	0.8	40



Pop-Facts Demographic Information for Dublin Trade Area. ^c

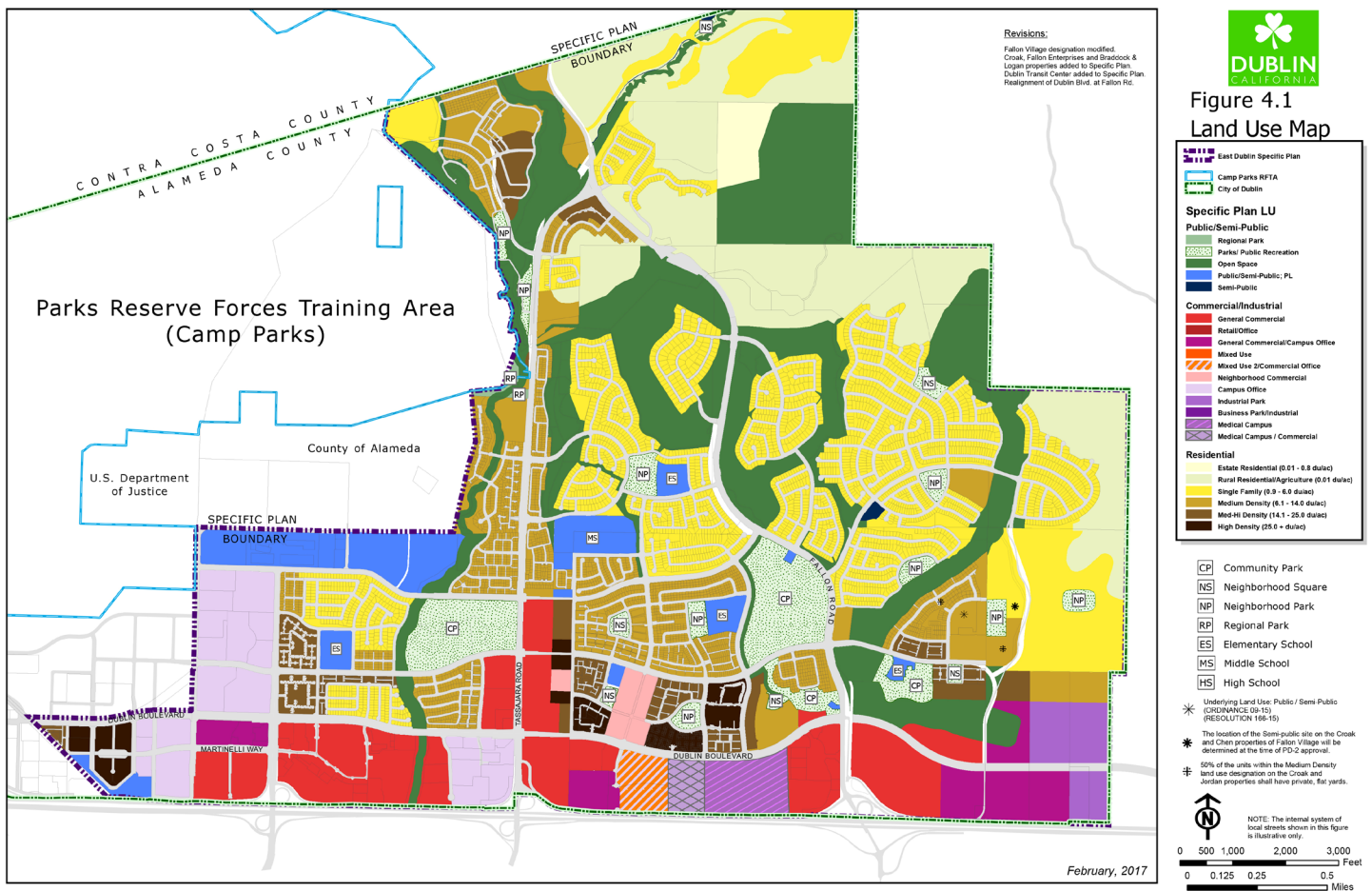
Eastern Dublin

The Eastern Dublin Specific Plan (EDSP) was adopted in 1994 when the 3,300 acres on the eastern side of town were annexed.⁷ Since that time, the majority of the land area has been developed, with the SCS property one of the only large vacant areas remaining along with the parcels east of Fallon Road that will be able to develop upon the future extension of Dublin Boulevard.

Recently completed projects in the neighborhoods around the SCS property include the Kaiser Dublin Medical Office & Cancer Center, which opened in 2018. The associated commercial site to the west has been divided into four parcels but is not yet developed. Next door Grafton Station also has the remainder of its Grafton Plaza to fully build out. The new Emerald High School has begun rough grading

while the remaining financing is secured, and although it cuts off the potential for a walkable connection to Tivoli Plaza, it will be a much-needed addition to the community of east Dublin.⁸

All of these recent projects are to the southeast while the parcels on the other sides of the SCS property are more established. Around the entire northern end above Dublin Boulevard, its neighbors are primarily single-family and multi-family townhomes as well as Emerald Glen Park in the northwest corner. To the east and southwest are a handful of existing retail and commercial users, including the Shops at Waterford, Sutter Health Office, and several auto dealerships.⁹



Eastern Dublin Specific Plan Land Use Map.¹⁰



RETAIL DEVELOPMENT

- 1. The Shops at Waterford
- 2. Ulfert's Center
- 3. Grafton Station
- 4. Grafton Plaza (Future)
- 5. Kaiser Commercial (Future)
- 6. Dublin Corners

HOUSING TYPES

- 7. Multi-Family, Apartments
- 8. Multi-Family, Townhomes
- 9. Single Family, Detached
- 10. Single Family, Attached
- 11. Multi-Family, Townhomes
- 12. Multi-Family, Townhomes
- 13. Multi-Family, Townhomes
- 14. Single Family, Detached
- 15. Single Family, Detached
- 16. Single Family, Detached
- 17. Single Family, Detached

OFFICE / COMMERCIAL

- 18. Dublin Corporate Center; Sutter Health
- 19. Buick Dealership; Chevrolet Dealership
- 20. Toyota Dealership

Surrounding land uses and destinations. ^E



Site photos of adjacent projects.

SCS Property

The SCS property’s southern edge abuts I-580 with Tassajara Road to the west, Gleason Drive to the north, and Brannigan Street to the east, separating it from the existing development that now surrounds it.

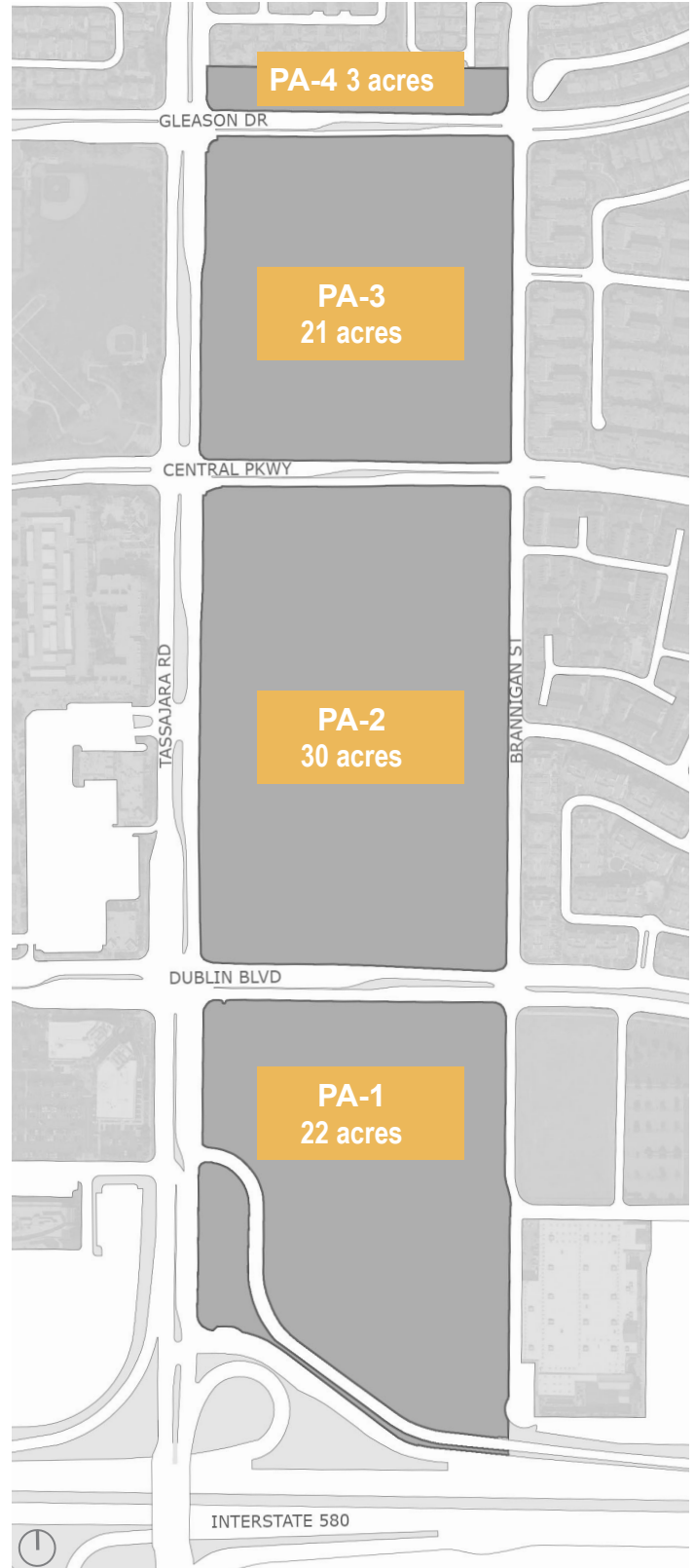
The entire site is approximately 77 acres but is divided by several east–west streets into four parcels. Closest to I-580, PA-1 is approximately 22 acres but is further bisected by Northside Drive. PA-2 has the largest contiguous area at 30 acres and is sandwiched between the two significant arterials of Dublin Boulevard and Central Parkway. At the top of the site are PA-3 and PA-4, separated by Gleason Drive and comprising 21 and 3 acres, respectively.¹⁰

The majority of the property is designated for general commercial with some medium, medium-high, and high-density housing, as well as residual portions designated for neighborhood commercial and public/semi-public even though the intended adjacencies at those locations no longer exist.

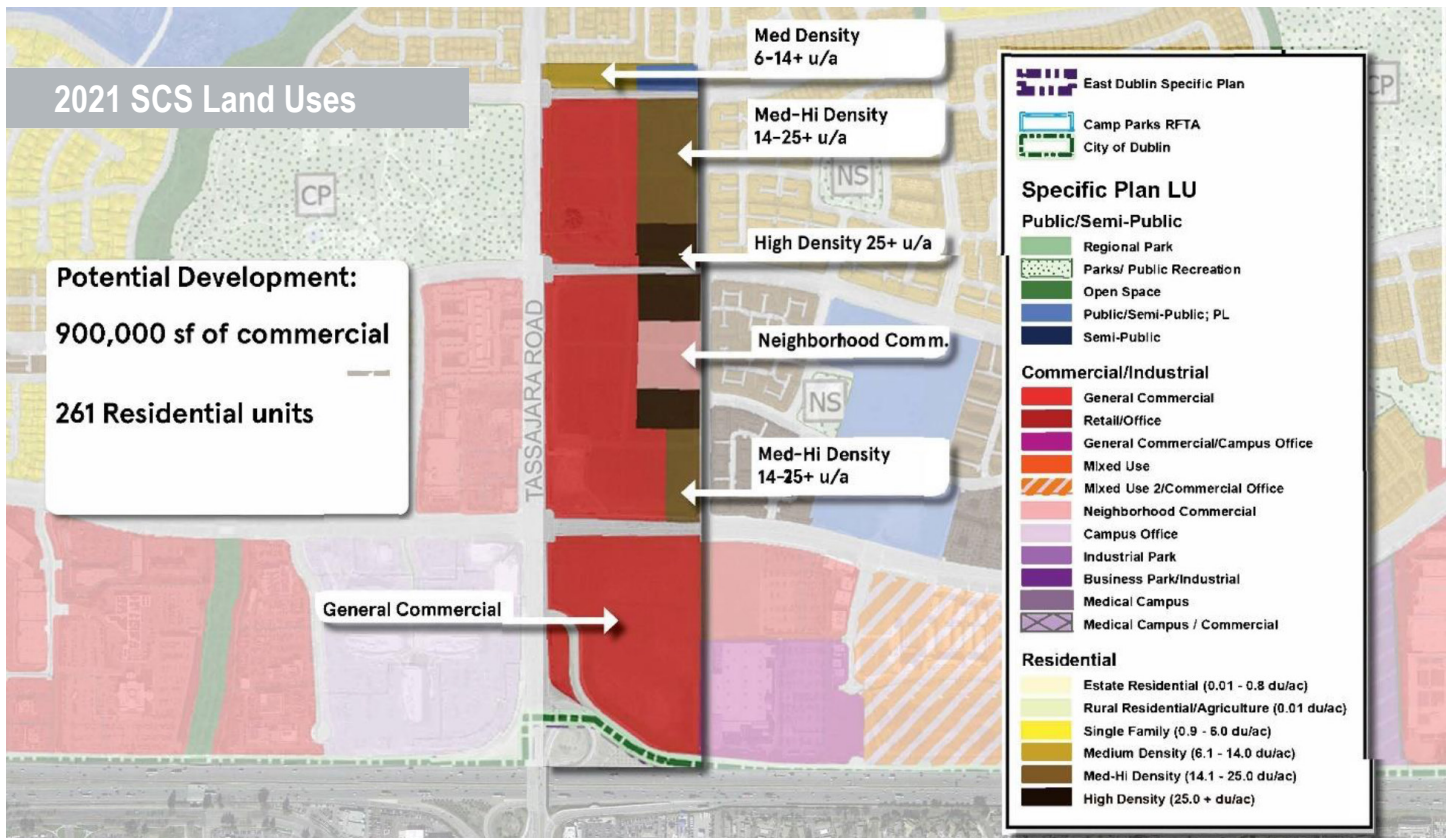
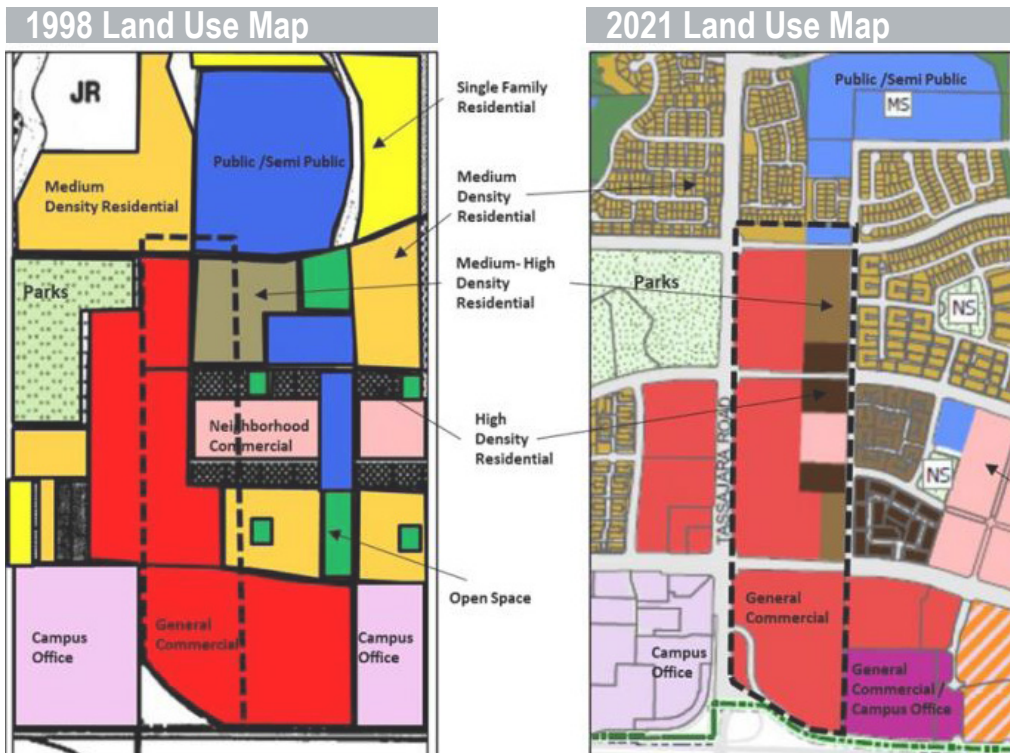
Structured to be flexible, the EDSP gives a range of allowable densities within each land use designation but also identifies an assumed development based on midpoint densities and floor/area ratio (FAR). For the SCS property, the EDSP identified 261 residential units along with 902,563 square feet of commercial space. Additionally, the site was given parameters for its area within both the Tassajara Gateway subarea and the Town Center Commercial subarea.¹¹



SCS property on the site tour.



SCS property parcel map with acreage.



Existing land use designations on the SCS property in the context of how land uses evolved around it over the past twenty years. ^F

Past Development Efforts

After the site sat vacant for many years under its previous landowner, Dublin Land Company, the first development proposal was in 2015 by Summerhill Homes and was denied. In 2017, the site was purchased by Mr. Schott and the SCS Development Company and they began working with Shea Properties on the At Dublin project.¹²

The At Dublin proposal went through two attempts, first in 2018 and the second in 2020. Both proposals included a larger number of housing units and less commercial space, receiving backlash from a small but committed group of

community members who wanted to see the proposal match the numbers in the EDSP.

Under political pressure from their constituents and feeling that the project had not answered some fundamental questions, the Council ultimately denied the proposal with prejudice in June 2020. That decision was later revised to be without prejudice, but nonetheless Shea Properties is now no longer involved and the property owners are looking for a fresh approach.

**2015
Summerhill Homes**

- 402 units
- 69,000 sf of commercial on PA-2
- 364,000 sf of commercial on PA-1 (not part of proposal)



**2018
Shea Properties**

- 665 units
- 400,500 sf of commercial



Summary of previous development proposals.⁶



Conceptual rendering of the At Dublin Project. ^H

**2020
Shea Properties**

- **566 units**
- **240,000 sf of commercial**



- PA-4**
Single-Family Residential

- PA-3**
Single-Family Residential

- PA-2**
Medium-Density Residential
Including 55-and-older age-restricted single-family homes

- PA-1**
Mixed Use
Including 75,000 sf hotel with 155 rooms, 40,000 sf medical office building, and 125,000 sf for retail uses

TAP Panel Assignment and Process

This ULI Technical Assistance Panel (TAP) was convened to focus on the future of the SCS property. After the most recent rejection of the At Dublin project, both the property owner and the City decided that they needed to take a new approach in order to develop consensus on what the land uses should be for the future of the site.

First, they brought on a consultant team led by ELS Architecture & Urban Design to undertake an in-depth community engagement effort and perform a financial feasibility assessment. Their draft findings were provided to the TAP panel along with a comprehensive briefing booklet to inform and assist with addressing the following questions asked by the City:

1. Based on stakeholder interviews and the panelists' observations, what is the collective vision that the City should consider for the SCS property? Provide a draft mission statement for the property.

2. What is the highest and best use for this site that optimizes land use, economic development, and community compatibility?

- Which land uses should be considered, and which should not be considered?
- Are there any land uses the City should focus on for this parcel?
- How much more commercial/retail can the City support given current inventory, proposed development, population shifts, and changing market conditions?

3. Considering the highest and best use, should the City master plan the entire 77 acres or look at different parts separately?

- Are there parts of the site that should be planned together, potentially leaving another area to be on its own?

4. One of the major hurdles is developing community consensus for development on this parcel. Given the scope of the community outreach program (attached), are there any other tools we should consider?

5. The site provides a potential opportunity for housing to help the City meet its RHNA obligation. How should the City's requirement to provide housing for all income levels be addressed, given community opposition to housing on the site?

Before beginning the workshop, the panelists participated in an in-person tour around the site and its adjacent neighborhoods led by city staff. Driving around the area and stopping at key locations made the tour informative and provided a sense of place—both what is there now and what could be.

The remainder of the TAP was conducted via Zoom, spanning four partial days. The first two days focused on insight gathering. Following a briefing with city staff to augment the tour, the panelists were able to ask follow-up questions before dividing into pairs to interview additional stakeholders.

A separate session with the ELS team was also held for the panelists to learn about the team's findings from outreach meetings held to date and discuss how the TAP recommendations will complement the ELS effort.

The panelists spent the remaining two days in working sessions as they processed everything that they heard and drew from their professional experience to develop responses to the City's questions and provide a set of recommendations for the future of the SCS property.



The panelists on the site tour with city staff and owner representative.

Stakeholder Input

To better understand a range of perspectives, experiences, and concerns from various members of the community, the panelists met with stakeholders who had been brought together by city staff. Interviewed in small breakout rooms, the stakeholders were asked to share their experience with the SCS site as well as their hopes and concerns for its future.

The wide range of participants in these conversations included representatives of the local business community, members of the youth advisory committee, and members of city council and the planning commission (a full list of stakeholders can be found at the end of the report).

Hope and Vision

One of the biggest things the panelists heard was the desire to have a place to go and gather as a community, ideally a walkable destination. Stakeholders wanted something unique compared to the other food/retail/gathering options currently available elsewhere in Dublin and something that feels east Dublin specific and representative of their diversity.

Another common theme was a desire for everyone to have access to housing and particularly those at transitional points in their life. This could mean affordable housing, age-restricted housing for empty nesters looking to downsize or recent graduates who want to stay in their hometown and need smaller and cheaper options.

Concerns and Obstacles

On the other hand, there were a lot of concerns associated with too much market-rate housing, specifically single-family homes. Given the speed with which east Dublin has grown,

there is an overcrowding of Dublin's schools, particularly at the high school age. Until the completion of the new Emerald High School to the east of the SCS property, students and their parents have to drive across town and worry about any potential increases in traffic along east-west corridors, specifically Dublin Boulevard.

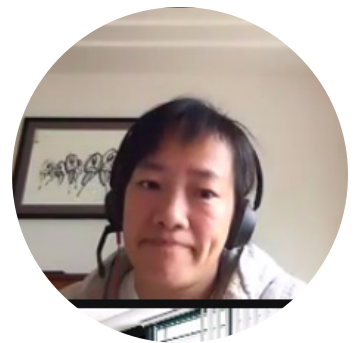
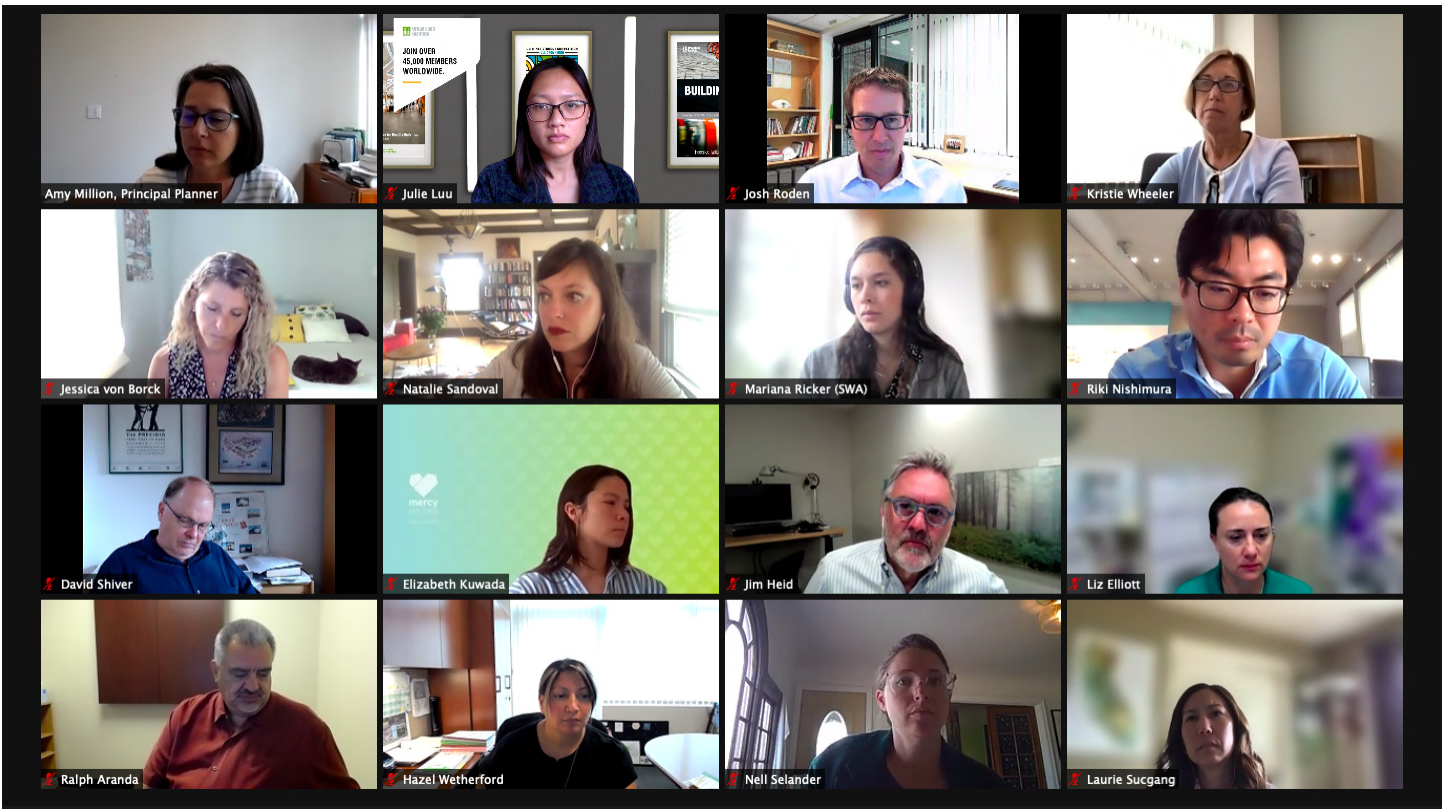
The combination of these two concerns led a small group of people to actively oppose any development on the site, and specifically the At Dublin project. Some stakeholders are concerned that the political pressure of this group could stall development indefinitely or cause the City to miss the opportunity to partner with the developer to include robust community benefits. This concern stems from the legislative pressures on California cities that may cause many to lose their land use policing powers leading to "by-right" development.

Ongoing Community Outreach

What the panelists heard from their stakeholder interviews is largely consistent with what the ELS team has heard from their Task A outreach meetings with the Community Advisory Committee (CAC). The members of that committee include a larger mixture of residents who represent the contrasting viewpoints of those who have lived in Dublin longer and are more reluctant to change vs. those who are new residents, many of whom come from more urban places and are open to new ideas. Educating the CAC members on market trends and market realities is an extremely important part of their meetings in an attempt to steer the group to consensus based not only on what they want but also on what is feasible.



Jamboard sticky notes from panelist debrief.



Panelists meeting with stakeholders via Zoom.

Market Realities: Rethink the Math

The TAP panelists began their recommendations by first taking a close look at what the market can support. In the face of many strongly held community beliefs based on abstract numbers, it was important to test those against the current market realities and shift the narrative to recognize that the balance of land uses outlined in the EDSP simply do not make economic sense today.

One specific problematic belief is that developers have an endless supply of resources to expend on all of their projects. On the contrary, economic challenges are very real and many of the uses that the community wants are the very same that require the largest subsidies.

This section of the report walks through each possible land use to analyze its potential on the SCS site. The goal is not to choose only one best use, but rather to strike a balance of those uses that can succeed from an economic perspective and provide the necessary capital required to support the uses the community desires, but that are not economically feasible on their own.

Commercial Market Trends: Office

The first commercial use the panelists considered is office, which is often appealing from a city perspective given the potential to increase job opportunities for Dublin residents, in Dublin. Recent shifts in markets however have resulted in a low level of market support for this use.

A clear indication of this trend is that no new speculative class A office has been constructed in Dublin since 2003.¹³ This is likely because rents aren't high enough to justify new construction, even if they are competitive with other nearby cities such as Pleasanton and Livermore.

The SCS site in particular would be less competitive in today's market given the tenant's strong preference to be as close to BART as possible. Shuttles and improved local transit could help mitigate this but it is unlikely to make a significant enough difference. One type of office user that could be a potential candidate are those in the medical field; however Sutter, Kaiser, and Stanford already have established locations in the area, and there would likely need to be a specific end user already on board to justify new construction.

Commercial Market Trends: Retail

Retail is one of the most often cited commercial uses for the SCS property, but the 900,000 square feet indicated in the general plan is no longer realistic. The City of Dublin has an extremely high ratio of retail per capita, higher in fact than the national average. To fully realize the 5.2 million square feet of commercial space outlined in the entire EDSP, *there would need to be an additional 220,000 residents in the entire Tri-Valley area, and no other new retail development elsewhere, in order to support it.*¹⁴ Not only is this unrealistic,



Zeiss Innovation Center, Dublin. ¹

it would also have a major negative impact on the community with higher traffic volumes.

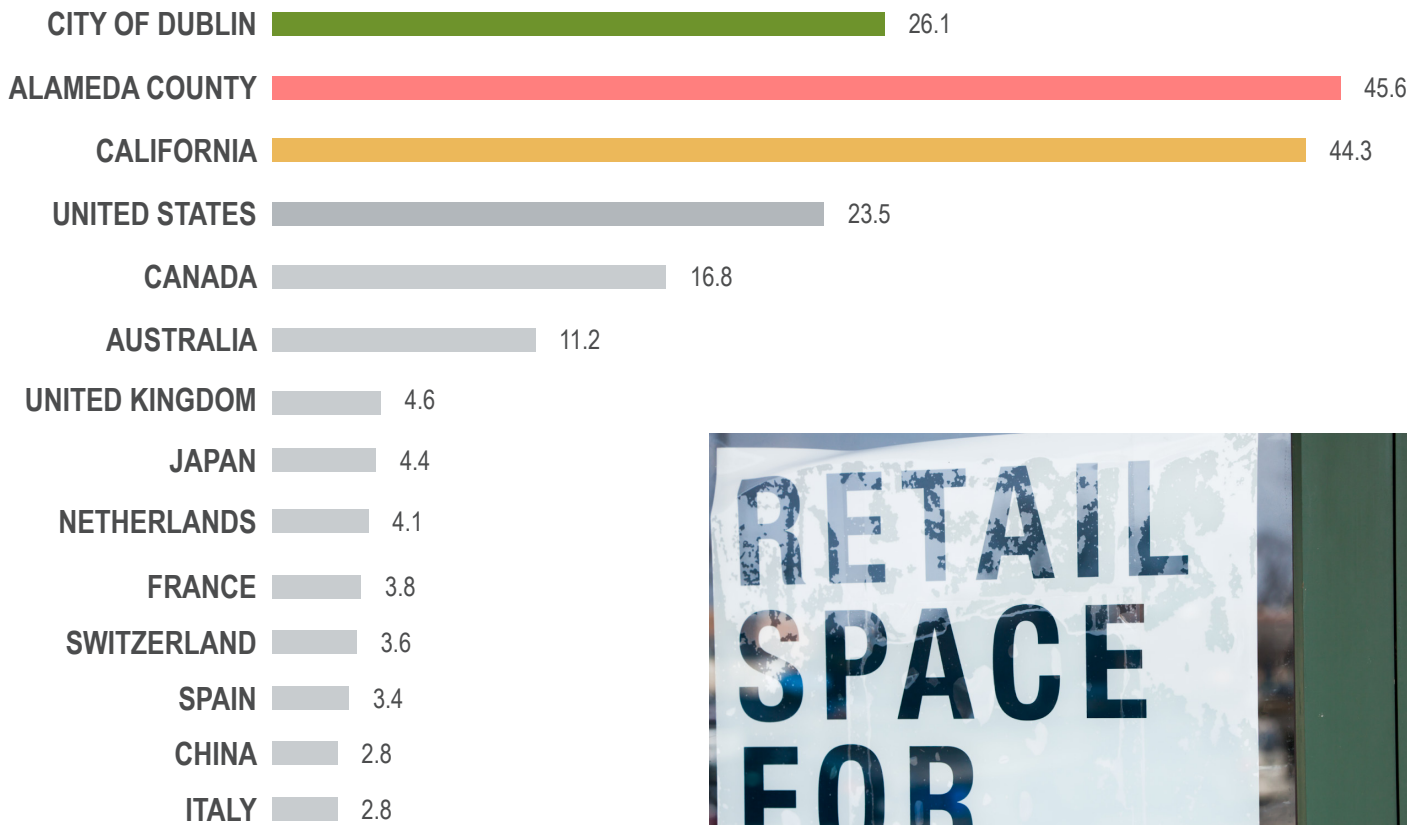
Another challenge to brick-and-mortar retail is the uptick in e-commerce pulling demand away from traditional retail space. COVID and shelter-in-place have exaggerated this trend but even as stores re-open, online sales remain at a significantly higher level than they were pre-pandemic.¹⁵

The impacts of these challenges are already evident today with a 22 percent increase in vacancies in retail centers around Dublin, and a 15 percent drop in retail rents.¹⁶ East

Dublin feels those impacts even more, given that it's further from the "retail center of gravity" and has lower foot traffic.

If retail is to succeed on the SCS site, it will need to find a unique niche in the market. To start with, it is important to rethink what retail could be. The panelists suggest considering options for retail that differ from the traditional box stores and chains nearby, and instead represent local businesses at a smaller scale such as that of a medium-sized town main street. There should also be room for innovative styles of retail such as pop-ups that can contribute to a sense of place and encourage higher traffic for the established storefronts.

RETAIL SPACE PER CAPITA



Summary of Dublin retail per capita relative to other markets.^J

K

Commercial Market Trends: Hospitality

Currently there is low demand for hospitality, but the hospitality market is highly cyclical and there could be some long-term opportunities. An Aloft hotel was recently completed nearby, and currently the demand for hospitality is met by the available supply and those in the pipeline.¹⁷ There was some consideration of a hotel on the Kaiser commercial properties, but nothing has advanced since COVID and only time will tell when and if the hospitality market will be robust enough to support another hotel on the SCS property.

Not only with hospitality, but with all commercial, there is a fair amount of uncertainty in the market today. The best strategy for the SCS property is to remain flexible, patient, and open-minded about market opportunities that could come up in the future. The panel recommends a conservative target of 250,000 to 350,000 square feet of commercial space across all four parcels with the capacity to pivot as the market evolves, potentially reaching up to 500,000 square feet. The recommended location for these commercial land uses is discussed in more detail in subsequent sections of the report.

California Housing Crisis

California is in the midst of a housing crisis caused by an underproduction of housing for decades. While Dublin has done a good job of providing new housing proportionate to its growing population, there has been an over-emphasis on market-rate housing without adequate production of affordable units.

The Regional Housing Needs Allocation (RHNA) is a state-wide effort to address the housing needs of our residents, regardless of income level.¹⁸ With planning underway for the 2023–2031 RHNA cycle, the City of Dublin is approaching an important decision-making phase on housing. Not only is housing on the SCS property a financially appealing land use, it could also play an important role in how Dublin addresses the housing needs of the future by helping meet or exceed its RHNA obligations.

The City’s Housing Element update effort is an opportunity to engage with the community on what varying housing types and densities feel and look like as they relate to the existing Dublin landscape. These are opportunities to inform the community and hence be a launching pad for a more informed conversation around development potential as it relates to housing on the SCS property.

Income Category:	Very Low (VLI)	Low (LI)	Moderate	Above Moderate	TOTAL
2014–2022 RHNA	796	446	425	618	2,285
Units Built	26 (3.2%)	39 (8.7%)	66 (15.5%)	4,114 (665.7%)	4,245 (185.8%)
Deficient RHNA	-770	-407	-359	+3,596	-1,536

Income Category:	Very Low (VLI)	Low (LI)	Moderate	Above Moderate	TOTAL
2023–2031 RHNA	1,085	625	560	1,449	3,719

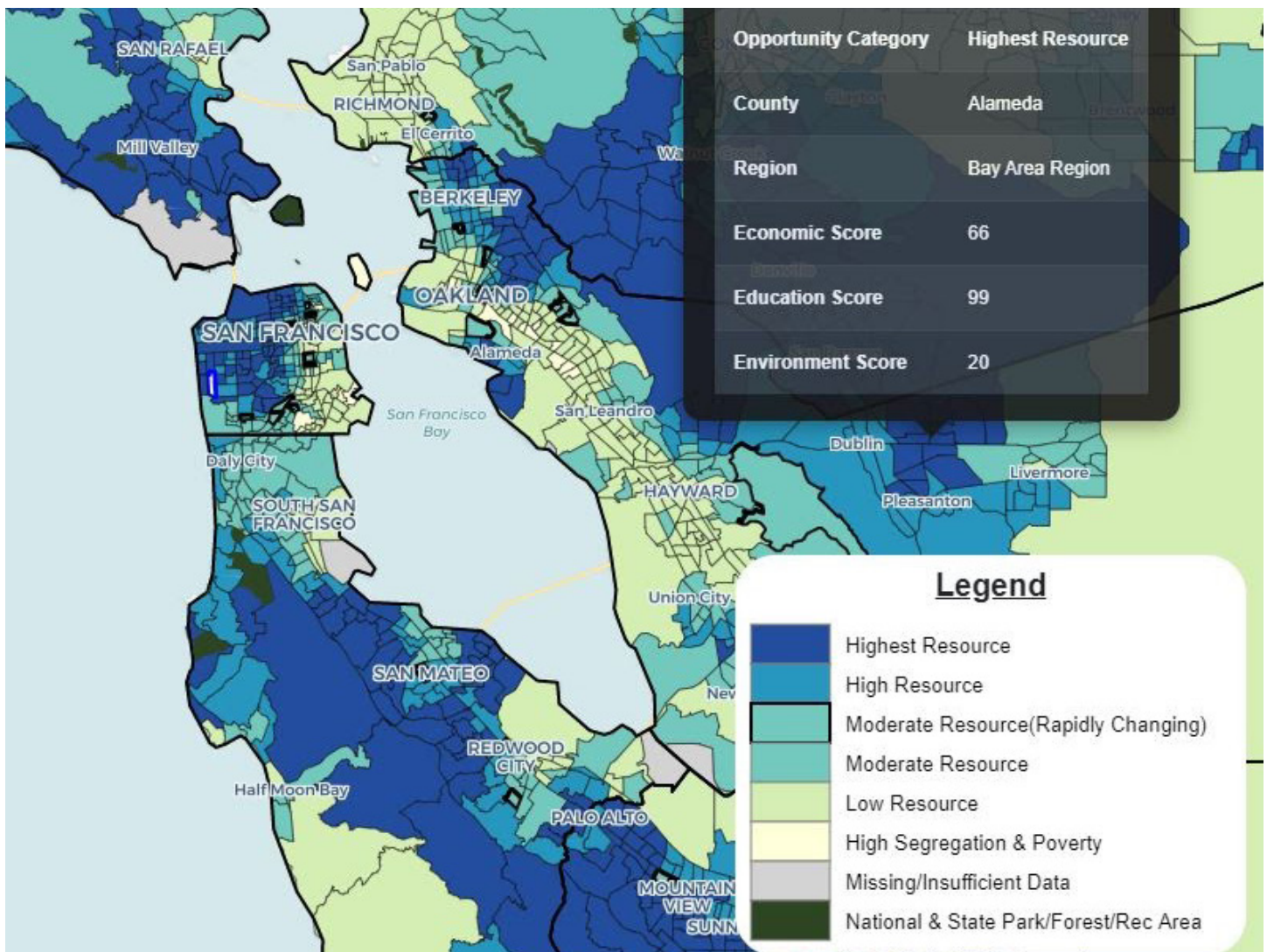
Underproduction of affordable housing in the current RHNA cycle and allocation of units for upcoming RHNA cycle. ^L

Residential Market Trends: Affordable Housing

The current distribution of affordable housing in Dublin is primarily focused on the downtown area, which makes the SCS property a good candidate to fill that gap in the market in east Dublin. Of the entire EDSP area, only The Groves Dublin Ranch Senior Apartments and Fairway Family Oak Grove have been constructed, each under 200 units. There is a planned conversion underway at Waterford Place Apartments that will provide an additional 390 rent-restricted units, but even still, there is a long way to go to catch up to the number of units needed.¹⁹

The SCS property has the land area to accommodate a much larger number of units as part of a single project, which not

only helps accelerate Dublin's RHNA contributions, it also improves its financial viability and creates the opportunity for a more sustainable and walkable affordable community. Given its proximity to schools, job centers, parks, retail, and public transit, the SCS property is well located for affordable housing financing, particularly for affordable housing for families. Furthermore, with high educational attainment, economic mobility, and environmental quality levels in the immediate area, the site is also considered to be in a high opportunity zone (or a high resource area)²⁰ thus giving it a competitive advantage when it comes to the financing options outlined in the toolkit at the end of the report.



2021 TCAC / HCD Opportunity Map.^M

MARKET REALITIES: RETHINK THE MATH

The panel highly recommends including affordable family housing on the SCS property with a focus on very low and low income as well as the flexibility for alternative project types such as senior or special needs affordable housing and the ability to include a mixture of product types such as stand-alone rental, homeownership, and accessory dwelling units. In order to achieve this, the housing mixture must also include market-rate.

Residential Market Trends: Market-Rate Housing

Market-rate housing is the financial engine that will make affordable housing, and all other uses, possible on the SCS property. The At Dublin fiscal analysis identified it as a net positive economic driver and the TAP panelists concur. Not only does its inclusion financially underwrite the other desirable uses on the site, but the new residents will also play an important role in stimulating the local economy through their support of both new and existing businesses.

Market-rate housing would create a natural transition between the SCS property and the other residential projects that surround its northern end. However, many existing residents feel that there is already enough market-rate housing and are reluctant to support more. The critical message to convey is that the retail and public amenities the local community wants will not be possible without the financial support provided by market-rate housing.

Additionally, there are opportunities to make market-rate housing more affordable than many of the existing housing options in the nearby neighborhoods. Higher housing densities and lower square footage bring the unit cost down and make it more attainable to those that might be first-time homeowners or lower earners.

This trend of “more affordable by design” has been increasing in the Bay Area over the past several decades and is apparent in other projects in Dublin such as Esprit townhomes, Apex townhomes, and the Boulevard with its mix of detached and attached. In each of these examples, the average home size is closer to 1,200–2,500 square feet as opposed to traditional single family, which can approach 4,000 square feet. “Affordable by design” isn’t a substitute for fully affordable housing but it can be included to achieve a mixed-density, mixed-income community that serves the needs of a diverse population.

The important thing to remember is that both affordable and market-rate housing types are needed. The panel recommends a range of 800 to 1,200 units across all four parcels with a target of 20 percent set for very low and low income to support Dublin’s RHNA obligations.



ESPRIT TOWNHOMES

- 2015 by DR Horton
- 3-story townhomes
- 1,200–1,850 SF



BOULEVARD MASTER PLAN

- Current by Brookfield
- Attached 1,200–1,850 SF (16–22 du / acre)
- Detached 2,300–3,250 SF (8–12 du / acre)



APEX TOWNHOMES

- 2019 by Taylor Morrison
- 3-story townhomes
- 1,750–2,200 SF

Comparison of unit sizes in nearby projects. ^Q

Summary of Highest and Best Uses

The market trend review undertaken by the TAP panelists, and supported by the work of previous in-depth studies, suggests a mixture of uses that is feasible under today’s realities while upholding the fundamental goals of the EDSP.

A technical definition of highest and best use would focus only on those that are legally permissible, market supported, and financially feasible that together yield the highest value. The panelists feel that this falls short and emphasizes the need for an expanded definition that also takes into account the community’s needs and desire to create opportunities for future generations.

The combination of uses recommended for the SCS property therefore strikes a balance between those that yield the highest value—market-rate housing—and those that create a complete community that is representative of east Dublin: affordable housing, gathering places, and unique walkable retail. The next section goes into more detail about where these uses could be located on the site and what the experience of the place could be.



Summary of the factors that define highest and best use.

Site Framework: Change Your Viewpoint

At Dublin and other previous proposals have largely looked at the SCS property as a single infill site. The panel recommended instead to look at the property as three infill sites that are informed by, connected to, and complete the adjacent neighborhoods to the east and west.

A logical gradient can be applied to the property from I-580 to Gleason Drive by shifting to a three-site framework. Each

of the three bands relates to the uses on either side and can be categorized as regional, community, and neighborhood serving. Within each designation, land uses can be clustered to support the identity of that particular infill site.

Land Use Distribution

Closest to the I-580 freeway, it is natural for PA-1 to have the most regional-serving uses, which include the flexibility for



Shifting the infill framework.



Regional, community serving, and neighborhood hierarchy.

a variety of future commercial uses, as well as high-density housing and larger-scale retail. Specific examples could include a grocery store such as H Mart or an entertainment retailer such as Top Golf, but the panelists emphasize that the market will ultimately drive what is the best fit.

At the heart of the property, the panelists feel there is the greatest potential for community placemaking on PA-2. This parcel is situated in the EDSP Town Center Priority Area but could also serve as a gateway with a unique, walkable scale and a mixture of uses.

The panelists recommend creating a “high street” that could support small local businesses, restaurants, family-serving uses such as daycare, and connect to public open space. The emphasis should be on human-scaled spaces and experiences but this does not necessarily mean low density. PA-2 should also include medium-high-density housing options both for rent and for sale, set back from the high street as well as distributed across the rest of the parcel.

To the northern end of the site, PA-3 and PA-4 are the best suited to creating neighborhoods with a mixture of attached and detached housing, medium to medium-high density, as well as single-family options. In addition to housing, there may also be small neighborhood-serving uses.

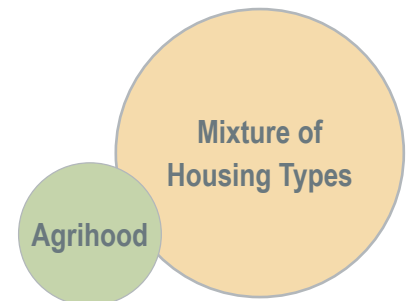


Bay Street in Emeryville. ^R

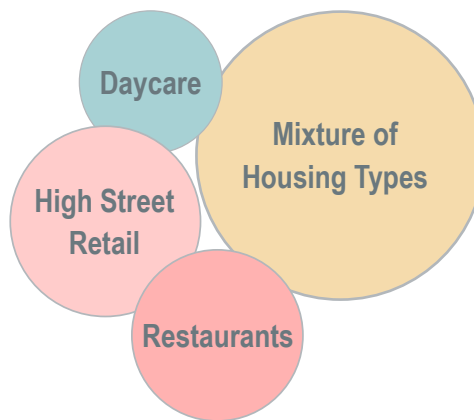
“HIGH STREET”

Commonly used in and around The United Kingdom, the term “high street” is the same as a main street with stores, local businesses, and retail shops.

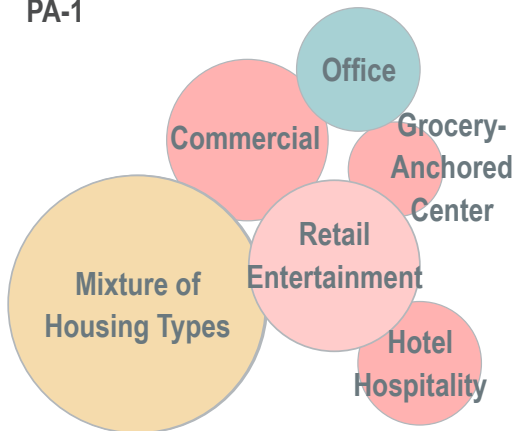
**NEIGHBORHOOD BASED
PA-3 and PA-4**



**DUBLIN —COMMUNITY CENTRIC
PA-2**



**TRI-VALLEY —REGIONAL FOCUS
PA-1**



Distribution of possible land uses across parcels.

Creating Experiences

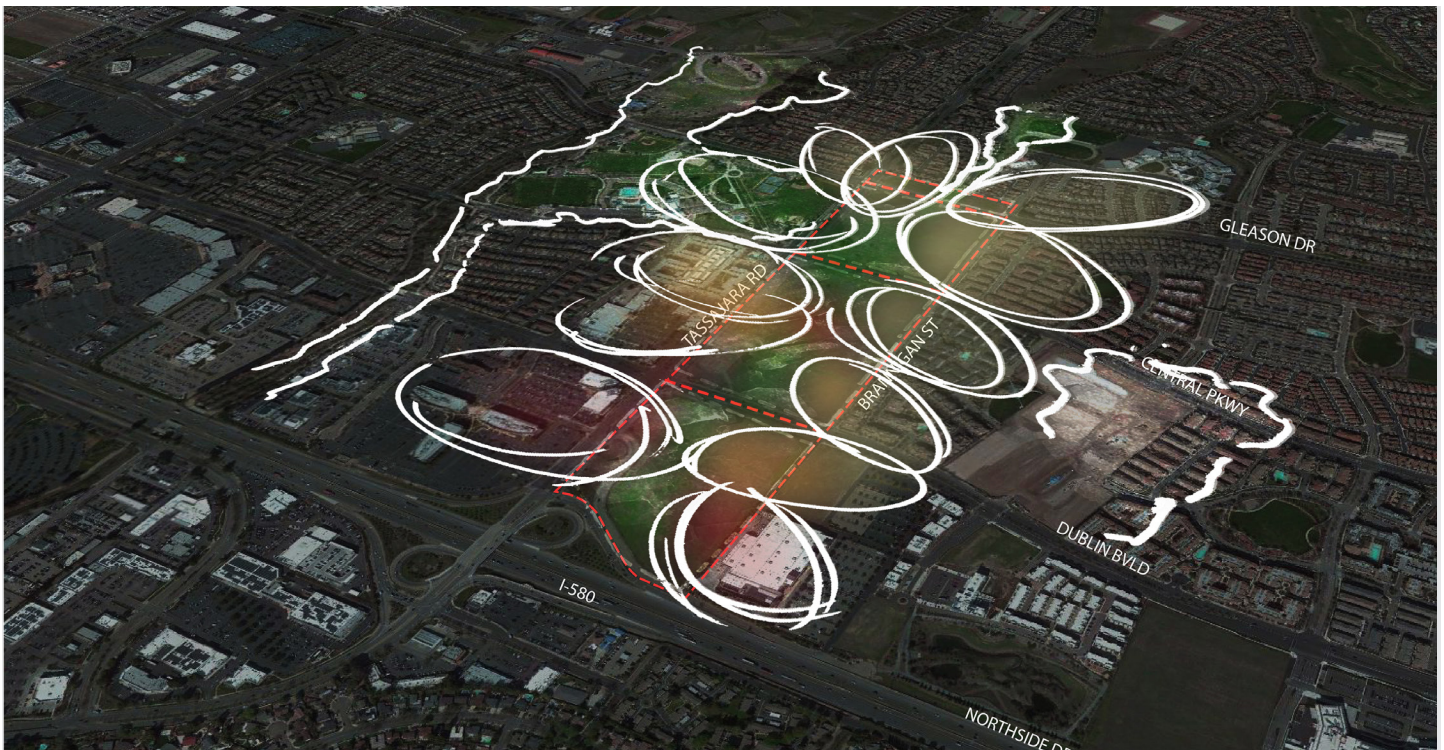
While each parcel might have its own organizing framework and identity, the parcels should not be treated as islands. The experiences in each should complement each other and blur the lines not only between parcels but across the boundaries of the SCS property itself.

Regional land uses might serve as a catalyst for larger-scale gatherings associated with entertainment, but these can flow into the smaller-scale community experiences along High Street and ultimately integrate with the adjoining neighborhoods, both new and existing.

Accessibility and Connectivity

Connectivity plays a powerful role in development, and the connected network of experiences will only succeed if it is supported by physical connections at grade. Unfortunately, the SCS property is surrounded by, and divided by many significant roadways ranging from three to ten lanes,²¹ and when laying out a site framework, these issues of accessibility must be considered.

First, traffic calming and mitigation measures should be evaluated for how to address the existing car-centric environment. During off-site improvements, considerations should be made for how to improve the safety and comfort



Experiences should overlap the edges of the site, integrating with adjacent neighborhoods.

of pedestrians and bicyclists. Plazas and other active uses at corners can also help minimize the perceived crossing distance, for example on either side of Dublin Boulevard.

Second, there should be new circulation networks that are intentionally pedestrian and bike-centric. A more organic bike-way and pedestrian path could meander through the site, connecting at corners to utilize existing crossings but creating unique public spaces within the parcels that are wholly separate from cars. In addition to improving placemaking, by increasing pedestrian and bicycle

movement, internal vehicular trips can be reduced, thus minimizing the volume of traffic on the surrounding arterials.

The panelists also recommend that the suggested high street connect to Finnian Way and thus create a continuous connection from the future Emerald High School, across the SCS property and over to the Shops at Waterford. While this connection is too important to restrict cars altogether, measures should be put in place to prioritize the pedestrian safety and encourage people to park and get out to experience this walkable district to the fullest.



V



W



X



A network of experiences is created through connections within the site and across its borders to the rest of Dublin.

Implementation Strategies: Be Willing to Experiment

Perhaps one of the most critical aspects in a successful development process is to have champions for the project. The failures and successes should not fall only on the developer's shoulders when, at the end of the day, the SCS property has the potential to benefit all of east Dublin.

First and foremost, the project needs a champion among city staff who will live and breathe the effort every step of the way, pulling in stakeholders as needed, identifying other project champions in the community, and working between the developer, the City Manager, and Council to negotiate the development agreement. This isn't the same as the project planner who will be focused on processing entitlement, but rather is someone whose role it will be as a cheerleader to ensure that the project is taking all possible steps toward successful implementation.

To help, the panelists have put together a series of toolkits intended to encourage experimentation and support the project through three critical avenues: financing, outreach, and design.

Financing Toolkit

One of the immediate efforts that the City can undertake is to begin exploring funding sources as an engaged partner in the project with the developer. In this toolkit, the panelists list different possible sources of financing for the project.

In addition to seeking specific grants and bonds, there are other streamlining state bills such as SB-35 and AB-2162 that can be helpful tools for developers and cities alike. Density Bonus Law, for one, is a good option for waiving certain development standards in exchange for increased density and more affordable housing units.

Looking beyond the upfront financing for the project, there are also strategic financing tools that can be built into the development agreement in order to maintain community benefits into the future.

FINANCING TOOLKIT: Affordable Housing and Infrastructure Funding Opportunities

- [HCD Infill Infrastructure Grant Program \(IIG\)](#)
 - Site should score competitively for this financing
 - Grants available as gap funding for infrastructure improvements necessary for specific residential or mixed-use infill development Projects or Areas
 - Includes parks / open space, water, sewer or other utility services, streets, roads, parking structures, transit linkages, transit shelters, traffic mitigation, sidewalks, and streetscape improvements
 - Up to \$7.5 million for single infill project or up to \$30 million for infill area
 - Qualifying infill area has minimum density of 30 du/acre
- [HCD Affordable Housing and Sustainable Communities \(AHSC\)](#)
 - Site should score competitively for this financing
 - Funding for sustainable affordable housing development, infrastructure, and public transit improvements
 - Includes new transit vehicles, bus lanes, transit shelters, sidewalk improvements, bicycle amenities such as bike lanes and bike parking, urban greening, resident programming (educational programs, transit passes, etc.)
 - Exact scoring depends on greenhouse gas reduction calculation determined by proposed project
 - Maximum award of \$30 million
- [The California Tax Credit Allocation Committee \(CTCAC\) / California Debt Limit Allocation Committee \(CDLAC\)](#)
 - Site should score competitively for this financing
 - Tax credit and tax-exempt bond financing

CASE STUDY: AHSC Integrated Connectivity Project

Archway Commons II is an affordable housing project in Modesto that received \$24.8 million in AHSC investment as an integrated connectivity project. The award of these funds came about as the result of a close partnership between the City of Modesto and EAH Housing.

The 73 affordable homes made possible by this grant are the second phase of the project, and will include 44 homes available for extremely low or very low income Californians. In addition to the homes themselves, the AHSC funding supports public transportation and a pilot program for pedestrian safety.

The SCS property meets the threshold requirements for the AHSC program and could pursue this as a possible funding source through a partnership between the City of Dublin and the developers.

To learn more about AHSC case study projects, refer to [“California’s Affordable Housing and Sustainable Communities Program: Five Years of Investments”](#) in the linked reference materials at the end of the report.



Archway Commons II Affordable Housing Project^Y

FINANCING TOOLKIT: District Financing Strategies

- **[Enhanced Infrastructure Financing District \(EIFD\)](#)**
 - A new financing tool that establishes specialized infrastructure districts that can fund sustainable infrastructure and housing
- **[Community Facilities District \(CFD\)](#)**
 - A tool that leverages net positive revenue from residential for community amenities or retail improvements and maintenance funding
- **[Property Based Improvement District \(PBID\)](#)**
 - Tool for commercial and residential property owners to form a district to fund specific improvements and services in a defined area

Outreach Toolkit

The outreach efforts that are already underway by the ELS team are an excellent start toward creating community consensus. In this toolkit, the panelists put together a checklist of tips for success as well as a series of unique outreach strategies.

The importance of expanding outreach is about finding members of the community to be advocates for this project.

As the panelists heard in the stakeholder interviews, not only is the group of naysayers relatively small, the overall number of public participants in Dublin is still quite limited. In order to bring out more diverse members of the community, including many who may have never participated before, there are several innovative strategies to consider.

CHECKLIST: Tips for Success

- Reach new voices**
Include youth, families, nearby employees, and people who in general may not proactively participate in this community engagement process
- Make sure it feels comfortable, safe, and easy for people to participate**
- Set expectations**
Community consensus plan will only result in development if it is economically feasible and financially sustainable for developer
- Be clear in every interaction with the public**
Is the meeting to share information or gather input that will be incorporated in the project
- Hold engagement in multiple formats**
Online, in-person, anonymous survey, age specific, and in-language events
- Provide opportunities for engaging with diverse communities**



CASE STUDY: Resilient South City

Part of the Resilient By Design competition, HASSELL+ rented a vacant space in a historic building along Grand Avenue to convert into a temporary community shopfront where South San Francisco residents could engage with the project throughout the design phase.

Open typical business hours, this “resilience hub” was intended to spread awareness about the project and collect community feedback. Large interactive maps were installed inside along with seating, and playful branding on the street helped draw people in.

A similar approach could be taken for expanding awareness and excitement about the SCS property. There are several vacant storefronts in the Shops at Waterford just across the street. The storefront could serve as a hub for walking tours or on-site meetings to depart from and for passersby to learn about the project.

To learn more about this case study and how to replicate it, [visit the website](#).

Resilient By Design storefront. ²

OUTREACH TOOLKIT: Specific Strategies

- Use technology: [CoUrbanize](#) web platform, project site website, text/email surveys
- Hold walking tours of nearby developments to educate about density
- Have public meetings on site at the SCS property to discuss scale and adjacencies: use cones, flags, or paint to block out land uses
- Host a table at farmers' market, shopping center, the Wave, other places people already are
- Demonstrate potential new programming with pop-up events: food trucks, farmers'/artisan market, beer garden, kids play
- Consider an ad hoc or regular committee made up of two councilmembers and two to three Planning Commissioners (not a quorum)
- Seek a variety of locations to host community meetings
- Create a discovery storefront in one of the vacant retail spaces (Waterford)
- Scale up noticing; try 1,000 to 2,000-foot radius, rather than 300 feet
- Use electronic message boards on surrounding streets announcing time and location of community meetings
- Incentivize involvement: offer a light dinner and child care at evening meetings, raffles with gift cards at virtual events, or other forms of compensation
- Lean on community, civic, educational, and faith groups to get the word out

Design Toolkit

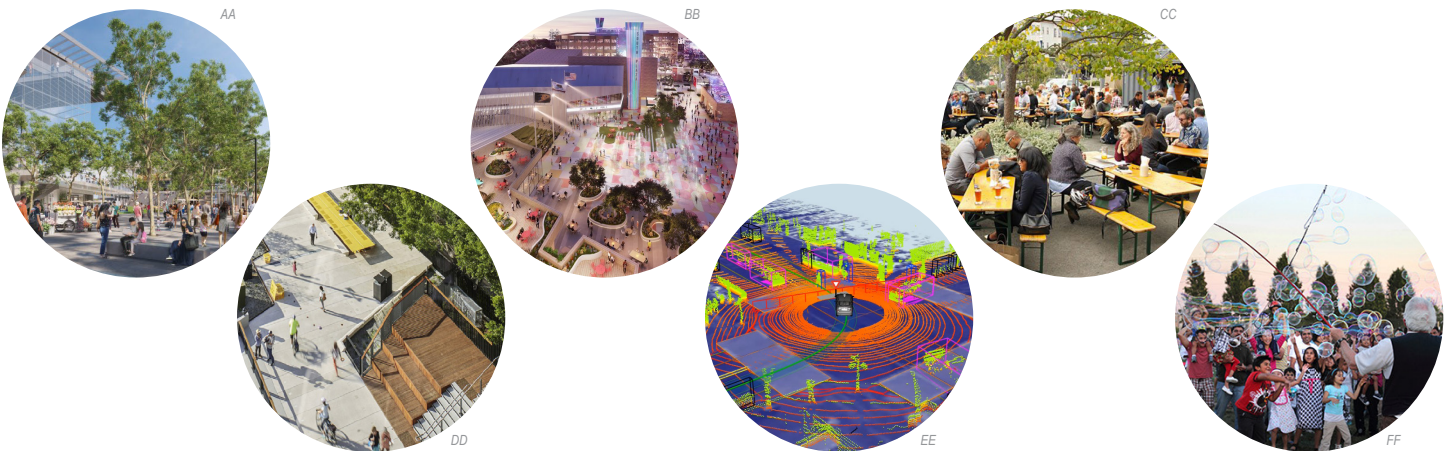
The task of this TAP was to address high-level questions of land use without necessarily getting into the details of design. Nonetheless, in this toolkit, the panelists recommend a handful of principles to help frame the design process.

This checklist should be referenced multiple times

throughout the design process all the way from concept through implementation. The panelists also recommend “Phase 0.0,” which includes some interim strategies for temporary activation on the site before and during entitlement. This early phase will help identify and test programs that resonate with the community as well as uncover other potential benefits.

CHECKLIST: Creating Amazing Places

- Create a catalyst for people, experiences, and financial well-being**
A central gathering place with the right balance of mixed use in neighborhoods and socialized food experiences can result in unforgettable experiences and spur economic development.
- Strive for dynamic development**
A live/work/play development mix creates vibrant, walkable developments, increases land value for the surrounding existing communities, and creates an opportunity for new experiences.
- Focus on authenticity in placemaking**
Designing around the local cultural context will create an experience that enhances the development while balancing new and old and provide a level of nostalgia.
- Provide a tailored experience**
Considering density and the right mix of uses will provide a connected neighborhood vibe that can fulfill each person’s unique experiential story.
- Recognize that the future is driverless**
Self-driving vehicles are almost here, and they’re going to radically change our experience by reducing congestion and increasing safety. Mobility design strategies in our developments will dictate future success.
- Remember that resilience drives return on investment**
Resilient developments are environmentally beneficial and will improve the quality of life. It has the greatest potential to produce long-term economic savings in areas with high resource demands and costs.





CASE STUDY: Fremont Town Fair Plaza

As part of the design process for Fremont’s future Downtown Event Center and Plaza, the City partnered with Public Space Authority to activate the site with pilot programs and temporary construction to gather community support and input on what they would like to see in the final design.

Town Fair Plaza included multiple areas of programming such as a beer garden, multi-use sports court, outdoor garden space, food truck parking, and maker spaces. The space was activated with a combination of daily, weekly, and special occasion events to promote community gathering.

This approach allowed the City of Fremont determine which uses had community support before investing in permanent infrastructure. Rather than remaining vacant, the portion of the SCS site designated as the “high street” could be transformed into a hub of activity to encourage support within the community during the approvals process.

To learn more about this case study, [check out this article](#).

Food trucks at Fremont Town Fair. ⁶⁶

DESIGN TOOLKIT: Phase 0.0 Activation Strategies

- **Create community enthusiasm and optimism**
- **Generate some revenue for the owner**
- **Test programs that the community is interested in: consider locating them along the “high street”**
 - Outdoor beer garden
 - Movie nights
 - Media stage
 - Pickle ball or bocce courts
 - Food trucks
 - Dog park
 - Community garden
- **Educate the community on placemaking ideas that aren’t tied to traditional retail**
- **Change the perception of the property as “open space”**
- **Prove depth of market**

All of these strategies and more have the potential to shift the public perception and bring out more supporters for this project. Activation strategies that are particularly successful even have the potential to become permanent, and more

than anything else, the community will feel as though it has contributed to the design of their neighborhood, and feel they have ownership of the final outcome.

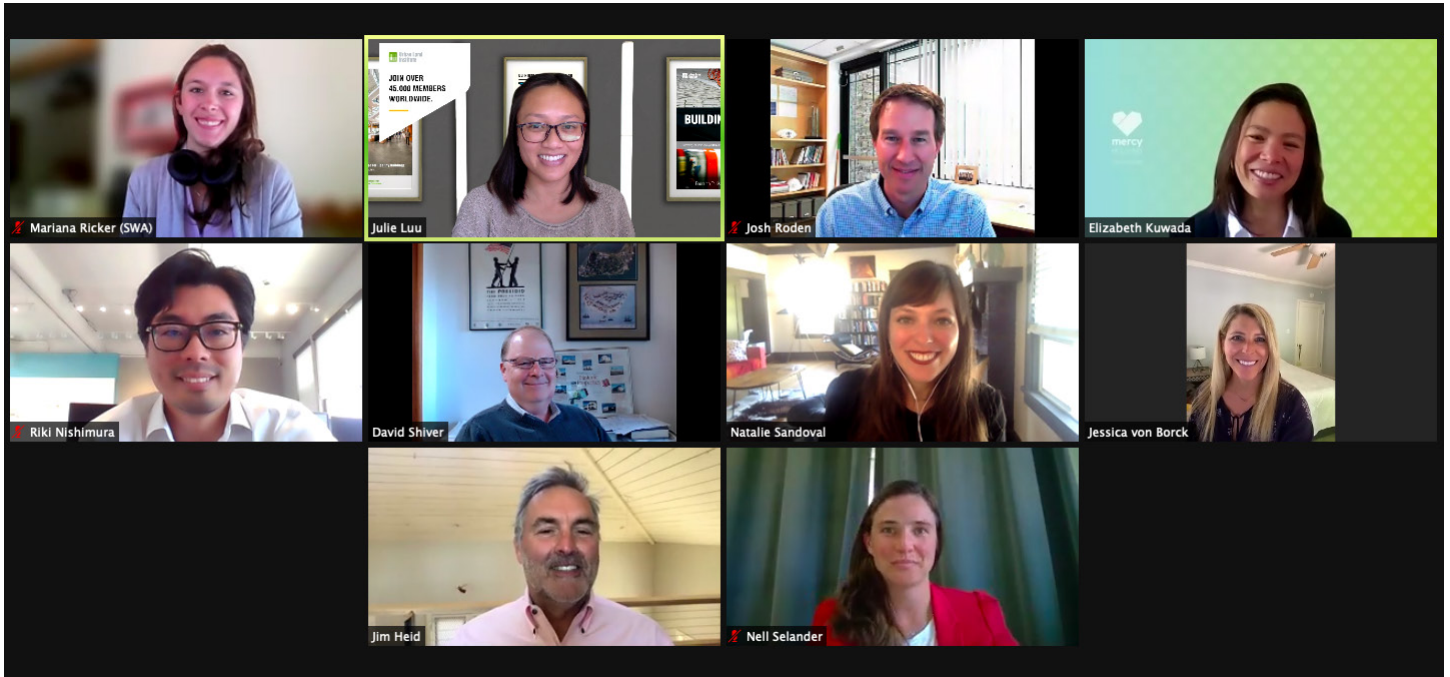
Conclusion

The opportunity to develop the SCS property is significant, not only because it is the last large vacant parcel in east Dublin but also because of the moment the community finds itself in. The site could have been developed decades ago, and there are certainly some that might wish it had been, but there is also a lot to be gained from having watched Dublin grow around the site.

Now, coming out of a global pandemic, even more lessons have been learned about the disruptions in real estate markets and the flexibility that is critical to their recovery. People everywhere learned how much they value the ability to gather and what it means to be a part of a complete and inclusive community.

Although community opposition has been strong in the past, the panelists are optimistic about the direction of this latest effort. Along with the work that has already been done by the City and the ELS team, the panel's recommendations will hopefully help to guide the next steps forward.

The key takeaways are to embrace what the market can support and establish a balance of uses and densities that include housing. Be open to experimentation and thinking about the site differently from past proposals. And build champions for this project within the City and the community through outreach and partnerships. The SCS property has the potential to be a great place for Dublin and its future generations.



Panelists Zoom group photo.

About the Panel



Jim Heid, Founder, UrbanGreen Advisors & CraftWork Development (TAP Panel Chair)

Jim Heid is a real estate developer and strategic real estate adviser focused on the tools and techniques that lead to a more sustainable built environment. His consultancy—UrbanGreen®—advises government agencies, real estate companies, and legacy landowners across the globe. In 2017, Jim founded CRAFT, a real estate company focused on incremental development and intentional place-building.

An active member of the Urban Land Institute, Jim has participated in over 15 Advisory Services panels, most recently chairing a panel looking at Tower Renewal in Toronto, Canada (2019), and deep dive into Napa's Oxbow District (2018). He writes and speaks regularly on sustainable design, resilience, and the value of small scale, incremental development. His new book—*Building Small: A Handbook for Real Estate Entrepreneurs, Civic Leaders and Great Communities*—provides a detailed look at the why and how of fine-grained development based on national research and forums in over 15 cities. The book makes the case for how small-scale development provides a more economically resilient and socially impactful approach to building and regenerating communities, as a counterpoint to more common institutional methods.

Trained as a landscape architect at the University of Idaho, Jim went on to receive a Masters in Real Estate Development from MIT as a way to more effectively integrate economics, development and design thinking.



Riki Nishimura, Principal, Populous AIA, NCARB, LEED AP BD+C (TAP Panel Co-Chair)

Riki Nishimura is a Principal at Populous, a global architectural design firm specializing in creating environments and venues that draw communities and people together. He is an urban strategist with two decades of experience in the planning and urban design of future cities. He approaches design from a collaborative and evidence-based perspective, resulting in the design and implementation of world-class places. In the process, he balances visionary and fiscally responsible development to achieve memorable, sustainable, and enduring places in both the public and private realms.

Riki's experience includes award-winning projects that create unique and extraordinary user experiences, optimize the functionality and viability of venue-anchored mixed-use districts, mixed-use urban regeneration districts, next-generation waterfronts, corporate and technology workplace campuses, university campuses, and urban cultural parks.

Committed to furthering sustainable strategies, practices, and contributions to the real estate development community, he is active in the Urban Land Institute. ULI recognized him in 2016 with the 40 Under 40 award, recognizing the best and brightest young land use professionals from around the globe. He contributes to the ULI Advisory Services panels, serves on the ULI San Francisco District Council Executive Management Board, and is co-chair of the membership experience committee, a mentor for the ULI Young Leaders Group, and a member of the Global Exchange Product Council. He also sits on the Harvard GSD Alumni Council and actively participates as a design review critic at Harvard, Stanford, RISD, UC Berkeley, and UCLA. He has also held an appointment at Stanford University as an adjunct lecturer in Risk and Resilience at the School of Engineering. He received a Bachelor of Architecture from the University of Toronto and a Master of Architecture and Urban Design from the Harvard University Graduate School of Design.



Jessica von Borck, Executive Director of Land Use Planning, Stanford University (TAP Panel Co-Chair)

Jessica von Borck is a land use planning, design, and policy professional with 30 years of experience working with government agencies, community groups, and multidisciplinary teams during the entitlement, permitting, funding, and construction phases of private and public development projects. Currently, she serves as executive Director of Land Use for the Land Use and Environmental Planning team at Stanford University. In this capacity, Jessica supports the senior administration and the Board of Trustees with recommendations for long-term land uses and the protection of land-based resources. She and her team strive to balance the stewardship of lands for future University needs and protection of the local environment. Jessica is a member of SPUR and ULI San Francisco. She currently serves as Vice Chair for ULI's Technical Advisory Panel Committee and sits on the Regional Steering Committee for SPUR's Regional Strategy initiative. She received a Bachelor's of Science degree in Urban Planning and Design from Arizona State University and is currently a lecturer for the Bill Lane Center at Stanford.



Elizabeth Kuwada, Associate Director of Real Estate Development, Mercy Housing California

Elizabeth Kuwada is an affordable housing developer with a wide range of experience managing the development and preservation of affordable housing serving families, seniors, special needs individuals and people experiencing homelessness throughout the Bay Area. She is an Associate Director of Real Estate Development with Mercy Housing, one of the nation's largest nonprofit affordable housing organizations. She currently oversees and supports affordable housing and community development within the Sunnydale HOPE SF project, the revitalization of an existing 50-acre public housing community into a mixed-income neighborhood in San Francisco. Before joining Mercy Housing, Elizabeth was a Senior Project Developer with Eden Housing. Prior to her career in affordable housing, Elizabeth worked as an architectural designer.

Elizabeth received a Master in City Planning and a Master of Science in Real Estate Development from MIT, where she additionally received an Urban Design Certificate, and a Bachelor of Arts in Architecture from Yale University.

ABOUT THE PANEL



Josh Roden, President, Brookfield Properties Development, Northern California

Josh Roden is the president of Brookfield Properties' Northern California Land and Housing group. With more than 20 years of commercial, for-sale and rental residential, retail and institutional projects, Josh is skilled at leading a diverse development and construction team.

Josh began his career with Opus Group, a commercial and mixed-use developer. As Vice President of Acquisitions for Meritage Homes, Josh grew the business to a top-five builder in Northern California.

Josh is on the board of the Bay Area Building Industry Association and HomeAid, holds a civil engineering degree from Marquette University, has a California Real Estate and Professional Engineering license, and is an Eagle Scout.



Nell Selander, Deputy Director of Economic & Community Development, City of South San Francisco

Nell Selander serves as the Deputy Director of the Economic & Community Development Department with the City of South San Francisco. In this role, she manages the day-to-day operations of the Housing & Economic Development Division, which is charged with winding down the former South San Francisco Redevelopment Agency, managing the city's affordable housing programs and Community Development Block Grant, and supporting the city's vibrant and growing business community. Before joining the city of South San Francisco, Nell served as the Economic Development Coordinator and then Economic Development & Housing Manager with the city of San Carlos. Prior to that, she worked on various, large capital projects for the Columbus Downtown Development Corporation in Columbus, Ohio.

Nell received her Bachelor of Arts in American Studies from Stanford University and a Master of Urban Planning degree from New York University's Robert F. Wagner Graduate School of Public Service.



David Shiver, Principal, BAE Urban Economics

With more than 30 years of experience, David Shiver has worked on many of the Bay Area's high-profile planning initiatives and public/private partnerships. His experience includes preparing residential and commercial market studies, market rent surveys, project and prototypical mixed-use project financial analyses, fiscal impact studies, economic benefit studies, lease analyses, highest and best use studies, community benefit studies, developer solicitations, and P3 term sheet/negotiation support. He is currently engaged on or has recently completed real estate market assessments and economic development assignments for projects in San Francisco, San Carlos, Foster City, Cupertino, Richmond, San Rafael, Mountain View, Menlo Park, Milpitas, Fremont, Sunnyvale, San Jose, Vallejo, and Los Altos.

Over the past 20+ years, he has served as Principal-in-Charge for BAE's real estate advisory services for NASA's award-winning NASA Research Park at Moffett Field and for the National Park Service, Golden Gate National Recreation Area's internationally recognized leasing and public/private partnerships programs. David has made numerous presentations of his work to public bodies and professional associations, including CoreNet Global, American Planning Association, CAL APA, American Defense Communities, Advisory Council for Historic Preservation, and National Trust for Historic Preservation.

He earned a bachelor of arts degree in public affairs from the University of Chicago and Master of Business Administration and Master of City Planning from UC Berkeley.

Mariana Ricker, Associate, SWA San Francisco (TAP Report Writer)

Mariana Ricker, a Bay Area native, has a passion for California landscapes and emphasizes the role of water, native ecology, and climate in successful, sustainable landscape design. She enjoys working in urban settings that engage diverse user groups and activate the spaces that are most important to civic life.

In her work as a landscape architect, Mariana seeks to create memorable experiences, connect people to the environment, and provide elegant solutions to programmatic needs. At SWA, she works on a wide range of projects from community parks to large-scale urban development and planning around the Bay Area and beyond.

Mariana holds a degree in landscape architecture from the University of California, Berkeley.

Appendixes and Sources

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- GG. [Town Fair Plaza —Fremont —Home](#)

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Complete List of Stakeholders

- City staff
 - Planning
 - Engineering
 - Economic Development
 - Community Development
 - Parks and Recreation
 - City Government
 - City Council
 - Planning Commission
 - Mayor and Vice Mayor
 - Local Business Owners
 - Dublin Chamber of Commerce
 - Grafton Station
 - Workday Pleasanton
 - Shops at Waterford
 - Dublin Place
 - Community Groups
 - Youth Advisory Committee
 - SCS Property / At Dublin
 - Property Owner and Representative
 - RJA Civil Engineers
 - Dahlin Group Architects
 - Community Outreach Consultant Team
 - ELS Architecture and Urban Design
 - Urban Field
- [“Creating Affordable Homes and Sustainable Communities: How AHSC Addresses California’s Most Pressing Challenges,” December 2019](https://1p08d91kd0c03rlxhmhtydpr-wpengine.netdna-ssl.com/wp-content/uploads/2019/12/AHSCReport_Final.pdf)
 - [The California Tax Credit Allocation Committee \(CTCAC\)](https://www.treasurer.ca.gov/ctcac/)
 - [California Debt Limit Allocation Committee \(CDLAC\)](https://www.treasurer.ca.gov/cdlac/)
 - [Enhanced Infrastructure Financing District \(EIFD\)](https://cceda.com/wp-content/uploads/EIFD-Resource-Guide-Feb-20161.pdf)
 - [Community Facilities District \(CFD\)](https://www.treasurer.ca.gov/cdiac/reporting/mello-roos/reportingguide.asp)
 - [Property Based Improvement District \(PBID\)](https://www.fhwa.dot.gov/ipd/pdfs/value_capture/strategies_in_practice/ca_business_improvement_districts.pdf)
 - [Resilient South City Hassell Storefront](http://www.resilientbayarea.org/hassell-storefront)
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Linked Reference Materials

- [HCD Infill Infrastructure Grant Program \(IIG\)](https://www.hcd.ca.gov/grants-funding/active-funding/iigp.shtml)
- [HCD Affordable Housing and Sustainable Communities \(AHSC\)](https://www.hcd.ca.gov/grants-funding/active-funding/ahsc.shtml)
- [“California’s Affordable Housing and Sustainable Communities Program: Five Years of Investment,” January 2021](https://1p08d91kd0c03rlxhmhtydpr-wpengine.netdna-ssl.com/wp-content/uploads/2021/01/AHSC_Report-Jan2021.pdf)

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