



# New Models to Grow a Campus CI 2025 Vision Plan

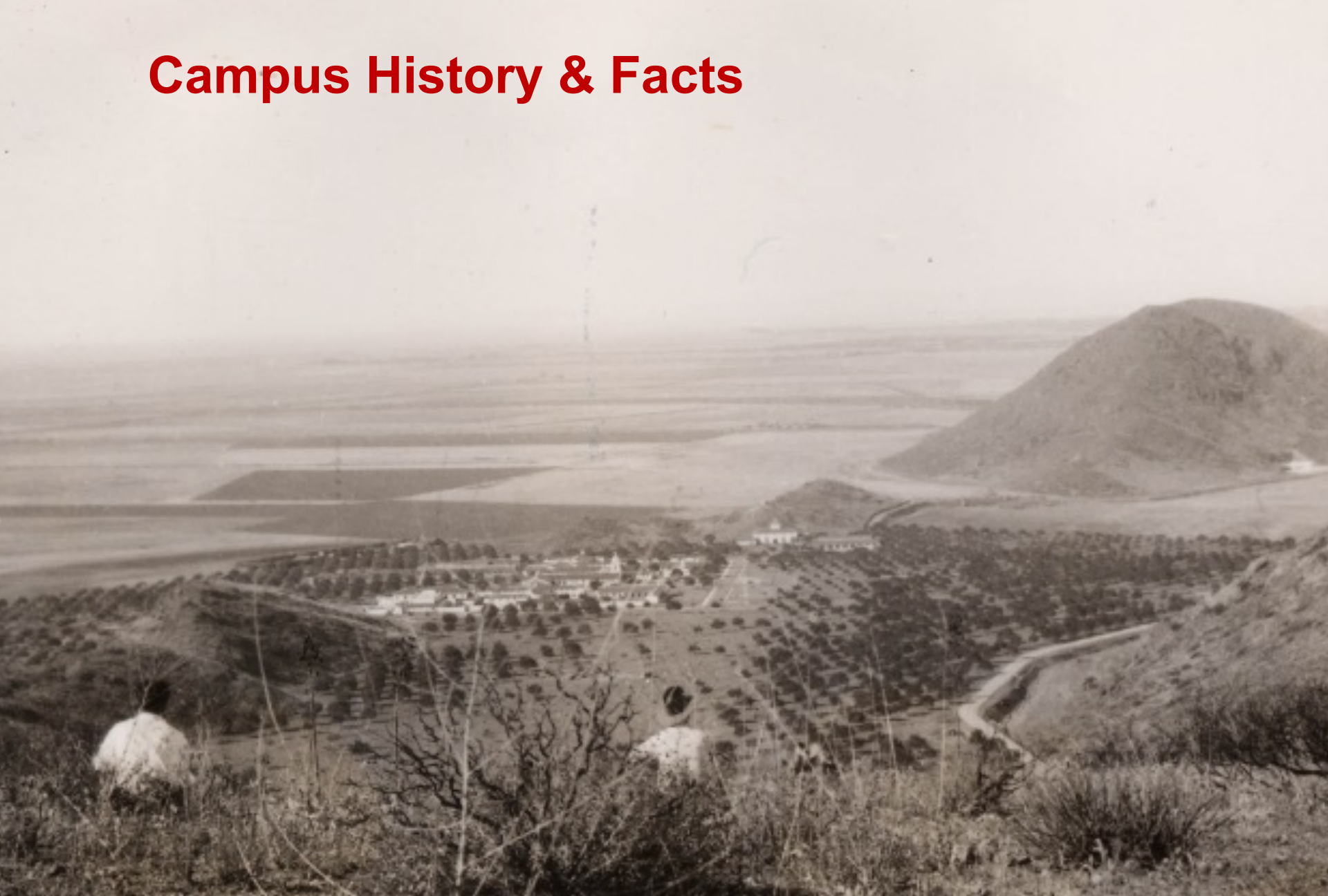
June 30, 2016



# Agenda

1. Campus History & Facts
2. Site Authority
3. CI Growth Challenges
4. CI 2025 Vision Plan
5. University Glen Development
6. Next Steps
7. Lessons Learned
8. Questions

# Campus History & Facts



## Campus History

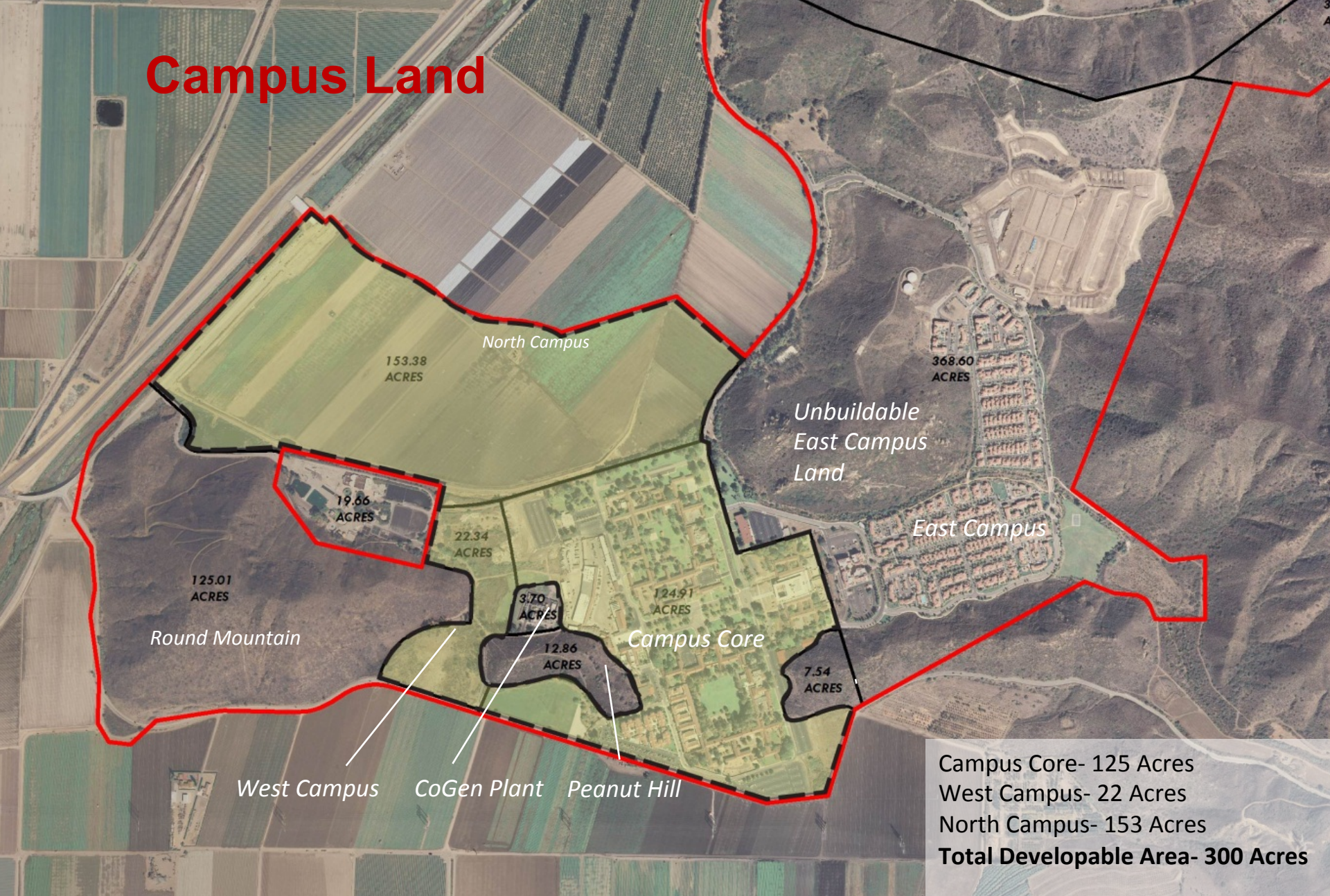
- 1965 – Legislature calls for 4-yr university in Ventura
- 1997 – State approves property transfer to the CSU
- 1998 – Long Range Development Plan approved
- 1998 – Site Authority established by Legislature
- 1999 – CSU Board approves CI as 23<sup>rd</sup> campus
- 2000 – Site Authority approves Specific Reuse Plan
- 2000 – CPEC approves establishment of CI
- 2002 – CI opens with 500 transfer students



# Campus Facts

- 5,400 FTEs, 900+ faculty/staff (2015/16)
- 15,000 FTEs @ full build out
- 1187 total acres, 225 buildable acres
- 1.375 M sf of occupied building area
- 315 K of unoccupied building area
- 600 units of faculty/staff housing built

# Campus Land





# Site Authority





# Site Authority Overview

*“The Site Authority was created to facilitate and provide for the financing and support of the transition of the site for use as a campus of the CSU. By mitigating the harmful effects and potential blighted conditions caused by the closure of the hospital, it was intended the SA would enhance the economic, cultural and social development of the region by facilitating the development of the campus and other compatible uses on the site. As such the SA was granted certain powers:” (SB 1923)*

- *Receives property and possessory interest tax*
- *Receives sales and use tax generated on campus*
- *Enter into contracts*
- *Issue debt*
- *Determine location and character of any project on the site*
- *Lease projects*
- *Invest/divest assets*



# Site Authority History

The Site Authority is responsible for the development and management of the east campus development area of CSU Channel Islands (commonly referred to as University Glen) including but not limited to rental apartments / townhomes, retail space, home sales, common area and oversight of the CI Power Plant.

- 1998 – Site Authority established by Legislature
- 2000 – Site Authority approves Specific Reuse Plan
- 2002 – First residents of University Glen move in
- 2006 – Last phase of housing opens
- 2007 – Town Center opens
- 2008 – Phase 2A/B construction suspended due to real estate market
- 2013 – Begin planning for CI 2025

# CI Growth Challenges





# Challenges/Opportunities

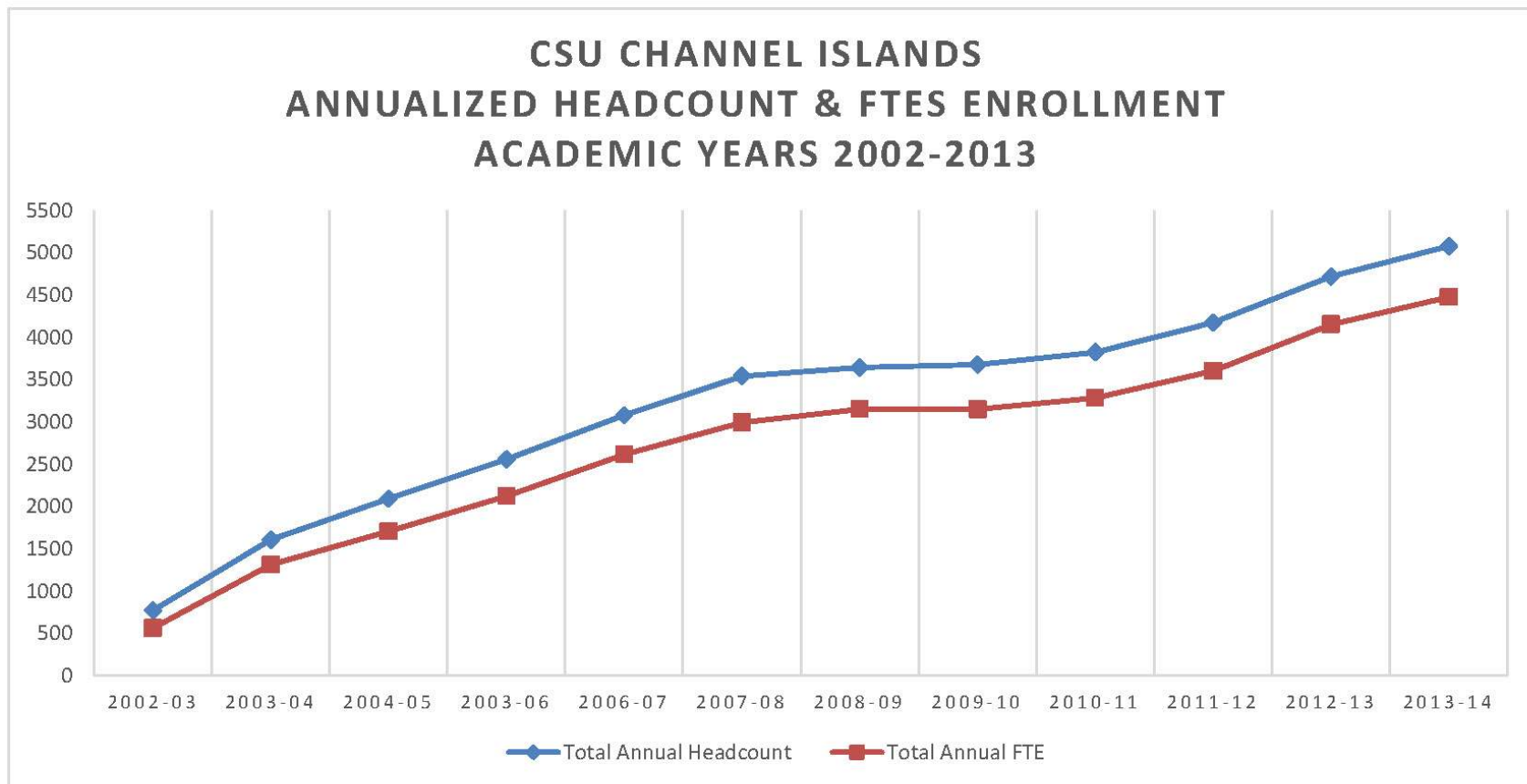
- State Support for Infrastructure
  - State no longer funds infrastructure bonds
  - Debt authority passed to CSU
- Campus Growth Needs
  - Enrollment increase to be sustainable & serve our region
  - CSU debt authority focused on DM
- Site Authority Debt
  - \$200 M in bond debt that is unsustainable
  - Recession further impacted ability to service debt
- Ventura County Slow Growth Initiative
  - SOAR restricts development around the campus
  - County is facing a housing shortage

# Planning Overview

- Enrollment Growth
  - CI is a growing campus with built up demand in the region
  - Grow to 10,000 FTEs by 2025
- Academic Facilities
  - Academic, support facilities needed to accommodate growth
  - No capacity with CSU Bond program
- Student Housing Demand
  - Goal to house 35% of students in on-campus housing
  - SOAR impacts housing market for students
- Faculty/Staff Housing Demand
  - Provide below-market rate housing to recruit faculty/staff
  - Create live/learn/work community that eases transportation



# Enrollment Overview



# CI 2025 Vision Plan



3.27.16 2.30

See sketch at bottom of page

Sketches of Campus

# Planning Goals

- Identify and leverage potential revenue sources
  - Site Authority (UG, housing, retail, tax increment)
  - Student housing, parking, retail, external events
  - Wellness/Recreation/Events Center
  - Public/public & public/private partnerships
  - Student fees
  - Grants, philanthropy, sponsorships, endowments
- Decrease existing Site Authority debt
- Develop viable economic plans to support CI's growth
  - Academic, student life, residential
  - Plans for the next decade
- Facilitate integration of campus with community



## **Short Term (one – five years)**

### Self Funded:

- University Glen housing
- Student Housing expansion
- Student Health Center
- Dining Commons expansion
- Child Care Center
- Parking expansion

### Partially Self Funded:

- Wellness/Recreation Center Ph1

### Non-Self Funded: :

- Academic facilities

## **Mid Term (six – ten years)**

### Self Funded:

- Student Housing expansion
- Student Health Center expansion
- Conference Center
- Retail expansion
- Parking expansion

### Partially Self Funded:

- Wellness/Recreation/Events Center Ph2

### Non-Self Funded: :

- Academic facilities



- Select Development Advisor to evaluate opportunities to achieve CI 2025 planning goals needs
  - Assess existing financial situation
  - Evaluate potential revenue sources & approaches to reduce costs
  - Evaluate alternative financing & development structures
  - Develop multiple strategies to support the Program priorities
- Identify optimal means to implement CI 2025 Vision Plan programmatic needs
- Evaluate alternative methods & opportunities to achieve delivery of these programmatic
- Develop an implementation plan for the selected development strategy

# Schedule

- Dec 2013 – SA Board approves plan to engage a development advisor
- Mar 2014 – Engaged JLL as Development Advisor
- Spring/Summer 2014 – Analyze project financing options
  - Assess existing financial situation, academic needs, community partnership opportunities
  - Research market for revenue-generating projects
  - Complete housing market study
- Summer/Fall 2014 – Campus feedback phase
- Mar 2015 – CSU Board of Trustees approves concept



# Schedule

- Dec 2015 – SA Board approves RFP for two projects
- Feb 2016 – Proposals received for existing apartments & Town Center
- April 2016 – Proposals received for 32 acre development
- May 2016 – BoT approval of apartment & Town Center transaction approved



# Next Steps





# Initial Outcomes

- 5-year comprehensive plan for financial sustainability
- First projects will decrease debt by 50%
- Net proceeds will allow for a capital endowment fund to future support growth
- Continue searching for development opportunities

## Next Steps

- Jun 2016 – Apt/Town Ctr. transaction closes
- Jun 2016 – Select Developer Team for 32 acre project
- Jul 2016 – Commence EIR process, Negotiate final agreements
- Mar 2017 – BoT Approval of Development Agreement
- Jan 2019 – Construction complete at 32 acre project

# Lessons Learned

- Revise campus planning methodologies
- Rethink building programs to find synergies with academic & revenue-generating uses
- Develop a comprehensive communication plan



# Questions

