

*Managing Metamorphosis,
Building for Change*



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Session: 100311

Date: Friday, October 3, 2014

Time: 9:45 am – 10:45 am

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Transforming a Mall into a College Campus

Presented by:

- **William Mullane, AIA** - Exec. Director of Facilities & Construction, *Austin Community College*
- **Richard Burnight, AIA, ACHA** – President/CEO, *O’Connell Robertson*
- **Douglas Lowe, AIA, LEED AP** – President, *Facility Programming & Consulting*

*Managing Metamorphosis,
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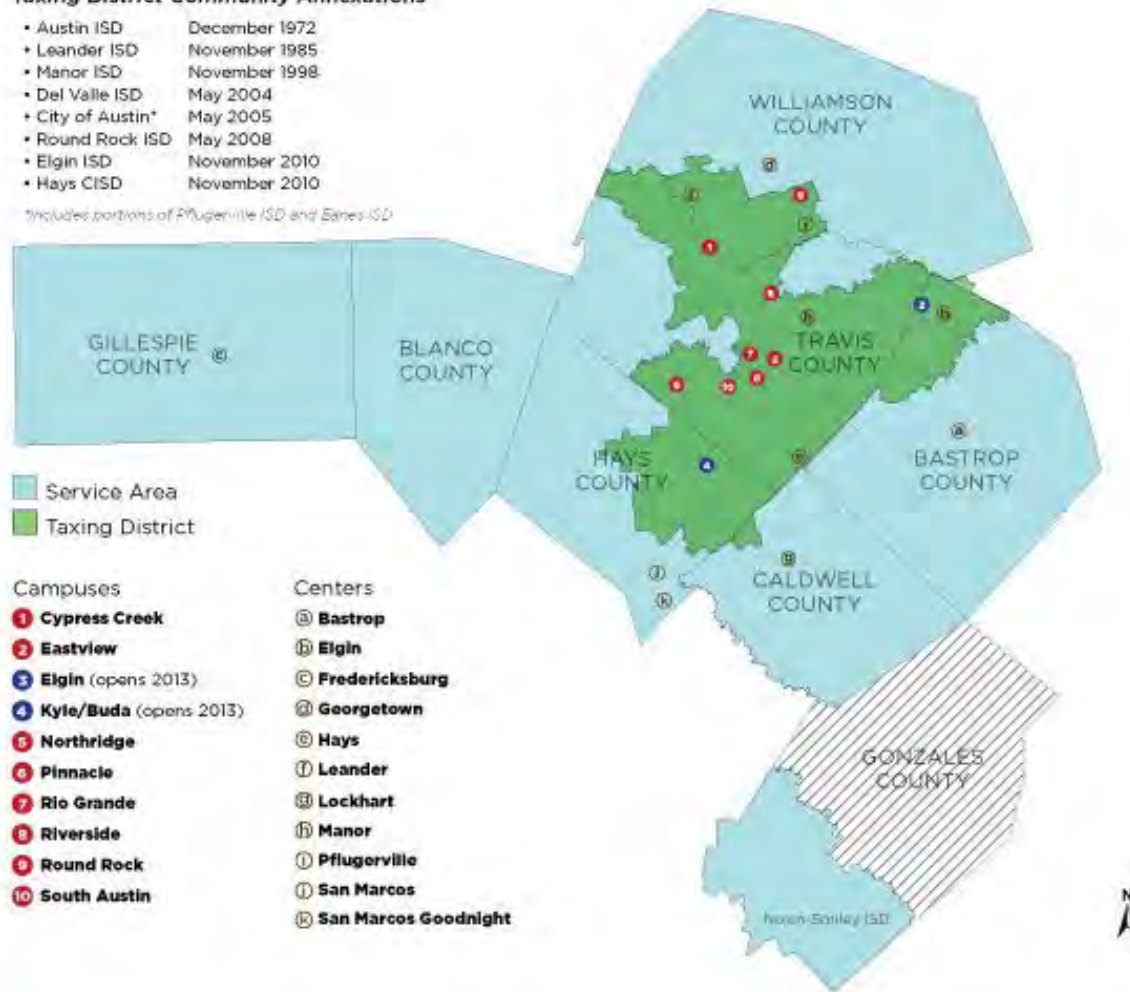
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Austin Community College District Service Area

Taxing District Community Annexations

- Austin ISD December 1972
- Leander ISD November 1985
- Manor ISD November 1998
- Del Valle ISD May 2004
- City of Austin* May 2005
- Round Rock ISD May 2008
- Elgin ISD November 2010
- Hays CISD November 2010

*includes portions of Pflugerville ISD and Eanes ISD



About ACC

Primary Gateway to Higher Education & Training



42,000 credit students

4,500 faculty/staff

235+ degrees & certificates

\$67 in-district tuition

44% transfer + graduation rate

Mission to provide **open-door access**
to affordable, quality higher education

ACC District-Wide Master Planning Efforts

- Facilities Master Plan 2007
- Campus Master Plan 2011
- Facilities Master Plan 2011
- Academic Master Plan 2013

History



Peer Institutions

	Fall 2009 Headcount per THECB	2009 GSF	GSF/ Headcount
San Jacinto College	27,097	2,071,000	76
Houston Community College System	42,104	3,138,746	75
Alamo Community College District	58,638	4,246,760	72
Lone Star College System District	55,491	3,950,000 ³	71
Dallas County Community College District	69,012	4,717,086	68
El Paso Community College	26,068	1,640,664	63
Collin County Community College District	24,517	1,439,000	59
South Texas College	26,334	1,285,090	49
Tarrant County College district	48,903	2,202,907	45
Austin Community College	40,248 ⁴	1,252,119 ²	31
Average of peer institutions			61
Average of peer institutions excluding ACC			64
SCUP Mean for Public/Private 2-Year			85
SCUP Mean for Public 4-Year			279
SCUP Mean for Private 4-Year			339

Notes:

1. Green text indicates the data was provided by the College.
2. Includes the HBC and the Service Center and all buildings on the seven existing campuses (excluding RRC) occupied with instructional space
3. Lone Star College System gsf does not include 1.7 million gsf currently under construction
4. ACC headcount provided by ACC's 2009-2010 *Fact Book*

Why Buy a Mall?

- Need for swing space to allow work at existing campuses
- Desire to consolidate Administrative functions (at a time)
- Anticipated enrollment demand

Why Buy a Mall?



Location

- Centrally Located
- Transit Service: MetroRail & Local Bus Service
- Roadway Access
- Existing Utility Infrastructure to the Site



Space

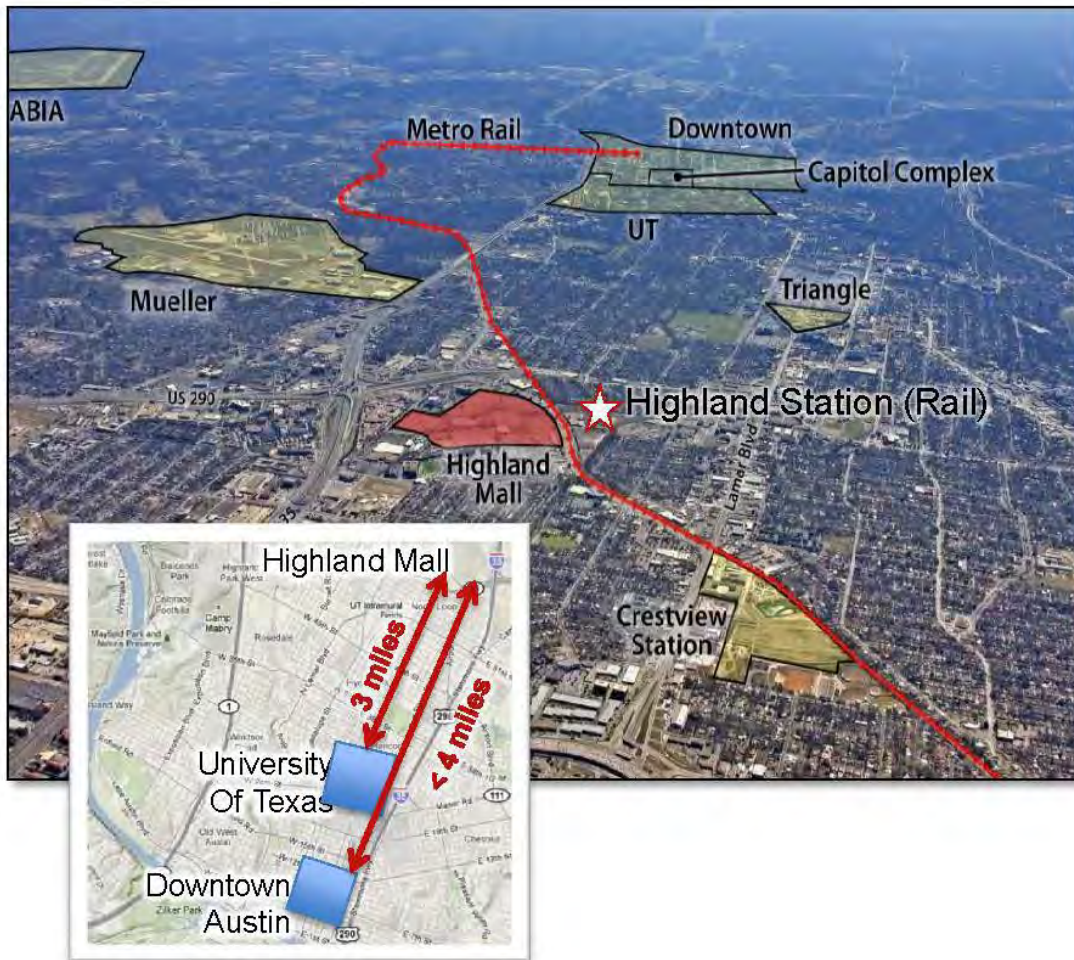


Cost

- Less **Expensive** to Retrofit Existing Buildings than to Build New
- Less **Time** to Retrofit Existing Buildings than to Build New
- Little Competition to Acquire Existing Retail Space



Highland Overview



LOCATION ATTRIBUTES

81 acres

- **4 miles** from downtown Austin and 3 miles from University of Texas Campus
- **Location** IH-35 and Highway 290
- **Easy Access** to multiple transit options

Why Buy a Mall?



Before



After

Long-Range Potential for Redevelopment

- Excellent zoning
- Over time, RedLeaf can redevelop the site
- ACC students will benefit from adjacent development

Why Buy a Mall?



Sustainability

- Reuse of existing construction
- Walkable urban design planned for the site
- Transit and other alternative transportation options
- Opportunities for energy and water saving design
- Opportunities to reduce impervious cover and restore green space



Redevelopment of Highland

Why a Strategic Alliance?

- ACC students, faculty and employees will benefit from adjacent development and amenities.
- A walkable, dense, mixed-use district is consistent with the community vision, planning and values for this area.
- An integrated mixed-use district expands opportunities for partnerships and connections between the college and commercial activities.



Redevelopment of Highland



Why a Strategic Alliance?

- The approach allows ACC to focus on college facilities while RedLeaf develops the non-college uses.
- The approach ensures thoughtful planning and coordination.
- Brings private sector expertise to complex infill redevelopment project.

ACC/RedLeaf Partnership

- ACC solely responsible for its facilities
- RedLeaf solely responsible for non-college uses
- Sharing of portions of the redevelopment which provide joint benefit
 - Common roads / infrastructure
 - Planning
 - Mechanisms to ensure long-term vision
 - Common maintenance

Redevelopment of Highland

Extensive, Multi-layered Planning Process

Regional

- Envision Central Texas
- Imagine Austin

Local

- Brentwood / Highland Neighborhood Plan
- Airport Boulevard Corridor Initiative

Site

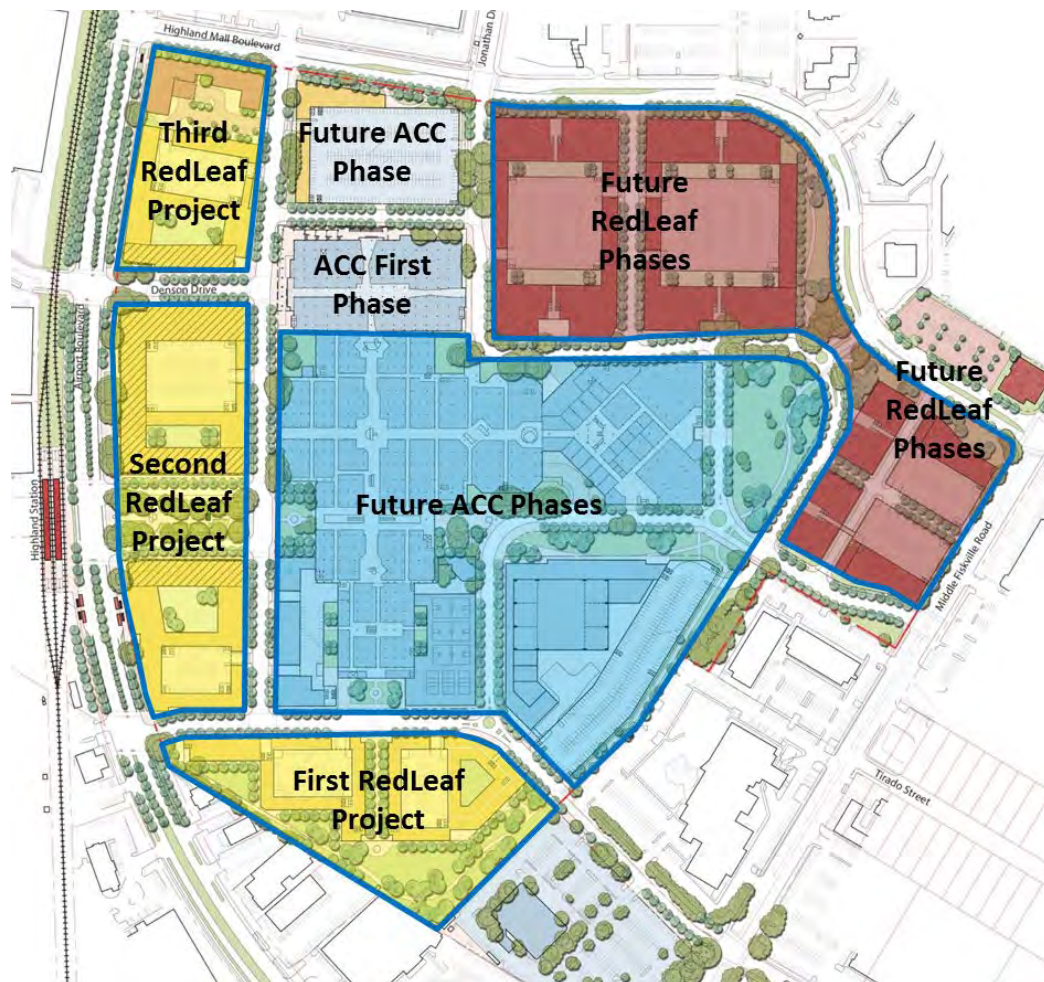
- ACC/RedLeaf Highland Master Plan

Campus

- Highland Campus Master Plan

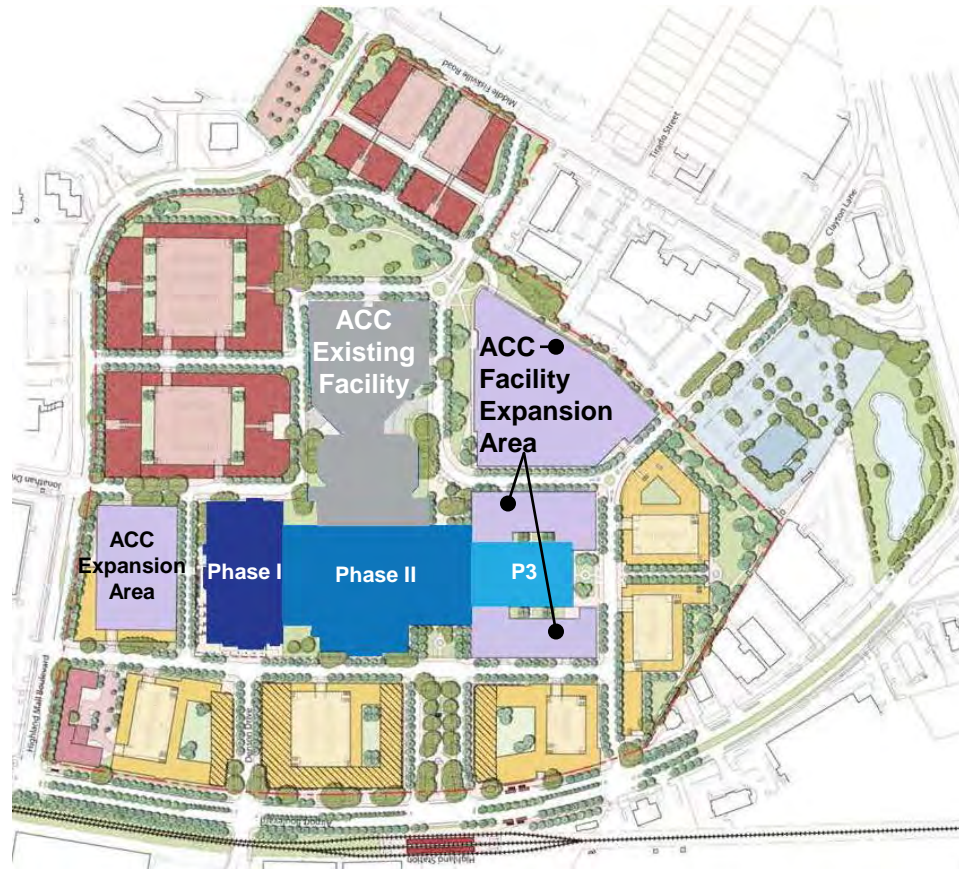


Current Planning Processes



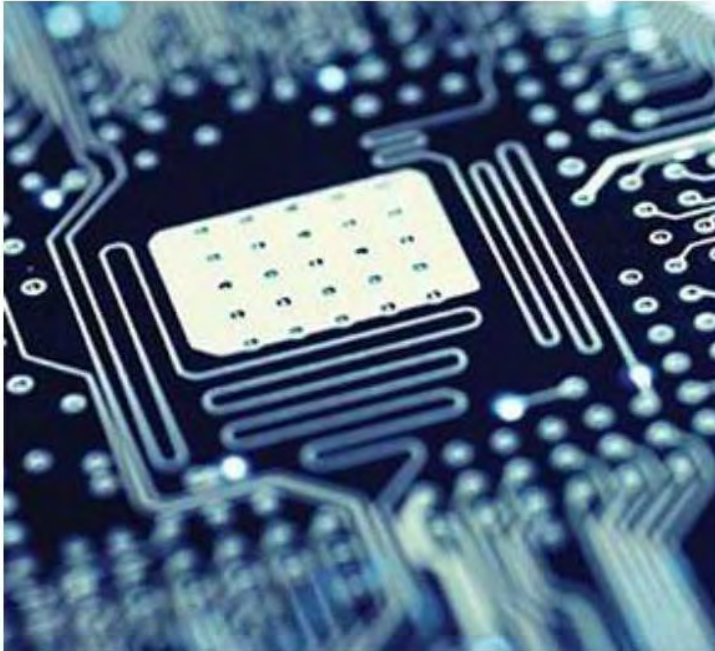
- Site planning
- Construction of Phase 1 of Highland Campus
- Master Plan for future phases of Highland Campus
- Public Private Partnership (P3)
- Coordination with Scope of GO Bond propositions
- Utilization of Mall
- Planning for a Central Chiller Plant

Redevelopment of Highland



Academic Master Plan

Programs for High-Demand Careers



- Regional workforce innovation center
- Regional health sciences (STEM) simulator lab
- Digital and creative media center
- Culinary, travel and tourism, and hospitality
- Small business incubator space

Highland Campus, Phase 1



Highland Campus, Phase 1

- Currently open
- Former JCPenney store
- Over 212,000 SF
- Over 6000 student total capacity



Highland Campus, Phase 1



ACCelerator Lab:

- Nation's largest Learning Emporium
- 604 computer stations



Highland Campus, Phase 1



Public/Private Partnership (P3)

- Proposed reuse of the former Dillards store
- Renovation by Live Oak Gottesman / Lease to Rackspace
- Currently in negotiation phase



The Master Planning Team



O'CONNELL ROBERTSON

PFEIFFER
PARTNERS



FACILITY
PROGRAMMING
AND CONSULTING

Developing the Plan

Master Planning Process and Schedule

Phase

1	PROJECT INITIATION & VISIONING
2	EXISTING CONDITIONS ANALYSIS
3	PROGRAMMING & SPACE UTILIZATION
4	MASTER PLAN CONCEPT DEVELOPMENT
5	FINAL CAMPUS MASTER PLAN

Master Planning Process and Schedule

		2014							
Phase		JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG
1	PROJECT INITIATION & VISIONING								
2	EXISTING CONDITIONS ANALYSIS								
3	PROGRAMMING & SPACE UTILIZATION								
4	MASTER PLAN CONCEPT DEVELOPMENT								
5	FINAL CAMPUS MASTER PLAN								



Key User Meetings



Steering Committee Reviews

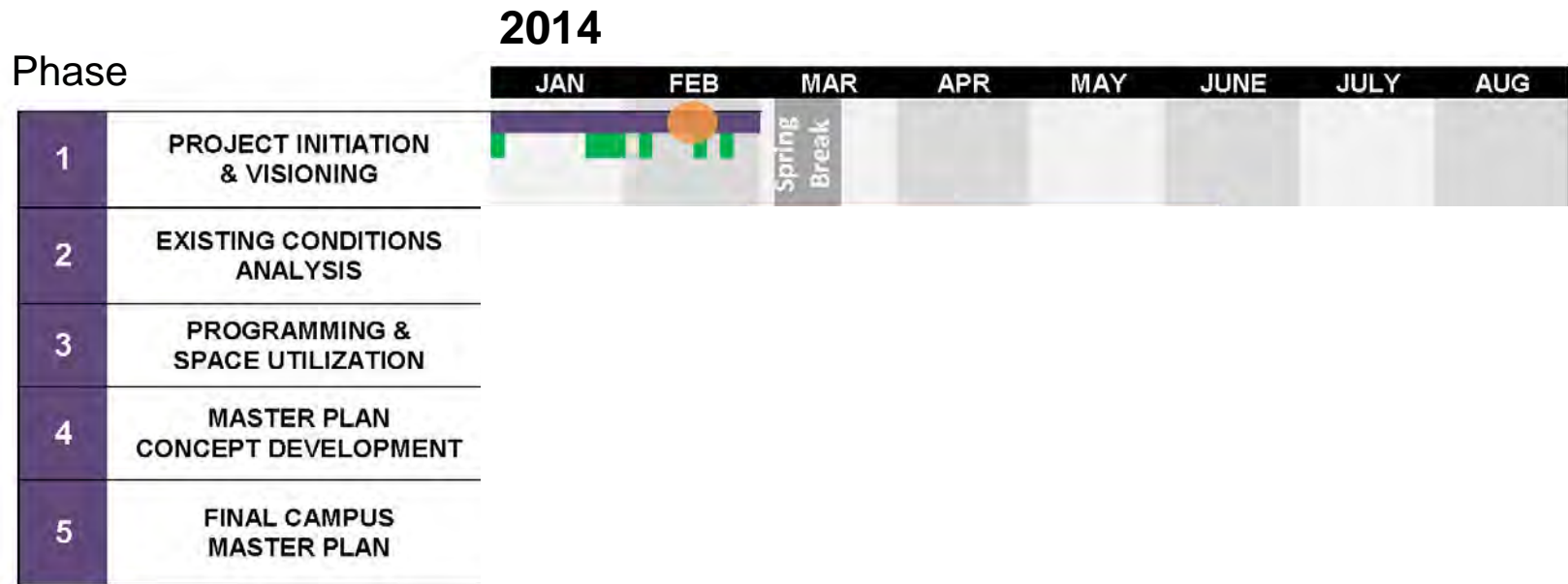


Board Contact



Concept Reviews

Master Planning Process and Schedule



Key User Meetings



Steering Committee Reviews

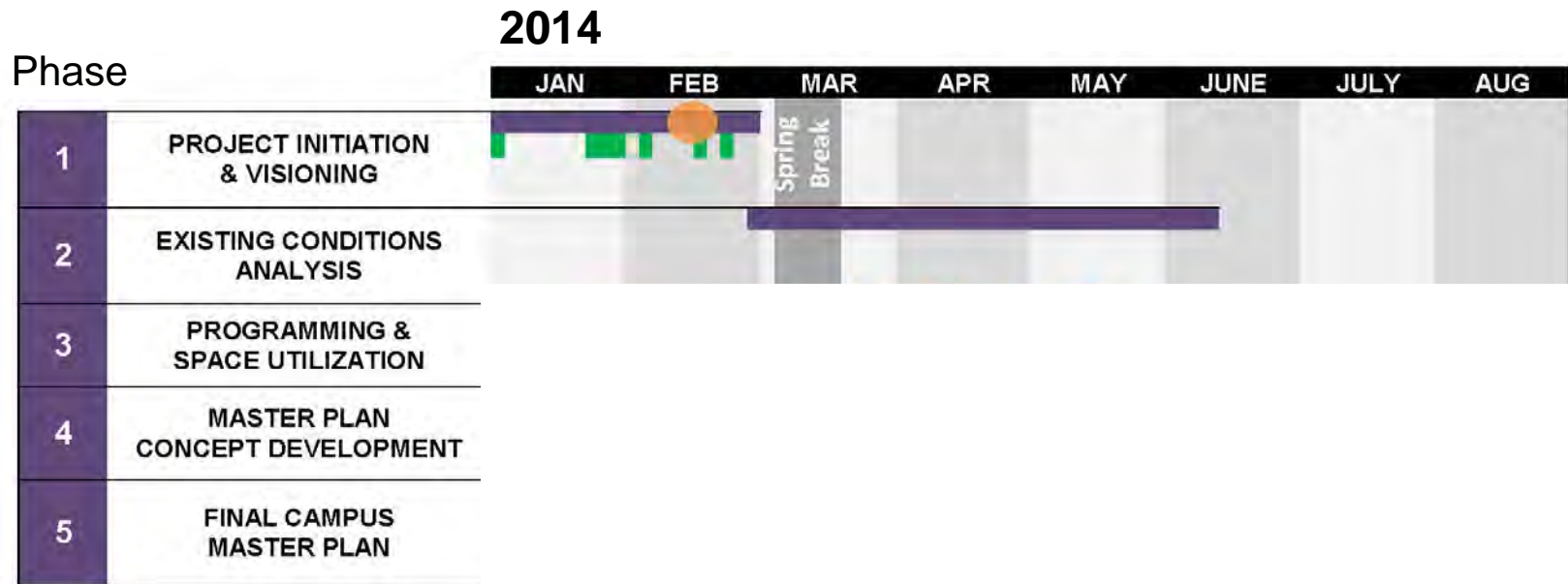


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Concept Reviews

Master Planning Process and Schedule



Key User Meetings



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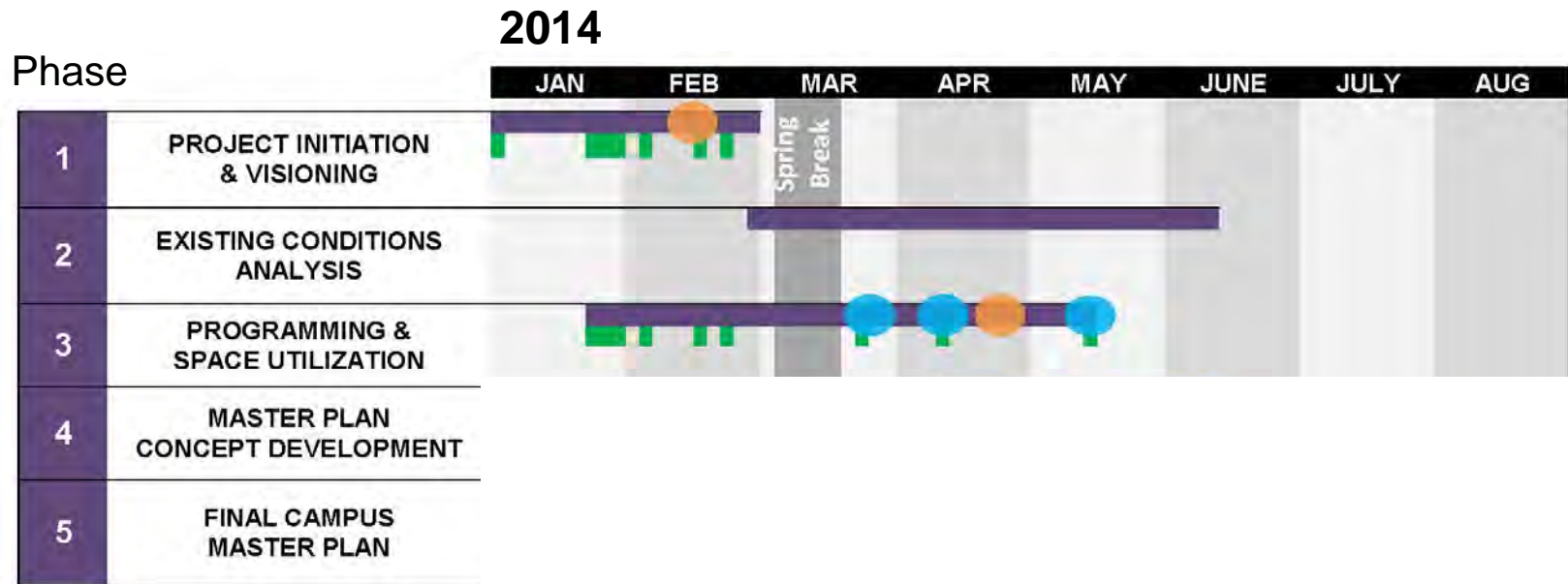


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Concept Reviews

Master Planning Process and Schedule



Key User Meetings



Steering Committee Reviews

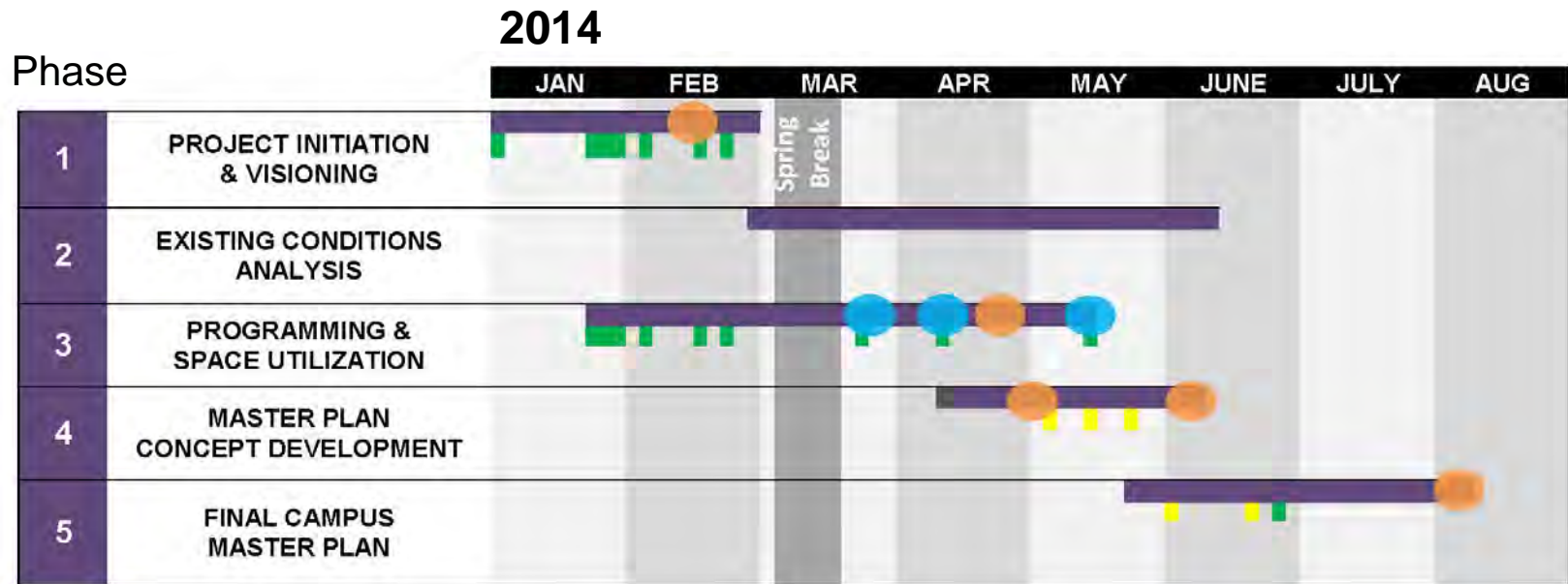


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Concept Reviews

Master Planning Process and Schedule



Key User Meetings



Steering Committee Reviews



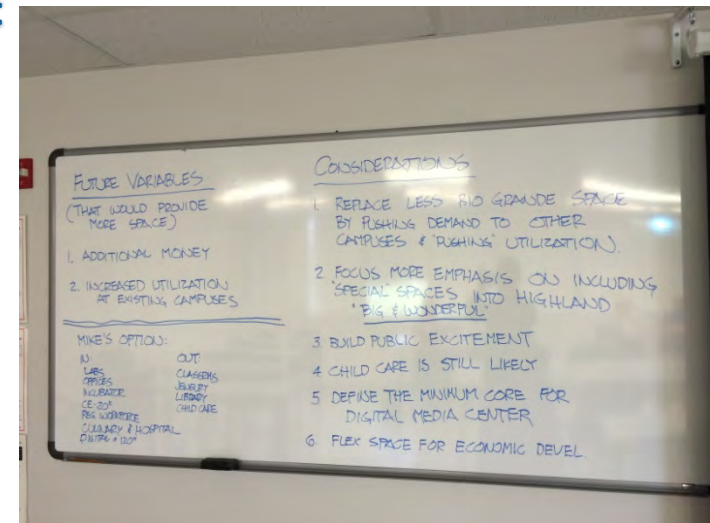
Board Contact



Concept Reviews

Engaging Stakeholders

- **Key stakeholders in the programming process:**
 - ✓ ACC Board of Trustees
 - ✓ Highland Master Planning Steering Committee
 - ✓ ACC Highland Campus Advisory Committee
 - ✓ ACC Facilities staff
 - ✓ Proposed user groups/stakeholders
- **Activities to gather space requirements included:**
 - ✓ Space interviews with proposed user groups and key stakeholders
 - ✓ Planning charrette with regular presentations and discussions with the Board of Trustees
 - ✓ Visioning and priority setting with the Steering Committee, using interactive elements such as snow cards



Programming Objectives

- Determine initial list of spaces to be considered for the mall
- Determine Board and Steering Committee priorities to determine:
 - ✓ Which spaces were a “must have” at the Highland Campus
 - ✓ Propose which spaces would be best suited in the mall building and what might be best located in buildings separate from the mall
- Propose which spaces could become a part of the first phase and what should be considered for later phases (long range build-out)

Programming Process

Board Input & User Interviews

- The Board of Trustees workshop determined Board priorities for inclusion at ACC Highland
- ACC Highland Master Plan was derived from the Academic Master Plan
- User interviews were conducted with each potential user to determine space requirements appropriate for the campus

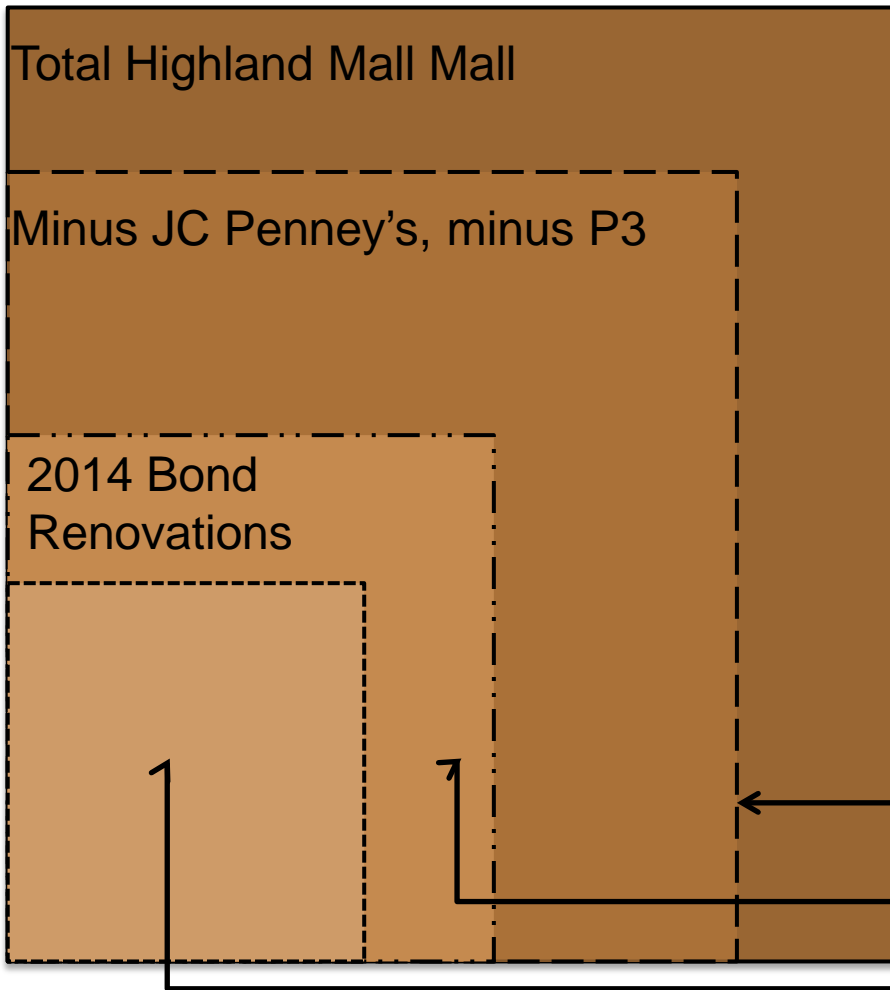
Draft Space List

- Space requirements for each department or program were determined based on detailed interviews and compiled into a preliminary space program
- The preliminary space program was reviewed with the users and Steering Committee
- The Steering Committee began prioritization of programs to be included at the ACC Highland Campus
- Board provided continued input on priorities

Program Refinement

- Space requests exceeded available space in Highland Mall
- A prioritization process led by the Master Planning Team and the ACC Steering Committee and the Board to refine the preliminary program
- After a balanced and workable program was achieved, building blocks were developed for inclusion at the ACC Highland Campus

Summary of the Mall



- **Phase I:** JC Penney's
- **Phase II:** 2014 Bond Renovations (approx. 475,000 GSF)
- **Future Phases:** Additional Renovations + Possible New Buildings

Available Space

← 1.2 Million GSF (Total)

← 795,000 GSF

← 415,000 GSF (Phase II)

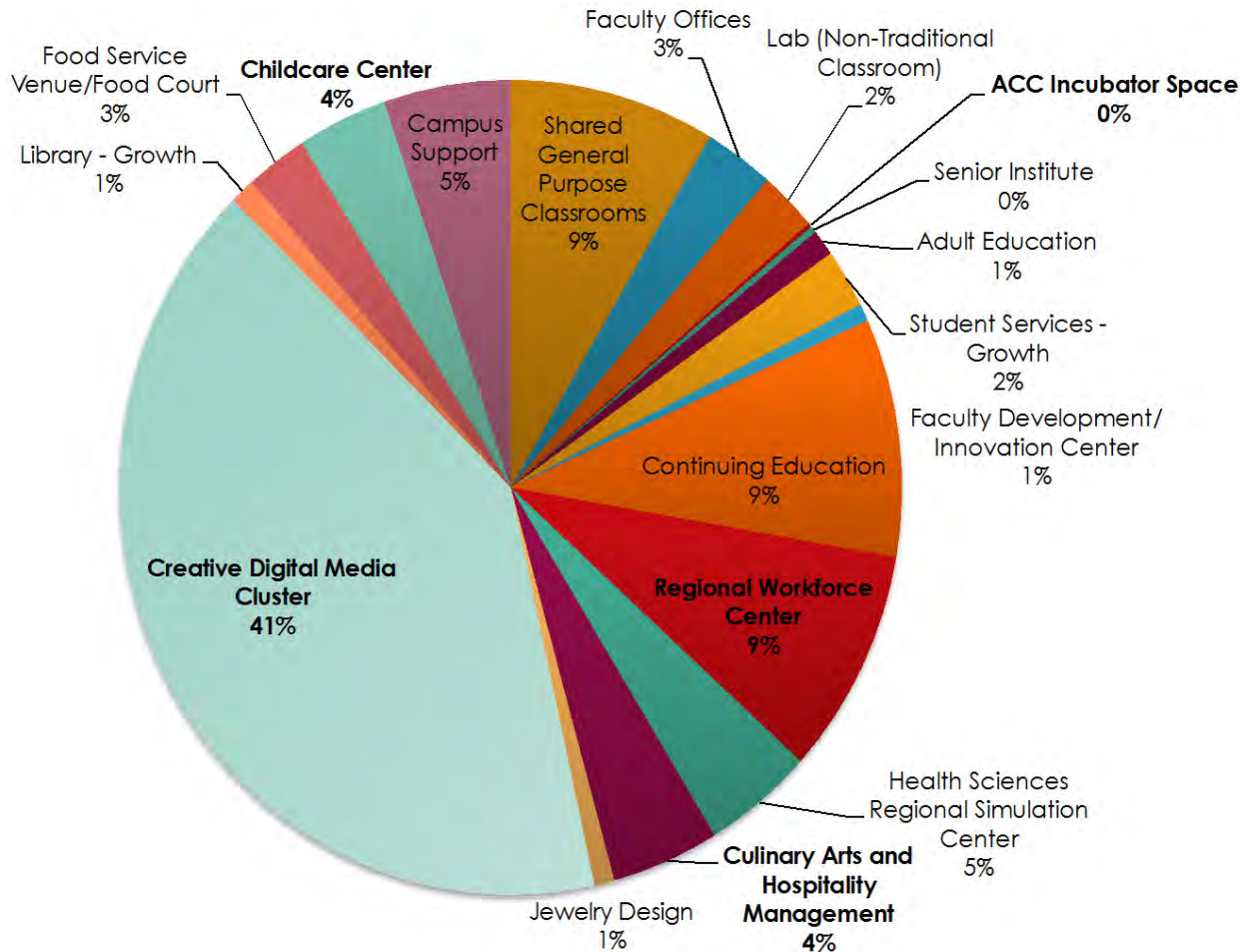
← 380,000 GSF (Future Phases)

The Challenge

- Overall space demand exceeded available space
- The requested Phase II “priority” spaces exceeded the 415,000 GSF of renovated space that could be funded in the 2014 bond
- The Steering Committee elected to maintain Highland Campus as a place for “special” spaces and highly visible, cutting edge programs.
- These are the spaces that made the final cut.

The Space Program

Key Highland Mall Program – 625,000 GSF

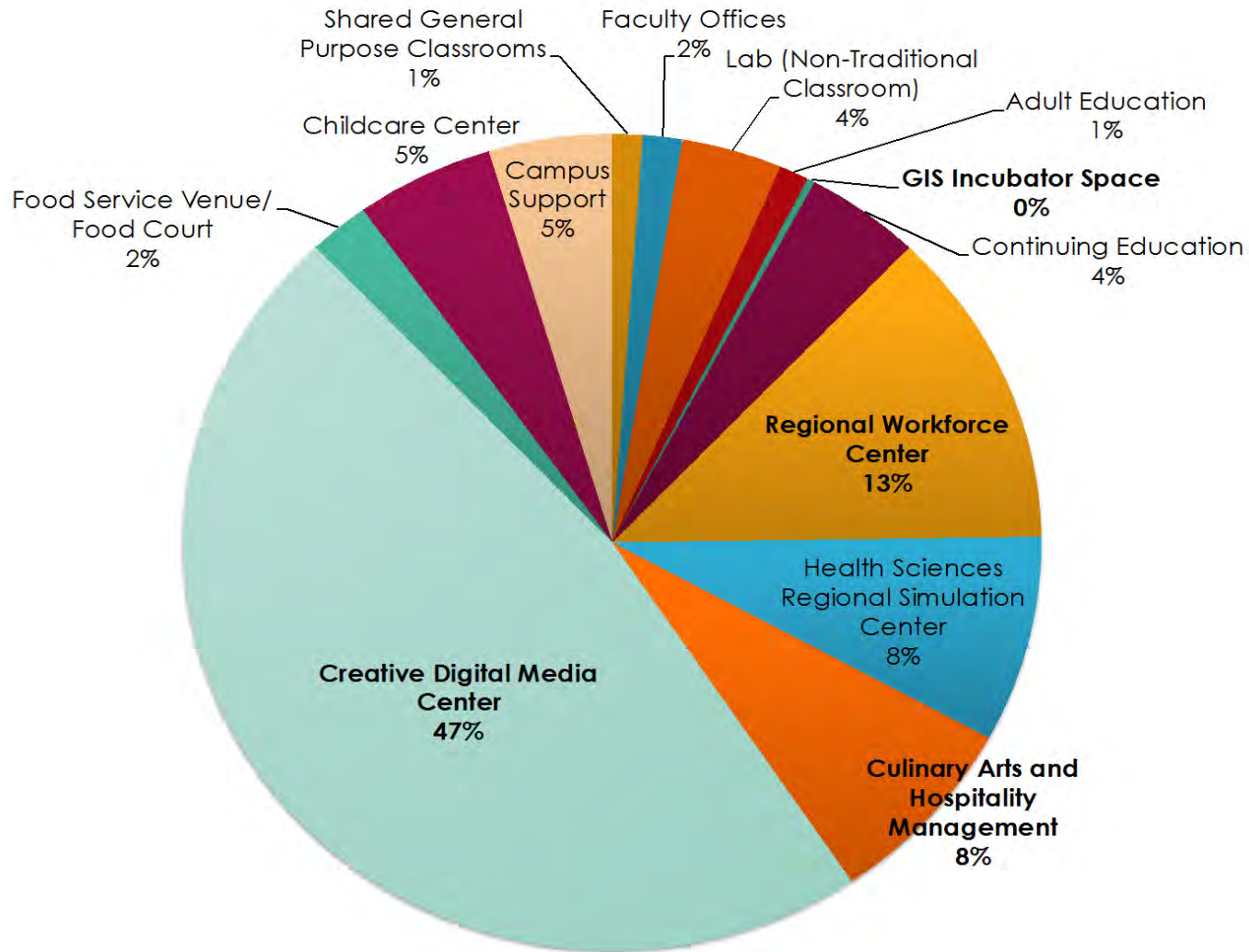


New Buildings

Convocation/
Wellness
Center
85,100 GSF

Performance
Venue
70,200 GSF

Phase II Program – 2014 Bond





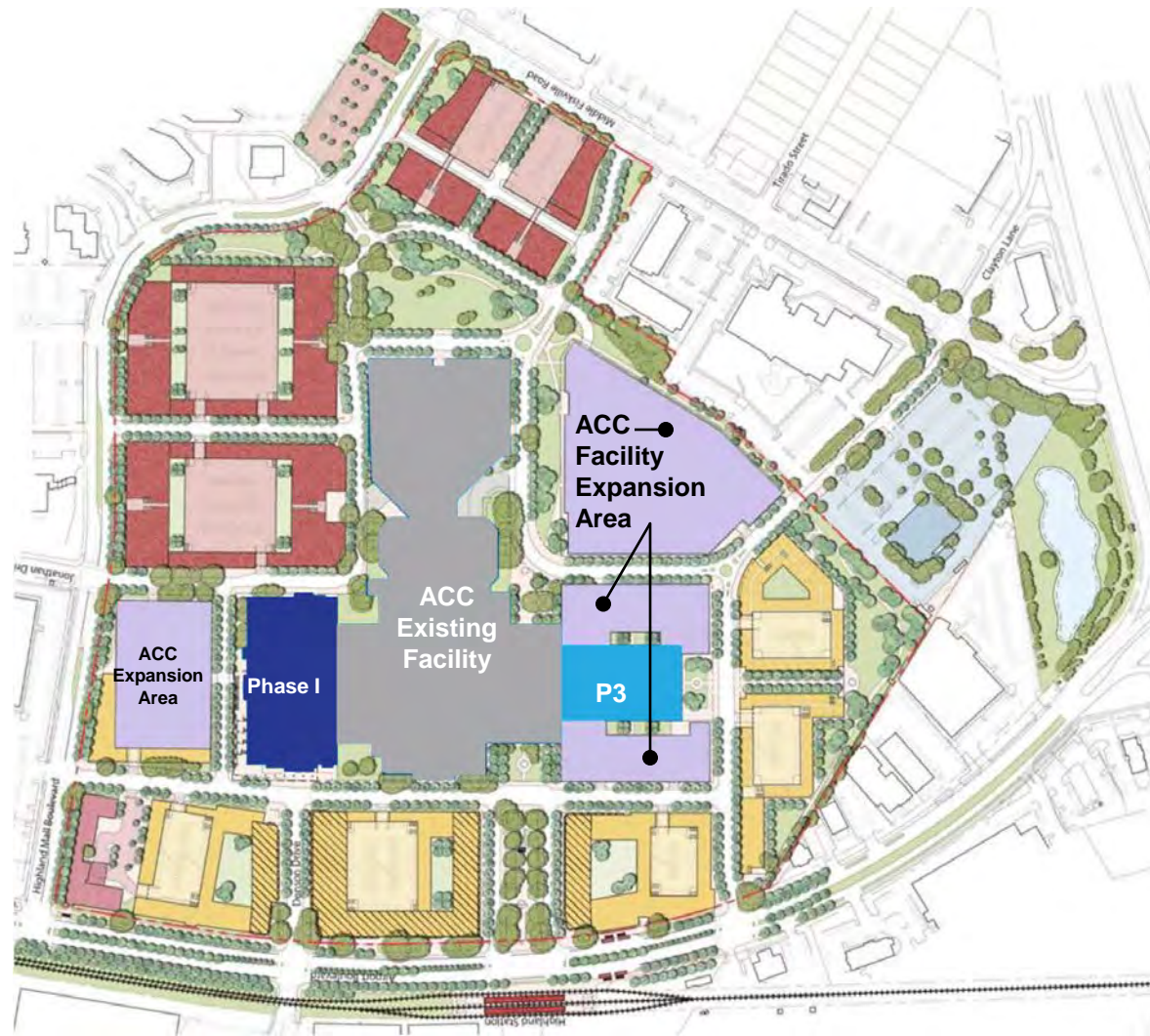
"For crying out loud, can't you see?
I need more space!"

Distribution and Duplication

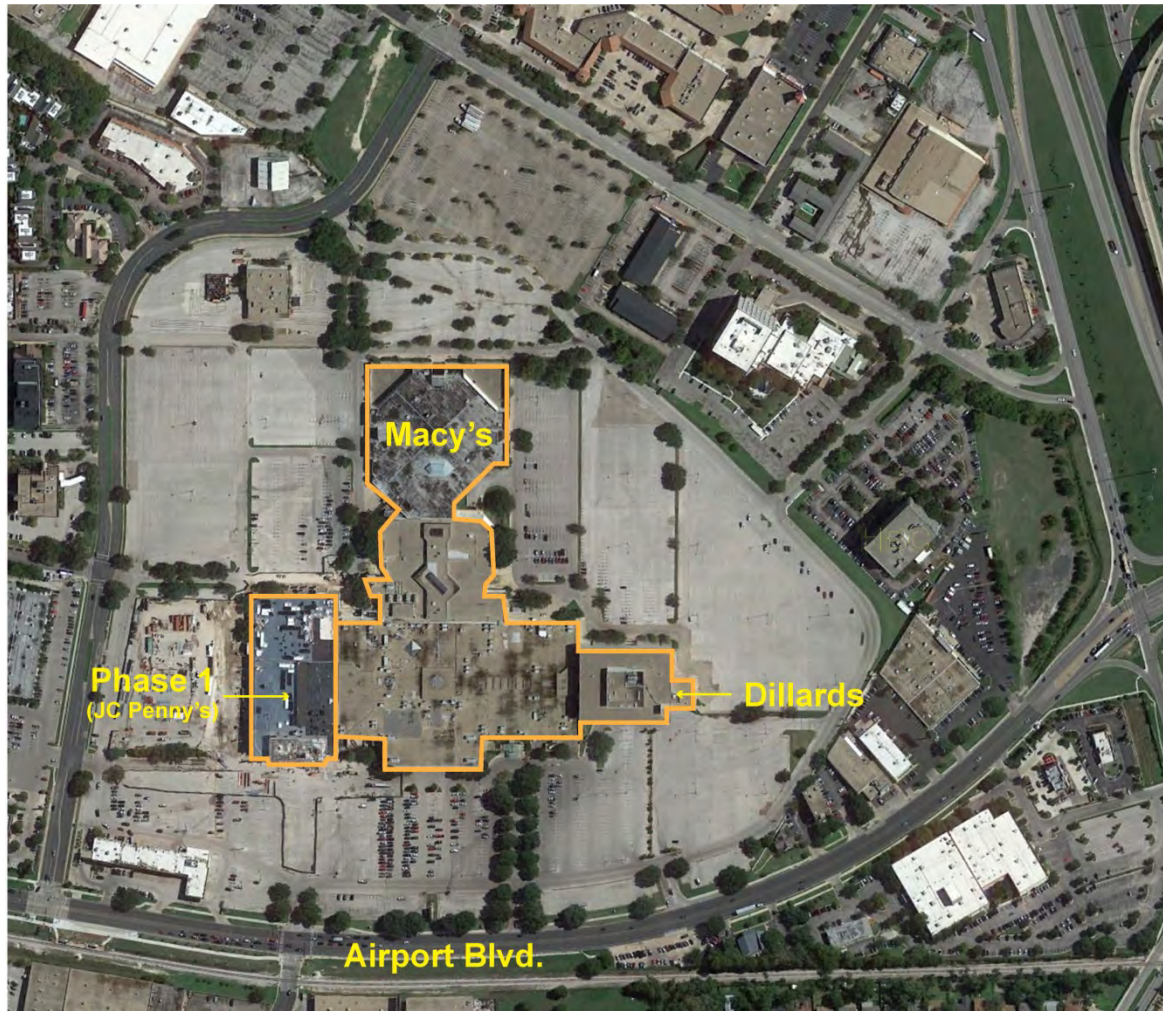
- As you grow, what should you provide?



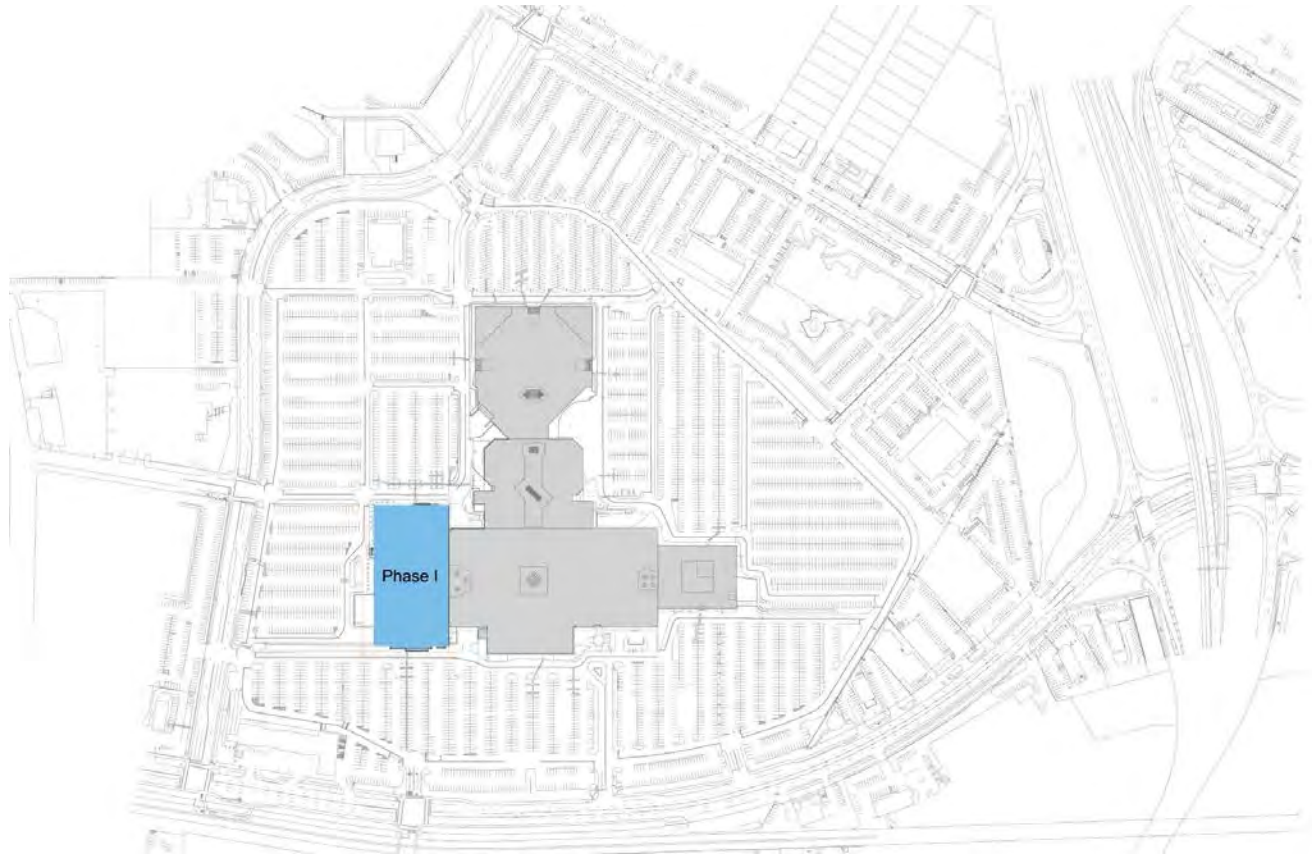
Highland Area Master Plan



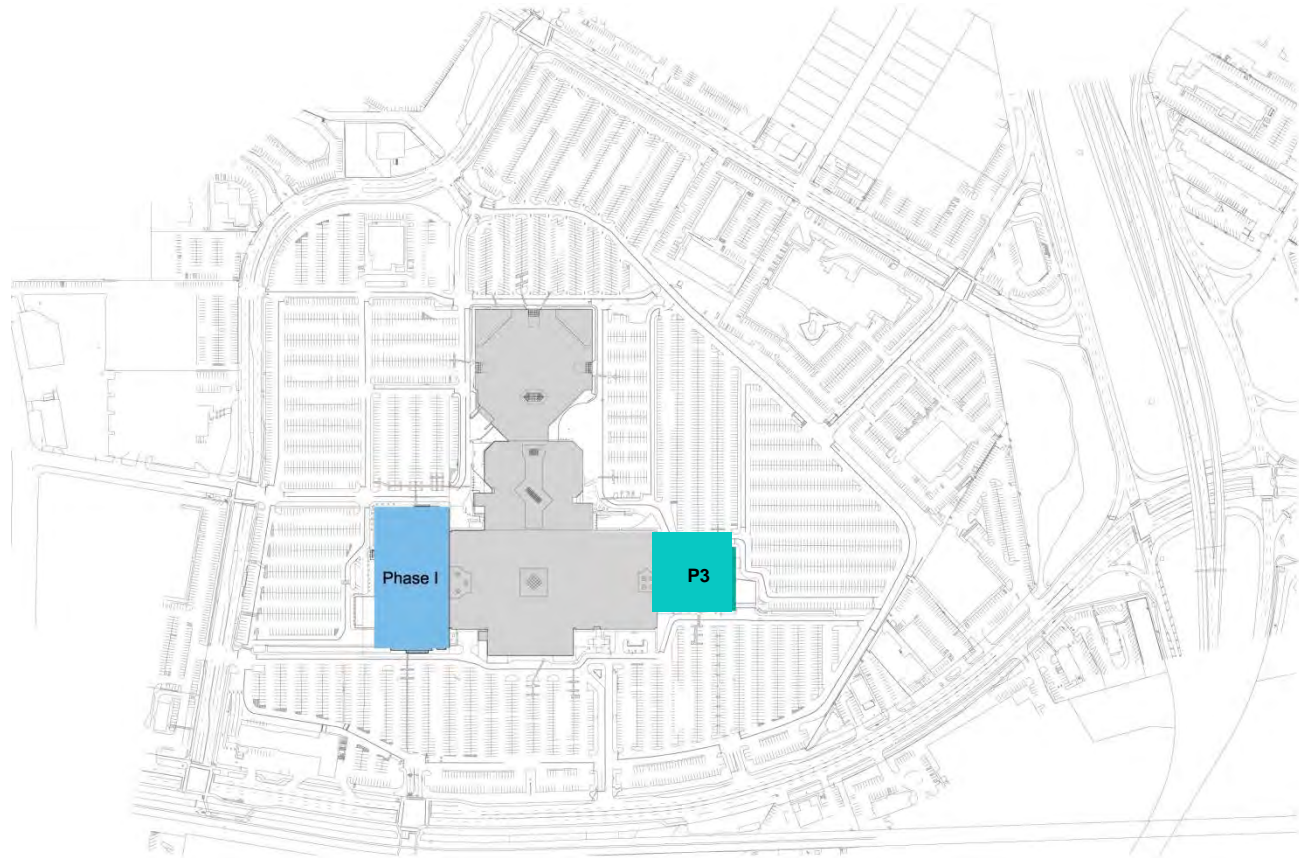
Existing Site Conditions



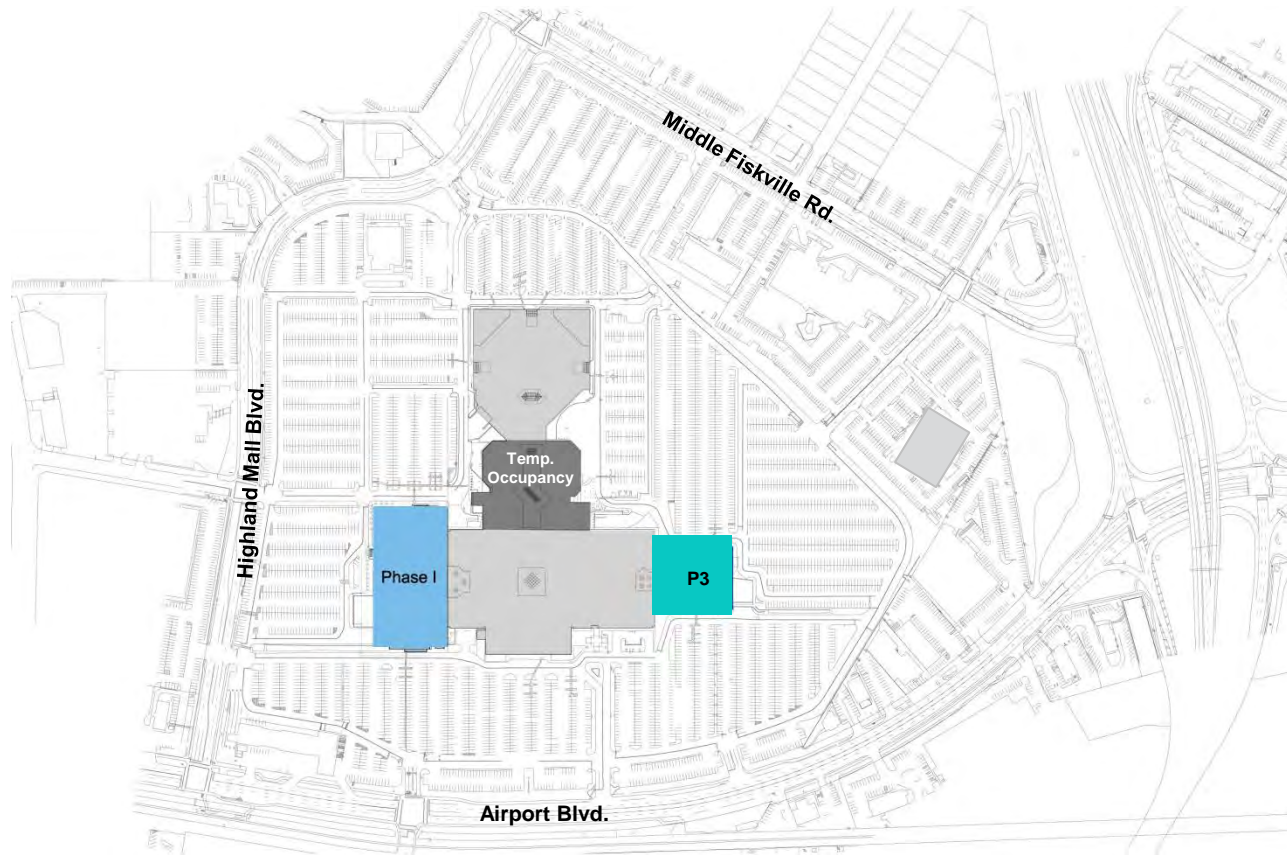
Planning Strategies - Development Impact



Planning Strategies - Development Impact



Planning Strategies - Development Impact



Planning Strategies - Development Impact



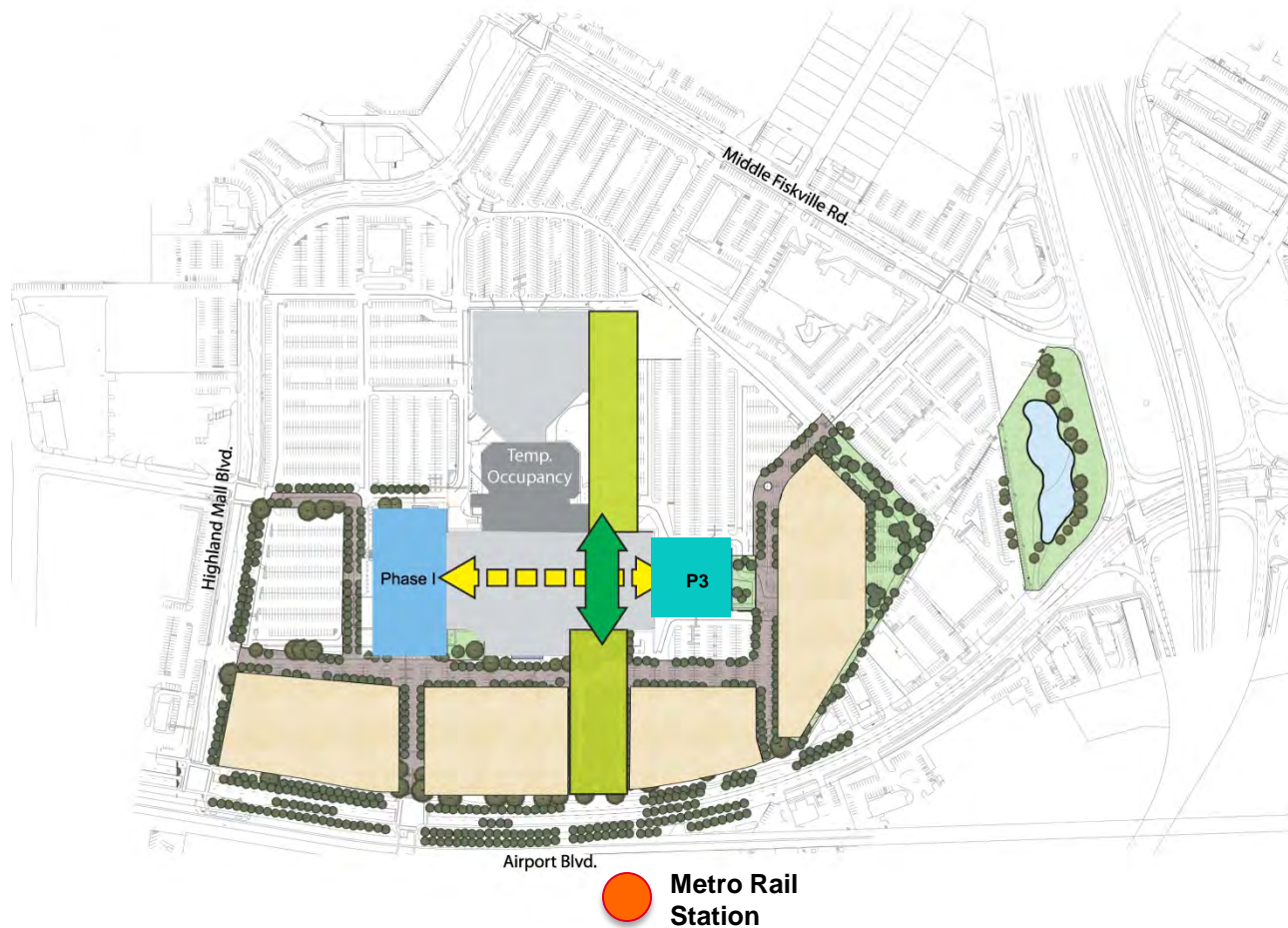
Planning Strategies - Development Impact



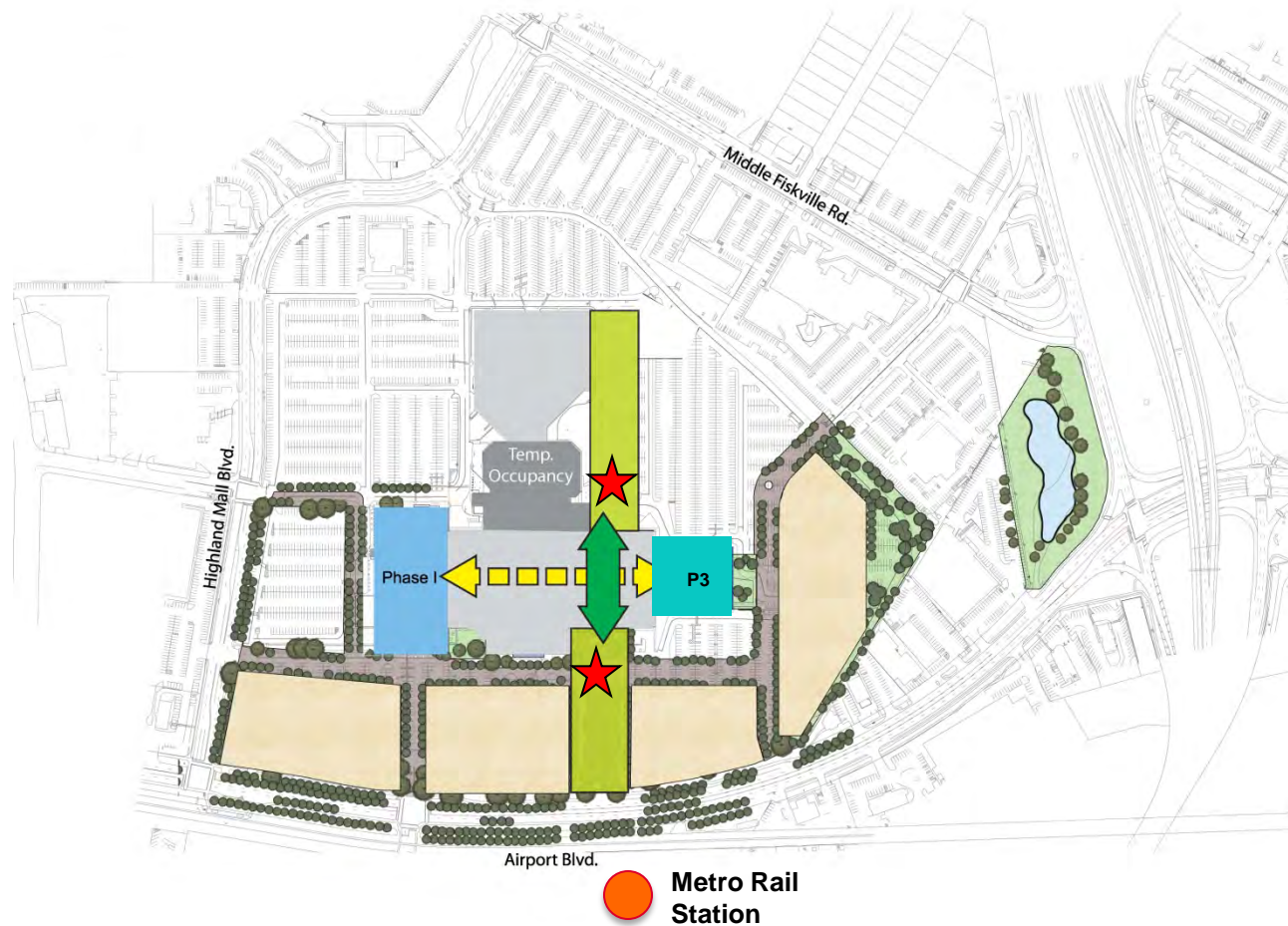
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Planning Strategies - Development Impact



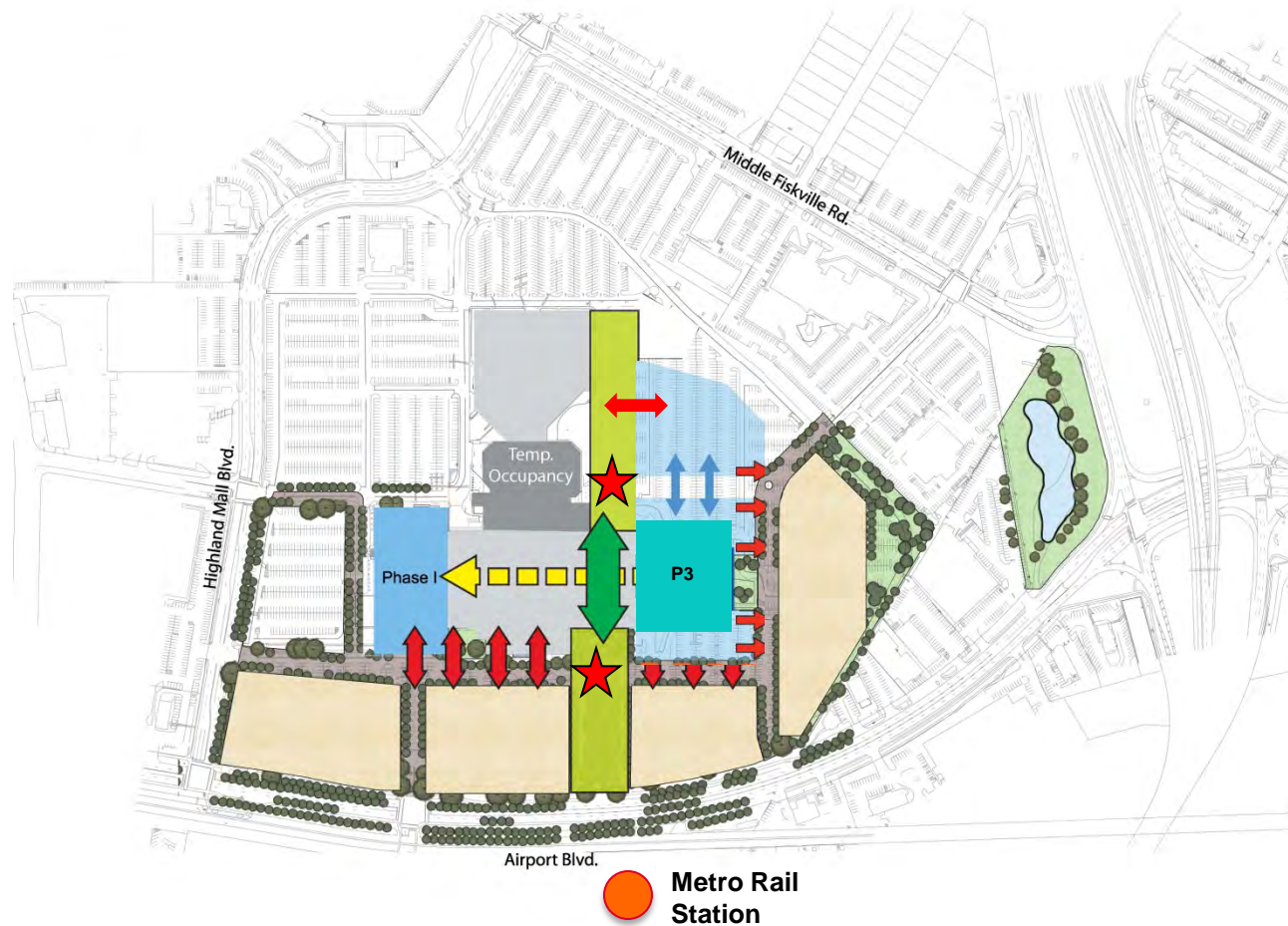
Planning Strategies - Development Impact



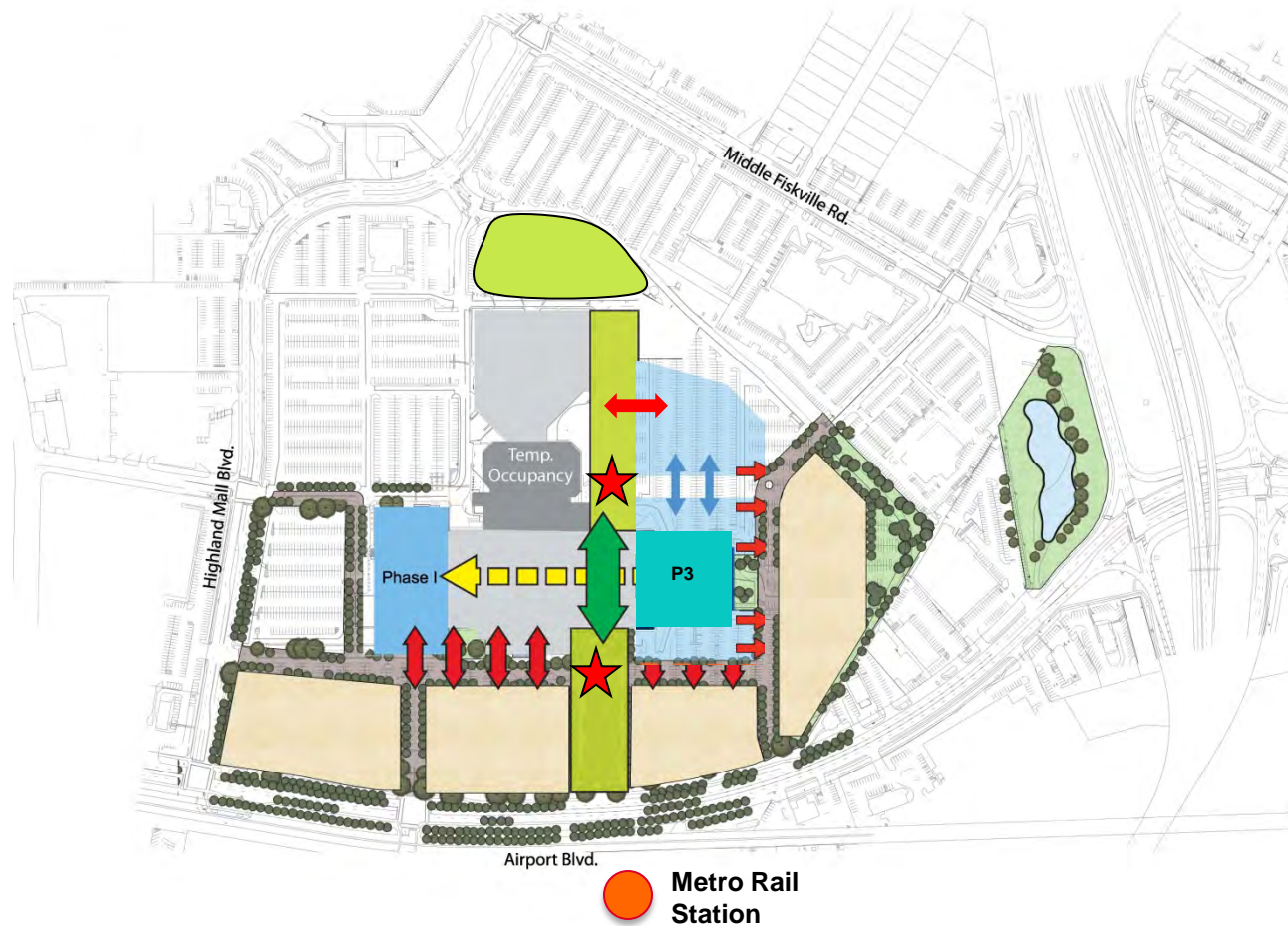
Planning Strategies - Development Impact



Planning Strategies - Development Impact



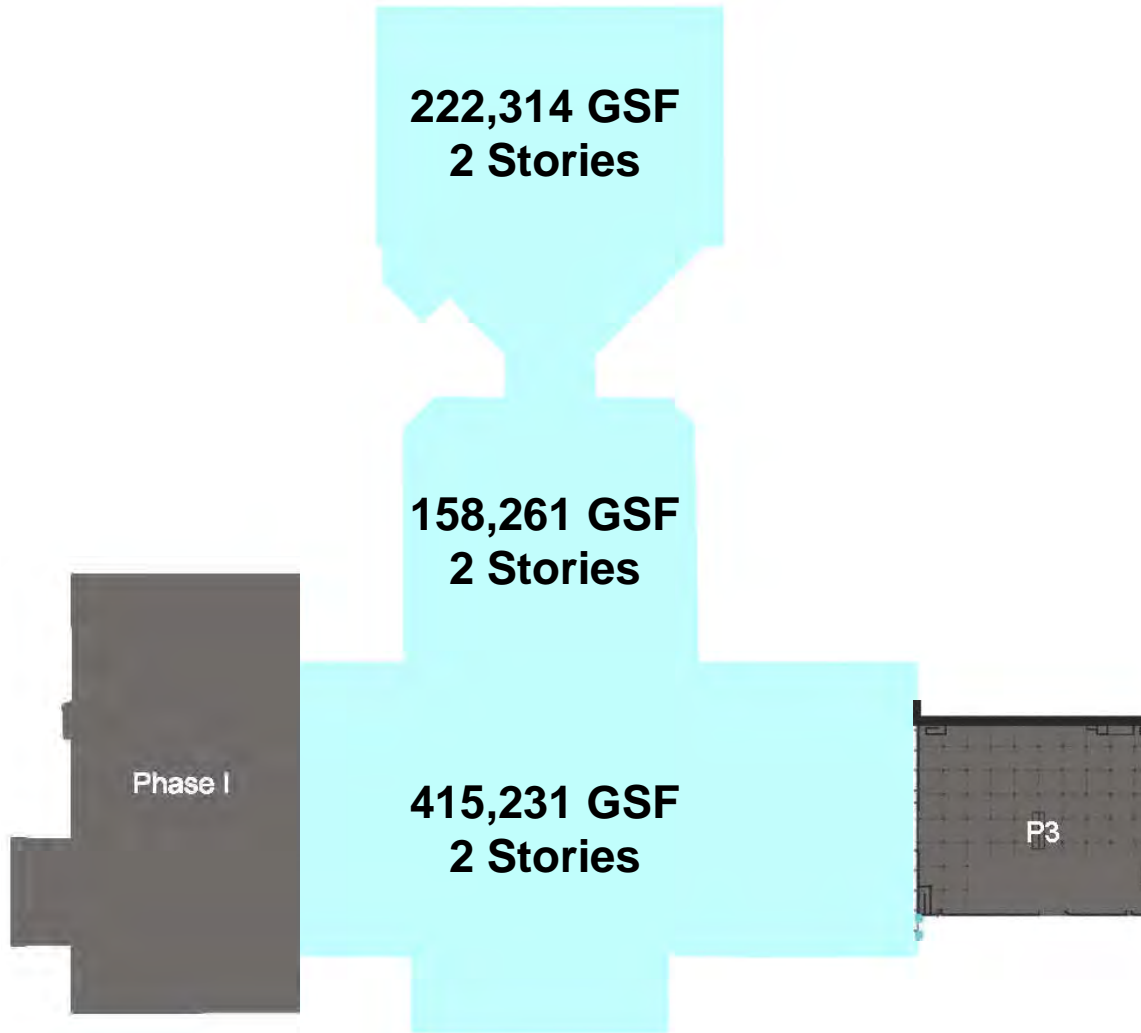
Planning Strategies - Development Impact



Phase II Site Plan

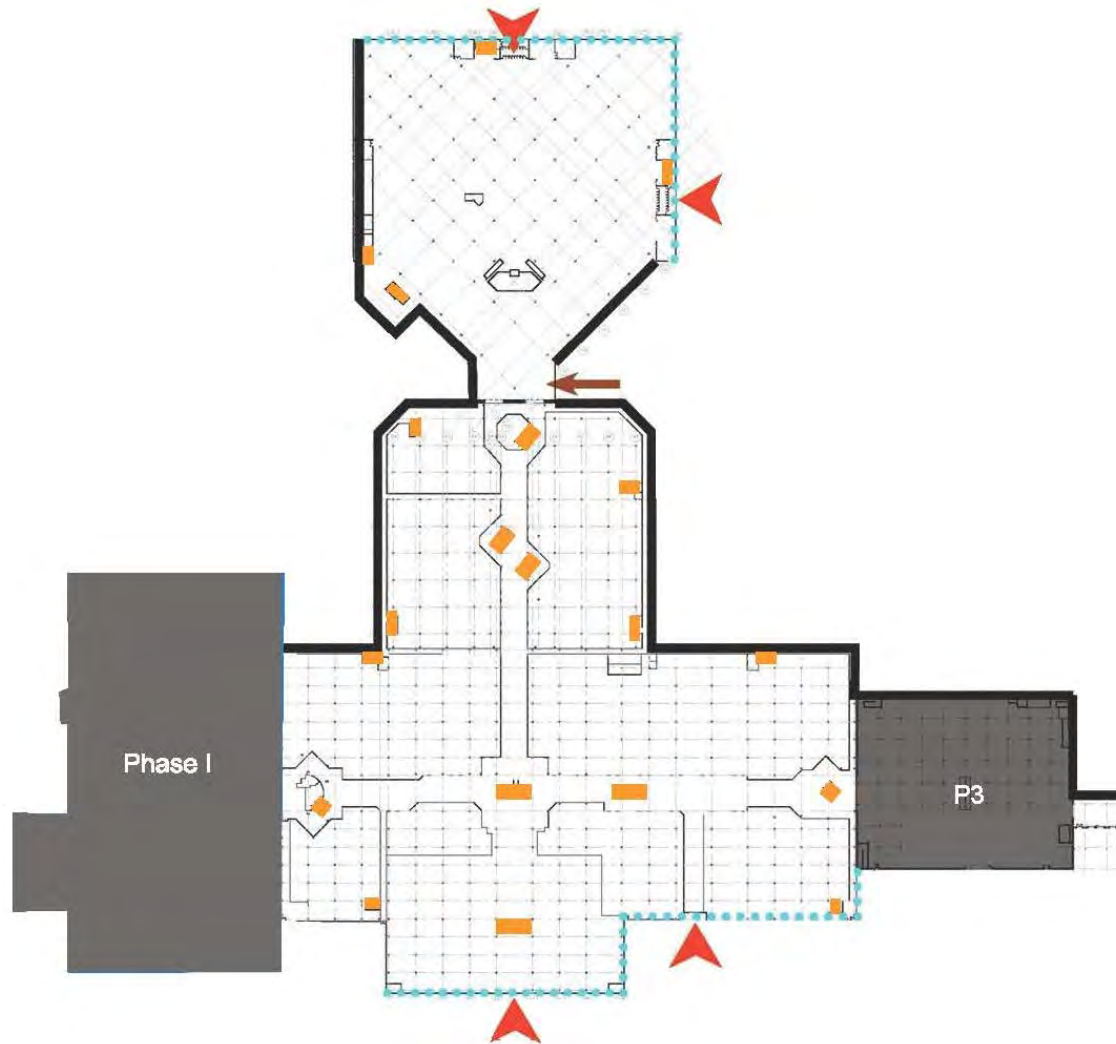


Building Analysis



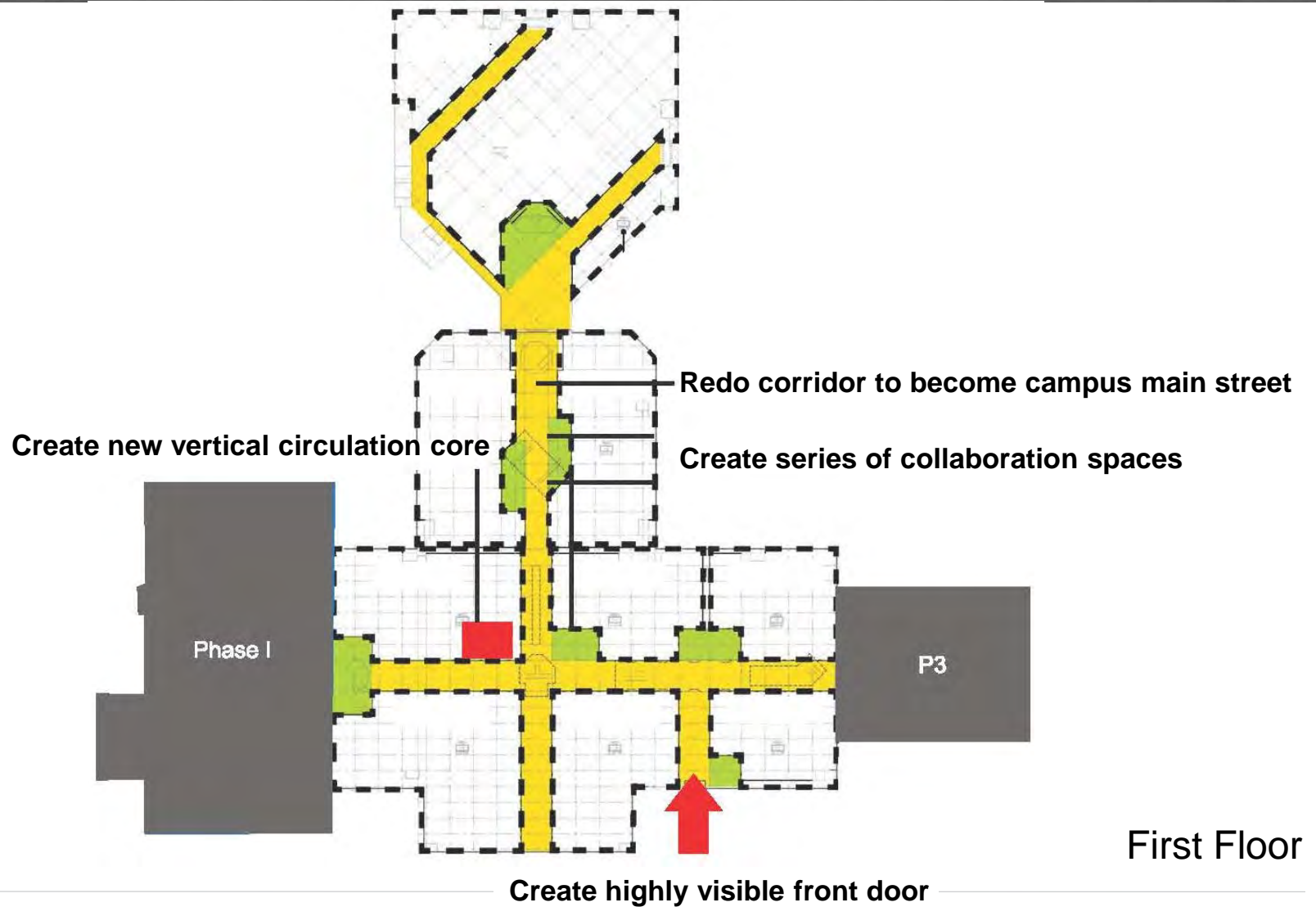
Floor Plan

Building Analysis

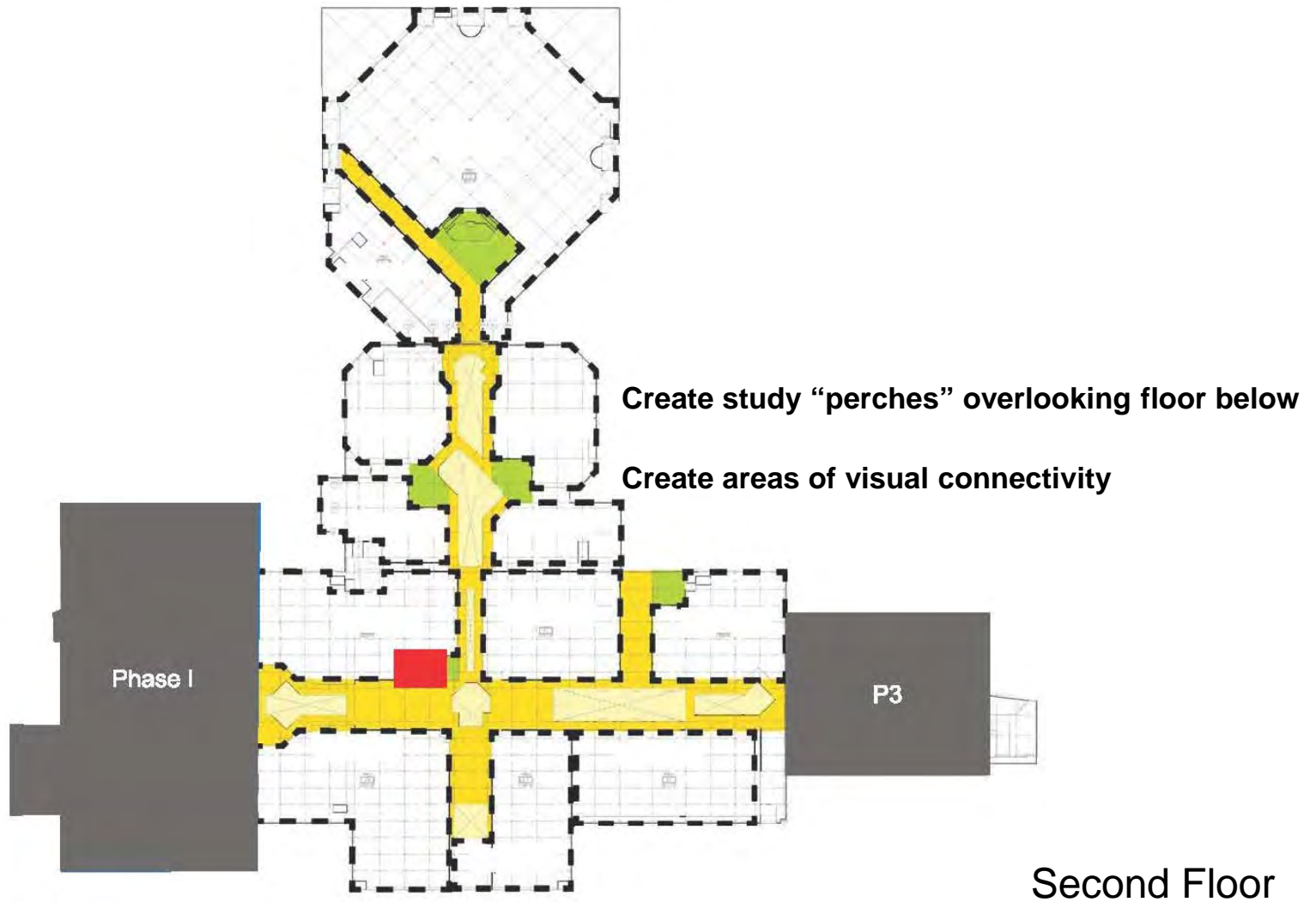


Floor Plan

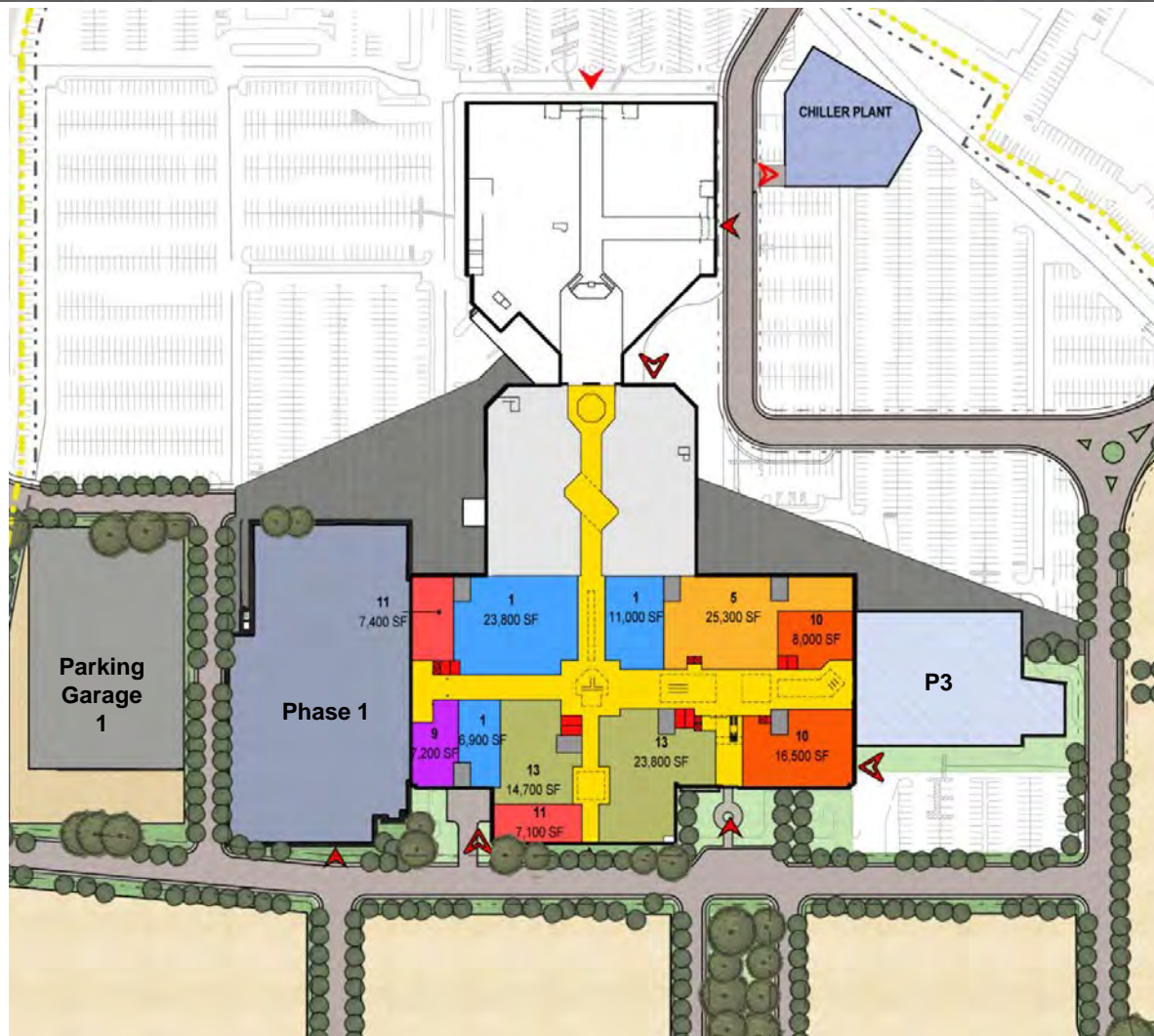
Establishing a Campus Framework



Establishing a Campus Framework



Phase II: First Level Plan Concept



Phase II: Second Level Plan Concept



















Long Range Build-Out: First Level Plan Concept



Phase II

Long Range Build-Out: First Level Plan Concept



Phase II



Long Range Build-Out: Second Level Plan Concept

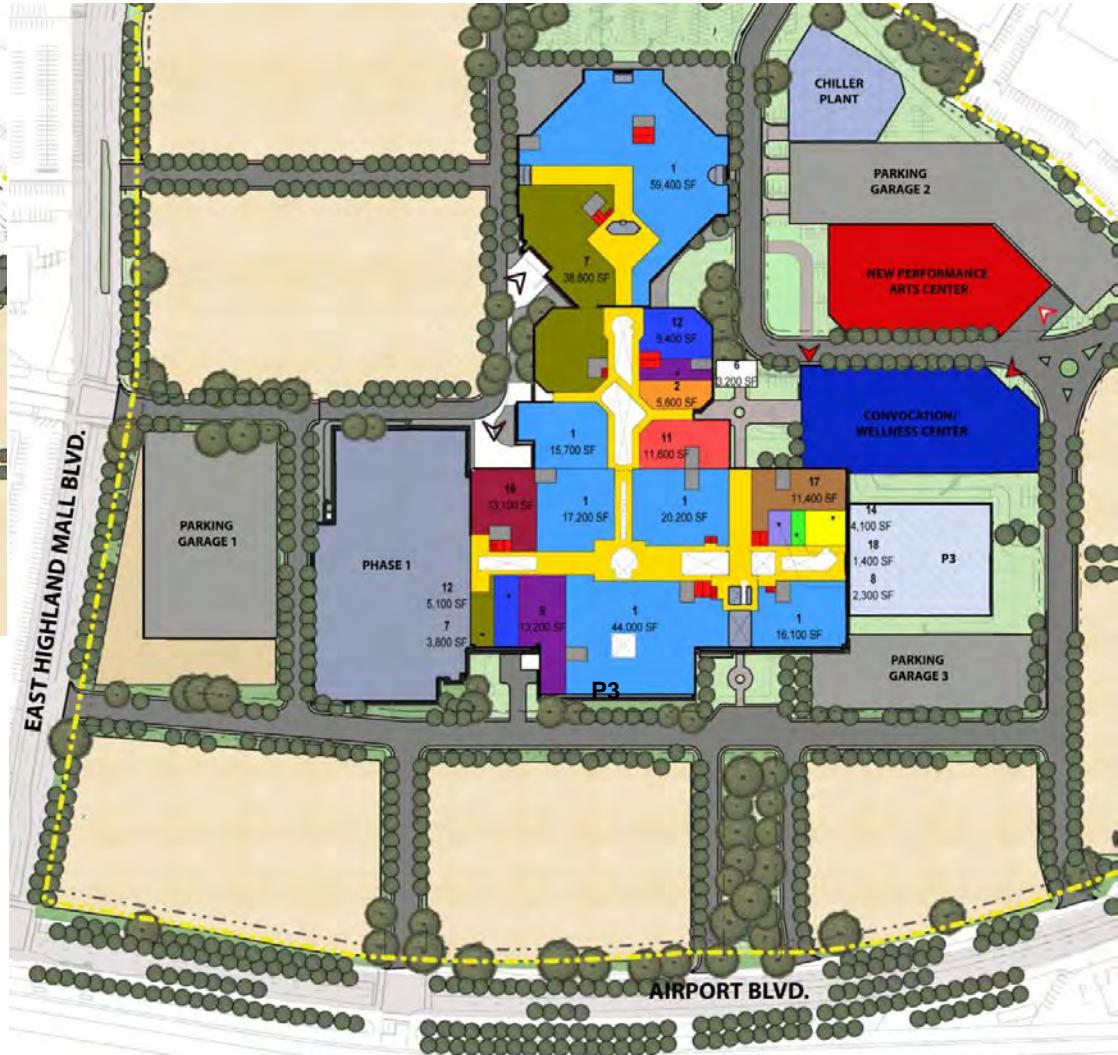


Phase II

Long Range Build-Out: Second Level Plan Concept



Phase II



Overall Highland Development Site Plan



Lessons Learned



Q & A



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Seminar Evaluation

We hope you enjoyed this session...

Please take a moment to complete the evaluation form.

Thank you!