

A Beacon in the Napa Valley

JUSTIN-SIENA HIGH SCHOOL
SIENA VILLAGE







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The background is a dark blue collage of various educational posters. A large, light blue five-pointed star is prominent on the left side. Other posters include one with the text 'Being Kind and accepting of others', another with 'Kind, Caring, Loving', and a third with 'That we are all different and that we should all matter our differences!'.

*Justin-Siena is a Catholic high school
in the Lasallian tradition called to
provide educational excellence in a
loving, Christ-centered community
that prepares students to serve and
to lead in an ever-changing world.*

Justin-Siena Mission Statement



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EXECUTIVE SUMMARY

Context

Justin-Siena High School, a Lasallian Catholic School in Napa, California, is held back by its aging and outdated facilities. Originally built in 1966 as two disjointed facilities, which later merged, the Justin-Siena campus falls further behind in both repair and functionality with each passing school year.

At the same time, Justin-Siena faces similar pressures to those faced by Catholic and secular private schools around the country. Enrollments are declining as public schools provide an attractive alternative value proposition. As a result, the school suffers from operating losses, underfunded cash reserves, and millions of dollars in deferred maintenance expenses. In order to compete and continue the Justin-Siena legacy in the Napa community, the school needs to modernize the campus to attract the next generation of students and provide them the optimal environment for their studies and reflection. With modern facilities and the financial strength to provide robust scholarship packages to low income families, Justin-Siena could provide a compelling value proposition over its competitors.

Opportunity lies within the fact that the school resides on a sprawling 38.4-acre campus, owned wholly by school leadership, in one of the most expensive real estate markets in the country. At present, the campus is grossly underutilized with unprogrammed spaces and inefficient configurations of the administrative buildings and classrooms that serve 560 students. By comparison, De La Salle High School in Concord—another Lasallian High School in the Bay Area, effectively serves twice as many students on half the acreage.

Approach

The key to unlocking Justin-Siena's potential lies in the ability to effectively leverage its valuable real estate asset in order to generate income to support administrative priorities. Golden Vine Collaborative ("GVC") has been tasked with developing a real estate strategy to enable Justin-Siena to further its mission, fund campus improvements, stabilize enrollment by offering tuition assistance, and generate ongoing revenue.

To analyze the potential for new income-generating development on the site, we determined the highest and best use based on three criteria: financial feasibility, city priorities and regional needs, and alignment with the Lasallian Core Principles. We analyzed market data and met with brokers and developers to understand the most financially viable uses for the site. We met with city planning staff, elected officials and urban planning consultants to identify where those uses overlapped with city priorities and regional needs. Finally, we considered the most viable uses through the lens of the Lasallian Core Principles: Faith in the Presence of God, Respect for All Persons, Inclusive Community, Quality Education, and Concern for the Poor and Social Justice.

To best inform the reimagination of the school's academic facilities, we hosted design workshops with students, parents, faculty and alumni to learn from those who know Justin-Siena best. Through this process we came to understand aspects of the school that are most valuable to the school community and opportunities for improvement. We also consulted with fundraising experts and lenders specializing in nonprofit services to identify financing sources in addition to land development income. Lastly, we compared various transaction structures to identify the ideal strategy for the school.



Members of Justin-Siena Parent Association participating in a narrative mapping workshop facilitated by Golden Vine Collaborative

Vision

Our recommendation includes a consolidation and upgrade of the campus facilities, reorienting the school towards the major highway and reestablishing Justin-Siena's presence in the community. The new multi-story campus facilities draw the school community closer together around a new central core, while preserving and enhancing some existing building infrastructure and athletic facilities to support operations. Siena Village, a new housing development partially located on the former grounds of the Siena School for Girls, will utilize the remaining acreage. It will introduce new affordable and market-rate residences at the missing middle scale as a means of filling a critical housing need in the community and providing a source of revenue to the school while upholding its Lasallian mission.

Program & Design

The new Justin-Siena campus will showcase a state of the art 62,590 sq. ft. academic building, upgraded athletic facilities, a new pool and aquatic center, a 10,467 sq. ft. faculty and administrative building, housing for 60 boarding students and the repositioning of existing structures such as the Christian Brothers Center, Siena Hall, Clark Gym, and the Gasser Building. Siena Village consists of 362 affordable-by-design market-rate "missing middle" residential units, 41 permanently affordable units, and 10,000 square feet of small-scale neighborhood-serving retail. Eight units of market-rate housing are preserved for Justin-Siena faculty and staff at reduced rates. From a place-making perspective, the design and density match the fabric of the existing single-family neighborhood to the north, south, and west of the campus.

Implementation

Napa is currently undergoing a General Plan update with adoption originally expected in early 2021, a date that will likely move back given current circumstances surrounding the COVID-19 pandemic. We recommend that Justin-Siena and its partners work with the City to ensure that the updates to the General Plan allows the uses and development densities desired within the Public/Quasi-Public zoned site. If successful, the project will be covered under the General Plan's Environmental Impact Report ("EIR") and will not require its own report. This is crucial if Justin-Siena has to file its own EIR, then it would expose the project to additional scrutiny that could potentially stymy any planned development projects.

The project consists of a phased implementation strategy that allows Justin-Siena to generate income by first developing underutilized parts of the site. The school will then build a consolidated and multi-story academic building in the new central core of the campus. Moving the classrooms will free up additional acreage for development, providing an opportunity for additional income. The school will then complete its campus renovation with a new faculty and administration building, a new pool to be shared with Watermark Senior Living facility, and the repositioning and renovation of several existing buildings. Each phase includes a robust set of traffic mitigation strategies and a package of community benefits that serves the neighborhood and the Napa region to garner support for the project at all levels.

We looked at various real estate transaction types, including fee-simple sale, ground lease, joint venturing with an established developer, and a scenario where Justin-Siena acts as an owner-developer. Out of these alternatives, we recommend a ground lease that collects the first 30 years' lease payments upfront, discounted to present dollars. Annual payments will commence in Year 31 and continue through the end of the lease term. This strikes a balance between a desire for upfront capital to fund improvements to the school and future cash flows that will give the school long-term financial strength and flexibility.

To move forward, we recommend Justin-Siena hires a team of consultants right away to get in front of the Napa 2040 General Plan update process. The draft EIR is currently scheduled for completion in November 2020, so timing is critical. The school and its consultant team should ensure the desired uses and densities are included in the General Plan update. Once the General Plan is adopted, we recommend a Request for Proposals process to a pre-selected shortlist of developers with similar project experience and appropriate qualifications.

KEY PERFORMANCE INDICATORS

Ground Lease Revenue
equal to

67

Full Student
Scholarships

15.09%

IRR to Master Developer

2.59x

Equity Multiple

5.06%

Return on Cost

Start

Quarter 2 (Q2) 2021

Completion

Quarter 1 (Q1) 2033

PROJECT SUMMARY

EXISTING

School & Facilities	121,559 sqft
Dormitories	15,000 sqft
Senior Living	197,500 sqft
Total	334,059 sqft
FAR	0.20

PROPOSED

School & Facilities	131,057 sqft
Dormitories	22,500 sqft
Senior Living	197,500 sqft
Market Rate Residential	250,079 sqft
Affordable Residential	42,211 sqft
Retail	10,000 sqft
Total	653,346 sqft
FAR	0.39



April 21, 2020

To: Justin-Siena High School
C/O David Holquin
4026 Maher Street
Napa, CA 94558



Dear Justin-Siena High School:

Golden Vine Collaborative ("GVC") has conducted the following research and analysis on behalf of Justin-Siena High School (the "Client") in order to reimagine the campus and to monetize underutilized or excess land across the 38.4-acre campus (the "Site") located between Maher Street, Trower Street and Solano Ave in North Napa. The attached strategic report includes the following:

A proposed Campus Master Plan that:

- Fully reimagines the campus and showcases state-of-the-art academic & athletic facilities
- Consolidates academic & athletic facilities to optimize the site's efficiency and encourage campus safety
- Plans space for compatible revenue generating uses

A Highest and Best Use Analysis that:

- Considers the best mix of uses, delivering financial returns that are politically feasible, backed by its neighbors, and consistent with its Lasallian mission

A Development Strategy that:

- Maximizes long-term returns to the school, while providing up front capital to finance campus improvements
- Lays out a plan of action for design, entitlements and financing through a combination of equity, generated through real estate transactions, a targeted and realistic fundraising strategy, and debt raised through tax exempt bonds to close the gap
- Phases construction to maintain financial viability, minimize student disruption, provide flexibility and decrease project risk
- Allows the school to maintain ownership of the entire 38.4 acres of land

A reimaged Justin-Siena Campus includes:

- State-of-the-art academic and athletic facilities, including a new pool and aquatic center to be shared with Watermark Senior Living facility and vibrant indoor/outdoor spaces for students to socialize
- Upgraded and repositioned school facilities, including a new performing arts center and new locker rooms
- Infrastructure for improved circulation and campus safety
- A landmark 62,590 square foot academic building, which reintroduces Justin-Siena to the Napa Community
- A new 10,467 square foot centralized faculty and administrative building
- Increased capacity for boarding students from 30 to 60 students

On behalf of GVC, we would like to thank you for the opportunity to help Justin-Siena achieve its vision for the future. We look forward to discussing it in further detail on April 28.

Sincerely,
Courtney Bell
Brendan McKeon
Austin Rosso
Alysia Vigil
Logan Woodruff
Founders, Golden Vine Collaborative



Courtney Bell '20

Master of Real Estate Development + Design



Brendan McKeon '21

Master of Business Administration



Austin Rosso '21

Master of Business Administration



Alysia Vigil '20

Master of Real Estate Development + Design



Logan Woodruff '20

Master of City and Regional Planning
Master of Landscape Architecture

Client Requested

Golden Vine Collaborative Approach

In the capacity of an advisor to Justin-Siena, develop "highest and best use" alternatives within allowable land use zoning parameters that achieve maximum student growth and tuition increase, while promoting sustainable development that creates a thoughtful mix of uses on the school's uniquely large campus.

- Match proposal with anticipated updates to PQ Zoning to be included in the General Plan Update (Napa 2040)
- Propose a development that furthers the Mission of the School, is grounded in Lasallian principles of serving the poor, and supports long-term stability
- Propose a development structure to ensure the long term financial stability of the school, provide increased tuition assistance and student support

Explore advantages of working with one Master Developer vs. multiple developers based on the different potential uses.

- Hire development advisor to internally complete entitlements and allow Justin Siena to capture maximum value from their land
- Select master developer to build housing, retail and infrastructure and a separate affordable housing developer to bring product specific expertise

Determine the best financial deal structure for development, (fundraising plan, infrastructure contributions, etc.) that would create the most value for Justin-Siena.

- Outline the deal structure for a long-term ground lease, allowing Justin Siena to maintain control of the real estate
- Propose terms for ground lease structure with upfront lump sum payment to fund school redevelopment and long-term annuity to support administrative priorities
- Develop a feasible fundraising and capital campaign strategy to fund school redevelopment
- Tax-exempt bonds to fund the residual of the campus improvement costs

Determine the best mix of uses (and pro rata share) that creates a sustainable long-term vision and steady income flow for Justin-Siena.

- Examine market information to inform which uses yield the highest residual land value
- Analyze uses for their immediate economic value as well as long-term performance as synergistic users of the project site

Celebrate park-like setting by keeping as much green space as possible that creates an environment conducive to learning and innovation.

- Include existing grove of mature redwoods as an amenity open to the public and future Siena Village residents
- Build indoor/outdoor space for students conducive to learning and space that allows students to build friendships and be themselves
- Create a network of clearly defined and programmed parks and open spaces that serve as placemaking features

Explore ways that this reimagined campus can help Justin-Siena be more active in the community, as service is a central part of the school's mission.

- Serve as an emergency shelter and resilience hub to provide shelter, emergency supplies, food and water in times of need
- Create additional facility sharing partnerships with local nonprofits to provide programs and resources to students, families and senior housing residents

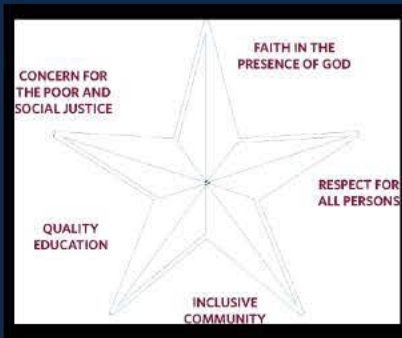
In this day and age, campus safety is vital. Having fewer access points onto campus and being able to immediately secure campus is a very important factor.

- Limit access points to campus and concentrate traffic into 2 main areas, control access with fences and gates where appropriate
- Devise a security plan to be included in a reimagination of the campus facilities

Living in California, and the Bay Area, and in Wine Country, where sustainability and preserving natural beauty is paramount, the project should explore green/LEED facilities and renewable energy sources.

- Promote a plan to transition Justin Siena to renewable energy and battery storage to ensure critical loads will be available in the event of a PG&E shut off
- Explore local, state, and federal funding sources available to facilities that serve as a resilience hub or emergency shelter
- Build green infrastructure on site such as bioswales that both responsibly retain stormwater on site and act as landscape features

1 | CONTEXT



Lasallian Mission

Justin-Siena is an independent college preparatory school within the Lasallian tradition. The Lasallian educational network spans across 80 countries and serves over one million students. Justin-Siena is located in the Lasallian Region of North America within the District of San Francisco / New Orleans.

The five core principles of the Lasallian order include: Faith in the Presence of God, Respect for All Persons, Inclusive Community, Quality Education and Concern for the Poor and Social Justice.

Building on that history, Justin-Siena's mission is **"To provide educational excellence in a loving, Christ-centered community that prepares students to serve and to lead in an ever-changing world."** Its vision is **"to transform lives and communities."**

Introduction

Justin-Siena's campus is located on the north side of the city, bounded by Solano Avenue and HWY 29 to the East, Maher Street to the West and Trower Avenue to the South.

The school was originally built in 1966 as two separate schools: Siena High School for girls, sponsored by the Dominican Sisters and Justin High School for boys, sponsored by the De La Salle Christian Brothers. In 1972, these schools merged together to form Justin-Siena High School, however the campus facilities were never fully integrated.

The sprawling layout is a vestige of the former schools' respective layouts; it never became a truly unified single campus. Minor renovations have provided patch work improvements over the years; however, the inefficiencies are foundational and would benefit from an overhaul maximizing efficiency.

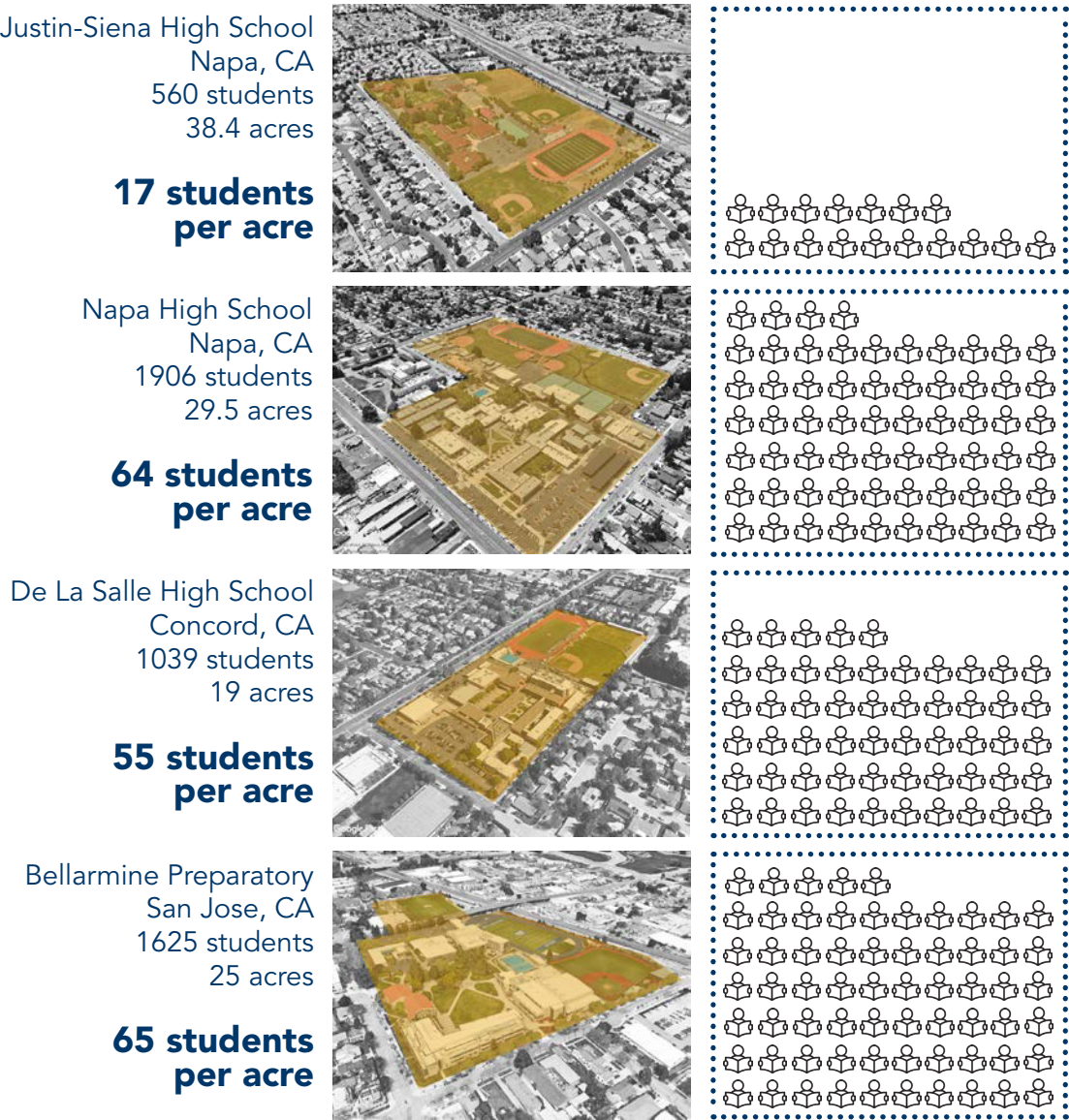
Any modifications to the campus, however, must consider the context of the neighborhood, as well as city and regional priorities. The school is surrounded by single-family homes whose residents see traffic as a major concern. As the site is reimaged through the general plan update, it is important to understand the issues that are relevant to neighbors, city residents, and staff, as well as regional needs holistically.

Campus Overview

We compared Justin-Siena’s real estate utilization to three peer schools: Napa High School, the local public school that competes with Justin-Siena for students; De La Salle High School in Concord, a fellow Lasallian school in the Bay Area; and Bellarmine Preparatory in San Jose, a similar high-caliber private catholic school also located in the Bay Area, which recently built a new 53,000 square foot academic building to replace 70-year-old classrooms. Each of these schools has one thing in common, density.

The three peer schools each have roughly 60 students per acre, while Justin-Siena has only 17.2 students per acre. Part of that is due to the economies of scale associated with being a smaller school. Baseball fields, football fields and gymnasiums all take up a certain fixed amount of space, with little variation based on student body size. A track is a certain size, and regardless of student population, you only need one. The size of the student body, however, does not fully explain the lower utilization of space. Napa High has four times the students that Justin-Siena does and nearly 10 fewer acres, with comparable athletic facilities. De La Salle on the other hand has twice the student body and half the acreage, with marginally fewer athletic facilities. Lastly, Bellarmine has three times the students, thirteen fewer acres and comparable athletic facilities. The thing each of these schools has, which Justin-Siena does not, is density. Each of those schools has multi-story buildings, with fewer campus inefficiencies.

We recommend introducing multiple stories to develop the main campus buildings and determining which athletic facilities will allow Justin-Siena to take full advantage of its real estate holdings.



Grounds and Facilities

In addition to insufficient space planning, the 54-year-old facilities do not fully serve students' interests or the school's operations. A high-performing school such as Justin-Siena ought to have state-of-the-art science labs to prepare students for their future careers in science, technology, engineering and mathematics. Instead, the existing labs reflect the era in which the school was originally built. Furthermore, aging and outdated Heating, Ventilation and Air-Conditioning systems not only waste energy, but they also simply do not work well, leaving classrooms too hot, too cold, or too noisy. Moreover, the buildings are not insulated to modern California Title 24 requirements, increasing the energy demand on those existing HVAC systems. Excess energy demand not only drains money from the schools operating budget, but also creates higher barriers to energy resiliency in the future. In addition, underground utilities run straight across the campus from Solano Avenue to Maher Street, creating space planning constraints. Finally, the school falls in a FEMA flood zone. The current campus would not only be shut down during a severe flood, but the facilities would be badly damaged as a result. Flood resiliency is difficult to add after the fact, so without a reimagination of the campus, the school would be severely impacted by a flood.

Any new construction on the campus must be done in a way that allows the school to continue daily operations with minimal impact. With academic, administrative, and athletic uses spread across the sprawling campus, that is easier said than done. Any planned improvements must first consider impacts on students and staff.

In order to improve the state of facilities and increase site utilization, a meaningful campus overhaul is required. Depending on the magnitude of campus redevelopment, costs could range from \$40M to \$90M. Real estate decisions cannot be made by Justin-Siena alone. Real estate falls under the control of the Lasallian order and requires committee approval, making land sales procedurally challenging. The Watermark Senior Living facility was built on a ground lease, but the school would have to wait decades for those annual ground lease payments to finance a redevelopment of the school. However, GVC's creative financing and ground lease structuring strategy will help Justin-Siena re-envision their campus within the foreseeable future.



Neighborhood

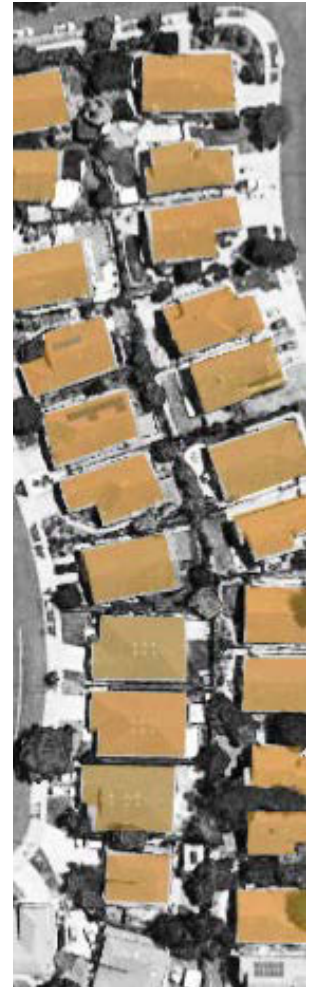
Justin-Siena High School is located in the Linda Vista neighborhood of North Napa. The site is truncated on the east by HWY 29 and Solano Avenue, on the west by Maher Street and on the South by Trower Avenue. It is located next door to the Napa Fire Station (No. 3) and a limo service company, Evans Airport Shuttle Service. There is a small strip of retail to the North at Wine Country Avenue and Solano Avenue that includes: Alley Cat Small Animal Hospital, Hotel Indigo, Benchmark Mortgage, Red Hen Bar & Grill, Ranch Market and a UPS store. On the other side of HWY 29 there is a Brazilian Steakhouse, Napa Winery Inn and a restaurant called Fume. The nearest shopping center is Bel Air Plaza, about 2 miles South on HWY 29 at Trancas Street. On the north, south and west, the school is surrounded exclusively by single-family dwellings. It also is in close proximity to Las Flores Park and Alston Park, both to the West. Any new development on the site needs to consider the density and uses in the surrounding community. The northern region of Napa skews more single-family and less commercial than some of the more central core regions of the city.

Urban Context

The double intersection at Solano Avenue / Trower Avenue / HWY 29 is problematic for circulation. Traffic from students driving to school in the mornings impacts residents throughout the neighborhood. There are over a dozen schools within a 3-mile radius and in 2017, Justin-Siena pushed back it's school start time to alleviate traffic associated with multi-school pickup and drop-off.

The traffic concern among residents is so strong that prior developments have been stymied by neighborhood activist groups with slogans such as, "Stop Justin-Siena Traffic." These groups contended that a previously proposed project--including a Lowe's and Sprouts retail development--would have brought in too much traffic from outside the neighborhood. The Watermark Senior Living facility also had traffic-related opposition, but was ultimately able to overcome those obstacles to entitlement by working with community stakeholders. HWY 29 is under Caltrans control, so the city does not have jurisdictional ability to improve conditions. In any development plan, it is clear that traffic will be a key point of concern among the community, and an approach that ameliorates congestion would be viewed favorably. (See Traffic Mitigation Strategy)

The existing transit facilities connected to the site include Vine Transit, which offers access to the Downtown Transit Center as well as regional service between Calistoga and Napa. In addition, VineGo Paratransit is available to individuals with disabilities within the City of Napa and the greater Napa County area. There are also a handful of Class 1 and Class 2 bike paths on either end of the site as well as the Napa Valley Vine Trail that runs parallel to HWY 29 along Solano Avenue. While the bicycle infrastructure is improving, there are still disconnections in the system and it is not sufficient or safe for East-West access throughout the area.



Adjacent residential neighborhood characterized by single detached homes



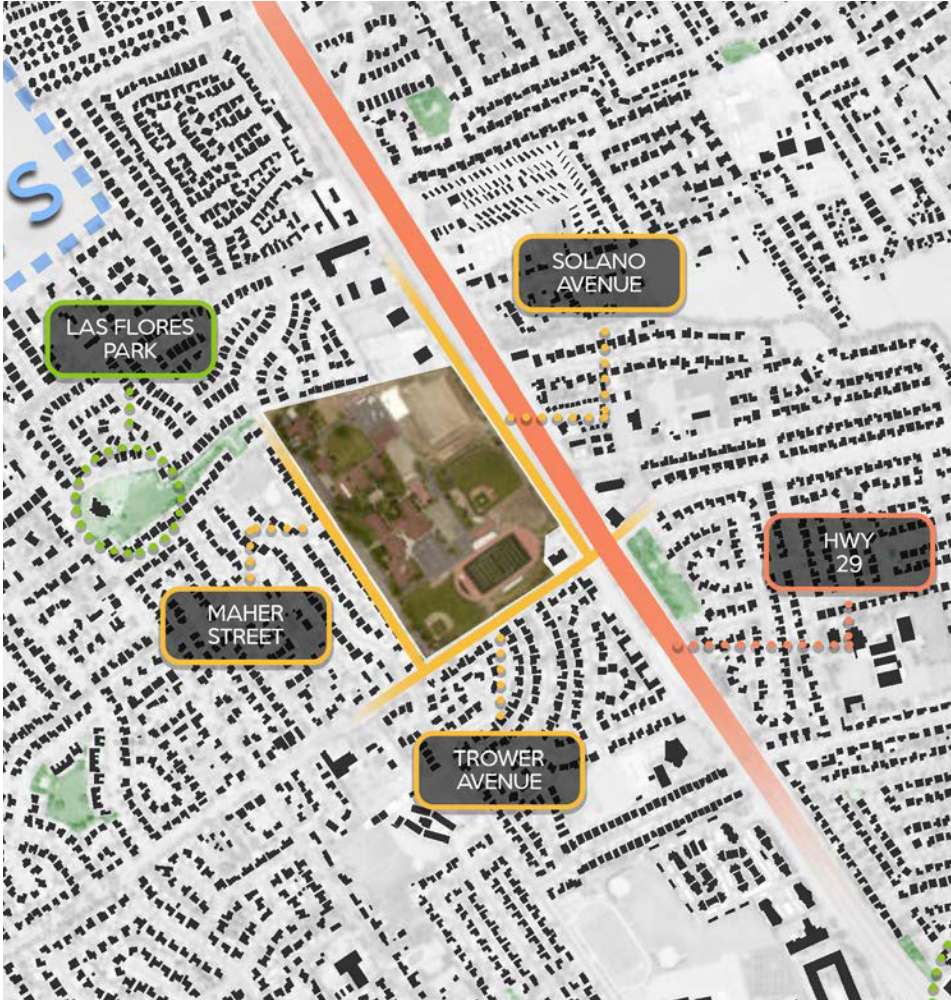
Maher Street
 looking North
 from Trower
 Avenue
 intersection



Trower Ave
 looking West
 from SR29 and
 Solano Ave
 intersection



SR29 and Solano
 Avenue looking north
 from Trower Ave
 intersection



City of Napa

The City of Napa's overall land use plan is governed by a Rural Urban Limit, which stipulates that all urban development happens within this area and that new development occurs within existing neighborhoods.

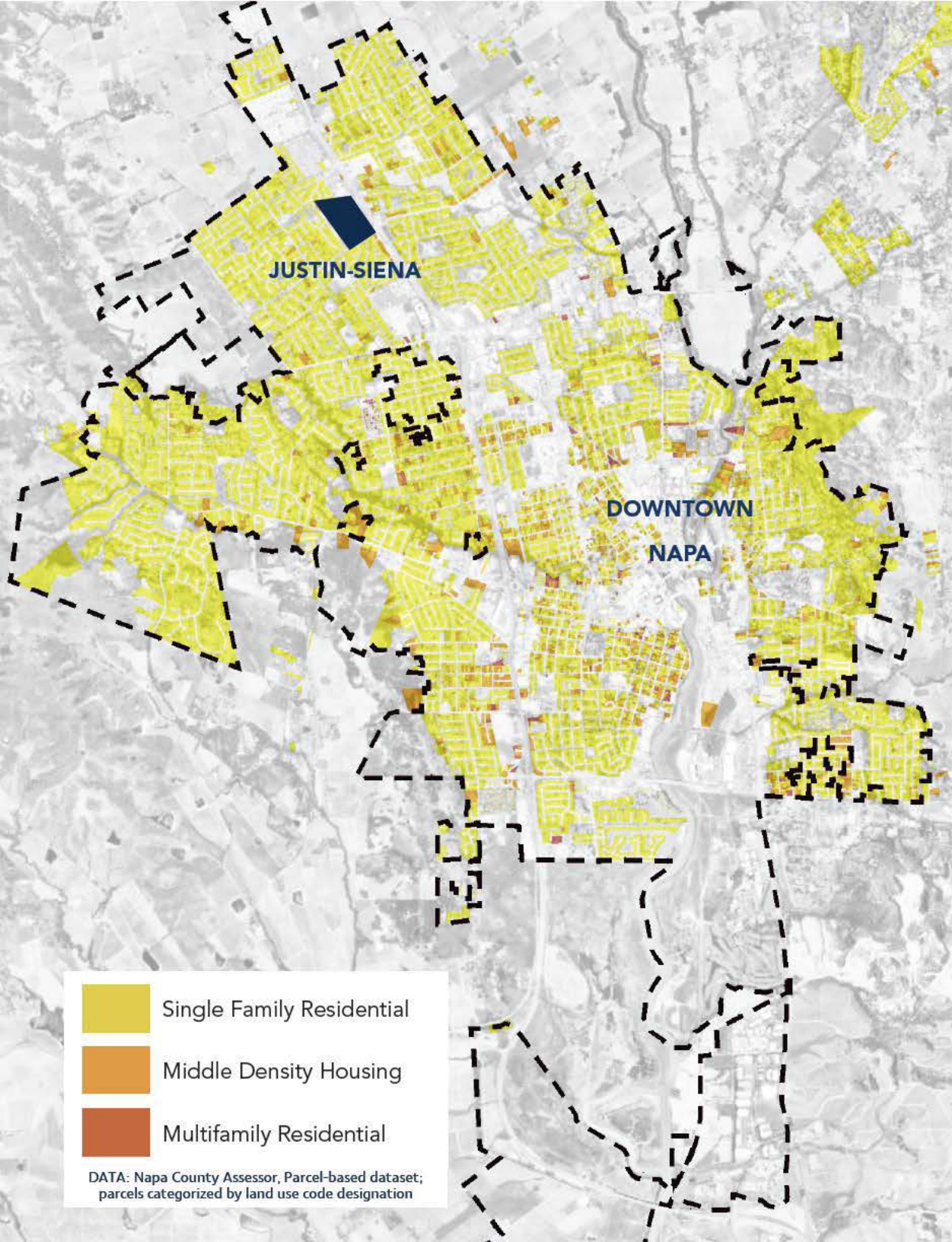
The City of Napa is currently in the process of overhauling its General Plan, which is scheduled for completion in Spring 2021. This is a huge undertaking that only happens once every 20 years and formulates a long-term vision for how the City will develop over the next 20 years. To minimize entitlement risk, Justin-Siena should advocate for the General Plan to contemplate the GVC project before the Draft General Plan EIR is published in November 2020.

After meeting with city officials, we believe it will be important to highlight goals and policies that reflect clear alignment between the City of Napa and Justin-Siena, as a way to garner support for the campus master plan and accelerate approval. This alignment includes affordable housing, enhancing community facilities, and promoting an economically diverse and resilient community.

The General Plan update is a critical component of the project's implementation strategy. All 38.4 acres of the Justin-Siena campus are zoned Public/Quasi-Public ("P/PQ"), which currently does not allow housing, but rather only permits uses such as open space, schools, churches, and health facilities. Based on the previous General Plan, Parks and Public/Quasi-Public land accounted for 12%, or 1,343 acres, of the existing land within the rural urban limit. In addition, we know from the City's response to the pre-application for Justin-Siena's proposed eight-unit teacher housing project, that the City recommends waiting until the General Plan update is approved. The 2040 General Plan land use draft for the "Public Serving" classification that applies to this site, currently includes an allowance for housing--most likely as a conditional use. Once that is adopted into the General Plan the "Public/Quasi-Public" zoning will be amended to remain internally consistent.

In order to get housing approved on this site today (prior to the Napa 2040 update), a project would require a General Plan Amendment, a Zoning Code Amendment and a full EIR analysis by the City's Planning Division to analyze the impacts of approving the GVC project as well as the impacts of allowing housing on all P/PQ sites citywide. Based on our conversations with City staff, it is unlikely a General Plan Amendment for a stand-alone entitlement would move forward without a citywide analysis. This is because the particular project approvals changing the allowed uses in P/PQ zones would create the same development potential on all those sites citywide. Undergoing a General Plan Amendment and Zoning Code Amendment as a stand-alone project, exposes Justin-Siena to additional entitlement risk with increased public scrutiny from community members seeking to prevent development.





According to the Planning Division and members of the General Plan Advisory Committee ("GPAC") the proposed densities associated with housing throughout the City of Napa will increase to a range of 16-40 du/acre. The GPAC is composed of a group of 15 citizens that work closely with City staff throughout the Napa 2040 planning process. They will provide direction and make recommendations to the Planning Commission, who will then present to the City Council. It is critical for Justin-Siena to engage with the Planning Division and GPAC members to ensure that this density range is also assigned to housing as a conditional use on P/PQ sites. Our project's proposal includes housing units at a density of 20 du/acre, well within this density range and what we feel is appropriate for the site and surrounding neighborhood.

Assuming Justin-Siena is able to have its needs incorporated into the larger General Plan Amendment, our proposed project will then be conditionally permitted and exempt from environmental review requirements of the California Environmental Quality Act ("CEQA"). The project will most likely require technical studies such as traffic, air quality, and noise but will not have to complete a project-level EIR as it will be covered under the General Plan EIR. The project will require additional entitlement steps beyond these that are outlined later in this report.

North Bay

The Napa-Sonoma region has experienced significant hardship over the last five years and emergency preparedness is a priority for the City and its residents alike. Most recently, wildfires have ripped through the area, causing severe destruction of property, loss of life and disruption in the lives of residents. In response to these events, the school has had to navigate extended closures and disruptions to the academic calendar. In an effort to prepare for these climate-driven events in the future, Napa County's Fire Marshal surveyed residents regarding how best to deploy their limited resources. Out of 600 respondents, almost half (48%) voted for the planning and building of pop-up recovery centers in times of need (Survey 2017 Napa Fire Source). These tragedies have strengthened the school's ability to navigate through crises. Even now, the school has successfully transitioned all classes online due to shelter-in-place restrictions resulting from the COVID-19 pandemic.

In the face of uncertain times, there is an opportunity for Justin-Siena to emerge as a community resource and to lead the charge on proactive regional resilience. As a designated resilience hub (See Resilience Hub), Justin-Siena will provide shelter, support, and stability in response to natural disasters such as earthquakes, floods, and wildfires. Wildfire season has become an unfortunate new normal for the region, which makes students and parents express severe concern as the dry season approaches in the fall. Justin-Siena has taken steps to prepare students

and teachers through programs such as digital learning and virtual counseling. However, the school should prepare its facilities as well. Planned and emergency PG&E shut offs accompany fires which are extremely disruptive and cause school delays or cancellations. As the City of Napa moves towards energy independence, so should Justin-Siena.

It is clear from the Napa 2040 comment cards below, members of the community are expressing strong opinions about how the city should prepare for more climate-driven events. Justin-Siena can be a leader and showcase a renewable energy system as part of its commitment to regional resilience, serving as a resilience hub and community resource. The school does not have to wait until the full campus buildout to start its transition to renewable energy. This can be done in phases: first, the Dining Hall, Christian Brothers Center, and parking lot by Dodd Stadium--which will remain, second, the new academic buildings and the renovated Clark Gym.



NAPA 2040
GENERAL PLAN

General Plan Comment Card

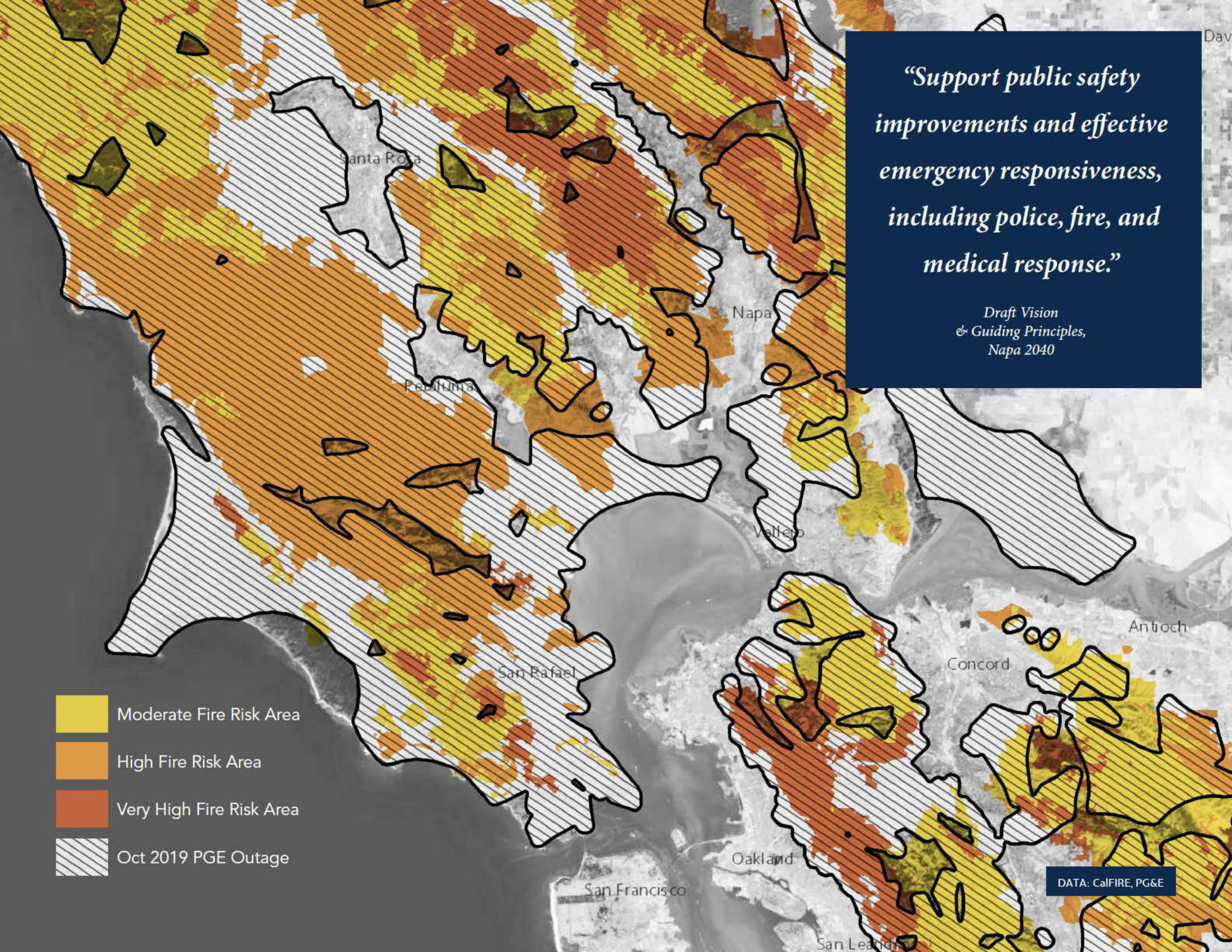
Do you have any additional thoughts about the City of Napa's General Plan?

Please write them here and return this card to staff.

Climate change and the need for community resiliency in the near term is a near-term need.

General Plan should incorporate a section on this with ideas/policies/info for dealing with sustained power outage, loss of access to water supply, food sourcing in case of large scale natural disasters, etc.

Would you like to keep up to date with the General Plan process? Please give your email here.



“Support public safety improvements and effective emergency responsiveness, including police, fire, and medical response.”

*Draft Vision
& Guiding Principles,
Napa 2040*

- Moderate Fire Risk Area
- High Fire Risk Area
- Very High Fire Risk Area
- Oct 2019 PGE Outage

DATA: CalFIRE, PG&E

Bay Area

Both Napa County and the Bay Area are suffering from a decades-long housing affordability crisis, in which housing production has not kept up with population growth and, as a result, rent and home price growth has far outpaced inflation. Since 2010, Napa County built 79--159 homes per year, while the population grew by around 1,000 people per year. After the Atlas fire in 2017, more than 650 homes in the county were damaged or destroyed, along with far more homes in the surrounding counties throughout a series of related wildfires over the last five years.

As recognized in Napa's 2015 Housing Element, housing costs are high compared to income. In 2012, Napa County ranked in the top 15 least affordable metro areas in the nation, with only 64% of homes sold affordable to households earning the area's median income. Q4 2019 rankings show Napa County in the top 8 least affordable metro areas in the nation. The Housing Opportunity Index, as calculated by the National Association of Home Builders ("NAHB"), ranks Napa 230th out of 238 metro areas nationwide and 64th out of 72 metro areas in the West Region. (NAHB)

To address this issue, the City of Napa included policies in its Housing Element to support and encourage affordable housing and a mix of "various types of housing throughout the City to meet community housing needs [and] provide greater housing choices" (Envision Napa 2020). Housing affordability is an overarching issue for Napa, but workforce and teacher housing is

especially pressing. At Justin-Siena, it is estimated that 40% of faculty live outside Napa and commute to and from work each day because they cannot afford to live near the school. This makes attracting and retaining teachers extremely difficult. In addition, with an economy that is heavily reliant on hospitality, restaurant service, and agricultural workers, unattainable rents and home prices mean a long daily commute, further exacerbating traffic and congestion in and out of Napa. Justin-Siena can help ameliorate this imbalance by partnering with a developer to add much needed housing stock to the region.





“Solving the housing affordability crisis is not an Oakland issue, and it is not a Berkeley issue. It is an every city, every neighborhood issue.”

Bay Area Council Economic Institute (BACEI)

Census Tracts in which more than half of moderate income families are housing cost burdened with rent or mortgage payments greater than 30% of their household income

DATA: US Department of Housing and Urban Development, Location Affordability Index 2018

2 | APPROACH

Holistic Approach

In evaluating the highest and best use for this site, GVC sought to optimize three key metrics: furthering of the school's Lasallian mission, political feasibility, and financial returns. At the surface, each of these three metrics appears to be at odds with the others. After extensive scrutiny of market data and interviews with brokers, builders, developers, designers, consultants, financiers, Lasallian leadership, students, alumni, elected officials, and other end-users based in the local community, our final development recommendation represents the areas where we have identified alignment between these priorities. This holistic harmony will ensure the future Justin-Siena campus and Siena Village is a successful development for all stakeholders.





Engaging Justin-Siena

As a means of gathering qualitative information about current and historical use of Justin-Siena grounds and facilities, and in an effort to develop a deeper understanding of the ALLHEART mission and Lasallian tradition, GVC conducted a series of four user group design charrettes. A design charrette is a structured, fast-paced, and interactive session that is used broadly in the planning and design professions to quickly identify opportunities, challenges, and innovative solutions. In this case, these sessions served as a means of gathering information from people that know Justin-Siena best: Students, Parents, Alumni, and Faculty/Staff.

In addition to the user group sessions, we spent a second day on campus conducting a school-wide exercise in which students passing by during down time or lunch period were asked to help complete a puzzle. Each student was given a piece of a large puzzle created from an image of the Justin-Siena crest, asked to write on it what the phrase ALLHEART meant to them and to place the puzzle piece in the correct spot on the board.

Please refer to the appendix for the following materials resulting from these sessions:

- Design charrette request and proposal
- Detailed lesson plans for each session
- The maps drawn during the Memory Mapping exercise for all user groups
- Campus map with areas of significance marked with stickers



Key Takeaways

Strength of the ALLHEART Campus Culture

First and foremost, we learned that Justin-Siena students are incredibly engaged and express that they feel supported and loved in their environment. It is clear that the faculty has cultivated a strong bond with students, which is immediately apparent from witnessing their interactions. The school president himself makes a point to acknowledge each individual student by name. Students identified the counseling offices as places where they feel loved, supported, and heard. A certain popular choir class was described as therapy because of the atmosphere of inclusion the teacher creates. Students give up their electives to take this class all four years, claiming it's more about their mental health than singing. Once complete, the ALLHEART puzzle exercise revealed beautiful messages about uplifting one another, being inclusive of everyone, and putting one's full heart and effort into each endeavor. This relationship among a school community is unique by any standard.

Gathering Places are Coveted

From the Freshman Lawn to the Senior Parking lot, the places where students have space "to mingle, talk, and become closer than most" during their four years at Justin-Siena have made an impression. Even alumni parents fondly remember connecting with friends in the same spaces their children describe enjoying today.

Indoor-Outdoor Wellness

Not only are there significant social moments that happen outside, but we identified a link between the outdoors and feelings of wellness. While the outdoor spaces on campus inspire excitement and enthusiasm, the same activities performed inside of the dated facilities do not elicit the same response. Students described outdoor picnic table work spaces as places for “having epiphanies” while doing challenging math homework, rather than inside the math classes in the 500 wing, where they report feeling stressed. The outdoors are where the students find connection with each other. The park-like campus setting, signature to Justin-Siena, is widely celebrated and is a major strength of the campus today.

Outdated Academic Facilities May Be Hindering Performance

There is strong evidence suggesting surroundings have a significant impact on a student’s wellness and learning outcomes. Our research with the student user group identified further qualitative clues that the lacking facilities and classrooms in the outdated wings are linked to negative outcomes. Students described feelings of stress and challenge while working on math and biology in the 500 wing, in stark contrast to those claiming “I’ve had an epiphany” working on the same subject outside, in the gathering area with picnic tables. This fact is frustrating to some when considered alongside the underutilization of the campus.



Emphasis on Athletics and Performing Arts

The design workshop included a mapping exercise in which the students were asked to place a sticker containing a phrase on a map of the campus to indicate whichever spot they associated most with the phrase. This exercise ended with many stickers on the Football Field. Some stated that while they placed their sticker on the football field, it was meant to represent how they felt about sports in general. Overall, both students and alumni indicated sports as a place where:

- They have a fond memory
- They feel proud of their accomplishments
- They feel connection to others
- They feel they can grow
- They enjoy spending time

Additionally the location of a pool once contemplated in partnership with Oppidan was identified as an area of opportunity. Several iterations of the idea for an on-campus pool have been floated in the past and the hope for a pool holds strong traction among parents. Another recurrent sports-related theme is that of an insufficient girl's locker room, highlighting inequity among sports and resulting in undesirable outcomes such as girls changing for sports in cars.

There was a similarly strong sentiment for the arts among parents with students involved in theatre or music, although this segment did not appear to be as large nor necessarily overlap with those parents enthusiastic about athletics.



The rapid prototyping phase the design thinking charrette; students and alumni devised and modeled an innovative solution to addressing a challenge or opportunity at Justin-Siena



Community and Kindness



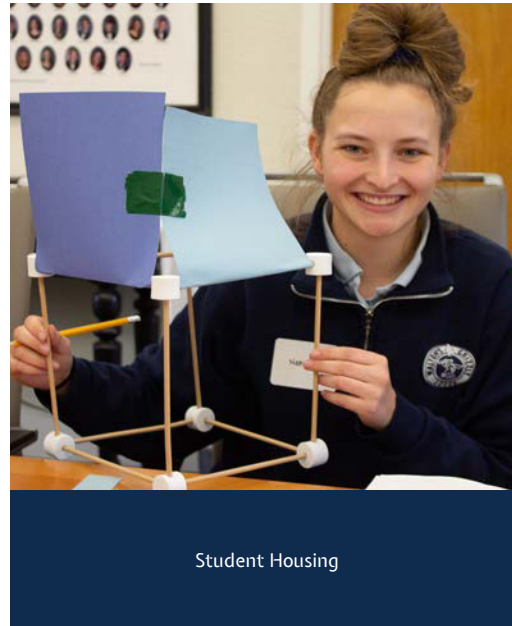
Alumni Engagement



Community Outreach



Athletic Facilities



Student Housing



Balancing Extracurriculars



Student Social Spaces

On-Site Housing Identified and an Opportunity

The student design workshop included an exercise in which the students were paired up and asked to tell each other about a day in their normal life at Justin-Siena. Afterwards, they were asked to build an invention out of a random mix of art supplies, in order to help their partner. In this exercise, one student built her partner a house on campus so that he could have an easier time getting to school in the morning.

Justin-Seina currently has plans for an 8-unit faculty housing project on a 1-acre parcel directly east of the boarding student dormitory on the north end of campus. During separate sessions with parent, faculty, and alumni groups this faculty housing site was heavily identified as an opportunity in the mapping exercise. When asked to elaborate on the appropriate amount or density of housing here, the parent group stated that it should be maxed out to the allowable limit. The issue lies closest to the heart of the faculty group, which described it as having the potential to “change a lot of lives.” Both the speed at which Justin-Siena had intended to complete this project, and the fact it was featured as the “Fund a Need” effort in the most recent fundraiser demonstrate that there is urgency and will to complete this project. This informed our decision to emphasize housing as the primary revenue-generating use on site for its unique ability to both serve a critical need to the Justin-Siena community, the region as a whole, and produce upfront and ongoing revenue to support the school’s mission.

Engaging the City

PLANNING, ELECTEDS, GPAC, ADVOCATES


In order to understand the needs of the community outside of Justin-Siena, we spoke with neighbors, planning staff, members of the General Plan Advisory Committee, engineers, consultants, and County Supervisors. We asked about the toughest issues they are currently facing and their goals for the future. We also spoke with nonprofits such as the Napa County Bike Coalition on how to build more bicycle and pedestrian infrastructure, increase transit access, make existing paths and streets safer, and implement programs with the students at Justin-Siena like the 'Safe Route to School Program.' Through our conversations, we noticed the same issues again and again: housing for teachers, service, and hospitality workers; traffic and congestion; emergency preparedness, and addressing climate change and resilience. It became clear the issues facing the City are the same challenges that Justin-Siena is facing. Therefore, we worked to put together a proposal that showcases this alignment so that the project can build a broad coalition of support to accelerate approvals.

Draft Vision and Guiding Principles – Napa 2040

- Foster Napa as a community of connected neighborhoods, with vibrant, walkable districts, and revitalized corridors.
- Increase travel options through enhanced walking, bicycling and public transportation systems, and promote mobility through increased connectivity and intelligent transportation management.
- Balance tourism and local needs.
- Promote housing and support a diverse array of housing types to meet all the needs of all segments of the population.
- Foster connections to nature and open space.
- Emphasize environmental sustainability.
- Achieve a healthy and safe community for all.
- Promote continued Downtown revitalization.
- Celebrate Culture, Arts, and History
- Achieve an economically diverse and resilient community.

My vision for Napa in 2040 is...


Write or sketch what your vision is!

- Napa Valley College to become a DRIVER for an expanding Tech /Ag-Tech Center.
 - Incentivize home ownership for lower middle to middleclass Residents
 - Develop a tri-county Transportation plan that will provide incentives to use public Transportation; make it easier to commute in; out of Napa.
 - Make NAPA - A TRUE Multigenerational Home owning appeal.
- www.napa2040.com
- 

My vision for Napa in 2040 is...

Write or sketch what your vision is!

No cars. No burning. Good bicycle paths everywhere. Everything recycled or reused. Plastic almost eliminated from use. No glyphosate used in Napa.



KEY TAKEAWAYS FROM DEVELOPER COMMUNITY	GOLDEN VINE COLLABORATIVE RESPONSE
Traffic - Traffic impacts are a primary concern for North Napa residents.	GVC responded to this concern by targeting uses with relatively low traffic impacts and recommending traffic mitigation strategies.
Construction Costs - Significant construction costs affect the viability of new residential projects.	GVC responded to this concern by recommending a medium density project that can be built economically using stick frame or modular construction types, rather than expensive podium styles. We also recommend smaller units--reducing the costs per unit--that can be accessed via street level walk-up rather than central corridors and elevators.
Parking - On-site parking is expensive, takes up space and reduces walkability of the neighborhood.	GVC responded to this concern by minimizing onsite parking to the extent possible and providing parking on new streets internal to the development. GVC believes increased rideshare options in the short-term and future autonomous vehicles in the long-term will reduce the need for parking within the life of the project.
Middle Income Demographic - Local builders believe that those in the middle income demographic, for example managers in the hospitality industry or most teachers, are not well served by existing housing stock in the City of Napa and often must commute from far-away to jobs in Napa or north of Napa.	GVC responded to this concern by recommending price points for residential units that are below luxury pricing available in Downtown Napa and could reasonably be rented by families or individuals in the middle income demographic (primarily 80-120% AMI, but also up to 150% AMI)
Sense of Community - Developers noted a lack of a cohesive neighborhood in North Napa.	GVC responded to this concern by providing subsidized high quality neighborhood retail on-site, rather than building on-site amenities, that can be a focal point for the existing and future neighborhood.

Engaging the Market

BROKERS, DEVELOPERS, BUILDERS, FINANCIERS

Siena Village's proposed programming has been created based on extensive scrutiny of market data and conversations with brokers, builders, developers, financiers, Lasallian leadership, students, alumni, elected officials, and other end-users based in the local community. The insight that we gained from the local and regional context has informed the final development mix of the project.

SUPPORT OF CONCEPT

GVC has received letters of interest, support and proposals for this project from 14 organizations including lenders (First Republic Bank), development advisors (Brookwood Group), nonprofits (Napa County Bike Coalition, Community Action of Napa Valley, Crosswalk Church), community activists (Charles Shinnamon), fundraising consultants (For Impact), developers (Oppidan, City Ventures, Burbank Housing), planning firms (Raimi + Associates and KG Planning Partners) and solar installers (SunPower). This list demonstrates support for the proposal in general and identifies potential partner organizations for this project.

Highest and Best Use

GVC considered a broad range of land uses for the site. **The uses that best fulfill the client's criteria are expanded academic facilities with facility sharing arrangements where possible, affordable residential rentals, market-rate residential rentals, and small-scale, neighborhood-serving retail.** Market-rate residential rentals, in particular, offer high economic value to the school with support from the City. While destination retail, such as big-box stores, and hotel uses offer high economic value, previous attempts to bring similar uses to the site have been strongly opposed by organized neighborhood groups.

Use	Market Support	Neighborhood Support	City Support	Aligns with ustin-Siena's Mission	Overall
Academic/Facility Sharing					
Affordable Residential					
Market Rate Residential					
Neighborhood Serving Retail					
Destination Retail					
Hotel					
For Sale Single Family					
For Sale Townhomes					
Office					

Challenges and Opportunities

The site's location along Napa's major arterial road, HWY 29, and the size of the site are its key strengths. Because Napa has historically prioritized the preservation of agricultural areas, which, in other regions, may lend themselves to greenfield residential development sites, there are limited opportunities for large contiguous development parcels. That factor, along with the population growth, has created an environment of low housing vacancies and high residential demand.

While the site may offer strong potential for development, limited public transportation options and a surrounding single-family residential neighborhood present challenges for high-or medium-density development. Additionally, the lack of comparable residential developments of similar scale on the site may dissuade market-rate developers from pursuing the development opportunity.

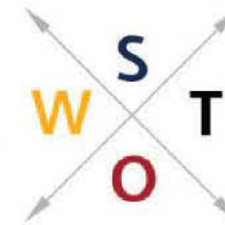
We see enormous potential for the site to fold into the Napa 2040 General Plan Update, which, we believe, based on conversations with those involved in drafting the plan, will allow for medium density residential uses on Public/Quasi Public sites. We also believe the site is of a significant enough size to create a new sense of place, with neighborhood nodes and medium-density residential development. The school's long institutional timeline can be leveraged to allow for ground lease terms that reduce builders' risks. However, the proposed development must delicately address traffic and density concerns that have prevented development of the site in the past.

Strengths

- Centrally located along Highway 29
- Among the largest available development sites within the City of Napa
- Population growth in the city and region
- Low housing vacancies and high demand
- Long institutional timelines and no immediate needs for cash
- Clear mission driven organization with experienced leadership
- Pro-housing and development municipality

Weaknesses

- Limited public transportation
- Traffic and congestion concerns
- Bureaucratic property restrictions and processes
- Current revenues limited by tuition, fundraising, and enrollment
- Low cash and current assets
- Unproven residential rental market
- High construction costs in region



Threats

- Vocal neighborhood opposition
- Escalating construction costs
- Debt capacity of school
- Competition from public schools
- Overall negative trend in Catholic school matriculation

Opportunities

- Entry point to San Francisco from East Bay and Northern California
- Potential expansions of VTA service
- Napa 2040 General Plan Update
- Strong demand for residential housing
- Create a new sense of place, while enhancing the existing neighborhood
- Leverage the timing of ground lease payments that the school can afford

Affordable Housing

Market Overview

Napa is severely challenged by its affordable housing needs. Of the approximately 31,000 housing units in the City of Napa only 9.4% qualify as affordable. Renters in Napa County need to earn \$46.90 per hour--nearly twice the median wage of teachers and instructors--to afford the median asking rents of \$2,439. ATTOM Data Solutions has estimated that Napa is the 14th least affordable housing market in the United States. Though the affordable housing development community has been active in Napa, the City is falling short of its affordable housing production goals by 355 units for the 2015--2023 RHNA cycle.

Napa's current housing impact fees directed towards affordable housing are far lower than the cost of building on-site affordable housing for incomes equal to even 80% of AMI. According to an economic report prepared by BAE Urban Economics for the City of Napa, the housing impact fees assessed by the City for a typical 50-unit rental project are only equivalent to an on-site affordable production of 2.2%, or just 1 unit, whereas the City's on-site inclusionary zoning would require 10% of units, or 5 units, to be built on-site. Therefore residential projects in Napa have tended to be either 100% market-rate with the developer paying impact fees into a general fund for off-site production, or 100% affordable with the developer utilizing a combination of Low Income Housing Tax Credits (LIHTC), grants, philanthropy, and City and County funds to close the gap on development costs.

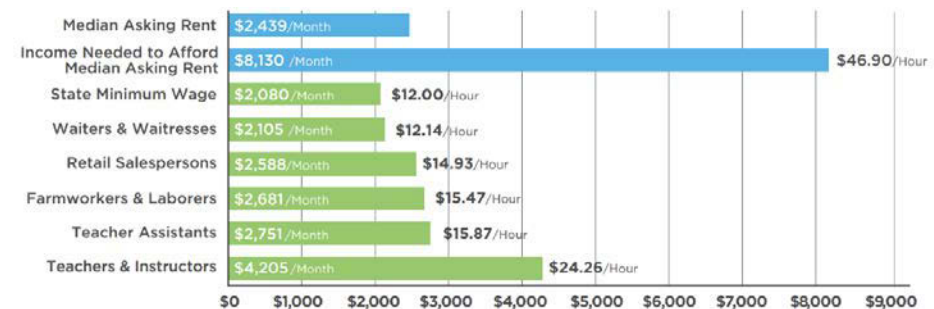
Why Affordable?

Alignment with the Lasallian and Justin-Siena missions: A core principle of the Lasallian mission is to provide "Concern for the Poor and Social Justice". Similarly, Justin-Siena strives "To transform lives and communities." GVC believes that constructing workforce housing, which allows renters to be free from the burden of excessive rent payments, is highly aligned with the principles of the school's mission.

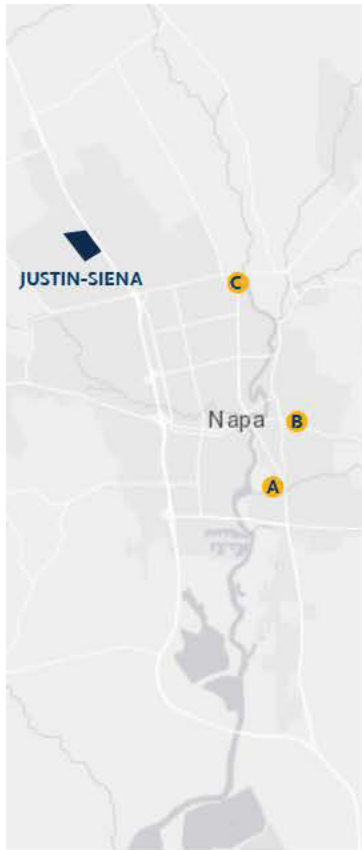
Region-wide shortages: Affordable housing directly addresses the regional affordable-housing crisis. The California Housing Partnership estimates that Napa County needs 2,989 more affordable rental homes.

RHNA allocations with teeth: GVC has heard from experts that the next iteration of the Regional Housing Needs Allocation (RHNA) will likely feature significant penalties to cities who fail to meet their affordable housing production goals. We, therefore, believe the City of Napa will be incentivized to allow for higher density affordable housing components on the Siena Village site.

WORKFORCE HOUSING: RENTS VS INCOME



Source: Paul Waddell, Urban Analytics Lab, University of California, Berkeley, retrieved from analysis of online Craigslist listings in February 2019; Bureau of Labor Statistics Median Annual Wage Data for CA Occupations, 2018.



Stoddard West
Developer: Burbank Housing
Status: Recently completed
Size: 49 Units of affordable housing
Program: Families with incomes in the 30-60% AMI range.
Funding: LIHTC 4% credits, the Gasser Foundation, Napa County (\$2M), the City of Napa (\$3M), Tipping Point Community, Louis and Evalyn Trinchero, Napa Valley Community Foundation, and Napa Valley Vintners



Napa Courtyards
Developer: The Pacific Companies
Status: Recently completed
Size: 20 Units of affordable housing
Program: Families earning up to 60% AMI and five formerly homeless individuals
Funding: Federal housing tax credits and Napa County (\$3.5M)



Heritage House
Developer: Burbank Housing and Abode Services
Status: Under Construction
Size: 66 Units of Affordable Housing
Program: Focus on formerly homeless population
Funding: LIHTC 4% credits, Napa County, and the City of Napa

Site Program

GVC's proposed plan is intended to build the largest amount of affordable housing while still enabling enough market-rate revenues to allow for the construction of new academic facilities that will extend the school's academic mission.

Size: GVC's plan for Siena Village includes 41 units of affordable residential rental space.

Rent: Affordable housing programs will target 35-80% AMIs, which will average to 60% of AMI. Rents in this range represent ranges of incomes consistent with teacher and workforce housing.

Vacancy: When the Stoddard West affordable rental project was opened near Downtown Napa in July 2019, there were 500 families in line to submit an application within one week for 49 available units. GVC, therefore, modeled a stabilized vacancy of 3.0% given the very strong demand for affordable housing.

Timing: GVC recommends building 22 units of affordable housing in Phase 1 and 19 units of affordable housing in Phase 3. In each phase, 10% of the total residential units will be affordable.

Funding Sources

GVC has identified the following sources of funds that are available now, which may be representative of future sources of funds:

City and County Funds: The City and County of Napa make \$2-3M in funds available each year for affordable housing projects.

Local Philanthropy: The Gasser Foundation, which is deeply enmeshed in the Justin-Siena community, is a significant affordable housing partner. They make approximately \$1M available each year for affordable housing projects.

Grants: The California Department of Housing and Community Development (HCD) offers many competitive and non-competitive sources of funds. GVC would pursue programs like "No Place Like Home," Supportive Housing Multifamily Housing Program (SHMHP), and Veterans Housing and Homelessness Prevention Program (VHHP). Additionally, GVC would pursue Federal Community Development Block Grants intended for disaster recovery areas.

Low Income Housing Tax Credits (LIHTC): GVC would pursue 4% LIHTC. Whereas 9% LIHTC is more economically valuable, the project site lacks transit access, library access, and near amenity access, so it would probably fail to meet the competitive application process to qualify for 9% credits.

Market Rate Residential

Market Overview

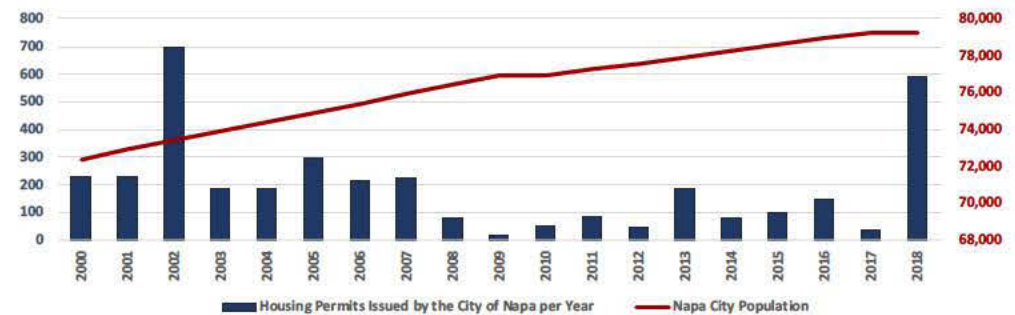
Napa's residential rental market continues to strain under a limited supply environment. The vacancy rate in the City hit a low of 2.3% in 2019 from a high of 4.9% in 2010, and continued a rising rent trend with 4.0% year-on-year escalations. While there is the promise of several new large-scale developments under construction and on the horizon offering a relief valve to the residential market, the majority of new development has focused on the southern and eastern edges of Napa. The Siena Village site represents the only significant proposed development on the North Side of the City on an infill location. The City of Napa has historically treated agricultural land uses as sacrosanct, but these land use policies have placed additional pressure on the City's housing production needs.

Given these considerations, GVC believes that the Justin-Siena site can position itself as an appealing option for those who desire a full-service apartment community and who need access to Northern Napa. As the site is surrounded by residential communities, the existing retail amenity base is well built-out: Target, Whole Foods, Trader Joe's, Starbucks, and Chipotle, along with numerous local services and restaurants are located within a mile of the Justin-Siena campus. The residents of the surrounding neighborhood generally earn middle-to upper-class incomes. The median family income in the two census tracts considered in the project area is \$123,000, which is about 120 -130% of the Napa area median income. GVC will target a residential product that will appeal to individuals and families at or near those incomes as well as incomes in the 80-120% income levels, which are representative of the missing middle demographic.

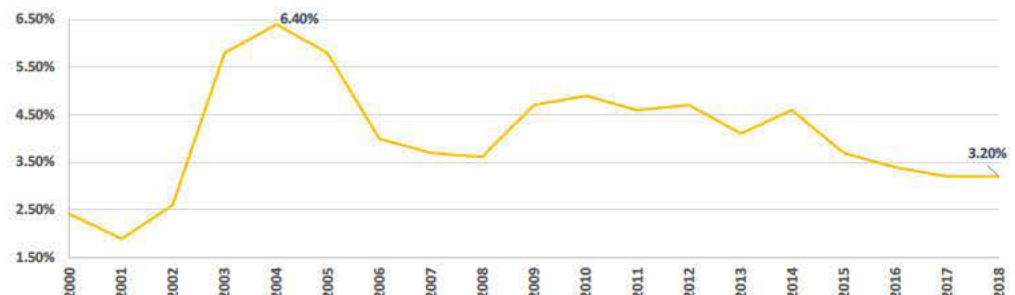
"Before the COVID-19 pandemic happened, anyone in Napa would have said housing is the most serious threat to our community's success and economy that you could imagine... Generally, anything Justin-Siena might do that could create more housing inventory would be well-received by community stakeholders."

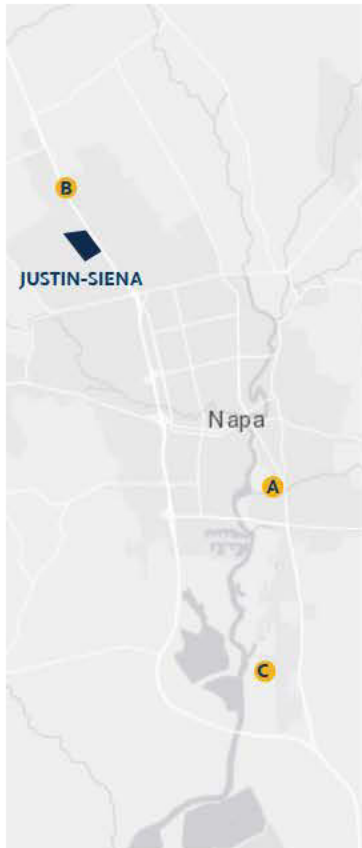
Terence Mulligan, President of the Napa Valley Community Foundation

Napa Population & Residential Permits



Napa Multifamily Vacancy Rates





The Braydon
Developer: Fairfield Residential
Status: Phase I recently completed/Phase II in progress
Size: Phase I 282 units/Phase II 218 Units
Notes: The Braydon is the largest residential project to enter the Napa market in over 15 years. The project averages rents around \$3.50 per square foot.



ByWay East Apartments
Developer: Rossi Development
Status: Recently completed
Size: 10 Units
Notes: ByWay East apartments is a stacked townhouse style rental complex recently opened close to Justin Siena. The project contains exclusively two bedroom apartments that rent from \$2,700-2,900.



Napa Pipe
Developer: Catellus Development Corp
Status: In entitlement process
Size: 805 Units of Market Rate Housing
Notes: The Napa Pipe is a large scale mixed use project that sits just outside the City of Napa border in unincorporated Napa County. Its entitlement process has been on-going for 15 years, but was recently propelled forward with an approved amendment to the general plan.

Site Program

Size: GVC's plan for Siena Village includes 362 units of market-rate residential rentals. market-rate residential is the largest portion of the development program based on its consistent and large revenue-generating potential to the school.

Rents: Based on market analysis, GVC projects a blended average of \$3.30 per square foot for residential space in Phase 1 of the project, which includes eight three-bedroom units that will be set aside for Justin-Siena teachers at a significantly reduced rent. Phase 3 of the project will rent at \$3.40 per square foot. While we expect the project to command a premium rent per square foot versus the dated existing rental stock in North Napa, we do not expect it to rent at the same prices as new products that have recently opened near downtown Napa.

Rents for typical studios will be \$1,650. one-bedrooms will be \$2,200, two-bedrooms will be \$2,500, and three-bedrooms will be \$3,400. These price points are at or below comparable property rates.

Vacancy: GVC modeled a stabilized vacancy rate of 4.0% based on consistent population growth, low risk of new supply entering the market, and historically low vacancy rates in the City.

Timing: Market-rate rentals will be built during Phase 1 and Phase 3 of the project. GVC believes that the market can support the proposed full build-out development intensity at this current time, but the limiting factor is on-site space availability for construction.

Why Market Rate Multifamily?

Low vacancy, high demand: Supply of new residential space has not kept up with population growth in Napa, which has led to low vacancies in the region. Wildfires in the region have exacerbated the move towards the City of Napa from surrounding areas.

Limited competition from development elsewhere in the City: Most large-scale developments have been proposed on the southern and eastern edges of town. This is the only significant development on the north side.

Small-Scale Neighborhood-Serving Retail

Site Program

Size: GVC's plan for Siena Village includes 10,000 square feet of small-scale neighborhood-serving retail spaces.

Rents: GVC believes that monthly base rents of \$2.75 per square foot triple net (NNN) are attainable for the retail space. This is below the overall Napa market asking rent of \$3.45 per square foot NNN because the site will be challenged with low traffic counts and serviceable households. The retail on-site can reasonably be assumed to serve the immediate project census tracts on the west side of HWY 29, which has a total population of 6,500 with middle to upper income levels.

Vacancy: For the retail space, GVC conservatively assumes a vacancy rate of 10.0%. While the City as a whole has a historically low vacancy rate of 3.9% and there are no proposed new retail projects in the pipeline in the site's immediate neighborhood; the site may be challenged to consistently find tenants because it is a relatively low traffic location.

Timing: Retail is proposed to be among the first pieces developed in Phase 1 of the project.

We ban the word 'amenity' because they tend to be wasteful and inefficient and not particularly prized by the tenants. We prefer third party retail operators to occupy space in our communities, even if it's rented below market rate because it creates a space that the community actually uses."

Patrick Kennedy, President of Panoramic Interests



Why Neighborhood-Serving Retail?

Place-making: GVC considers retail in the project context as a means of creating a complete neighborhood that fosters community and sociability by providing vital "third places," which are areas where one can relax in public and meet new acquaintances or old friends. Additionally, walkable retail acts as a value added amenity for the school and residential uses, which comprise the bulk of the project site. It can also be seen as a community benefit to the existing communities.

Reduced car trips: Neighborhood-serving retail can reduce traffic generation by providing a walkable destination for the 70% of car trips that are non-work related. This is an especially important factor in the neighborhood context because of traffic concerns in the surrounding neighborhood.

Discarded Uses

Hotel

Although hotel or other hospitality uses offer possibly the highest immediate economic value to the development site because of historically high average daily rates (ADRs) and relatively low vacancies, GVC determined a number of incompatibilities with its use on the project site. First, the focus of hotel development in Napa has been in areas immediately near Napa's downtown core and in further rural areas, not in the area of the project site. We do not believe the City will support its use on the site because of opposition by neighborhood groups. Secondly, the character of hotels that exist around the project site are low-to low-mid-tier hotels, which we believe will damage the school's reputation. Third, hospitality is highly sensitive to business cycles, as is currently on display in the face of COVID-19. A hotel site that makes sense now, may not in 5 years' time. GVC believes that this dynamic does not conform with the institutional funding demands of the school. Lastly, we suspect a hotel use will draw the ire of local neighborhood groups because it offers marginal community benefit and instead focuses on transient users.

For Sale Residential

Based on conversations with for sale residential developers, GVC believes that the price of for-sale homes is significantly affected by being built on ground leased rather than fee simple land. While Lasallian financial leadership has indicated that they would entertain offers of fee simple land sales, GVC has determined that ground leased land for other uses presents better economic opportunities. For further information please refer to the "Optimal Land Transaction" table.

Big Box Destination Retail

When a 79,000 square foot Lowe's retail center was proposed on the Justin-Siena campus it was vehemently opposed by well-organized neighborhood opposition groups. GVC does not believe a significantly sized destination retail use is tenable for the site due to strong grassroots opposition. Additionally, the area is well served by an existing retail center approximately 1 mile south at the intersection of HWY 29 and Trancas Street. However, we believe that a smaller scale walkable retail is viable for the location.

Office

Office uses are not supported by the market at this location. Offices tend to cluster around central locations and an environment like that does not exist around Justin-Siena. Constructing new offices would not be supported by the rents commanded for them.

Industrial

Industrial uses are not supported by the market at this location. The site presents challenges for logistics centers as there is no direct highway access and the site size is limited. New construction would not be supported by industrial rents and this use is not likely to be compatible with the school.



Conclusion

GVC proposes a carefully crafted program that consists of a mix of market-rate and affordable housing, with neighborhood-serving retail to create an amenity for the project and the surrounding community. In deciding “what” and “how much” to build, there is an inherent trade-off between developing the site for additional income-generating uses, and expanding and improving campus facilities. Our recommended strategy seeks to strike a balance among three priorities:

- Develop enough income-generating uses to fund the new campus and provide tuition assistance
- Create long-term financial stability
- Ensure new development aligns with city and regional needs, and furthers the school’s Lasallian mission.

The following sections will outline the vision and execution of this balanced approach.

3 | Vision

This chapter lays out GVC's vision for the consolidation and upgrade of the Justin-Siena campus facilities and the introduction of housing on site with the Siena Village development. Components of the project include improved academic and athletic facilities, missing middle housing, a multimodal access and transportation plan, a range of community benefits, and plans for a resilience hub. The future Justin-Siena site will blend in with the existing neighborhood fabric and be a true community-serving campus.





Justin-Siena is a beacon of light, hope, faith, and love in the Napa Valley...

Offering light through education and arts with improved facilities and outdoor learning and gathering spaces.

Providing hope in times of crisis to those who are most vulnerable by providing facilities for the coordination and distribution of emergency supplies and services.

Restoring faith in an environmentally and socially sustainable future by promoting an accessible, mixed-income, multigenerational, and walkable community.

Spreading love through collaborations with neighbors and community organization in shared facilities.

Improved Academic and Athletic Facilities

ALLHEART Community

Justin-Siena's greatest asset is its ALLHEART community. In order to bring diverse stakeholders' ideas to life, we spent time with the people who know and love Justin-Siena the most: students, parents, faculty, staff and alumni. The new campus will provide spaces for gathering, worship, and celebration. At the heart of campus is a new quad, which is the center of student life. It is a place where students can connect with friends between classes, celebrate school spirit, or eat a bagged lunch in the shade. This central hub is nestled between the new academic, faculty, and performing arts buildings, giving everyone a reason to drop by throughout the day.

State of the Art Academic Facilities

It is critical to provide classrooms that are conducive to learning, and to provide teachers with flexible designs that can meet ever-changing pedagogical needs. Justin-Siena provides 19 AP classes, 12 honors classes, and 17 electives in engineering and the arts, all of which require advanced learning tools and technology. The new campus features 15 academic classrooms for English, Math, Social Studies, and Foreign Language; seven state-of-the-art science labs and prep rooms; three rooms for visual and performing arts; five rooms for varied workforce development labs, such as computer coding, robotics, and communications; and a two-room media center. Beyond upgraded facilities, consolidating the campus will provide many benefits to the students and faculty alike. It will foster a greater connection across all academic departments and include easier access to resources for students such as tutoring, counseling, and testing all in one place.

Expanded Athletic Complex

Justin-Siena's athletic programs are critical to the development of student-athletes and are supported by a group of talented and committed coaches. Participation in athletics at Justin-Siena is a major feature of the student experience, with more than 75% of the student body participating in at least one sport. Across more than 30 sports, the school is a consistent top-tier competitor in the Vine Valley Athletic League, both at varsity and junior varsity levels. The new campus includes upgrades to the athletic training office and weight room, an outdoor pool equipped with new shower and locker room facilities for all students, and additional bleachers at Dodd Stadium. Upgrades to the training facilities will benefit all sports teams and provide a more efficient space for injury assessment, rehabilitation, physicals and IMPACT testing that are a key part of the on-campus sports medicine program. A new pool provides on-campus swimming and water polo facilities that will eliminate the need to sacrifice studying time for time commuting to an off-site pool. With expanded bleacher seating, the turf field also serves as an event space for Founder's Day and charity events, and provides additional seating accommodations for graduation ceremonies, allowing more families and spectators to see the student-athletes in action.



Marin Country Day School, Corte Madera
Equity Community Builders



Carondelet High School, Concord
Ratcliff Architects



Missing Middle Housing

A place to call home...

The bay area region is facing an unprecedented housing affordability crisis. There is a critical need for housing in Napa, especially at the level affordable for teachers and other professionals who make up the foundation of the workforce. By opening up the underutilized campus to housing development opportunities, Justin-Siena steps forward to fill a critical need in the community, while earning a fair return on its assets to support school operations.

Housing for Faculty The Heart of Justin-Siena

Justin-Siena is in the midst of planning an 8-unit faculty housing project on a 1-acre parcel directly east of the boarding student dormitory facility. This project is estimated to cost \$3 million and will provide eight 3-bedroom units available exclusively to Justin-Siena faculty at a rate of \$1,600 per month, which are awarded by a lottery system. This is an effort near and dear to faculty and parents alike, garnering \$75,000 in support as the featured “Fund A Need” effort at the most recent annual Crab Feed fundraiser. Because the footprint of the newly proposed Siena Village encroaches on the footprint of the faculty housing project as envisioned, our plan reconsiders the way those eight units are delivered. We recommend that the ground lease for Siena Village Phase 1 stipulates that eight 3-bedroom units must be set aside for use by Justin-Siena faculty at a rent of \$1,600 per month. This results in no up-front cost to Justin-Siena to deliver these units and only a nominal reduction in potential ground lease revenue. Justin-Siena may also elect to reserve additional units in the future in a private transaction with the market rate residential developer.

Affordable Housing

“Concern for the Poor and Social Justice” is one of five Core Lasallian Principles. In this spirit, Siena Village provides 41 units of below market-rate, affordable housing on site. Typically, most housing development projects in Napa opt to pay an in-lieu fee rather than building the affordable housing units required by inclusionary zoning rules. Siena Village aims to deliver all of the affordable housing units on site, creating a vibrant mixed-income community. The affordable housing units will target very-low-income and low-income households at 35--80% Area Median Income (“AMI”) with an overall average at or below 60% AMI in order to utilize Low-Income Housing Tax Credit (“LIHTC”) funding. By including a stand-alone affordable project within the development, the project is appealing to developers specializing in subsidized affordable housing.

The Missing Middle

The term Missing Middle was coined by architect Dan Parolek of the Berkeley based firm Opticos Design. It refers to a housing product type that lies along the density spectrum between single-family homes and mid-rise and high-rise apartment buildings. Building types in this category include multiplexes ranging from duplexes to fourplexes to twelve-plexes and beyond. Styles include townhomes, courtyard apartments, and bungalow courts, among others. It is a type of architecture that gently increases density without disrupting the look and feel of a neighborhood.

Simply put, “Missing Middle Housing [refers to] house-scale buildings with multiple units in walkable neighborhoods.” Dan Parolek, President of Opticos Design

It is a building type that feels familiar to many people, whether they have walked by one of these styles in their neighborhood, or they have lived in one themselves. However, while it does already exist in our neighborhoods, production of new supply has been lacking since the single-family home rose to prominence in the mid-1900s.

There has been some confusion around the term in recent rhetoric. Missing Middle has been used in some instances to refer to a range of income levels for which housing affordability has become a challenge, such as people earning 80-120% of Average Median Income (“AMI”) and in some cases up to 150% AMI.

These units are considered “affordable by design”. The following are a list of design features that are characteristic of Missing Middle Housing to achieve affordable by design:

Simple construction: Missing Middle units are designed for simple wood frame construction or modular construction, which avoids the costly concrete and steel needed in mid-rise buildings with podium parking underneath the building and high-rises.

Small building footprint: The typical building footprint is usually comparable to a single-family home but it includes multiple units across which to spread land cost.

Small unit sizes: Units are economically designed to be small yet functional, reducing the overall cost of the unit by including less built space. In an apartment project two bedroom units may be as small as 800 square feet and 1 bedroom units may be under 650 square feet.

The “affordable by design” nature of Missing Middle makes it an attainable housing option for people with moderate incomes, such as teachers and hospitality workers. Additionally, the medium density helps overall affordability by increasing supply and liquidity in the housing market.

Other key characteristics of Missing Middle Housing include:

Walkability: This housing type most commonly occurs within a walkable mixed-use context near transit or bicycle connectivity.

Variety: The varied design offers a variety of housing types, unit sizes and price points.

Target Market: Common occupants include those who prefer a walkable neighborhood without the headache and expense of maintaining a single-family house—young couples, retirees, and single professionals. The variety of users contributes to the vibrancy and safety of the community with people outside at different times of day.

“Missing Middle Housing is a transformative concept that highlights the need for diverse, affordable housing choices in sustainable, walkable places.”

-Opticos Design

Access and Transportation

Traffic and congestion are a consistent challenge to the City of Napa as well as the immediate area around the site. Therefore, we have proposed traffic mitigation measures as key features of the development through a multi-modal and multi-pronged mitigation plan. These include intersection improvements at Solano Avenue / Trower Avenue / HWY 29, adjusted right of way, new painting and striping, improved signalization, active transportation lanes, a school parking payment plan, partnerships with transit and increased bicycle and pedestrian infrastructure.

Since there is such a need for traffic mitigation, we learned, from speaking with transportation planning staff, electeds, engineers, and residents, that it is very difficult to get transportation projects approved and funded. There is a long list of improvements needed within City limits, however, many of these intersections and infrastructures are controlled by multiple entities, such as Caltrans, the County and the City, adding further complexity for funding improvements. Projects often compete for funds controlled by the Napa Valley Transit Authority, which impose restrictions on projects. Most projects can't be fully funded without the jurisdiction chipping in. Therefore, we believe the project and the City of Napa Traffic Impact funds could help prioritize long-awaited intersection improvements at Solano Avenue / Trower Avenue / HWY 29.

Traffic Mitigation Strategy

Improve Intersections

- Right-of-way reconfiguration
- Improve signal coordination

Improve pedestrian and cyclist safety

- Traffic calming measures
- Controlled intersections
- Increase visibility for pedestrians and bicyclists
- Signalization phasing
- Roundabouts
- Medians

Make non-automotive transportation options viable

- Increased transit access
- Create links to regional active transportation networks such as the Napa Valley Vine Trail

Create incentives to reduce car trips

- Pricing parking on site
- Incentives for carpooling

Mixed Use Development

- Walkable Retail
- On-site recreation facilities

“A key transportation feature of this area is the Vine Trail Class I path. I think there's an opportunity with this site to connect the housing directly to the Vine Trail by providing an internal pathway out to Solano Avenue. Adding a connection to the Vine Trail seems to be a real opportunity to make this a bike-friendly development.”

-Steve Weinberger, PE, PTOE Senior Principal of W-Trans



Community Benefits

In addition to the brand new facilities and housing provided, our proposal includes a range of community benefits designed to enhance the overall development and serve the surrounding neighborhood. Features include a facility sharing plan, multigenerational programming, and a neighborhood town square to complete the community.

Complete Community

A “Complete Community” is a planning concept that suggests basic essential services should be incorporated alongside housing into a mixed-use environment, with an emphasis on pedestrian connectivity. The key focus is enabling health and economic opportunity for all. For example, daily tasks such as taking children to school, grocery shopping, going to the dentist and spending the afternoon at the park can all be done on foot or by bike, reducing dependency on cars and fostering a close-knit community. This is convenient and enjoyable for people of means and it is critical for those with lower incomes.


Siena Village is designed to incorporate complete community principals with a neighborhood square, providing small-scale retail that serves the new community and existing residents alike. This will allow users to walk and bike to get basic groceries, meet a friend for a coffee, and grab a lunch to go, all without having to get in the car or cross HWY 29.

CASE STUDY: Culdesac Tempe: A Car-Free Neighborhood




Culdesac selected Opticos to lead the master planning process, design a collection of housing types, and serve as the overall design director for the project. Located in Tempe, a traditionally suburban town, Culdesac Tempe features zero residential parking on a 16-acre infill site next to a light rail station. The car-free neighborhood is largely driven by innovative mobility technology that makes it easier for people to give up their car. The neighborhood will be 100% rental, thus providing a different approach to multifamily development.

 Size
16 acres

 Housing
636 units ranging from 680 sf (avg one bedroom) to 1181 sf (avg three bedroom)

 Building types
7 core residential types, multiple mixed-use and amenity buildings

 Community Gathering Spaces
Bookable spaces, flex spaces, gym, pool, dog wash, maker space, multi-purpose room, rideshare drop-off



"In our communities retail functions as a 'Third Place' - somewhere people can gather and spend time between home and work or school.

- Patrick Kennedy, President of Panoramic Interests

Multigenerational Community

In addition to facilities, we suggest exploring synergies in programming between the Watermark Senior Living facility residents and Justin-Siena students. Justin-Siena has a rich tradition of service, and expanding opportunities to volunteer can be provided to students on campus. In speaking with Oppidan, the developer of the Watermark Senior Living facility, it is clear there is a desire for programs that encourage intergenerational interaction. Justin-Siena aims to foster a greater relationship with the community and there is a unique opportunity for that partnership to start on-site.

In addition, the housing product type proposed for Siena Village allows for housing flexibility depending on life stage. Smaller units and studios on the ground floor are suitable for both recent college graduates as well as older adults in later stages of life. This gives families flexibility and the space to accommodate as their needs change.

“Enter to learn...Leave to Serve!”

Justin-Siena Motto

“Repositioning an existing project with new uses presents a unique set of challenges. You need to create a new environment that balances respect for the existing with creativity of the future.”

Terry Manley, New West Company and Campus 2020

Facility Sharing

Like most schools, Justin-Siena facilities spend considerable amounts of time underutilized. We propose Justin-Siena expand beyond its existing facility sharing programs with the Gorin Tennis Academy and Napa School of Music, to other local nonprofits. If school facilities are empty in the morning, full during the day, and empty at night, we see an opportunity to increase utilization and create facility sharing partnerships with nonprofits that have opposite peak usage schedules. These can be partnerships such as the Boys and Girls Club that manage before and after school programs. This can create a network of youth-serving nonprofits connected by a central facility location. Ultimately it will maximize usage of facilities, generate revenue, and possibly open more fundraising opportunities.

Sharing of athletic and academic facilities is an opportunity to explore long-term, mutually beneficial partnerships with outside groups. For example, partnering with Oppidan--the Watermark Senior Living facility developer--can expand fundraising efforts for the construction of the new pool and aquatic center. Enhanced and updated facilities will also provide opportunities to expand the offering of charity events, like Cycle for Sight, that are already hosted on campus.

CASE STUDY : CAMPUS 2020

In reimagining Justin-Siena's campus as an asset to the community, we envision a "community campus", in which the physical assets are offered for use by local nonprofits during the school's off-hours. With this concept, we celebrate and build upon Justin-Siena's history of opening its doors to the nonprofit community, and we look to a case study in Nevada to garner inspiration and key lessons learned for such a model.

PROJECT OVERVIEW

The "Campus 2020" project is a 20-acre master-planned campus in Southern Nevada that will co-locate multiple nonprofit enterprises for the purpose of creating operating efficiency through sharing physical assets, such as parking, a gymnasium, cafeterias, sports fields and multi-purpose rooms. The result is that each nonprofit enterprise – through management of peak usage schedules - will have regular access to a greater set of physical assets at a lower cost. There are also numerous opportunities for cross-benefit from shared human capital among the various entities.

PARTICIPATING ENTITIES

- Boys and Girls Clubs of Southern Nevada
- Albion Soccer Club
- K-8 Charter School
- Positively Arts
- Three Square Food Bank
- Communities in Schools
- Spread The Word Nevada
- Goodie Two Shoes

The purpose of the Project is to co-locate multiple nonprofits in order to leverage efficiencies and reduce programming and management costs for the participant entities. The primary efficiencies will be achieved through shared use of physical assets, but in time additional synergies are expected to occur through collaboration of personnel, leadership and mentorship programs and on-site volunteerism opportunities.

The concept for the Project was born out of strategy sessions between Boys and Girls Clubs of Southern Nevada CEO and Board Chairman on the subject of the inefficiencies of having "program based" enterprises managing portfolios of hard assets. Programming suffers when management is focused on non-mission issues, such as building maintenance, and BGC has placed emphasis on trying to improve in this area. These discussions also revealed an inescapable fact facing schools and other "child/education focused" enterprises: their physical assets sit empty/underutilized for a significant amount of time. The essential premise behind the Campus 2020 project is to maximize the overall usage of infrastructure - buildings, parking lots, fields, multi-purpose rooms and gymnasiums - among users that have complimentary peak time usage. The foundation for this concept includes a Charter School, a Boys and Girls Club, and a Youth Sports/Soccer Club forming the basis of a new way for nonprofits to manage the assets necessary to fulfill their primary mission of program execution.

While wholly independent of one another, additional synergies and relationships between the different enterprises will be encouraged and will foster mentor/mentee relationships, campus-wide volunteering and Best Management Practices among leadership teams. The operating goal for Campus 2020 is to provide one location where kids can be dropped off in the morning and spend their entire day in one campus environment. Between Boys and Girls Club programs before and after school, their traditional school day, and athletics/performing arts or other extracurricular activities after school, this entire experience can be created within the campus without the need to transport kids to multiple locations.

Campus 2020 Vision is to create a community of nonprofits that leverage common assets and creates the framework to model leadership, volunteerism and community involvement among multiple organizations.

LESSONS LEARNED

- Facility sharing optimizes utilization of physical assets and collective community benefit
- Expanded fundraising opportunities coupled with the ability to stretch donor dollars by consolidating the needs of multiple nonprofits they support
- Enables efficiencies, cross-collaboration, and synergies between participating entities

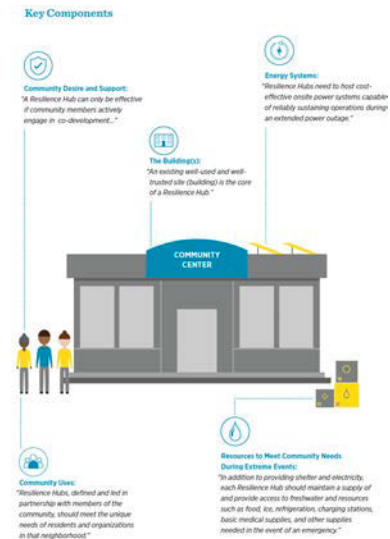
Resilience Hub

Given the potential for natural disaster in the area, we see an opportunity for Justin-Siena's facilities to be activated in times of crisis to serve the community. Serving in times of need speaks to the core of the Justin-Siena mission, and is a way the school can re-introduce itself to the neighborhood, be a leader, and also a community-serving resource. This will foster greater connection with the neighbors and the City which will further strengthen Justin-Siena's place in the Napa community. Justin-Siena is located adjacent to Napa Fire Station No. 3, is less than two miles away from Queen of the Valley Medical center, and can become a crucial component of a robust emergency preparedness network. Serving as a resilience hub is an opportunity to provide a substantial community benefit without having to build additional facilities.

What is a Resilience Hub?

A resilience hub is a large facility that can serve as an official relief site during disasters such as floods, earthquakes, wildfires, or pandemics. It is intended to strengthen the resilience of the local community by serving as a meeting place and information center for the surrounding residents. A resilience hub acts as a supplement to emergency shelters or hospitals rather than replacing them. Building a resilience hub is an opportunity to efficiently improve emergency management, reduce climate pollution, and enhance community resilience. These spaces also provide opportunities for communities to become more self-determining, socially connected, and successful in the long-term. (Urban Sustainability Directors Network)

A resilience hub is a place where community members can convene post-disaster to receive medical services, supplies, and social support. The campus can provide shelter with filtered air conditioning and heating, storage areas, food services, and laundry facilities. Clark Gym, the Dining Hall, the Christian Brothers Center, the new academic buildings and carport structures will be equipped with a photovoltaic system and backup batteries to power critical loads to areas of the campus that could be used for shelter or medical purposes in an emergency. Systems related to regional resilience and potential alternative care can explore funding opportunities through the government at the local, state, and federal levels, including the FEMA Public Assistance program (CA Dept. of Public Health). Renewable energy generation also has an added benefit of reducing energy costs throughout the regular school year outside of emergency events (See Utilities & Solar Plan).





"In 2017, many of our families lost their houses to the fires, including mine, and the school provided us with clothes, food, and other necessities to get by while we sought housing. I feel that our mission speaks to being the place that feels safe and where you can come to get what you need." -- Marisa Bartalotti, Justin-Siena Interim Chief Academics Officer

4 | Program & Design



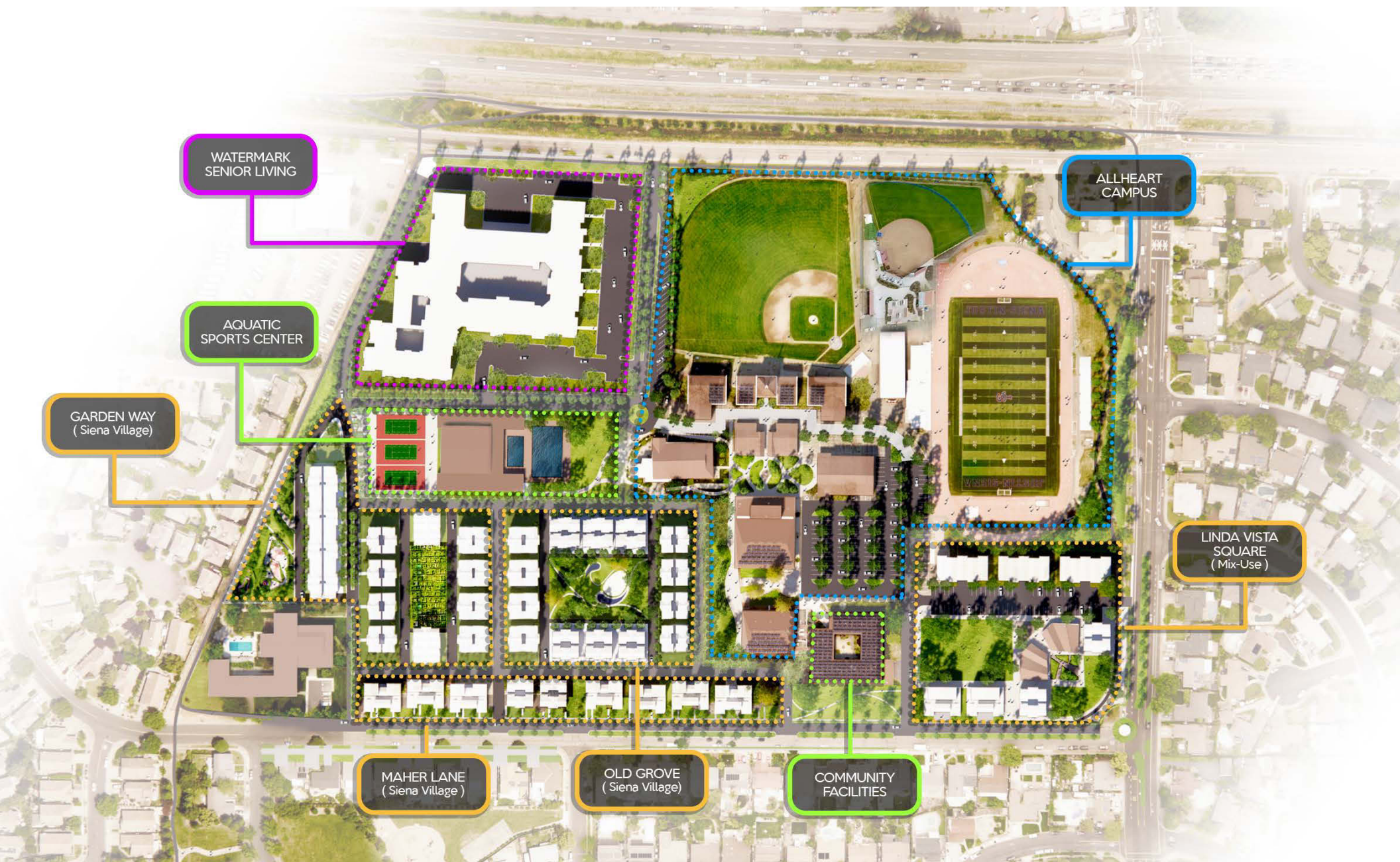


Siena Village

Siena Village is a new housing development located on the former site of the Siena School for Girls and along Maher Street to its terminus at Trower Avenue. It is adjacent to the reimagined Justin-Siena ALLHEART campus. The village is composed of sensible multiplexes that are well-suited to the neighborhood character of the surrounding community. This neighborhood scale urban infill project delivers a density of 20 units per acre and is designed to provide housing options at a wide spectrum of affordability, most notably for moderate income families and teachers. The village consists of five community clusters that are organized around key place-making features including a series of parks, gardens, and a village square. Each of the clusters within this walkable community are stitched together with a network of safe and comfortable paths for pedestrians and cyclists.

The schematic designs for the Siena Village building typologies were carefully developed in collaboration with architecture and urban design consultants to deliver a missing middle density housing product that includes:

- ADA-compliant entry to ground floor units
- Tuck-under parking to reduce the need for surface lots
- Two-story townhome units to increase efficiency of leasable area
- Careful stepping back of architectural massing from adjacent neighborhood
- Maximization of access to light and air for all units
- Flexible and divisible building forms to deliver a range of unit types and sizes
- Variation in massing and orientation to create a dynamic public realm



ALLHEART CAMPUS

The core facilities of Justin-Siena High School sit on 6.5 acres at the heart of the site, and are accompanied by 12 acres of athletic facilities featuring a brand-new aquatic and tennis center. Both in terms of architecture and spatial organization, the ALLHEART campus balances best practices in contemporary campus design while maintaining familiar components of Justin-Siena's heritage. The ALLHEART quad is a bustling social space at the center of the new campus and was constructed adjacent the existing Gasser Student Center by adding a series of one-to three-story academic buildings to the south and east, and a reimagined Clark Center facade that converts the former gym into a flexible auditorium with a proscenium-style stage for student and community performances, worship, and assembly.

The package of academic and athletic facilities presented in the ALLHEART campus are a synthesis of generalized school design guidelines for space and facility allocation together with a robust user-research and engagement process with Justin-Siena students, faculty, staff, parents, and alumni.

New Facilities include:

- Academic Classrooms, Arts Education, Workforce Development Labs & Media Center (53,460 sq ft),
- Science Laboratories (9,130 sqft),
- Faculty and Administrative Offices, Guidance Offices and Teacher Support Facilities (10,467 sqft),
- Additional Student Housing for Boarding Student (7,500 sqft)
- New Competition and Exercise Pools and Aquatic Center (5,000 sqft)

Renovated Facilities include:

- Clark Gym - Repositioned into a Flexible 600 Seat Auditorium (15,000 sqft)
- Siena Hall - Repositioned into Gym and Athletic Center (15,000 sqft)
- Convert Christian Brothers Center - Repositioned into Napa School of Music (13,000 sqft)
- Upgraded Dining Hall and Food Service (10,000 sqft)
- Minor Renovations to Existing Student Housing (approx. 15,000 sqft)



Use and Density

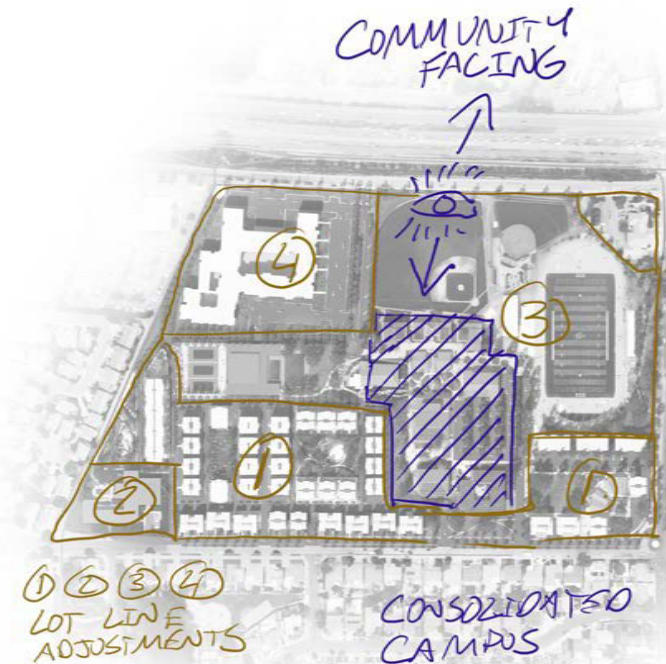
There are two main approaches to the spatial organization of the campus in terms of land use and density. The first approach is to concentrate development density along Solano Avenue and to position Justin-Siena as the buffer-zone between higher density development and the adjacent neighborhood characterized by single family detached homes. While this approach is initially intuitive from a land use planning perspective of concentrating density along arterial roadways, it has several notable disadvantages in this case:

- Exacerbation of Justin-Siena's position as an exclusive and insular campus in direct opposition to Lasallian values and community feedback.
- Creation of an 'island' development alongside a highway that has limited opportunities to integrate within the neighborhood.
- Likelihood to reinforce automotive dependence and increase traffic.

The second approach is presented here and prioritizes people, communities, and Justin-Siena's mission. It employs best practices for the design of a complete and walkable community from industry leaders in urban planning and design. The proposed land use plan is organized around the following principles:

- Campus position is adjusted to incorporate a mix of renovated and new facilities, and to clearly position Justin-Siena as a community-facing institution for the entire Napa region.
- Residential development is integrated with the adjacent neighborhood with a gentle increase in density while providing community benefits through a network of parks and other amenities.
- Flexible facilities that serve both school and community functions are positioned to encourage efficient use by both user groups.
- A neighborhood square is positioned at the terminus of Maher Street to offer a sense of arrival and civic identity for the neighborhood.

As part of the project's entitlement approvals we will request a lot line adjustment shown on the map to the right. This will create lot lines that are single-use between the dormitory, school and residential uses and the parcel that includes the Watermark Senior Living facility will remain the same.



Landscape

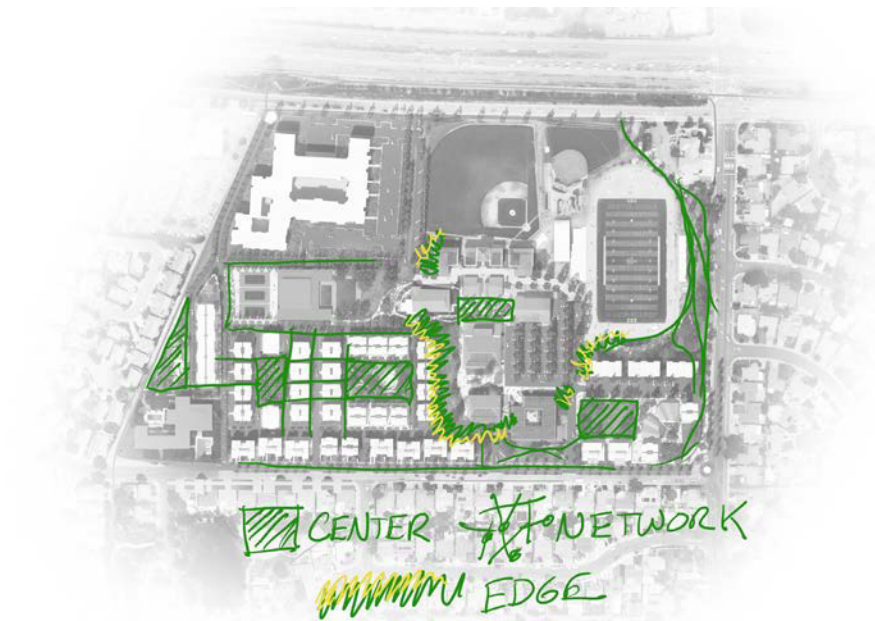
The schematic approach to the design and performance of landscape features on the site includes maximizing opportunities to incorporate best practices in fire-resistant landscaping, green infrastructure for flood protection, and stormwater management, and to position a network of landscaped spaces as place-making elements in the development scheme.

The design and organization of landscaped spaces on the site are based on the following design principles:

Landscape as center. Open spaces are distributed throughout the site and each has a clearly identifiable program based on its spatial organization. These sites provide neighborhood amenities and create a sense of place and identity for each cluster of residential units.

Landscape as network. These place-making landscapes are situated as nodes within a network of landscaped pedestrian pathways that not only tie together the residential clusters, but are also integrated with the adjacent Las Flores Park and Napa Valley Vine Trail.

Landscape as edge. Vegetation and topography substantiate or mask barriers along the campus boundary to create a secured campus while mitigating the appearance of an exclusive gated community.

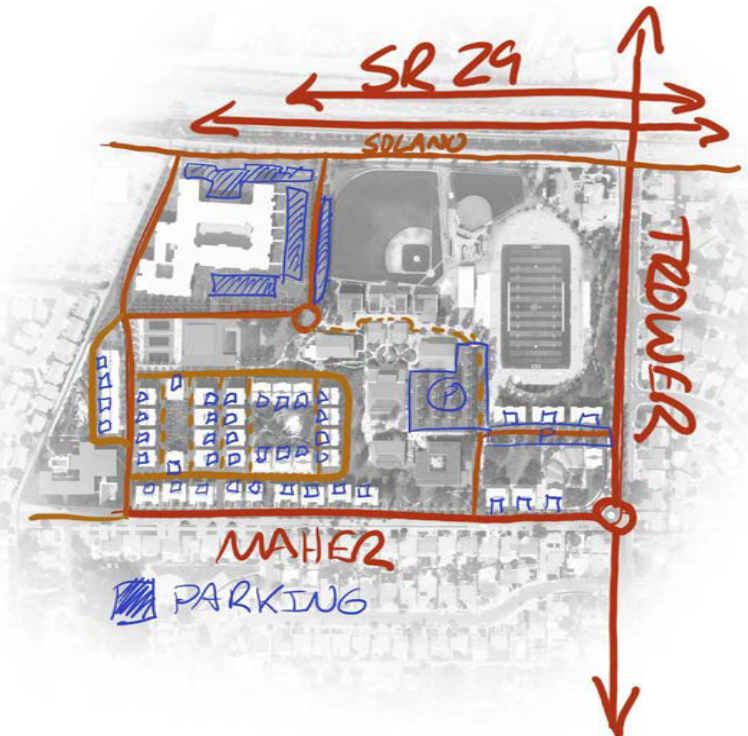


Traffic, Circulation, and Parking

As a key concern in increasing the intensity of land use on this site, the proposed traffic and circulation strategy was developed in consultation with transportation planners and engineers familiar with the unique limitations of the site. The most significant traffic challenge is the lack of feasible options to improve throughput at the congested intersection of Solano Avenue / Trower Avenue / HWY29. This intersection includes State and City jurisdiction, a double intersection with insufficient spacing, a railway, a regional Class I bike facility, a fire station, a stormwater management channel, a mismanaged signalization phasing sequence, and a closely abutting single family residential neighborhood that limits the feasibility of an engineering solution that would expand the right of way.

The traffic and circulation strategy presented here proposes realistic improvements such as signalization phasing improvements to this problematic intersection. A circulation network that is likely to alleviate local traffic concerns includes the following key attributes:

- Roundabout at the intersection of Maher Street and Trower vastly increases throughput for left turning traffic from Maher Street while eliminating the need for a left turn lane.
- Reconfiguration of Maher Street right of way to position it at the appropriate scale for a neighborhood street including a central median, narrower lanes, and a dedicated bike lane.
- An internal grid of streets and alleys that prioritize pedestrian safety and comfort while facilitating efficient access to tuck-under garages at the ground floor of residential buildings.
- Sufficient access to all buildings for deliveries, services, and emergency vehicles.
- Diffuses school serving traffic during peak hours to two access points; main entry drop-off and visitor parking accessed from Solano Avenue, and student and staff parking accessed from Maher Street.



Bike and Pedestrian

A central component of the traffic mitigation strategy for this proposal is to create a walkable community with neighborhood-serving amenities and to connect the site into a regional network of bike facilities, which includes the adjacent 47-mile Napa Valley Vine Trail currently underway. Safe and comfortable access for bikes and pedestrians is an indispensable ingredient in creating the complete communities of the future and investments in such infrastructure, along with other strategies to reduce the automotive dependency of the Siena Village residents, can be used to substantiate an argument for reduced on-site parking.



Access and Security

The ALLHEART campus is secured by a barrier system, which incorporates fences, vegetation, and topography. This integrated strategy is intended to secure the campus, while maintaining the community-facing nature of the school and its open park-like setting.

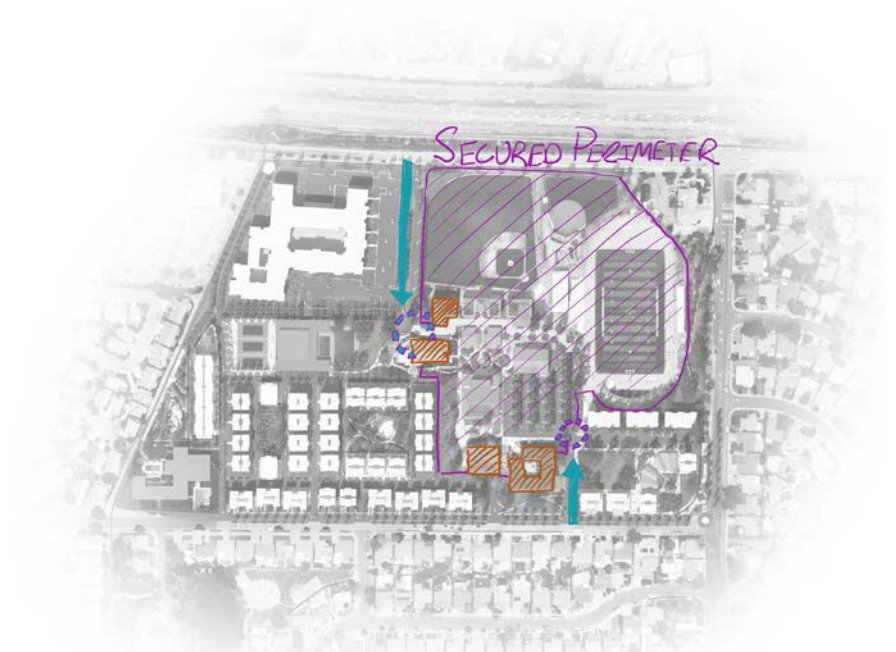
There are two points of entry: the front entrance on Solano Avenue which is secured by active monitoring and the rear parking entrance along Maher Street, which is secured through passive monitoring and automated key-card gate access.

In addition to designing the secure border and controlled points of access, GVC has devised a security plan for the reimagined campus facilities. This plan was developed with input from security expert Unified Command, Inc., which provides security services for such high-profile events as the Super Bowl and the Coachella Valley Music and Arts Festival. Unified Command understands how to keep crowds of people safe in vulnerable environments.

The following safety measures are recommended for implementation:

- Radio-Frequency Identification ("RFID") controlled doors with coordinated security cameras:
- Guest visitation requires check-in at a designated registration point:
- A two-way Public Address ("PA") speaker system:
- Self-locking classroom doors:
- Teacher training protocols:
- Coordination with local police:

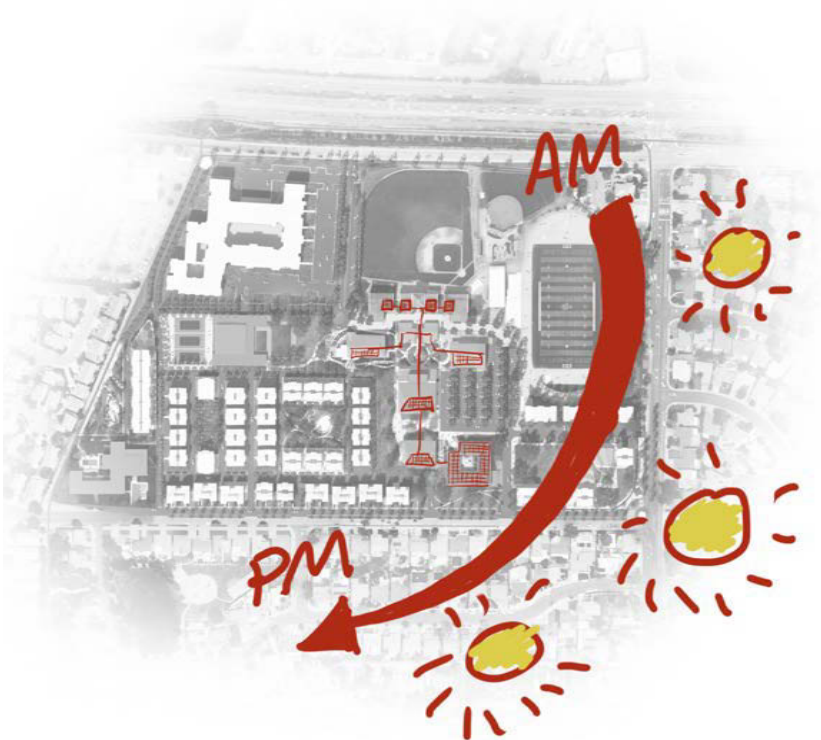
While these security systems will provide peace of mind and a strong line of defense in an emergency situation, experts have confirmed that the most effective preventative measure is getting to know the students and families who frequent the campus. Justin-Siena has already excelled in this regard, which should be applauded and continued diligently.



Utilities and Solar

In 2019, the school spent \$318,431 on utility costs. This expense can be significantly reduced with solar and backup battery storage and provide energy reliability. Our proposed plan includes offsetting a significant amount of the school's energy usage on the way to becoming a more resilient campus. The system is designed with backup batteries that can function in a PG&E shutdown, for limited critical loads, making the school a reliable community resource.

The system can also act as a protection against peak demand charges which will further reduce the school's annual energy expenses. We have estimated a total system size of approximately 546.1 kw DC / 441.1 kW AC, generating 893.5 MWh annually. An estimate and system design can be found in the Appendix of this report. This is accomplished if the flat roof area of Clark Gym, the Dining Hall, and Christian Brothers Center are fully utilized as well as the potential for solar carports in the parking lot next to Dodd Stadium. To lower upfront costs, the school can pursue funding through grants for facilities that serve as resilience hubs. Additionally, the school can take advantage of the federal investment tax credits, utility rebate programs and any local incentives.



A Beacon Built to Last

Sustainable Development and Forward-Thinking Design

We propose Justin-Siena think long-term when building their new school facilities in order to accommodate the needs of students, faculty, and staff well into the future. This includes flexible interior design elements for changing educational needs, sustainable building materials, and incorporating indoor/outdoor spaces that are also conducive to learning. The landscape features include green infrastructure, fire-resistant landscaping, and a solar PV system with backup batteries. In addition, all of Siena Village's housing units will be solar ready per California Energy Commission's update to the state's 2019 Title 24 Standards. Lastly, new development on site will incorporate community garden plots and will retain all existing mature redwood trees.

Green infrastructure, such as bioswales for stormwater management and flood protection, can double as landscape features and community spaces that provide a buffer between the school campus and residential development. Most of Justin-Siena's site is located in a Special Flood Hazard Area (SFHA), designated by FEMA as an area facing a one percent chance of flood each year (100-year flood level). The new school facilities will comply with the County of Napa requirements to ensure the protection of life and property and will be more equipped to handle flood conditions than the current facilities.

In addition to materials and design, the development will include greenhouse gas emission and traffic reduction programs by incentivizing students and faculty to bike and walk to school. The master plan includes new bicycle and pedestrian infrastructure to encourage walkability and bikeability.





5 | IMPLEMENTATION

Now that the vision has been set, the question is how to turn ideas into an actionable plan. GVC compares and contrasts the school selling, leasing, Joint Venturing or developing the land itself for the income producing uses. We then outline a plan for the school to build a team, engage community partners, and work with city staff to ensure a site program that aligns community priorities with school and City priorities. Income producing development and school improvements will be phased in a way that optimizes both flexibility for future needs and financial feasibility. Finally, GVC outlines a plan for the school to pay for each phase of its new campus.

Optimal Land Transaction

There are several land transaction approaches Justin-Siena can take based upon its risk tolerance, ability to manage real estate projects, and need for immediate versus long term capital (as outlined in the table below). Justin-Siena does not have the real estate expertise and development, leasing, and property management staff to support the more involved and risky transaction types, such as Joint Venturing with an established developer or acting as a developer themselves. A land sale might seem like a natural choice, as it provides an immediate capital infusion to the school, however, it sacrifices future cash flows from the site and would require internal approvals from the Lasallian Brothers, which may be procedurally difficult.

The Watermark Senior Living facility was structured as a ground lease to Oppidan. The groundwork has been laid, and the school is comfortable with ground lease transactions. The details, however, are critical, and the value of ground leases can vary dramatically based upon the lease terms. The following section evaluates the value of different ground lease structures.

Structure	How it Works	Pros	Cons
Land Sale	<ul style="list-style-type: none"> •School completes entitlements and mapping for residential units •Sells lots to a home builder who builds residential units •School receives large upfront land payment at 100% of Fair Market Value 	<ul style="list-style-type: none"> •Large upfront capital source •Zero ongoing effort/homebuilding expertise •No risk to school after sale 	<ul style="list-style-type: none"> •Permanent Loss of land control •No control over who gets to live in housing •Requires upfront effort and expertise •Lost long-term income source
Land Lease	<ul style="list-style-type: none"> •Land is ground leased to an outside developer •Developer completes entitlements, constructs, and operates a project •School collects long-term lease payments •Deal structure can vary greatly from lease to lease (participation, rent escalators, etc.) 	<ul style="list-style-type: none"> •School retains long-term control over land •Very low risk - if developer defaults, Justin Siena still owns the land •Can customize lease terms to meet lessor and lessee needs •Familiar process (similar structure to Watermark senior living facility ground lease) •See table on page xx for analysis of various lease options 	<ul style="list-style-type: none"> •Opinions on ground lease terms vary greatly from developer to developer, potentially shrinking pool of potential buyers with any particular strategy •Need deposit and legal protections in case developer backs out of deal before payments due
Joint Venture with Developer	<ul style="list-style-type: none"> •School contributes land into a Joint Venture with a homebuilder •School collects rent payments or sales from eventual tenants •School participates in upside beyond current expectations 	<ul style="list-style-type: none"> •School earns additional return on buildings as well as land •Can likely negotiate a right of first refusal for faculty housing as part of the business plan 	<ul style="list-style-type: none"> •Real estate expertise is required •Long-term effort for school •Moderate risk involved for school •Resources may be more efficiently used elsewhere
Justin Siena as Developer	<ul style="list-style-type: none"> •School hires development consultant to complete entitlement and mapping •Development consultant acts as owner's rep to manage a contractor who constructs residential units •Development consultant hires a marketing/ leasing company through lease up of the units •School hires long-term property management 	<ul style="list-style-type: none"> •Can easily allocate housing for faculty if desired •Cuts out the middleman, capturing additional value for school •Housing rent payments collected in perpetuity 	<ul style="list-style-type: none"> •School leads intensive and complex development process •School becomes owner and manager of rental properties - requires additional specialized staff •Requires debt, making it subject to UBIT

Ground Lease Strategy

In determining the ideal land transaction strategy for the outside development parcels, we sought to strike a balance between Justin-Siena's need for short-term capital to fund school improvements, and recurring cash flows to build long-term financial stability to support the administration's priorities, such as increased tuition assistance, deferred maintenance, and strategic investments. The strategy we settled on is a ground lease with an early up front payment, representing the first 30 years of the lease, which helps the school fund facility improvements, and annual recurring lease payments beginning in year 31 through 66 to be spent as the administration sees fit. Two additional 15-year lease extensions options make the effective lease 96 years.

Because the school has flexibility in timing of its redevelopment, GVC recommends this advanced payment be made upon stabilization of the phase one units, rather than at completion of construction. This provides advantages to the developer, who can roll acquisition costs into its stabilized loan.

There are several variations of this strategy, outlined below for the Phase 1 market-rate residential ground lease for comparison purposes, which shows the details of how lease terms dramatically impact the school's returns. These lease strategies will ultimately be applied to all phases and uses in the project.

Option 1 is the base scenario, where rent is set at a percent of the fair market value of the land. The rent is then fixed through the duration of the lease. At the time of each extension option, rent is re-adjusted based on an independent appraisal of fair market value and pre-agreed upon capitalization rate.

Option 2 is similar to Option 1, except that the base rent "marks", or adjusts, every five years to track the Bay Area Consumer Price Index.

Option 3 is similar to Option 2, except that it includes upside potential to share additional Net Operating Income beyond a certain threshold with the developer if the building outperforms, otherwise it receives the base rent. Because downside is limited, and upside is infinite, this arrangement carries a lower guaranteed return on the base rent.

For each option, the following table shows the value of the initial 30-year payment, the annual payment at year 31, the net present value (NPV) of the full lease and that NPV as a percentage of the fair market value of the land if it were to be sold instead of ground leased. This shows that each ground lease provides more long-term value to the school than a fee-simple sale, though some options are more valuable than others.

We recommend Option 2 because it provides the highest guaranteed NPV of lease payments, which is higher than it would receive

in a fee-simple sale, and the school still retains ownership at the end of the lease term. Because Option 1 does not escalate to market conditions until the first extension period, Justin-Siena receives a fraction of the value on lease payments toward the end of the base term, as inflation eats away at returns. For instance it receives roughly half the annual rent at year 31 as Option 2. The difference is far greater in year 66.

Option 3 does carry upside potential, but that upside carries risk. We have modeled the base scenario, as this is the guaranteed return to the school, as well as an upside scenario.

Commitment to students of all incomes and backgrounds

The school is committed to improving access to quality education for families of all income levels, which not only aligns with the Lasallian core principles, but it will also increase and stabilize school enrollment in the long-term. The ground lease strategy is a key feature of our development recommendation for its ability to support families on the lower end of the income spectrum. Currently, over 40% of families receive tuition assistance with an average amount covering more than 50% of the cost of tuition, which accounts for more than \$2.7M assistance annually. Once annual ground lease payments from phases one and three commence, after the initial 30-year prepayment is complete, our proposal will increase the annual funds available for tuition assistance up to \$1.48M in today's dollars, which is equivalent to 67.1 students receiving 100% tuition assistance of \$22,000 per year.

Ground Lease Term Comparison

	Option 1 - No Rent Escalations in Term	Option 2 - Rent Marks Every 5 Years to CPI	Option 3 - School Participates in Upside Based on NOI Growth	
			Low Scenario	High Scenario
Payment Schedule				
Year 0 (One Time)	\$300,000	\$300,000	\$300,000	\$300,000
Year 5 (One Time Advance Payment at Stabilization, Adjusted for CPI)	\$12,050,424	\$14,836,075	\$13,187,622	\$14,695,769
Year 31 (Annual Rent Payments)	\$710,000	\$1,311,788	\$1,166,034	\$1,726,328
Analysis				
NPV of Base Lease + Extension Options (5% Discount Rate)	\$15,760,632	\$22,024,198	\$19,610,399	\$24,659,503
Year 5 One-Time Payment as a % of Fair Market Value of Land	69%	85%	76%	84%
NPV of Lease + Extension Options as a % of NPV Fair Market Value of Land	115%	161%	144%	181%

Plan of Action

We suggest the following next steps for Justin-Siena in order to achieve the vision for their new campus. This plan of action considers the context and challenges of the site and will look to turn those challenges into opportunities.

ENGAGE

The first step is to engage both the Justin-Siena Community and local Napa residents - harnessing their voice and generating ideas will accelerate a true community facing and community serving campus.

DESIGN & PARTICIPATE

The second and third steps happen in parallel. We suggest both engaging a development advisor to participate in the Napa 2040 General Plan update and further detail the campus master plan.

ENTITLEMENTS

As described earlier in this report, this particular timing is a huge opportunity for Justin-Siena to capitalize on the process of Napa 2040 and fold the campus master plan into the General Plan update. As part of the update, "Public Serving" land use designation will allow for housing as a conditional use which will then apply to Public / Quasi-Public Zoned sites like Justin-Siena.

SELECT & ESTABLISH

In order for the school to extract the most value out of the land we recommend entering negotiations with a master developer after the General Plan update has been approved. Once the General Plan update is approved issue an RFP for a master developer and builder

EXECUTE AND CREATE A PLACE

Construction will commence and the school will execute the vision for a fully re-imagined campus by upgrading the athletic and academic facilities, re-introducing the school to the community and nestling a new housing development within the existing neighborhood.



ENGAGE



DESIGN & PARTICIPATE

- Engage the Justin-Siena and local Napa community to recruit and involve all stakeholders in the master plan design process to generate ideas that will accelerate a true community serving campus
- Identify early major donors to the capital campaign
- Gauge concerns and interests from surrounding neighbors from the start
- Reach out to real estate professionals in the Justin-Siena community to act as advisors and harness the full power of the alumni network
- Identify concrete steps to improve the balance sheet and look more favorable to potential lenders
- Select a development advisor to oversee all development advisory services such as: detailed financial analysis, community engagement, urban design framework and planning
- Design a more efficient layout and increase acreage on site for development to establish a compatible stream of income for the school
- Continue engagement with community groups such as: YIMBY, Bay Area Council, Napa Housing Coalition, General Plan Action Committee, and Teacher housing groups
- Onboard a public relations firm with experience in outreach, marketing and community engagement
- Issue an RFQ for a master developer to engage the development community



ENTITLEMENTS



SELECT & ESTABLISH



EXECUTE AND CREATE A PLACE

Action	Responsible Party
Lobby for P / PQ Zoning to include a housing density range of 16-40 du/acre	Justin-Siena & Development Consultant
Draft Preferred Plan	City of Napa Planning Division & General Plan Action Committee (GPAC)
Public Review of Draft General Plan & Draft EIR	City of Napa Planning Division
Final EIR Adopted in February 2021	City of Napa Planning Commission & City Council
Final General Plan Adopted April 2021	City of Napa Planning Commission & City Council
Pre-Application Meeting	Justin-Siena, Project Developer, City of Napa Planning Division
Complete CEQA Initial Study Checklist & Technical Studies for a stand-alone project (Ex. Traffic, Air Quality, Noise, Greenhouse Gas Emissions) Secure Negative Declaration based on compliance with already-approved General Plan EIR	Justin-Siena & Development Consultant
Entitlement Package Including: Conditional Use Permit Application Design Review Application Lot Line Adjustment / Lot Merger Administrative Permits (ADU/JADU if applicable) Approve the Project and Adopt the Negative Declaration	Justin-Siena & Development Consultant
Negotiate an approved Mitigation Measures and Reporting Program	Justin-Siena, Development Consultant & City of Napa Planning Division
Prepare a Transportation Demand Management Plan (TDM)	Justin-Siena, Development Consultant & City of Napa Planning Division
Project Approval	City of Napa Planning Commission & City Council

- RFP for master developer and affordable housing partner
- Select master developer based on relevant experience, technical knowledge, qualifications and track record of partnering with private schools, adequate firm capitalization, and references
- Establish development structure and terms of ground lease
- Select builder for school facilities
- Ensure alignment between project timeline, entitlement strategy and financial structure
- Create a landmark to the new campus along Solano that showcases all the good the school does for the community
- Reorient the campus along Solano to alleviate traffic friction between the school and existing neighborhood during routine drop-off/pick-up
- Create a new quad and center of campus life; a place for kids to be themselves and feel safe
- Designate the campus a resilience hub to be activated in times of need and a resource to the community
- Establish neighborhood serving retail at the corner of Maher Street / Trower Avenue to create a small town square where residents, parents, students can walk to get a coffee or after school snack
- Create synergies with the existing neighborhood, the new townhomes, the school and the senior living facility through facility sharing agreements
- Create a connection through the site to Napa Valley Vine Trail and increase bicycle and pedestrian infrastructure

Master Developer vs Multiple Developers

Justin-Siena asked GVC to compare the option of working with multiple developers and working with a single master developer. Working with multiple developers has initial appeal, as there are more opportunities for the developers to compete with one another and provide maximum value to the school. The downside, however, is that by reducing the scope of each developer's project, economies of scale can be lost. In multi-phase projects, the second phase is typically more cost effective to design and build than the first, as lessons-learned from the first phase can be applied to the second. Having a second phase in the future is also a good negotiation tool to incentivize cooperation among designers, consultants, contractors, and subcontractors and to reward high-performing teams with another project that can be negotiated in good faith. Additionally, there is operational efficiency associated with having the same property management and maintenance since the buildings are all in close proximity.

Our recommendation is to work with a "master" developer for the market-rate residential and retail on Phase 1, with the explicit intent of negotiating Phase 3 with them in the future. This developer will also provide building pads for the affordable developer, which will be a second, specialty developer that Justin-Siena will select through a separate RFP process. It is important, however, that the school includes an "offramp" in their development agreement to negotiate the later phase with a new developer if the initial developer doesn't perform for any reason.

Phasing Strategy

A well-thought-out phasing strategy is critical to the success of the campus redevelopment plan. This strategy must balance diverse interests impacting the school, including financial, operational, and aesthetic constraints. Additionally, phasing must be structured in a way that allows flexibility for future phases as a hedge against shifting market forces or temporary market shocks.

A Successful Phasing Plan Must:

- Generate cash through early land transactions on under-utilized spaces to finance future improvements to school facilities
- Maintain seamless operations of school—classrooms must always be on-line, administration must have office space on site, outside users such as Napa School of Music need space to allow continued lease payments, maintain athletics on site to the best of ability
- Prioritize higher value projects earlier in plan to ensure earlier access for stakeholders
- Consider impacts of construction on adjacent uses
- Construct new academic buildings early to allow consolidation of sprawling “California Finger” classroom layout, allowing further development on the site without compromising athletic or academic programs
- Include flagship building in first phase of school construction to give the school an early success and symbolize the re-invention of the Justin Siena brand
- Include retail in an early phase to activate the new neighborhood
- Ensure campus never feels “half done”, as time between phases could be drawn out due to market forces
- Include flexibility such that no phase is reliant upon the next ever actually occurring, in the event that the school needs to pivot strategy or market conditions change—the plan could stop after any phase without significant impact to operations

Phase 3



Market-rate & Affordable Residential at Former Classrooms

- This brings another cash infusion to the school to fund further improvements to the campus facilities
- Napa School of Music must be moved to a temporary facility
- Demolition of former classrooms and additional infrastructure and utilities is performed by developer prior to townhome construction

Phase 4

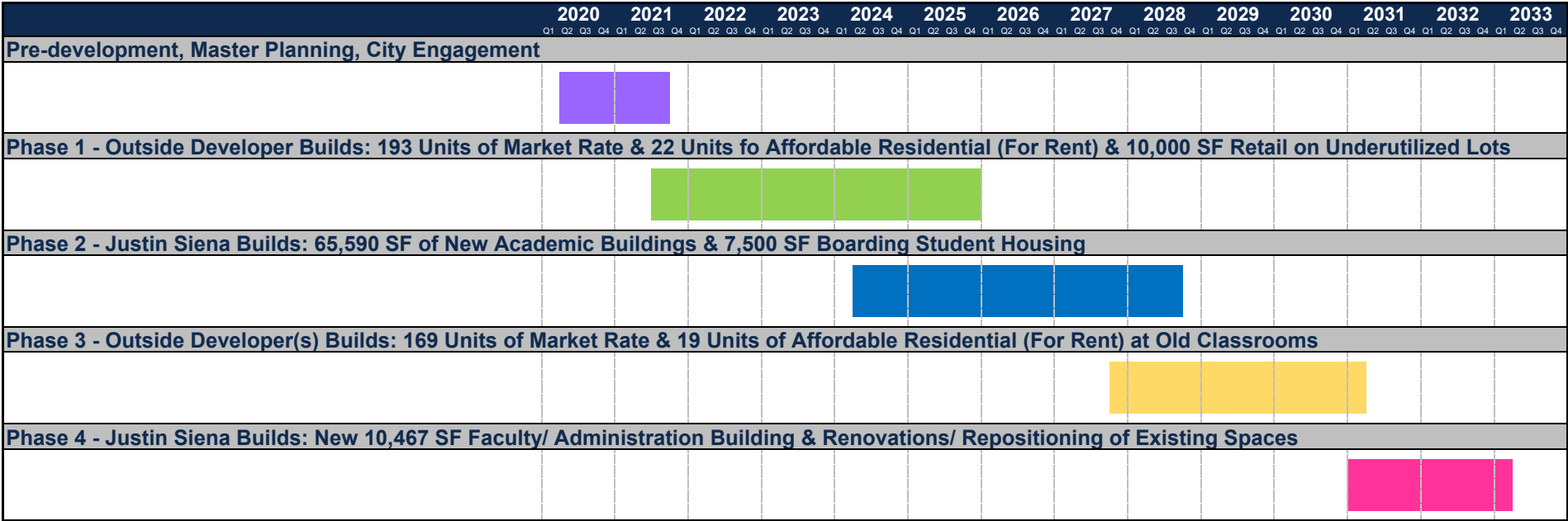


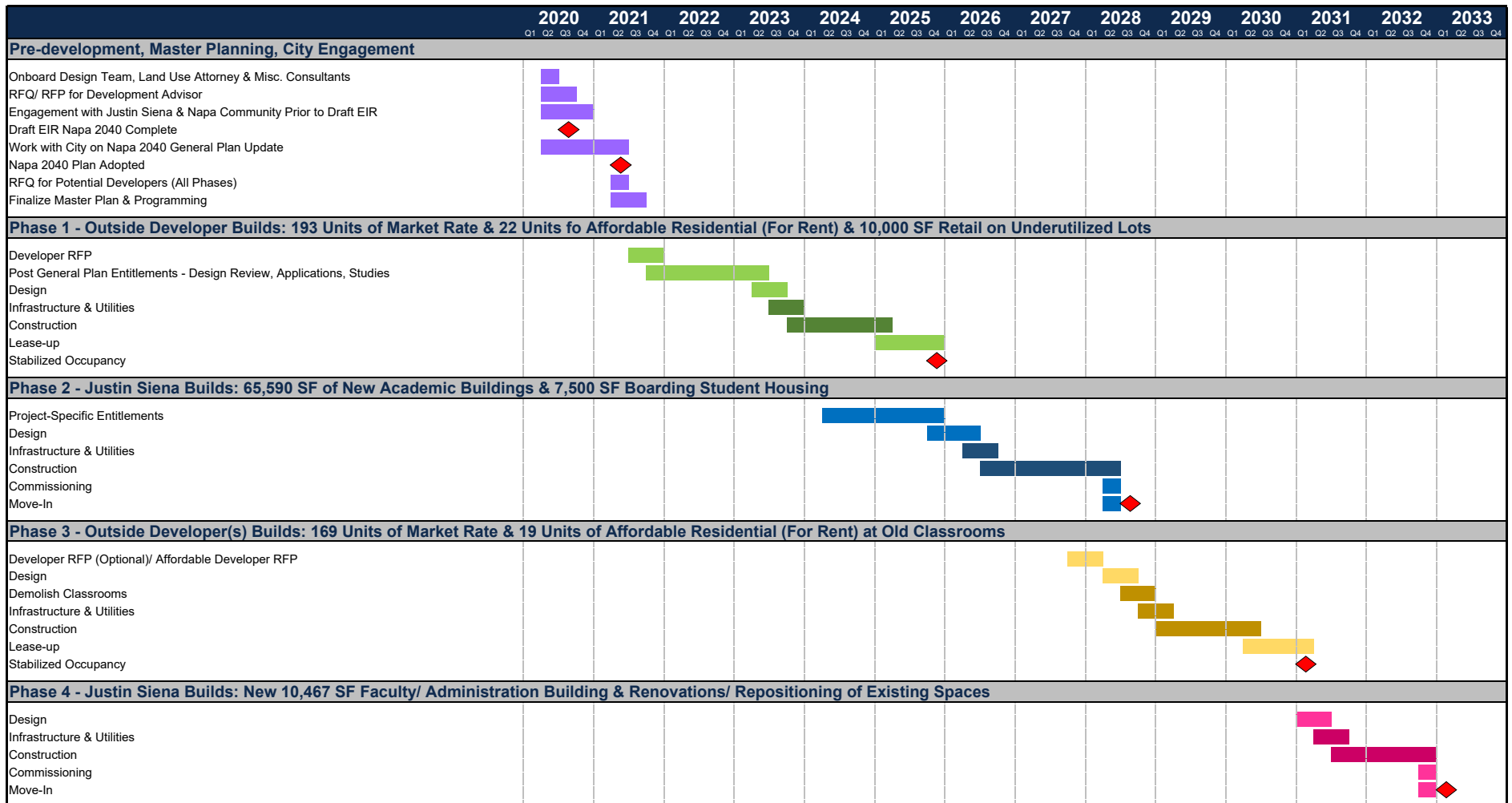
New Faculty Building & Renovations/ Repositioning of Existing Spaces

- This phase consists of many stand-alone projects, which can be completed all at once, or in a timeline as desired by the school, based on internal priority
- The new Faculty Building will be built, allowing the Christian Brothers Center to vacate
- The Christian Brothers Center will be re-positioned to house the Napa School of Music
- Siena Hall will be converted into a new Gym / Athletic Facility, anchoring a new athletic hub on campus
- The Clark Gym will be converted to an Auditorium / Performing Arts Center, including double height space for lighting etc.
- A pool (two pools—competition and exercise) and aquatic center with restrooms and showers will be constructed as part of this athletic hub, adjacent the Watermark Senior Living facility, with which it will share the pools
- The Dining Hall will be lightly renovated to match the aesthetic of the rest of the new campus
- The remaining landscape will be integrated into a single cohesive school, surrounded by a vibrant residential community with neighborhood-serving retail



Phasing Schedule

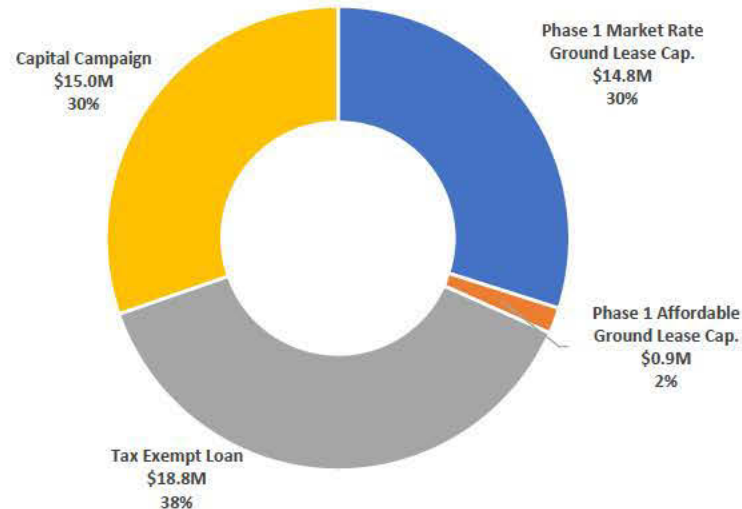




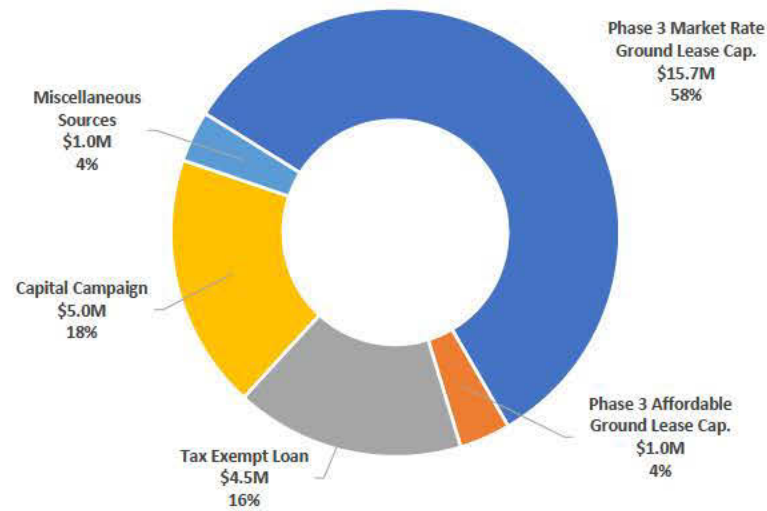
Financial Structure

The capital structure for the Phase 2 and Phase 4 campus redevelopment will be comprised of equity and debt. Equity will come from the initial lump sum payment of the ground leases, a targeted fundraising capital campaign, and payments from miscellaneous facility sharing agreements. The residual amount will be raised in debt, provided that the amount falls within acceptable debt per student, debt service coverage and debt to cost ratios, among other key metrics.

Phase 2 School Construction Sources
\$49.5M Total



Phase 4 School Construction Sources
\$27.2M Total



Steps to Improve the Balance Sheet

There are two main options for private schools to finance projects with debt: 1.) tax exempt bonds, such as the California Enterprise Development Authority bonds, which Justin-Siena has already used to finance prior improvements, and 2.) private debt placements through a bank or insurance company. GVC recommends issuing tax exempt bonds due to the competitive interest rates, just as the Seven Hills School in Walnut Creek used to finance construction of its new facilities in 2010 (See Case Study). To borrow the required amount at a reasonable rate, however, Justin-Siena needs to strengthen its balance sheet in several key areas.

CASE STUDY: HUNT HALL CONSTRUCTION

Seven Hills School, Walnut Creek, CA

K-8

375 Students (at time of borrowing)



Seven Hills School is a secular, private school in Walnut Creek, California. In 2010 they borrowed \$8.3M through a tax-exempt bond issuance finance construction of a new 140-person theater, an expansive new gym and five new classrooms, as well as to refinance existing debt from prior construction and improvements, also through California Enterprise Development Authority bonds. Construction was completed in Summer 2012.

Key Stats:

Issuer – California Enterprise Development Authority via First Republic Bank

Debt Issuance: \$8.3M

Liquid Assets - \$8.7M (at time of borrowing)

Project Cost - \$7.3M

Refinanced Debt - \$4.6M

Debt Toward Current Improvements – \$3.5M

Loan to Cost of Project – 48%

Debt/Student (in this issuance)- \$22,133

Covenants –

Debt Service Coverage Ratio Minimum 1.00 – 1.20

Liquid Asset Minimum \$4,000,000

- **More liquidity i.e. Cash & Cash Equivalents, Marketable Securities (Set aside income from Oppidan ground lease)**
- **Improve income streams to ensure adequate Debt Service Coverage Ratio (Net Unrestricted Cash Flow should be at least 1.25x future debt service)**
 - Increase student population to 600 students in the short run to take advantage of lower marginal cost per student
 - Consider expanding enrollment further in the future based on improved value proposition with new facilities
 - Additional income from facility sharing agreements
 - 30 additional boarding students included in Phase 2
- **Improve ratio of Tuition to Operating Expenses**
 - This will also be improved by increasing student population
 - New, modern campus should reduce deferred maintenance needs
- **Increase annual giving per student ratio**
 - This will scale through the targeted fundraising campaign
- **Continue to scale investments such that Total Investments/ Total Debt ratio remains healthy with larger future debt burden**

Paying off the Debt

Debt is not a tool to be taken lightly by any institution. Healthy debt is productive and generates returns, while unhealthy debt restricts options and can lead to dire consequences. GVC has outlined a series of projected debt offsets, which will allow the school to pay down both interest and principal. While, it may appear that the project only covers costs, which doesn't immediately sound productive, in 35 years, the debt will be paid off, all returns will go straight to the school, and the school will also begin receiving the annual lease payment annuities. These combined will set the school up for long-term financial strength and will provide the school tremendous flexibility to pursue strategic initiatives.

Paying for the Additional Debt

Phase 2

Debt	\$ 18,779,335
Payments	\$ 811,372
Sources	
30 Additional Boarding Students	\$ 450,000
Electrical Offsets From Solar & Utilities Efficiency Savings from New Construction (Title 24)	\$ 135,000
Utilities Efficiency Savings from New Construction	
Redirect of Oppidan Lease Payment (15%)	\$ 97,500
Charging Students \$50 per Semester for Parking Passes	\$ 15,000
Increase Student Population to 600	\$ 60,000
Reduced Deferred Maintenance (New Academic Facilities/ Site Area)	\$ 75,000
Total	\$ 832,500
Delta	\$ 21,128

*Note All Income Sources are Estimates to be Verified Against Actual Budgets

Phase 4

Debt	\$ 4,451,460
Payments	\$ 192,327
Sources	
Additional Electrical Offsets From Solar & Utilities Efficiency Savings from New Construction (Title 24)	\$ 85,000
Facility Sharing of New Amenities (e.g. New Theater, Pool)	\$ 20,000
Reduced Deferred Maintenance (New Faculty Building, Upgrades to All Others)	\$ 75,000
Overage from Phase 2	\$ 21,128
Total	\$ 201,128
Delta	\$ 8,801

*Note All Income Sources are Estimates to be Verified Against Actual Budgets

Fundraising and Capital Campaign

The Fundraising Pyramid

A successful capital campaign can be structured like a pyramid in order to prioritize fundraising efforts. Early efforts should be focused at the top of the pyramid with the 3-5 biggest donors contributing 70% of the fundraising total. Once these major donors are identified and their gift amounts are established, the balance of the fundraising goal can be broken into a range of donation levels. At that point, a capital campaign commences with a big announcement and the push for the remaining 30% begins.

Cultivating Donors at The Top – Engage Early

The initial stages of the capital campaign should be spent exclusively on identifying which major donors make up the top of the pyramid. Ideally, one should involve them early in the reimagining process and solicit their ideas. A specialist consulted by GVC summed up the importance of this step succinctly, “When you ask for money you get nothing. When you ask for advice you get money.” When donors are involved in the visioning they become invested and feel compelled to fund their ideas. Cultivating them to give larger gifts can “set the tone” for the other investors. A donor who may have donated only \$500k may increase the gift up to \$2M if they see other institutions committing in a big way.

Feasibility Study

This process should begin with a feasibility study in which alumni and donors are contacted to gauge public perception of the school and whether the opportunity to do a large capital campaign is good or bad. Additionally, the purpose is to identify public perception issues that need to be addressed and corrected, as well as the optimal time to commence such a campaign.

Justin-Siena Fundraising Goal and Sources

The campus improvements set forth in this plan require a fundraising goal of approximately \$20 million. Through our research we have identified a few key sources of potential major gifts as well as ideas to maximize a capital campaign.

Gasser Foundation: The Gasser Foundation should be involved early on as a significant partner and supporter of the school. Justin-Siena was one of only two organizations actually embedded into the giving statement of the Gasser Foundation, along with Queen of the Valley Hospital. The Gasser Foundation has been involved with affordable housing endeavors in recent years and a plan for housing on the Justin-Siena site could potentially align with their priorities.

Private Families: There are a handful of private families with connections to the school that could potentially become major partners in a fundraising effort.

Wine and Hospitality: Viticulture and hospitality make up a significant portion of the Napa economy and are two avenues to explore. Although unfortunately canceled, the new Taste of Justin-Siena event planned for May 15th was a good lead into potential further involvement from the industry.

Tech: Given the school is located in the Bay Area there may be connections with the tech industry to explore. For example, an unsolicited donation was recently made from a former student now in the tech industry looking to take advantage of his employer’s matching funds. Philanthropic matches are common among tech employers and a capital campaign could increase awareness and encourage their use to benefit Justin-Siena.

Alumni Network: GVC learned that while Justin-Siena alumni may feel a strong connection to each other, they don’t necessarily feel a strong connection to the school. A capital campaign can be used to activate and grow the existing alumni network and donor base. A robust software program is recommended to track alumni activity, donations, and employment industries. The school may want to consider an upgrading from the Raiser’s Edge software that is currently in use.

Returns to Justin

The Siena Village project is intended above all else to facilitate improvements to Justin-Siena’s Lasallian mission. GVC considered three key performance indicators to evaluate the project’s impact on that mission. First, GVC determined the value of the ground leases per phase of the project in 2020 dollars. From this metric GVC could then determine the number of full scholarships that could be awarded to students. A metric called full tuition equivalents (“FTE’s”) was developed that is equal to \$22,000 per year, which is a 100% tuition payment for one student for a whole year. **By full project build-out the ground leases will be equal to \$1,477,000 in 2020 dollars, which is equivalent to 67.1 FTE’s.**

While GVC has outlined a plan on how to develop Justin-Siena’s campus to source these funds it has not outlined a plan to spend the ground lease income once the annuities begin. We believe this falls under an operational choice by the school.

In order to unlock the full potential of the site and build necessary academic and facility upgrades, we recommend that Justin-Siena negotiate ground lease capitalizations upon phase stabilizations to make cash available for investment into construction. So, the final key performance indicator is the 30-year ground lease capitalization. Across all phases over \$32 million will be made available for campus improvements through upfront ground lease payments at each phase’s point of permanent financing.

Justin Siena Returns				
Phase 1	Phase 2	Phase 3	Phase 4	All Phases
\$755,000 34.3 FTE's \$15,776,390	Not Applicable	\$722,000 32.8 FTE's \$16,657,074	Not Applicable	\$1,477,000 67.1 FTE's \$32,433,464

Returns to Market Developer

Siena Village offers an attractive investment opportunity for a builder within the local and regional Napa market. GVC projects that the market-rate components of Siena Village will achieve an internal rate of return of 15.09% in Phase 1, 15.93% in Phase 3, and 15.09% overall across all phases. Returns on cost are projected at 5.06% across all phases, which is in-line with expected returns for residential projects in the Napa market. The levered equity multiple will be at 2.59x across all phases of the project.

Market Rate Developer Returns					
	Phase 1	Phase 2	Phase 3	Phase 4	All Phases
Development Costs	\$71,490,398	Not Applicable	\$78,759,405	Not Applicable	\$146,403,516
Unlevered					
Internal Rate of Return	8.05%	Not Applicable	8.26%	Not Applicable	7.69%
Equity Multiple	1.61x		1.63x		1.69x
Levered					
Internal Rate of Return	15.09%	Not Applicable	15.93%	Not Applicable	15.09%
Equity Multiple	2.45x		2.53x		2.59x
Return on Cost	5.06%		5.06%		5.06%

Returns to Affordable Developer

Based on conversations with local affordable housing developers, GVC believes that the affordable housing component of the Siena Village project will garner interest from multiple affordable housing developers. The project offers nearly \$1.8M in developer fees across Phase 1 and Phase 3 of the project and requires relatively modest gap funding--only about \$2M. Overall development costs will be approximately \$23.5M.

Affordable Housing Developer Returns					
	Phase 1	Phase 2	Phase 3	Phase 4	All Phases
Development Costs	\$11,289,324	Not Applicable	\$12,231,830	Not Applicable	\$23,521,154
Annual Net Cash Flow	\$34,333	Not Applicable	\$44,944	Not Applicable	\$79,277
Developer Fee	\$861,022		\$928,341		\$1,789,363
Amount of Gap Funding Required	\$1,209,311		\$801,917		\$2,011,228

Model Assumptions

Construction Costs

GVC had conversations with developers, builders, and investors local to Napa and the North Bay region to determine construction cost assumptions. We received a set of costs that ranged from \$210 to \$400 per square foot for construction within the Napa market, which is highly dependent on the type of construction and scale of development. GVC has assumed construction for market-rate residential will be \$315 per square foot and affordable residential will be nominally lower at \$310 per square foot.

GVC has responded to high construction costs by recommending small unit sizes that will reduce the overall cost per unit constructed. We have also taken a conservative construction cost estimate on a per square foot basis.

We recognize that construction costs have escalated in recent years above 4%, but as the project is a long-term one, we have assumed a 4% annual escalation through project completion.

Operating Expenses

Operating assumptions were determined based on market reports and comp data including CoStar, Colliers, sourced comparable property listings, and conversations with brokers in Napa.

Cap Rates

Going-in cap rates were determined through market comparable reports. Exit cap rates were first adjusted 50 basis points (bps) up to compensate developers for the risk inherent in developing ground-up properties, and then additionally by 50 bps for the added risk of properties subject to a ground lease, which is a senior obligation.

Construction Cost Assumptions

	<u>Market Rate Residential</u>	<u>Affordable Residential</u>	<u>Retail</u>
Hard Costs	\$315 per SF	\$310 per SF	\$250 per SF
Tenant Improvement	n/a	n/a	\$30 per RSF
Impact Fees	\$29,000 per Unit	\$29,000 per Unit	\$35 per RSF
Soft Costs (% of Hard Costs Less Impact Fees)	23%	19%	20%
Site Costs per Building Gross Square Foot	\$25 per SF	\$24 per SF	n/a
Annual Construction Cost Escalation			4.0%

Operating Assumptions

	<u>Market Rate Residential</u> <u>Phase 1</u>	<u>Market Rate Residential</u> <u>Phase 3</u>	<u>Affordable Residential</u>	<u>Retail</u>
Vacancy	4.0%	4.0%	3.0%	10.0%
Avg. Monthly Rent	\$3.30	\$3.40	n/a	\$2.75
Common Area Maintenance	n/a	n/a	n/a	\$0.50
Annual Rent Escalation	3.0%	3.0%	3.0%	2.0%

Cap Rate Assumptions

	<u>Market Rate Residential</u>	<u>Affordable Residential</u>	<u>Retail</u>
Going-In Cap Rate	4.0%	4.0%	6.0%
Exit Spread	0.5%	0.5%	0.5%
Ground Lease Spread	0.5%	0.5%	0.5%
Adjusted Exit Cap Rate	5.0%	5.0%	7.0%

Risks & Sensitivity

GVC stress tested several variables to find project specific sensitivities. Return on Cost for the market-rate components of the project was chosen as a useful metric to compare against. Given the current low interest rate environment, builders will only proceed with projects if they will reasonably cover their thin cap rate spreads.

Based on this analysis the project is most sensitive to hard costs and escalations tied to those hard costs. Builders can manage their risks in these categories by signing guaranteed maximum price contracts with trusted suppliers and contractors. They may also consider shifting construction to modular to further reduce field-related discrepancies.

Hard Costs per SF

\$295
\$305
\$315
\$325
\$335

Return on Cost

5.31%
5.18%
5.06%
4.94%
4.83%

Vacancy

3.0%
3.5%
4.0%
4.5%
5.0%

Return on Cost

5.12%
5.09%
5.06%
5.03%
4.99%

Construction Cost Escalation

3.0%
3.5%
4.0%
4.5%
5.0%

Return on Cost

5.30%
5.18%
5.06%
4.97%
4.85%

Phase 1 Residential Monthly Rents per SF

\$3.50
\$3.40
\$3.30
\$3.20
\$3.10

Return on Cost

5.24%
5.15%
5.06%
4.98%
4.88%

Phase 3 Residential Monthly Rents per SF

\$3.60
\$3.50
\$3.40
\$3.30
\$3.20

Return on Cost

5.25%
5.16%
5.06%
4.97%
4.87%

Development in a time of uncertainty

In any long-term development project, it is important to design flexibility into the program. The recent scare with COVID-19 is a timely reminder that market shocks can occur at any time and for any reason. Our master plan and phasing schedule is designed with flexibility in mind. While all four phases are ideal to realize the full value of the design, no single phase actually relies on the occurrence of subsequent phases. Additionally, higher value items are included in earlier phases, while “nice to have” improvements are included later. Further, if timing is not right to negotiate real estate transactions for whatever reason, the school can postpone until such a time that the market returns. Aside from getting in front of the Napa 2040 General Plan Update, there is no rush to begin development.

Beyond market shocks that could impede the start of development, Justin-Siena also has strong protections in the long run operation of the development, in case there was ever any financial distress on the property. As the lessor, the school still owns the ground beneath the buildings, even if the lessee (developer or building owner) were ever to default on its loans.

Virtual Community Engagement

The COVID-19 pandemic is impacting the ongoing Napa 2040 planning process; however, the full extent is still unknown. So far, two meetings have been rescheduled due to shelter-in-place restrictions. According to the Napa 2040 schedule, the draft “preferred” General Plan is to be published in June and is supposed to include public input from two meetings, which were rescheduled. The City is adapting and now putting out a survey on the General Plan website instead. With the shelter-in-place restrictions currently mandated, the City is putting more effort towards digital community engagement strategies, which can actually provide the opportunity to get more representative feedback. GVC believes this planning process is a unique opportunity for the school to garner support for its project, and we recommend that Justin-Siena quickly gets up to speed on navigating virtual community engagement.

6 | CONCLUSION

Beacon in the Napa Valley



Justin-Siena emerges as a beacon of light, hope, faith, and love in the Napa Valley...

Offering light through education and arts with improved facilities and outdoor learning and gathering spaces.

Providing hope in times of crisis to those who are most vulnerable by providing facilities for the coordination and distribution of emergency supplies and services.

Restoring faith in an environmentally and socially sustainable future by promoting an accessible, mixed-income, multigenerational, and walkable community.

Spreading love through collaborations with neighbors and community organization in shared facilities.

A Model for the Future

HOUSING AND RESILIENCE

Golden Vine Collaborative took a radically client-focused, user-based, and community-driven approach to devising a real estate strategy for the development of Justin-Siena's underutilized campus in the very real context of market constraints, financial feasibility, and potential neighborhood opposition.

The proposed development tackles two of the Bay Area's most pressing issues: housing accessibility and disaster preparedness. While the consulting approach was focused on delivering a site-specific development strategy, the proposed development and the client- and community-centered process that shaped it can serve as a model for the neighborhood scale urban infill projects of similarly underutilized public and quasi-public lands throughout the Bay Area and the State of California.



