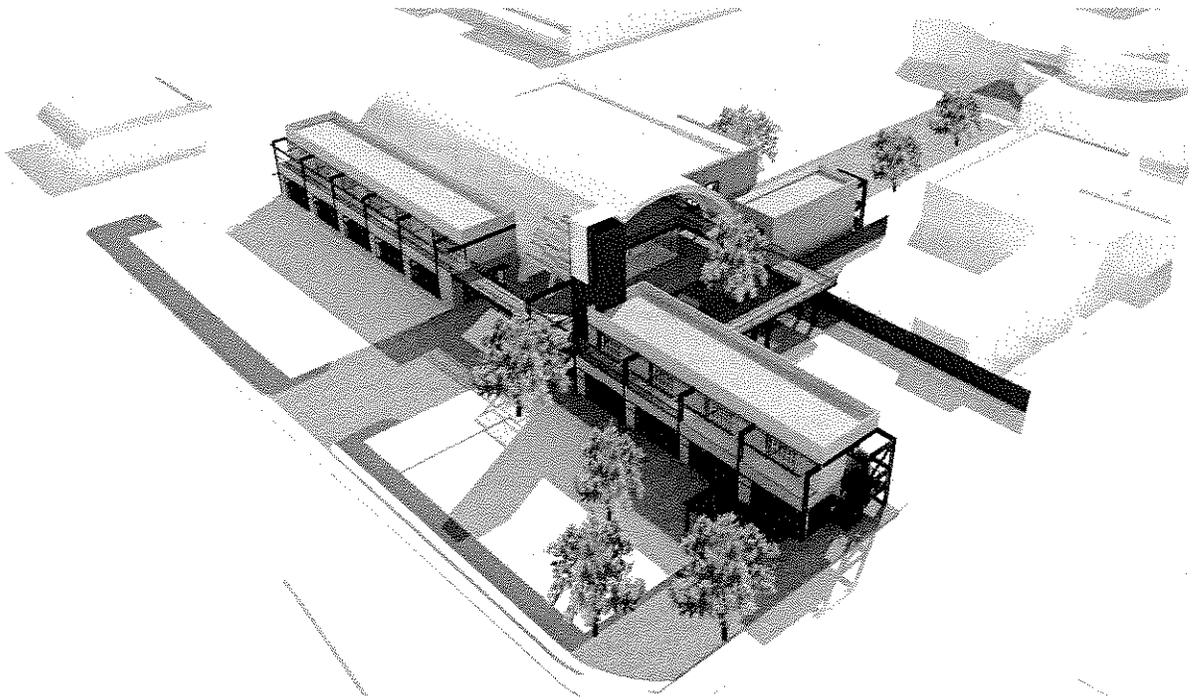


MRW



LINDA VISTA DEVELOPMENT PROJECT AREA RFQ-RFP

MRW DEVELOPMENT COMPANY LLC. + ARCHITECTS hanna gabriel wells

RECEIVED
OCT 30 2009
REDEVELOPMENT AGENCY

October 2009



30 October 2009

Redevelopment Agency of the City of San Diego
1200 Third Avenue, Suite 1400, MS 56D
San Diego, California 92101-4110
Attention: Eliana Barreiros

Hand Delivered

Re: Linda Vista Project Area RFQ/P Response

Dear Ms. Barreiros:

Transmitted herewith are one Original, four Copies, and a CD containing the materials required as a response to the San Diego Redevelopment Agency request for Qualifications and Proposals for the Redevelopment Opportunity on the 1.6 acre Linda Vista Redevelopment Project Area.

I am the Chief Operating Officer of MRW Development Co., LLC, the lead firm for this proposing team. I am authorized to bind the firm and our team, including Bayside Community Center, to the conditions of the submittal. I shall be the Redevelopment Agency's primary contact for purposes of this submittal. My detailed contact information is available in our submittal's Appendix 7.

Very truly yours,

Ivar Leetma, Chief Operating Officer
for MRW Development Co., LLC

IL/lmn
encls.



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1. Cover Letter

Appendix 1.

2. Respondent's Team Qualifications

Since 1972, MRW has been a diversified group of companies with broad local and international experience. MRW companies perform or directly oversee every step of the development and management process. Our success stems from capitalizing on in-house expertise and drafting a carefully coordinated team of skilled specialists for each project. This formula affords us an exceptional level of control that minimizes risk and maximizes the quality of our projects and return on investment.

MRW is committed to maintaining the highest quality in its endeavors while enhancing its partners' and neighbors' quality of life and well being.

MRW has deep vertical integration that includes: the development of feasibility studies, acquisition, financing, government relations, master planning, engineering, design, construction, marketing, property/operations management and, when appropriate, final disposition.

Most recently, MRW has been instrumental in providing new vision, master planning and action plan implementation in support of Fallbrook's Town Center Revitalization, Borrego Springs Town Center Master Plan and Vitalization, and National City's Harbor District (the Marina Gateway Redevelopment Area).

Also, MRW collected the 2009 Commercial Building award from the Fallbrook Beautification Alliance an 'for converting a dilapidated historic building into a gem'. See Appendix 2.

The Team members from MRW are Michael Weber and Ivar Leetma. Michael Weber, as President of MRW, is very involved with project conception, planning and financing. Ivar Leetma, as MRW's Chief Operating Officer, while also participating in conception planning and financing, has the overall responsibility for ensuring the project's timely and completion. Their résumés and the Firm résumé are attached in Appendix 2.

The lead team member from ARCHITECTS - hanna gabriel wells, is James Gabriel, Principal. Mr. Gabriel's and his firm's résumé are attached as Appendix 3.

3. Comparable Projects

See Appendices 2 and 3.

4. Project Concept Summary

Following his mother's decades of service to Bayside Community Center, Mr. Weber has served on the Bayside Board of Directors for many years. He served as President of the Board for 5 years and on the Executive Committee for 9 years. Mr. Leetma served on Bayside's Board of Directors for 2 years and continues to volunteer his services to Bayside. Mr. Leetma's parents were immigrants that received help, from institutions similar to Bayside, on their way to becoming citizens.

MRW appreciates the profound historical and social value Bayside has provided to immigrants for over 70 years since it began as a settlement house. Through its consistent hard work, Bayside has evolved into a pillar of Linda Vista. MRW is passionate about this project because of its sense of service, and the opportunity to create a meaningful and lasting positive effect on Bayside and the community it serves.

i. Proposed Approach

Our Proposal's main feature is the adaptive reuse of the skate rink structure as the base for Bayside Community Center's new home.

Additional features of our Proposal are:

- a. Keep the roof, glu-lam arches barrel ceiling and the floor of skate rink for assembly, meeting space, gym floor, etc. for Bayside;
- b. Build new commercial space for community desired additional retailers and consumer service providers;
- c. Enhance the existing retail space;
- d. Create new public gathering and recreation areas; and,
- e. Create inviting pedestrian paths that lead to places of public interest (Bayside, library, courtyard, Linda Vista Plaza, post office).

Bayside Community Center is Linda Vista.

Bayside's programs provide so much to so many for example: pre-school programs for kids, after school educational and recreational programs for kids; parenting classes, ESL, STEPS, lunch, and other programs for seniors; settlement services for new immigrants; drug and gang prevention programs; community advocacy and much more.

As the premier social services provider and advocacy organization in and for Linda Vista, Bayside has the opportunity to be in a prominent location for visibility in, and to be accessible to the community it serves. Not only will Bayside's new location benefit Bayside and its clients, Bayside will contribute to meaningful urban renewal that will not displace any residents while it promotes new businesses and services. Most importantly, Bayside will take a giant step toward fulfilling its Vision:

**To be a leader in meeting the needs of the community and
a catalyst for change.**

ii. Site Design

See the Presentation Package in Appendix 4.

Community Integration and Re-use

This Proposal is inspired by the idea of placing community service at the center of the Linda Vista Community- Where the existing skate world building is re-purposed as a community serving center for education, activity and social gathering. The existing facility will become the new home of Bayside Community Center. Relocation into this facility will provide room for Bayside to grow in response to current and future needs; and perhaps more importantly, integrate the center into the physical heart of the community. This Proposal will celebrate the re-use of the existing Skate World building by physically and visually opening up the building to the community. The 'Grand Vault' of the building will be given new life as the new entry and image of the community center. The interior will continue to be used as a large gathering space for a variety of program events. Natural light and ventilation will transform the space into a fresh and exciting environment. The south end of the grand vault will open to the exterior overlooking plazas and gardens, forming a new gathering area for special outdoor events. The existing commercial retail spaces around the perimeter will be enhanced with the addition of new lease space at the second floor facing Linda Vista Road and the additional two level lease spaces extending southward toward the corner of Linda Vista Road and Comstock Street.

Pedestrian Connections and New Gathering Places

A bold new pedestrian connection between Linda Vista Road and the Linda Vista Library will unite commercial retail with community center functions; and, unite the community center with the existing library entry plaza. Along this new pedestrian linkage are drop off areas for the community center, plaza areas for outdoor seating for restaurants and retail, the main lobby for the community center, and a large 'Central Garden' for use by the Bayside Community Center and the Linda Vista Community at large. Smaller pedestrian connections will intersect the main area, stitching together this mixed-use proposal into one interconnected whole.

Further, buildings have been sited so they will enhance existing context and form new gathering places on all sides of the facility. The Proposal understands that this site has many important sides that need to be enhanced and considered. This Proposal looks to enhance the existing relationship between the Pho Hoa Restaurant and the Yum Cha Cafe within the adjoining retail center. Enhanced paving, planting and lighting will help strengthen this intersection without interfering with its 'home grown' character. Importantly to this Proposal is the pedestrian connection between the intersection of Linda Vista Road and Comstock Street, and the greater shopping center district. A new corner retail plaza will give neighbors a place to enter the site away from cars. Taking inspiration from the nearby Tecolote Canyon system, a series of pedestrian spaces will be interconnected by a 'Trail' from the canyon, across the intersection through the site to the library beyond. Using native plants like Sycamore trees, Toyon, etc., the Trail will

visibly link the near by open space to this new and exciting community resource. Bus stops on both streets are integrated into the Trail providing easy access to mass-transit.

Image and Icon

While the Linda Vista community may not possess an ‘image’ identity like some neighborhoods, it does possess a ‘spirit’ identity that can be felt while participating in community activities. Placing the Bayside Community Center at the center of this community is intended to build upon this Spirit while helping to create an image of place. Architecturally, the Proposal takes its inspiration from the 1940’s war era factories that formed the basis for the community’s creation. Simple forms articulated with walkways and overhangs along with modular elements like windows, siding, stairs, etc. will be used to create an image that is both contemporary and referential to that period in San Diego history that brought Linda Vista and other neighborhoods into existence. A tall tower element is planned near the main entry plaza and central garden. The tower will be visible from a distance, providing an icon within the neighborhood that visitors and community members can use in reference to the site. Lighted at night, the tower will provide a compliment to the library’s illuminated beacon, providing an anchor to this corner of the Linda Vista Shopping Center.

iii. Gross Floor Area and Proposed Mix of Uses

See the plan in Appendix 5.

Floor area in square feet

Retail Commercial					
	1st floor	2nd floor	1st floor	2nd floor	
New	2,950*	2,300	----	3,000	
Existing	----	----	3,850	----	
Restaurant (existing)			2,485		
Bayside Community Center Assembly, admin., classrooms, etc.			16,850		

*New restaurant

iv. Public Amenities

The proposed site and building and improvements are planned to provide public access and amenities into the heart of the Linda Vista Shopping Center while forming

connections to the existing streets and buildings. Central to these amenities is a large 'Garden Court' at the heart of the development, supervised by the Bayside Community Center. The garden court will provide an outdoor venue for public events and gatherings in a controlled and secure setting. A new series of publicly accessible spaces will help connect the existing Linda Vista Library to the activities of the Community Center and neighboring retail center. These new public spaces will interconnect the new and existing buildings with the larger site using shaded trees, outdoor seating and enhanced paving in a casual "slow down and stay awhile" atmosphere. New outdoor lighting and pedestrian scaled building elements will provide further enhancement to the public space.

v. Parking and Circulation

Parking and site access has been distributed around the project site to provide multiple options for users of the site. Existing parking areas between the project site and the Library intended to be used in a shared arrangement. Further enhancements to this parking area could be developed in joint agreement with the City of San Diego. Circulation between the Skate World site and the shopping areas to the north are intended to encourage circulation and functionality. Priority is given to pedestrian access and circulation in an effort to begin the process of making the entire shopping center a more pedestrian friendly environment.

vi. Historical Value of the Site

This Proposal is inspired by the idea that a relatively modern development could be considered Historic. To this end the project celebrates and exposes the most significant aspect of the original super market structure: the wonderful glue-laminated arch frames and vaulted space within. Efforts will be made to expose this structure, and enhance its character with better lighting for the appreciation of the community. As an edifice of the 1943 past, this building will inspire the surrounding architectural character in terms of form, material and detail, without mimicking or detracting from the original market space.

vii. Sustainable Development

It is the intent of the Proposal to maximize environmental strategies toward improving the surrounding and indoor environments, while working to save resources and reduce operating costs. We believe the project site and buildings are good candidates for 'Green' thinking and will result in an environmentally responsible development. The Proposal will consider site, energy, material, water and environment as it develops. There are many aspects of this Proposal that will be testing for possible implementation. Among other s this Proposal will look at the use of natural light to reduce power needs and increase indoor work environment- the use of natural ventilation to reduce cooling loads- the use of rain water and gray water collection to offset irrigation demands- and the use of reflective materials and increased landscape areas to reduce heat island effects. Always, the focus of our process will remain on thinking 'Green' while exploring the feasibility of each specific strategy.

viii. Construction Type

The buildings will be of Type III or V construction, allowing for the use of wood, steel and masonry structural systems. The principal building finishes will range from cement plaster to metal siding, with exposed steel and wood framing. Doors and windows will be aluminum framed using non-reflective glazing.

ix. Marketing strategies

We project obtaining major, credit tenants (e.g.- Starbucks, Peet's Coffee & Tea, Jamba Juice) to anchor the retail and set the stage for a gathering place. Also, the community has expressed ideas about what kind of stores and services it would like to see. We will accommodate the public's desires as much as possible, bearing in mind the market's and economic constraints.

x. Finances and Ownership

Bayside will own its portion of the project in fee. The remainder of the project will be owned by MRW Development Co. LLC, solely, or by another limited liability company made up of MRW and another investor. MRW or the MRW affiliate company will own, operate and manage the retail and commercial portions of the property. Please see §6, below, Pro Forma, for cash flow projections.

xi. Funding

For MRW's pro-forma to have a positive cash flow and make economic sense, we foresee acquiring the corner lot that is not occupied by Bayside. This scenario envisions the San Diego Redevelopment Agency contributing the skate rink portion of the property to Bayside. The remainder of the project is debt financed (unless a large scale donor or investor steps in). Also, please see §6, below, Pro Forma,

xii. Operation and Management

Bayside will operate and manage the lion's share of the property. Part of Bayside's incentive to relocate is to gain revenue from renting out its space for educational purposes and community events. They already are doing it on a small scale but realize the potential to succeed with greater rental income in a larger venue. And, of course, Bayside has the experience and expertise (extraordinaire) to run the social service programs it has run for over 70 years.

The operation and management of the commercial portion of the project will be overseen by MRW or the affiliated company specifically formed for this project.

xiii. Development Schedule

- a. 7-9 months for design and documents (does not include any discretionary approvals like a site development permit)

- b. 4-6 months to process a site development permit, if required.
- c. 2- months building department permitting.

5. Drawings and Exhibits

Site Plans, Elevations, Floor Plans, Cross Sections, and Conceptual Landscape Plan are a part of the Presentation Package, Appendix 4, along with other material illustrating the project's concept.

6. Pro Forma

See Appendix 6.

7. Statement of Qualifications

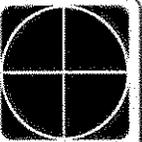
See Appendix 7.

8. Development Team References

See Appendix 7.

9. Equal Opportunity Strategy

MRW and its team members commit to providing the requisite equal opportunities.



Michael R. Weber

Brief Bio

Michael R. Weber is an international businessman with over 33 years experience in the development and operation of many businesses. He is a founder and director of international companies specializing in Real Estate, Securities, Hotel & Restaurant Development and Operations, Aquaculture, Environmental Systems, including Waste Treatment, Recycling and Co-Generation.

The product of a family of successful restaurateurs, Mr. Weber first completed his education in hotel and restaurant management and after years of practical experience in business management, extended his education as a graduate of California Polytechnic University in Environmental Design (Architecture / Planning), with an emphasis in Real Estate. He has also achieved a Masters Degree in Global Leadership from the University of San Diego.

In 1972, Mr. Weber founded an architecture/planning and design-build company whose focus is equity participation projects, either as a sole owner or through joint venture formats. Business involvements range from assessment and analysis to implementing and carrying out successful development and disposition strategies and "Added Value" projects. He personally directs or coordinates through a team of specialists all development and operation components, including: research, analysis and planning, entitlement, land use, environmental issues, construction, finance, and disposition; as well as coordinates all involved parties including lawyers, architects/planners, engineers, and related professions, debt/equity lenders, partners, and other associated parties.

His "hands-on" experience in business and real estate development has extended to a wide range of development and operations, including: Architecture and Planning, Design-Build, Construction Management, Real Estate and Business Acquisition, Finance, Development, Operations and Asset Management, Problem Portfolios and Work-Outs, Environmental Concerns, and Disposition.

October 2009

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Ivar Leetma

Brief Bio

Ivar Leetma has been involved in real estate and construction since high school. After a legal career focusing on real estate, environmental and construction matters, Mr. Leetma partnered with Michael Weber to revive the real estate development arm of MRW Group, Inc.

Since 2003 Mr. Leetma has been responsible for bringing National City's Marina Gateway to life. Marina Gateway is a brownfield, mixed-use, pioneering redevelopment effort to vitalize an under-performing area.

Mr. Leetma's background well equipped him for fruitful multi-jurisdictional negotiations, and to form relationships with various National City agencies, the California Coastal Commission, Caltrans, MTS & SDEA Railroad, CIWMB, San Diego Unified Port District, USFWS, California Department of Toxic Substance Control, San Diego County HazMat, a native-American sovereign nation, the general contractor, and financial and operational partners. The successful completion of Marina Gateway, ahead of schedule and under budget, is a testament to the MRW's abilities. (www.mrwgrp.com)

Before turning to real estate development full time in 2003, Ivar E. Leetma provided counsel to domestic and international clients for their real estate, land use, construction, hazardous waste and biological environmental matters, lease negotiations, business formation, and general business matters.

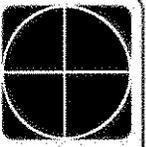
He is a member of the Executive Committee for the Urban Land Institute and former director and member of the Master Planning Committee for Bayside Community Center (www.baysidecc.org) Mr. Leetma is the co-founder and vice president of the San Diego Animal Support Foundation, Inc. (www.sdshelters.com)

Admitted to the bars in New York and California, he holds an A/V rating from Martindale-Hubbe, the highest possible rating for ethics and legal ability. As a proponent of plain language, his approach to the practice is goal-oriented and pragmatic. Mr. Leetma received his J.D. from the Albany Law School of Union University, and his B.A. from Boston University (with honors).

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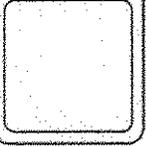
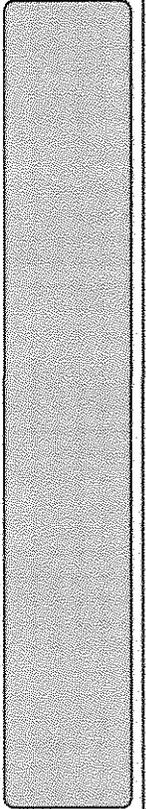
MRW



MRW DEVELOPMENT COMPANY, LLC

COMPANY PROFILE

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WWW.MRWGRP.COM



October 2009

Michael Weber founded MRW Group, Inc., in 1972. A native San Diegan, and an architect and planner by training, Mr. Weber has led MRW to be a premier, diversified real estate company involved in a broad spectrum of real estate activities including new development and redevelopment. For each project, MRW carefully selects a relevant team of experts and appropriate financial partners. MRW administers all of its projects as independent full service entities, and directly oversees every step of a project's development and management. As a result, MRW remains flexible to accommodate project circumstances and market fluctuations while sustaining an exceptional level of control over its projects, minimizing risk, and maximizing quality and profitability.

Types of development projects:

- ◆ Urban infill;
- ◆ Brownfield;
- ◆ Mixed use;
- ◆ Hospitality;
- ◆ Residential;
- ◆ Commercial/Office; and
- ◆ Industrial.

MRW has deep vertical integration capabilities:

- ◆ Feasibility studies and due diligence;
- ◆ Governmental relations;
- ◆ Master planning;
- ◆ Assembling properties;
- ◆ Entitlement;
- ◆ Access to suitable financial markets
- ◆ Real estate acquisition and disposition;
- ◆ Real estate marketing;
- ◆ Operation and management;

Other attributes:

- ◆ Redevelopment planning and consulting;
- ◆ Extensive work with civic organizations (e.g.- Fallbrook Village Association and Bayside Community Center);
- ◆ Assemble the right team for each phase of each project;

Company Philosophy:

MRW is a team-based service firm committed to serving its stakeholders- those having a beneficial interest in the projects; and, in so doing, respecting individuals, communities and the environment. MRW is committed to maintaining the highest standards in its endeavors while advancing the quality of life.

Key company personnel:

MRW is run by a core professional team:

Michael Weber, Founder and President, directs company activities, creates and packages project opportunities, and oversees the company's operations.

Ivar Leetma is an attorney with environmental, real estate and construction experience in both trial and transactional work. He brings a wealth of practical and technical experience to the MRW team. As MRW's Chief Operating Officer, Mr. Leetma is responsible for the company's day to day activities.

MRW in a nutshell:

- ⊕ Core key personnel
- ⊕ Recruit the right team
- ⊕ Serve stakeholders

JAMES DAVID GABRIEL, AIA

BoD, Arizona State University
 MA, University of California Berkeley

Architect, California 1989- License# C-22364

James Gabriel is a principal with ARCHITECTS hanna gabriel wells. He has led the design team effort on many of the firm's award-winning projects; and, has directly managed projects ranging from a 13,000 s.f passively designed Organic Food Market, to a 480,000 s.f. LEED Gold certified Corporate Headquarters. Recently, his office has completed the first Net-zero energy office building in San Diego.

Mr. Gabriel's sensitivity to the design of environmentally sensitive places, rooted in their location has helped earn the firm a reputation for an innovative and site specific architecture. He is currently engaged in the design of a College Student Center, Mixed-Use Corporate Campus and various Residential and Waterfront projects. James is a licensed Architect in the States of California, and a member of the American Institute of Architects. Mr. Gabriel has spoken frequently on Green Building and energy efficient Building Design.

James is active in the community and his profession. Mr. Gabriel has been a member of the Uptown Community Planning Association, The North Park Redevelopment PAC and is currently serving as a Adjunct Professor at Woodbury University School of Architecture. He is also involved professionally with the American Institute of Architects on the Environment; having recently served as a Juror for the State of California Energy Awards.

James has extensive experience with Civic and Commercial Projects, including community review and required regulatory processes. Mr. Gabriel's experience also includes the development of sustainable design strategies for Commercial and Civic projects.

Civic Projects

- Ocean Beach and Balboa Branch Libraries, City of San Diego, CA
- Monteville Community Center and Park, Chula Vista, CA
- Lake Elsinore Civic Center and Downtown Masterplan Competition- First Place
- Catherdral City Civic Center and Community Park Competition- First place
- San Diego Naval Training Center- Re-use Plan
- Sunbow Mixed Use Town Center, Chula Vista CA
- City of San Diego Storefront Improvement Program

Commercial Projects

- Ocean Beach Peoples Organic Food Market, San Diego, CA
- Bacon Street Offices- Net Zero Energy Building- LEED Gold, San Diego, CA
- Intuit Regional Headquarters- LEED Gold, San Diego, CA
- Copley Terraces Offices- LEED Silver, San Diego, CA
- Cypress on the Ridge Offices, Encinitas, CA
- American Mobile Nurses Headquarters, San Diego, CA

F I R M P R O F I L E

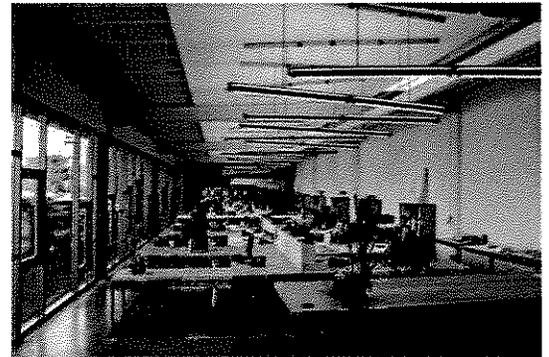
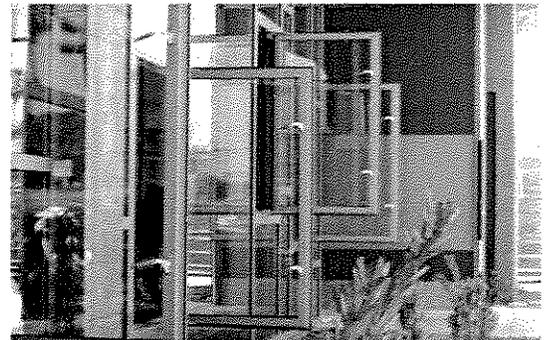
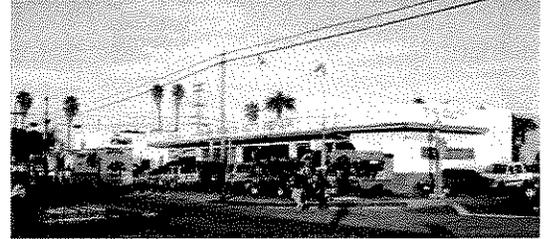
ARCHITECTS hanna gabriel wells (HGW) is a diverse professional design firm with proven skills in all aspects of the built environment, including planning, urban infill, educational, institutional, commercial and residential architecture and interior design.

The firm's project experience is quite diverse, and ranges from small waterfront boathouses to multi-acre, multi-building corporate campuses. This holds true in the educational sector as well, where HGW has college & university projects ranging from a 350 square foot softball announcing tower to an 80,000 square foot student services center.

Uniquely, HGW provides *continuous* principal involvement in all projects, from the conceptual design phase through construction. The firm is committed to the belief that excellent communication throughout the creative process leads to architectural excellence and successful project delivery. HGW has an excellent staff of talented individuals, each with diverse backgrounds, but who share the common dedication to produce only the best work.

Though formally a professional corporation with J. Randel Hanna AIA, James D. Gabriel AIA and Matthew B. Wells AIA, as partners in charge, the firm is organized as a studio— a forum where many ideas are considered for each new challenge presented. Explorations of new materials, construction detailing and emerging technologies are encouraged— a process that serves to keep the firm at the forefront of technology.

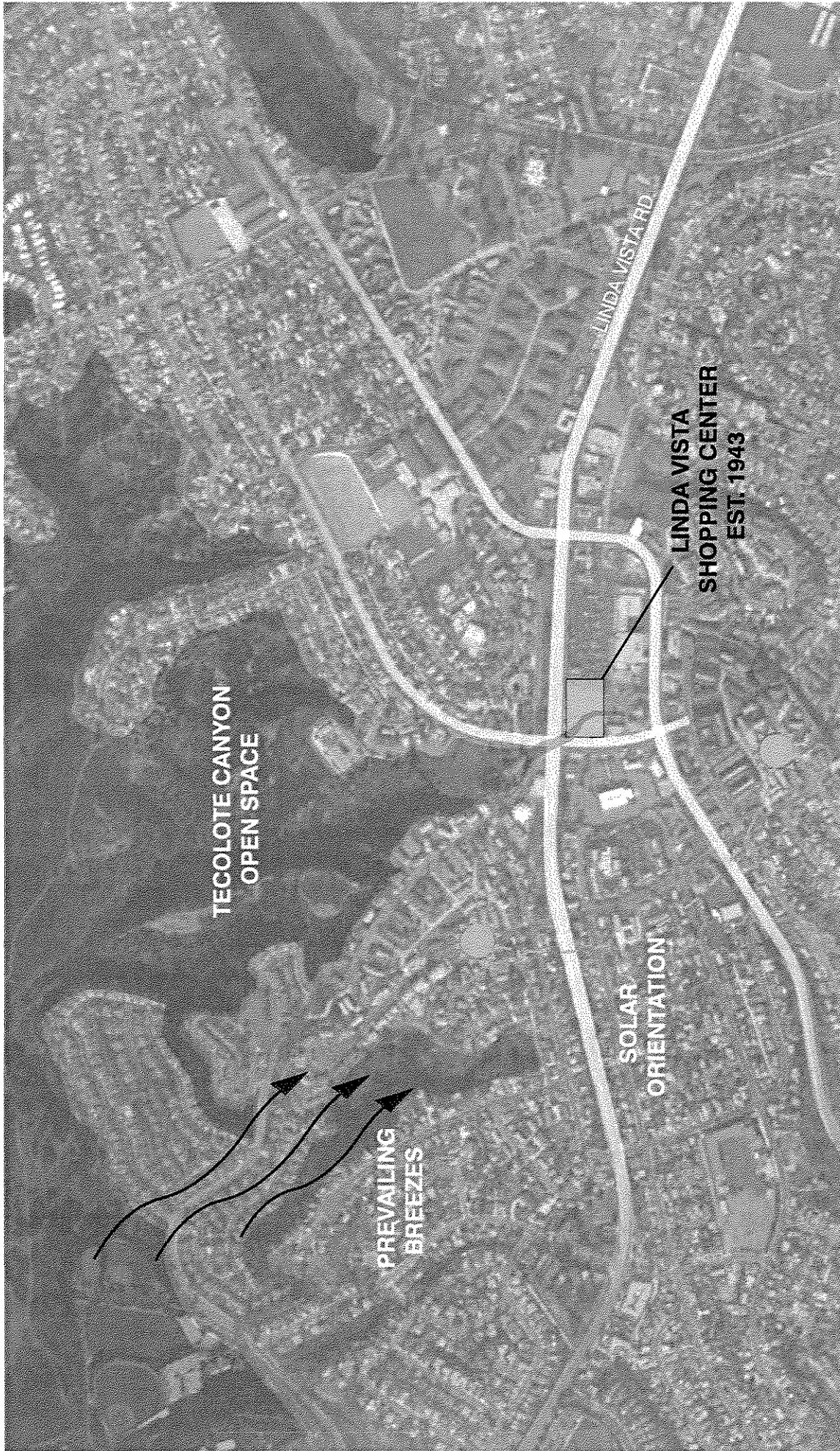
Above all, ARCHITECTS hanna gabriel wells approach each project with utmost enthusiasm and an unwavering belief that all constructed work can, and should be, an enhancement to the built environment through thoughtful architectural design.



ARCHITECTS hanna gabriel wells offices— an adaptive re-use (auto repair to architect's office) resulting in San Diego's first commercial Net-Zero energy, LEED Gold project

A R C H I T E C T S

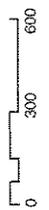
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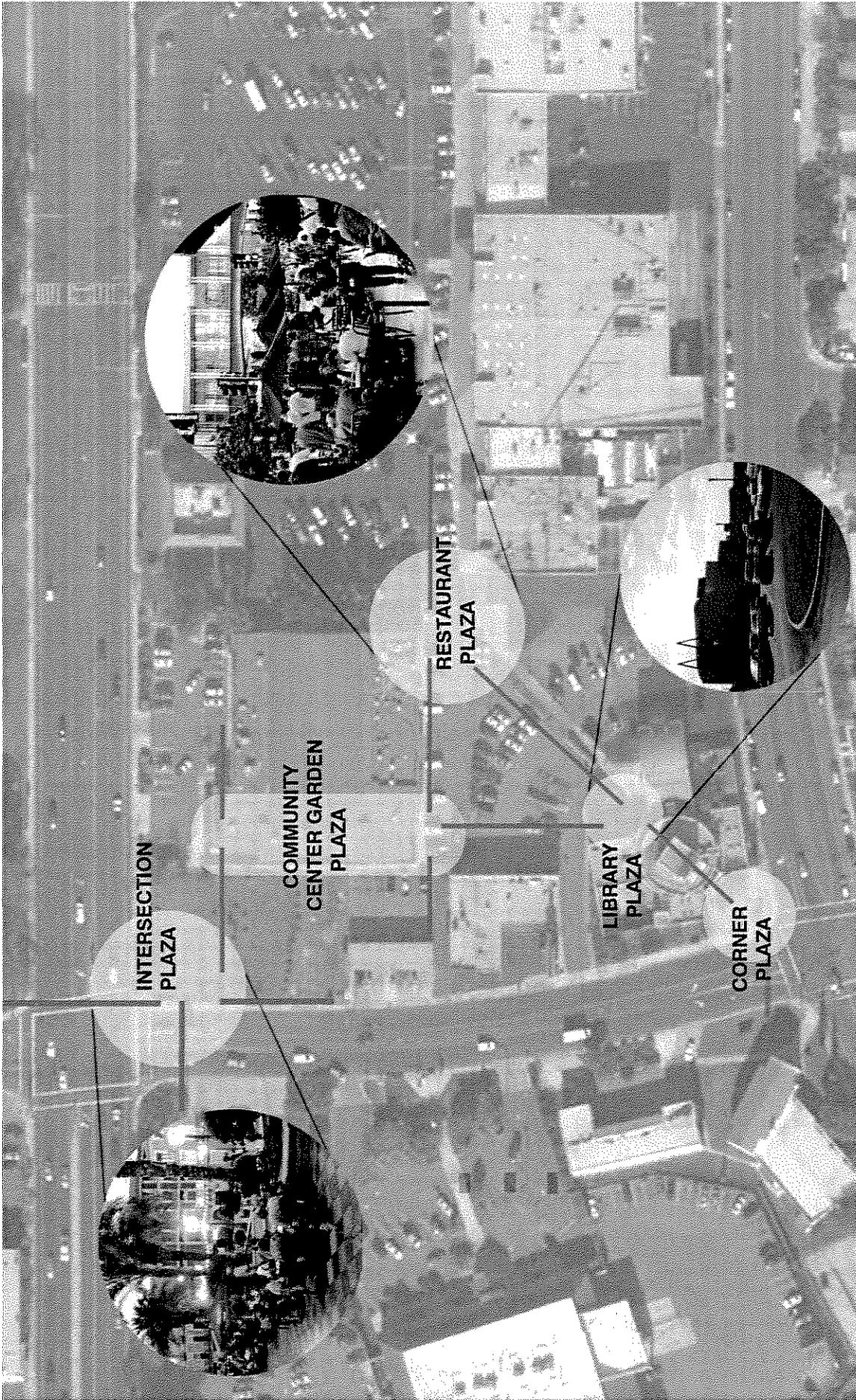


CANYON NETWORK CONNECTION DIAGRAM



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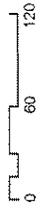


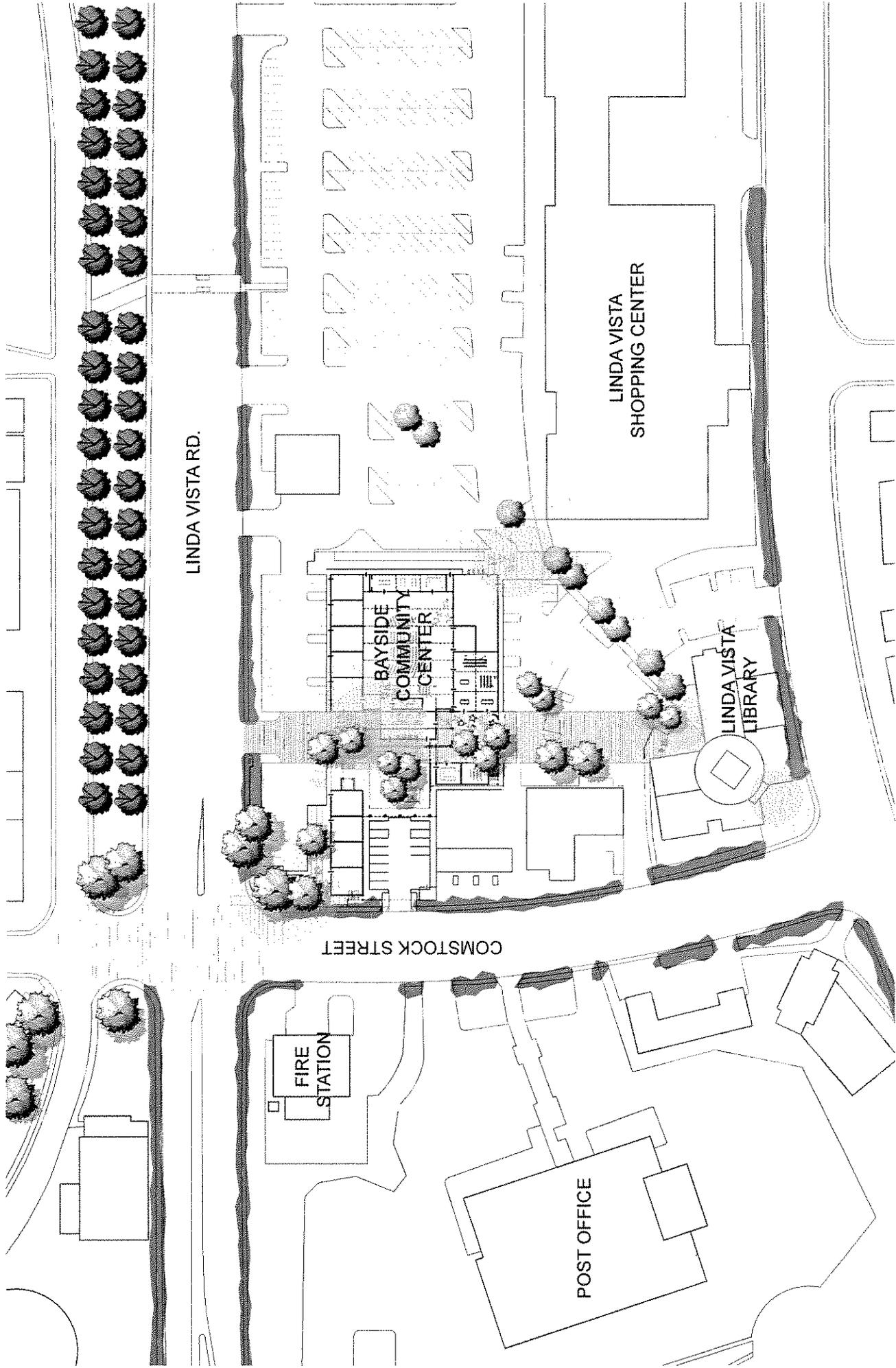


PEDESTRIAN ACTIVITY AREAS + CONNECTIONS DIAGRAM

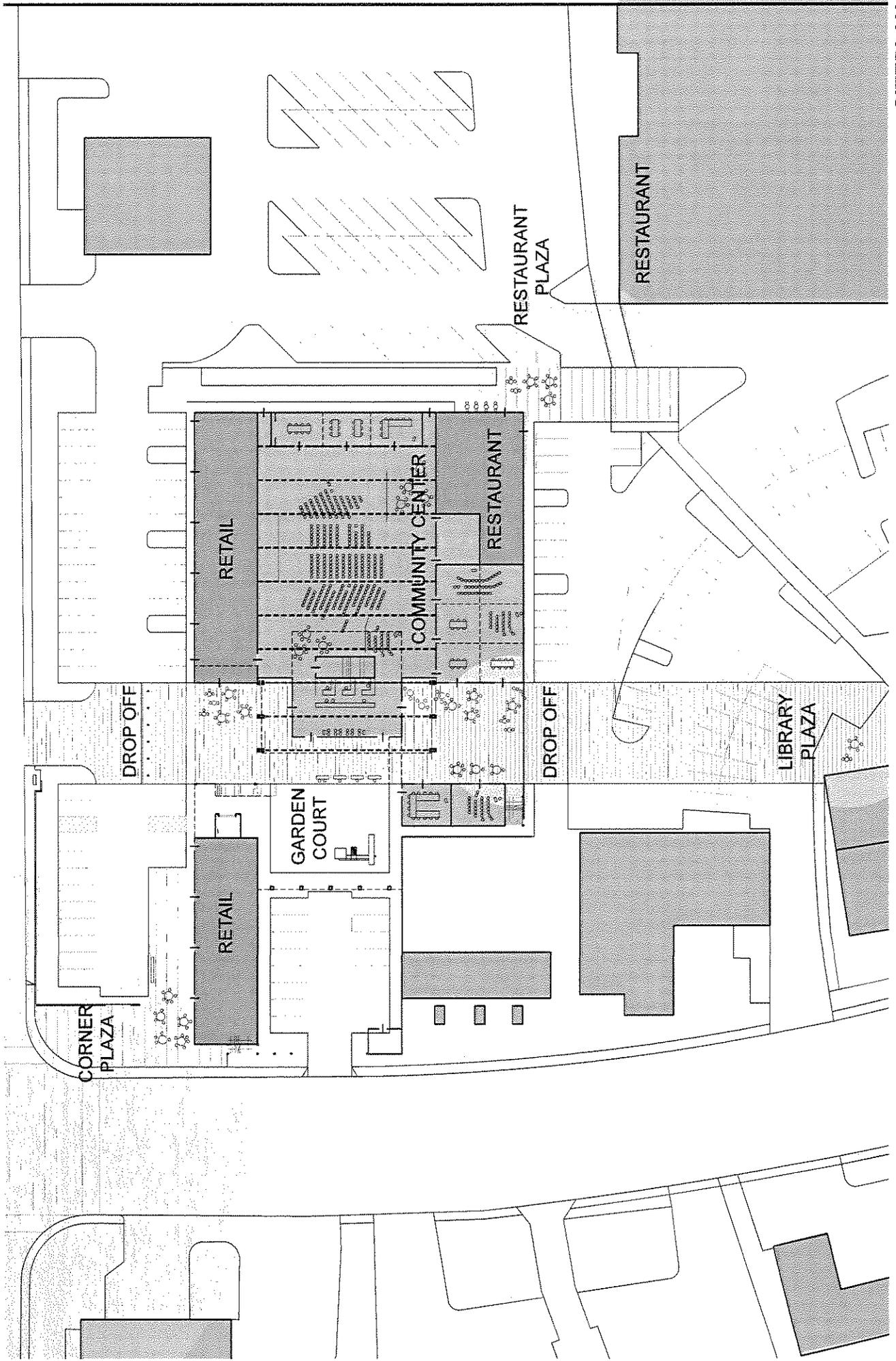


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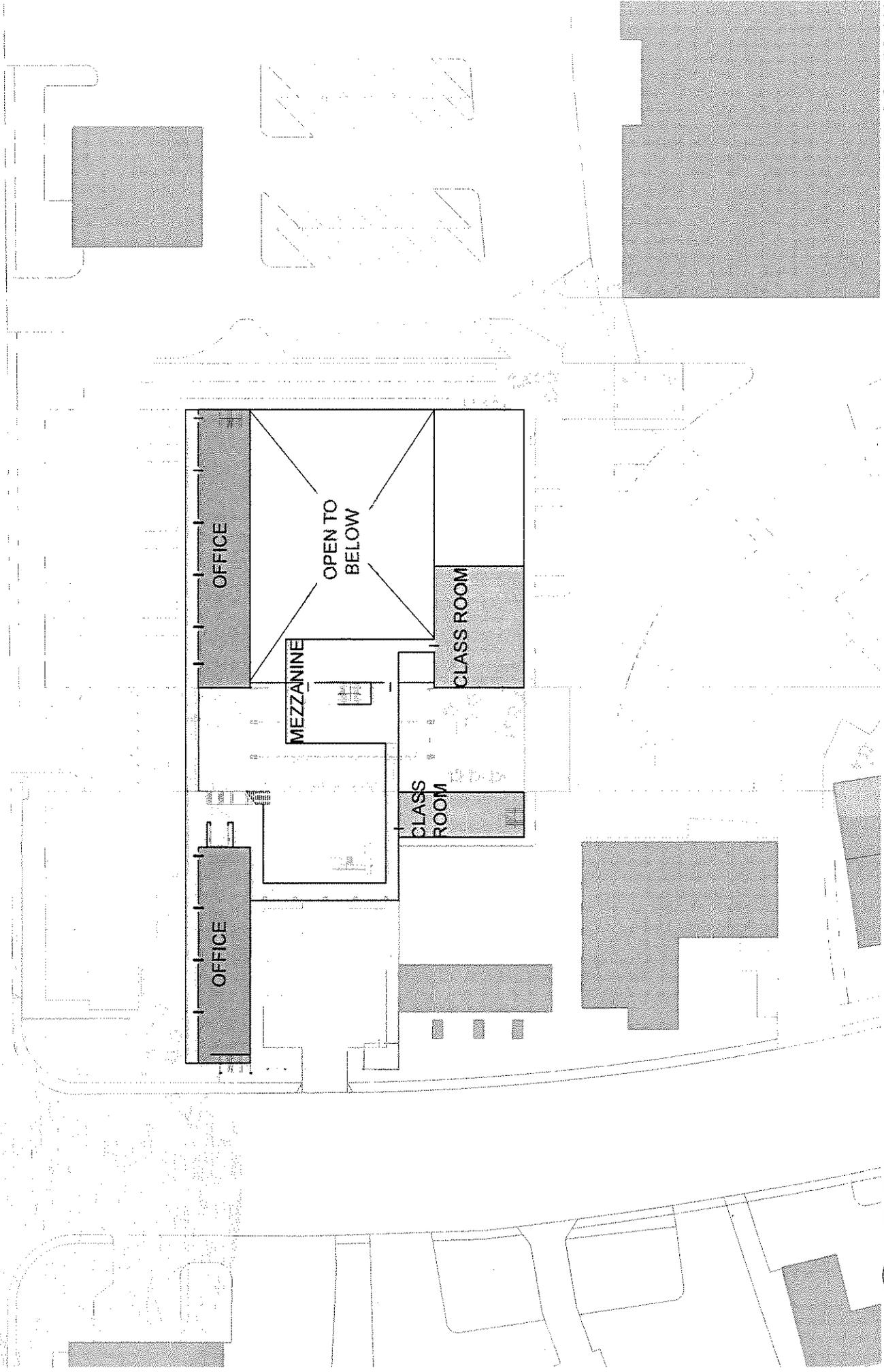
CANYON CONNECTION AND LANDSCAPE DIAGRAM



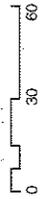
SITEPLAN



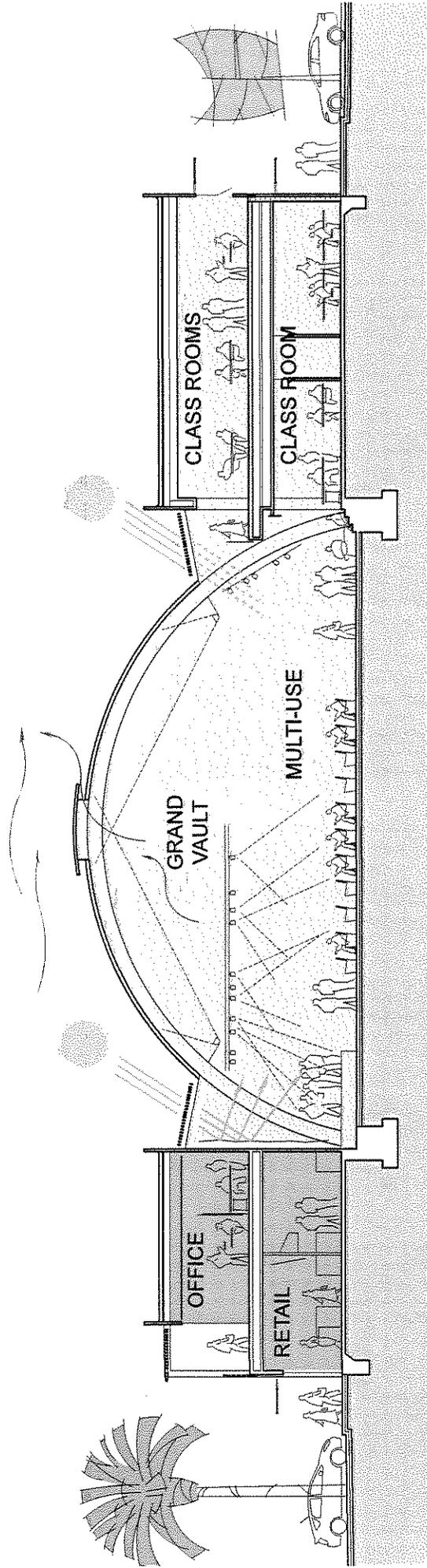
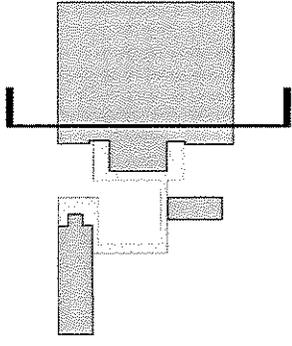
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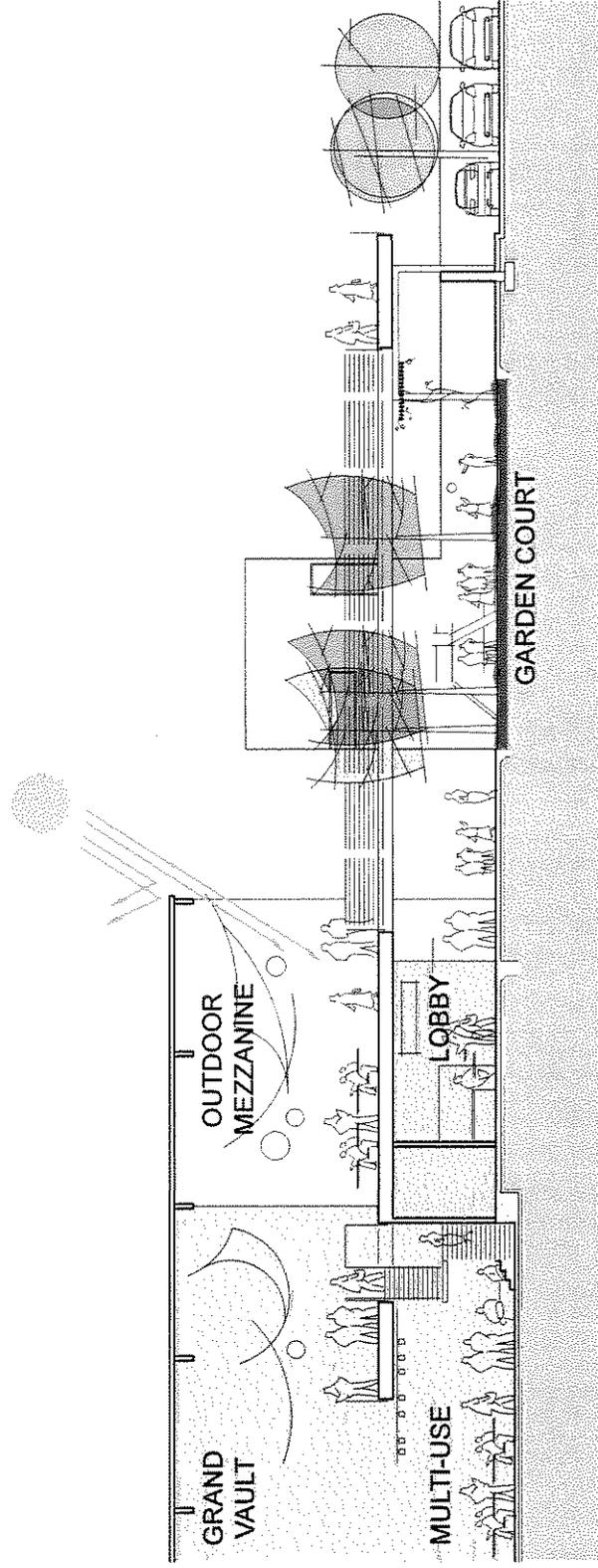
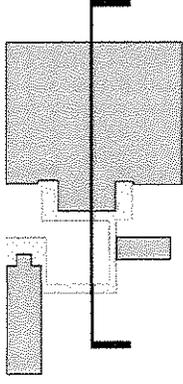
2ND FLOOR PLAN



NORTH SCALE: 1" = 60'



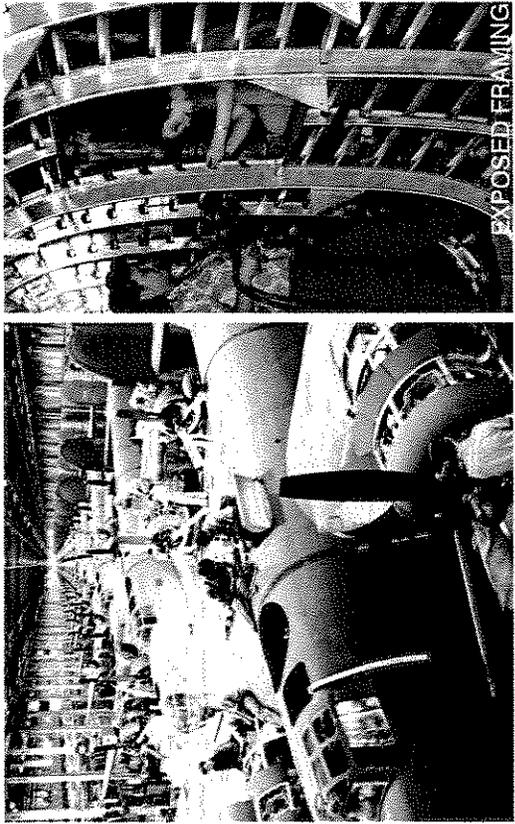
SCALE: 1" = 20'



N-S SECTION



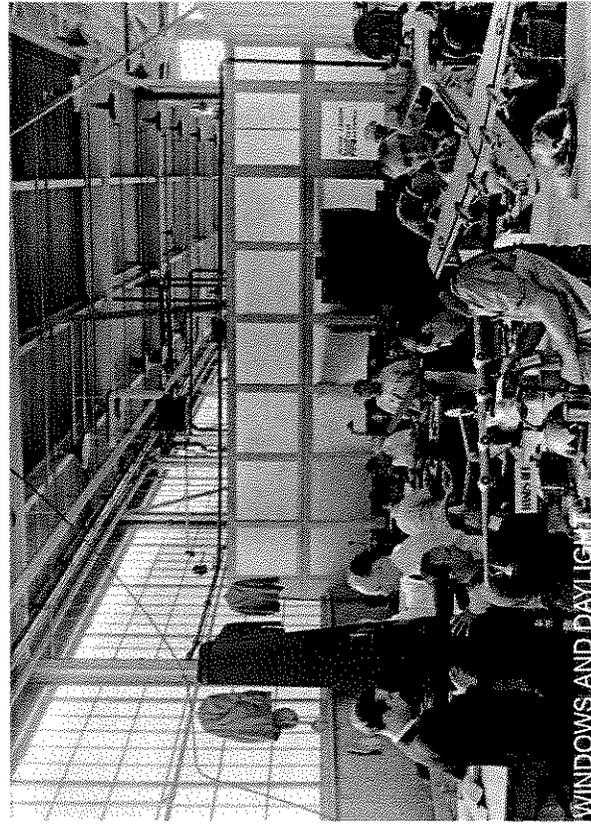
SCALE: 1" = 20'



EXPOSED FRAMING



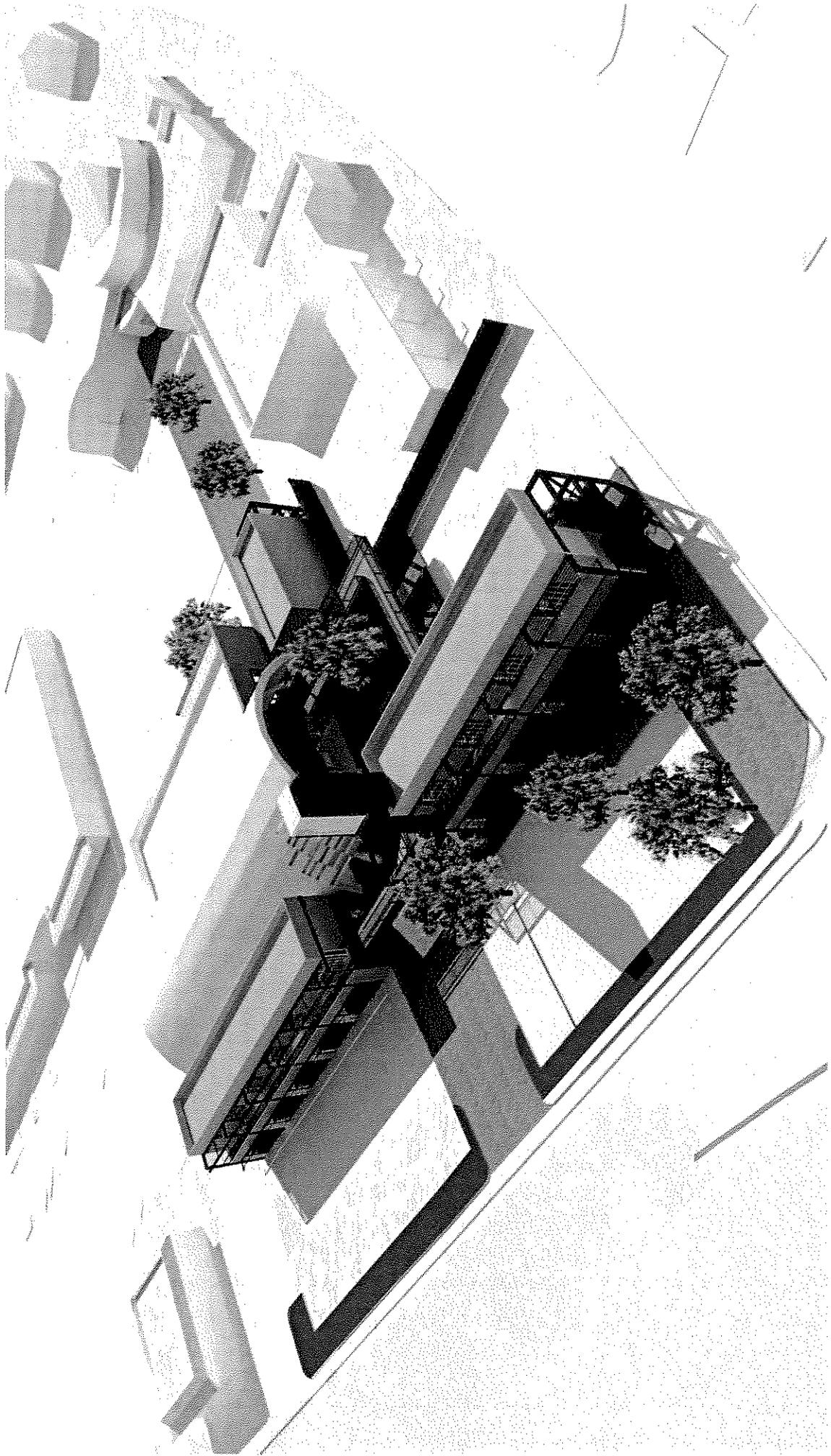
COVERED WALKWAYS AND METAL SIDING



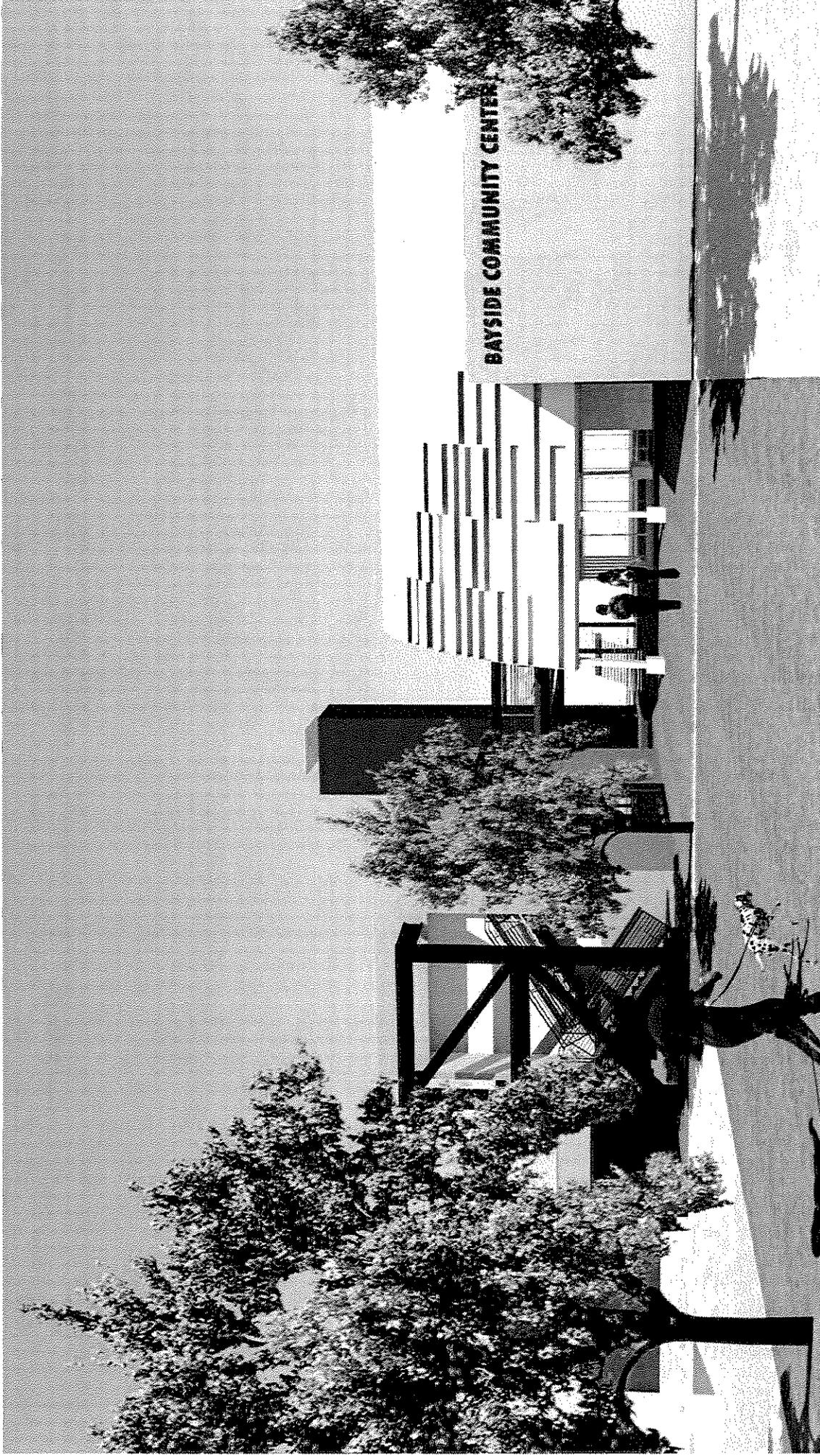
WINDOWS AND DAYLIGHT

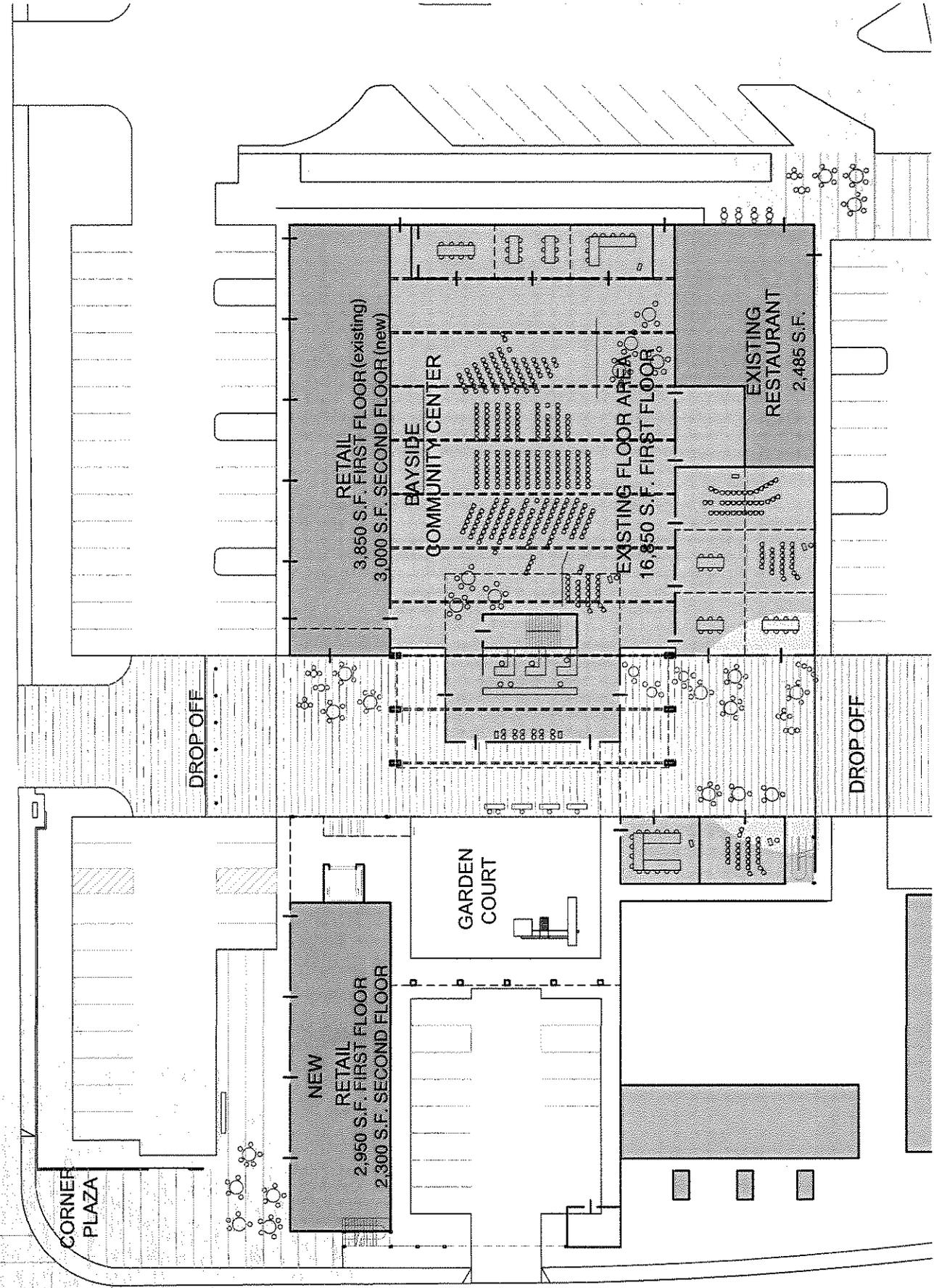
INSPIRATION FROM CONSOLIDATED MANUFACTURING FACILITIES











Selected Floor Area Tabulations

