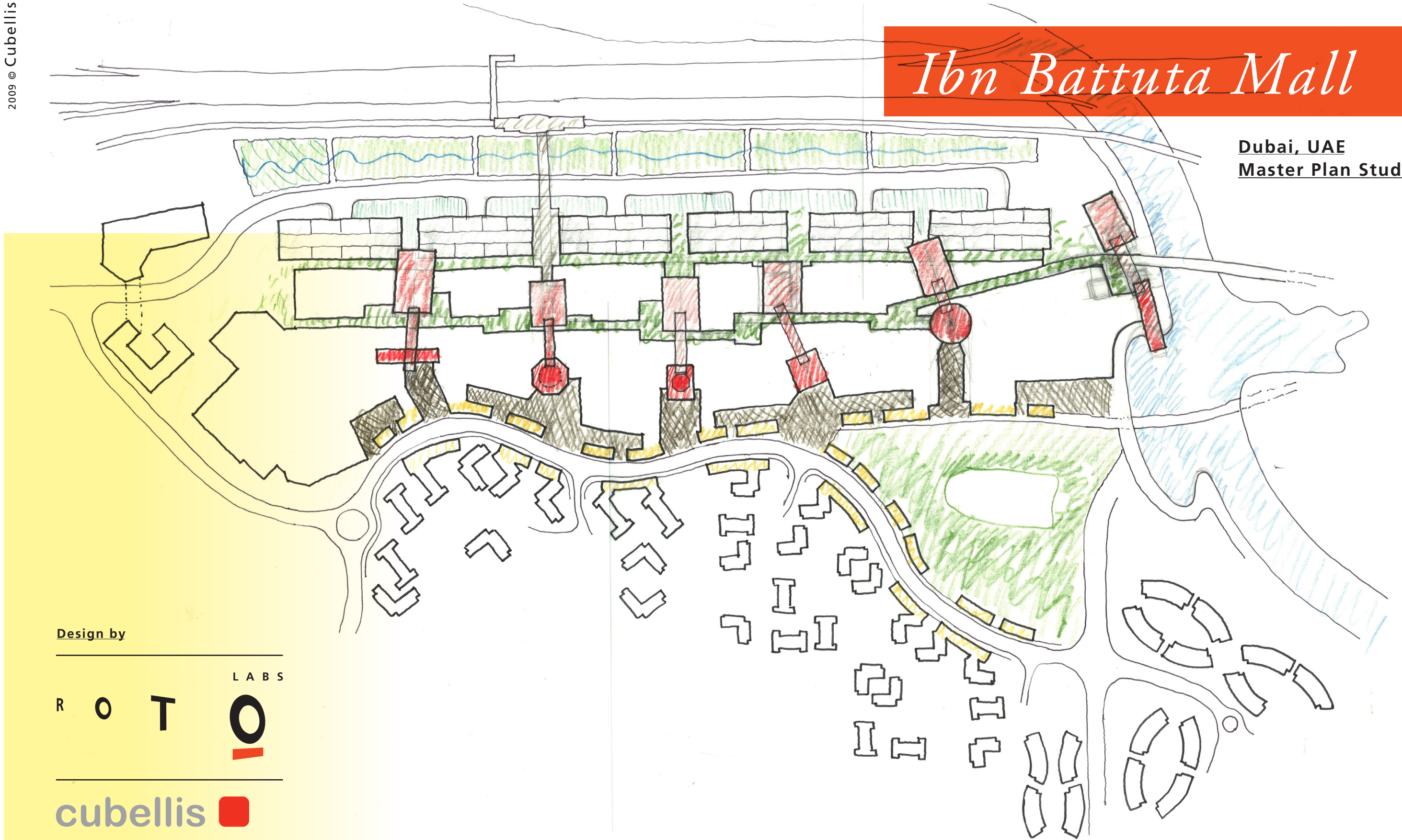


Ibn Battuta Mall

Dubai, UAE
Master Plan Study



Design by

R O T O
LABS

cubellis



- 1 INTRODUCTION (page #)**
 - Introduction
 - Ibn Battuta
 - Caravanserai
 - Existing Context
- 2 CONCEPTS (page #)**
 - Site Strategies
 - Districts
 - Program Cycle Template
 - Program Diagrams
- 3 MASTERPLAN (page #)**
 - Overall Site Plan (1:1000)
 - Ground Floor Plan (1:3000)
 - First Floor Plan (1:3000)
 - Site Section (1:1000)
 - Figure-Ground & Circulation
 - Program Distribution
 - Transportation Systems
- 4 SPATIAL STUDIES (page #)**
 - Key Plan
 - District 1 - Andalusia Gateway
 - District 2 - Egypt
 - District 3 - Persia
 - District 4 - India
 - District 5 - China
 - District 6 - Caravanserai
 - District 7 - Ports
 - District 8 & 9 - Green Zone & Lofts
 - District 10 - Main Street
- 5 Appendix – Sustainability (page #)**
 - Water reclamation
 - Wind
 - Solar
- 6 Appendix – Research (page #)**
 - Tabriz Bazaar
 - Thematic Analysis
 - Dubai-region Education Centers
 - Mixed-Use Precedents

Introduction

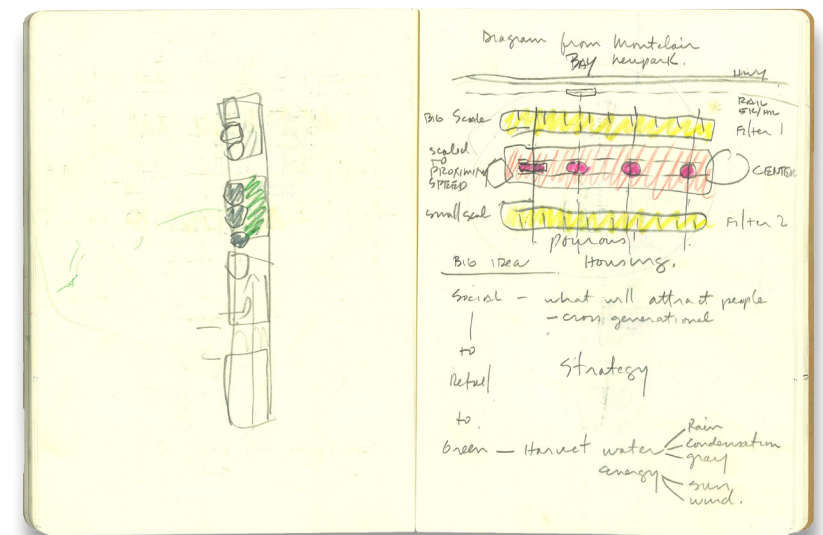
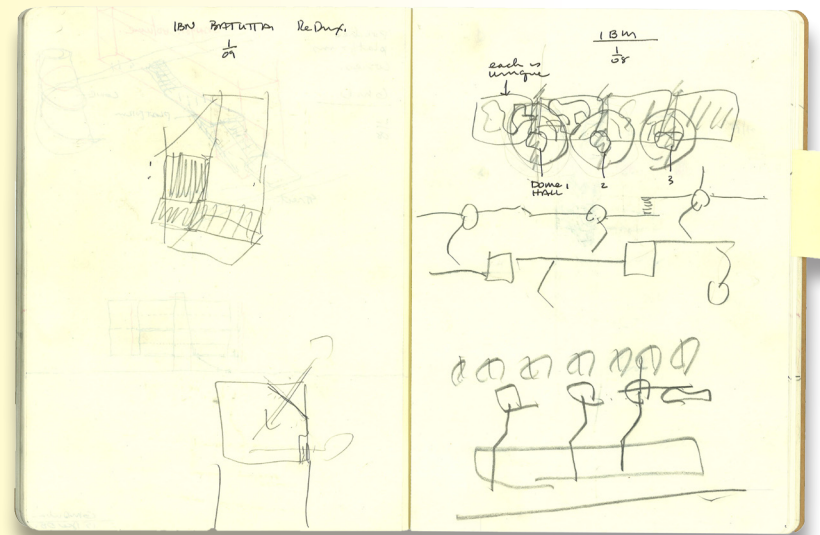
OVERVIEW

This book recommends improvements to Ibn Battuta Mall in Dubai.

- Ones that will continue to transform it into a first choice for more and more people.
- Ones that will expand the demographic in every way.
- Ones that will encourage people to come for a wider variety of reasons and to stay for longer periods of time.

It begins with observations about trends in urban and sub-urban settlements, and speculates on the benefits of an expanded field of social, cultural, and commercial attractors. Although there are many possible approaches to expansion, this one, we believe, will allow the mall to continue to grow each new phase to greater levels of 'highest and best' use, by maintaining the flexibility to adjust to changing market forces. This proposal considers the future time-horizons of short-term, mid-term, and long-term growth. It also serves as a conceptual prototype for future developments.





CONTEXT

Currently, the mall chronicles the life and times of Ibn Battuta by way of visually ‘theming’ iconic places from the cities of his travels. We are proposing to enhance this first phase of development by expanding this concept with ‘programmatic’ theming. This way, the place can now function more like a town. What activities would this include?

So we asked, ‘What did the people from the places of his travels contribute to world civilization? And what can we learn and derive from this?’ These cities were historic and quite evolved, socially, culturally, and commercially. Great trading centers were almost always great in other ways, too. This, we realized, is the case for this mall too. It is an untapped resource in this mall that could have a broader appeal, a wider recognition, and an intensified use that is on-going. The first choice for more activities and more people. Once again, in perpetuity, we speculate.

PROGRAM

Ibn Battuta was a traveler. Like other travelers, he was a scholar of geography and commerce as well as a great storyteller. The depth and richness of his stories unfolded out of his experiences in the cities in which he lived. Different stories were told in different places. Ones where people often gathered. The Traveler’s work is like the bees’ work. Each cross-pollinates cultures by means of their stories. Although stories are a fundamental way of teaching and learning, they are also for entertainment and fun. The longest lasting stories move across the conventional boundaries of language, and eventually integrate all these aspects into one big story.

*Parables of a wisdom tradition,
Fables of a civilization,
Folklore of a society.*

Ibn Battuta traveled an estimated 75,000 miles on foot and animals over the course of his entire life. There are many possibilities in interpreting his experiences. This is ours.

In Egypt, he visited a civilization with a great library, a place known for its Language and Media. In Persia, he witnessed an advanced state of social and Civil Order—governance systems and poetry were the evidence there. In India, he experienced dance, music, and Theater and embodied these memories within him. In China, Ibn Battuta saw a place of unending surprises and connected to these by the rituals of cooking and eating: the Culinary arts. Social gatherings around food were familiar to Ibn Battuta. Travelers and traders crossed paths many times. The place they had in common were the Caravanserais, city courtyards where they met to trade and exchange goods. The innercourt was the transfer zone, the most organized and active part of the place. The art of Exchange was perfected in these places. Stories and goods were the currencies. Food and familiarity of many cities were the common bond amongst the travelers.

We wondered about other meanings that could expand on the theme of Ibn Battuta travels. ‘What other attractors might there be to this Mall?’ ‘What other experiences did these travelers have in common?’

Sea travels. Exploration. Adventures. These travelers all set out to explore, discover, and share experiences from new worlds.

This book recommends these ongoing changes as long term improvements to Ibn Battuta Mall. Undertaken in phases, each one complete in itself.



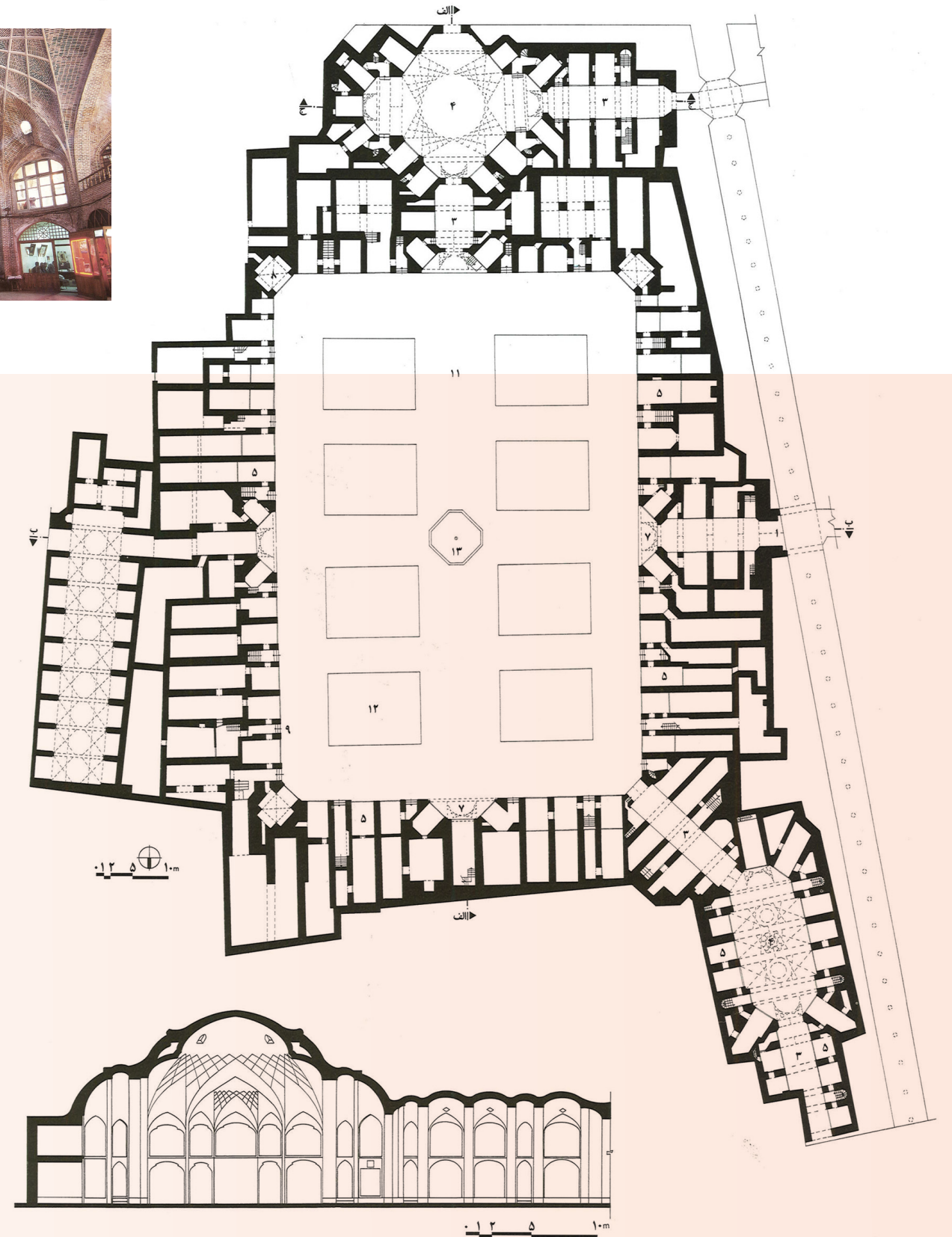
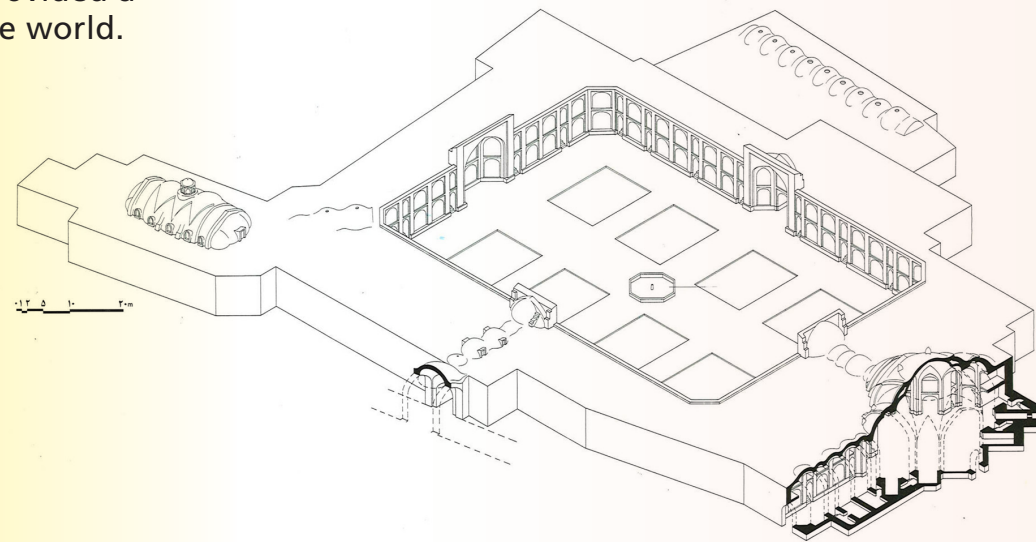
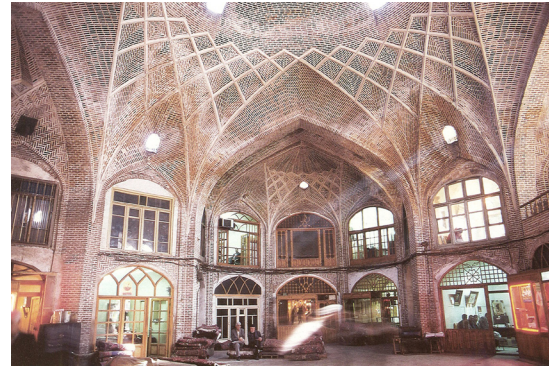
We understand how important Ibn Battuta was to the development of the culture of the region by contributing to the enlightenment of the post Mongol renaissance. Therefore, we recognize that the existing courts in the Ibn Battuta Mall have great value beyond being functional retail spaces and architecture worthy of preserving. They carry critical meaning to the world's heritage. We embrace the existing cultural courts of the mall and make them the starting point for our creative thought process.



The Caravanserais were a series of roadside buildings that occurred along the trade routes from China and India to Europe during pre-industrial times. They occurred approximately every 25 miles, the distance a caravan could travel in one day, and were located both inside and outside of populated areas. They allowed traders, business people and scholars to travel from civilization to civilization and exchange goods and culture. Ibn Battuta traveled in this way.

Tabriz Bazar's Caravanserai (Amir) is a typical bazar-type Caravanserai. It was a place that gave opportunity for traders to buy and sell products and for a government to collect taxes. This one was exceptional in that it was on both the Silk Road and the Spice Road. It became a place that provided a window to the rest of the world.

As is typical, the structure is quadrangular surrounded by thick wall. A primary gated entry leads to the main courtyard which is surrounded by cellular storerooms. The courtyard was used for unloading goods and, in most Caravanserais, for stabling camels and other animals. The rooms were used for lodging but were also temporary workspaces and storage for the merchants. In the Amir Serai, as in other Bazar Caravanserais, there were special places for major traders to display their samples to the local business community, making this a significant place for international exchange.

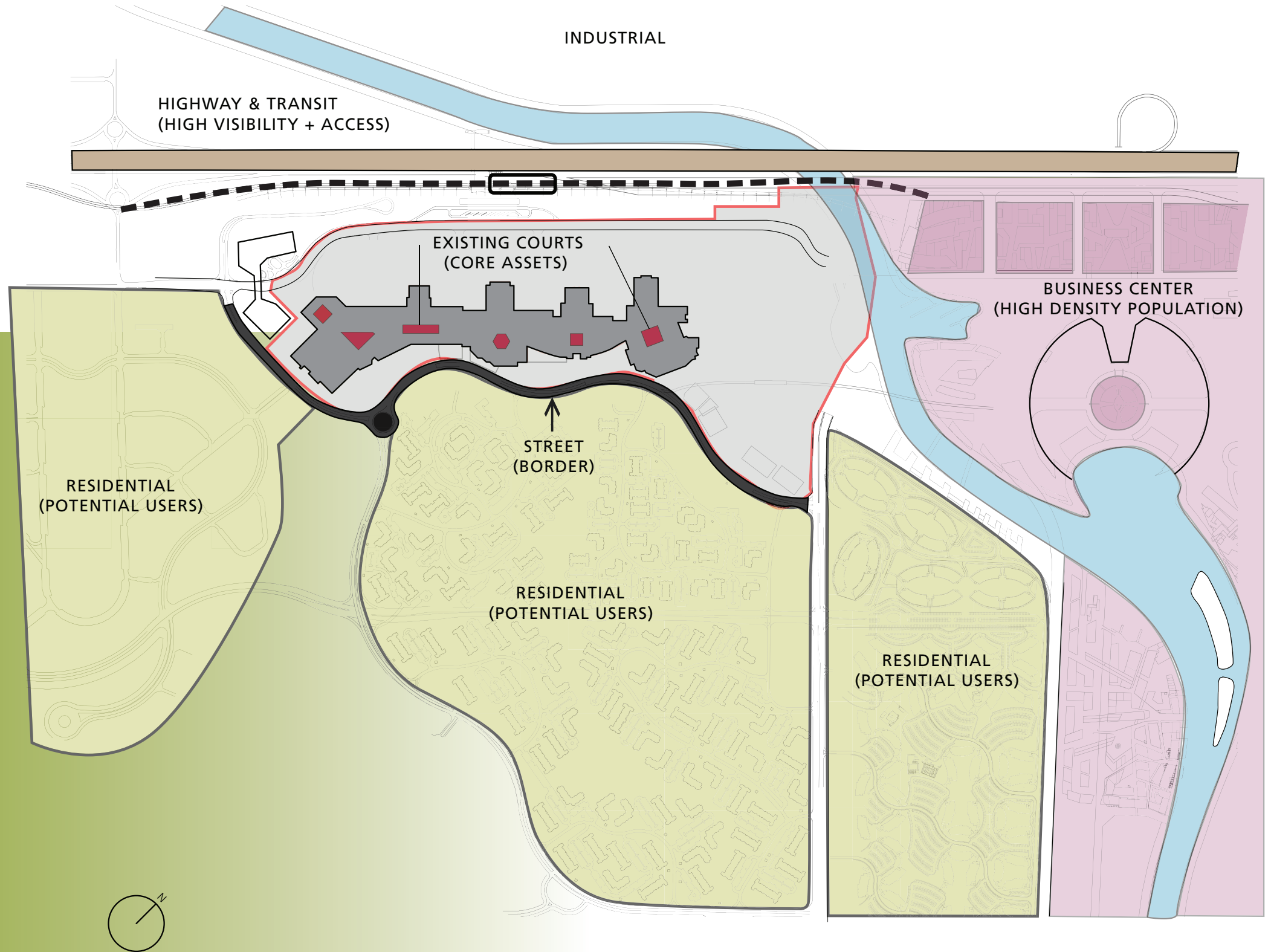


The site consists of some positive conditions to be reinforced and some difficult challenges to be overcome.

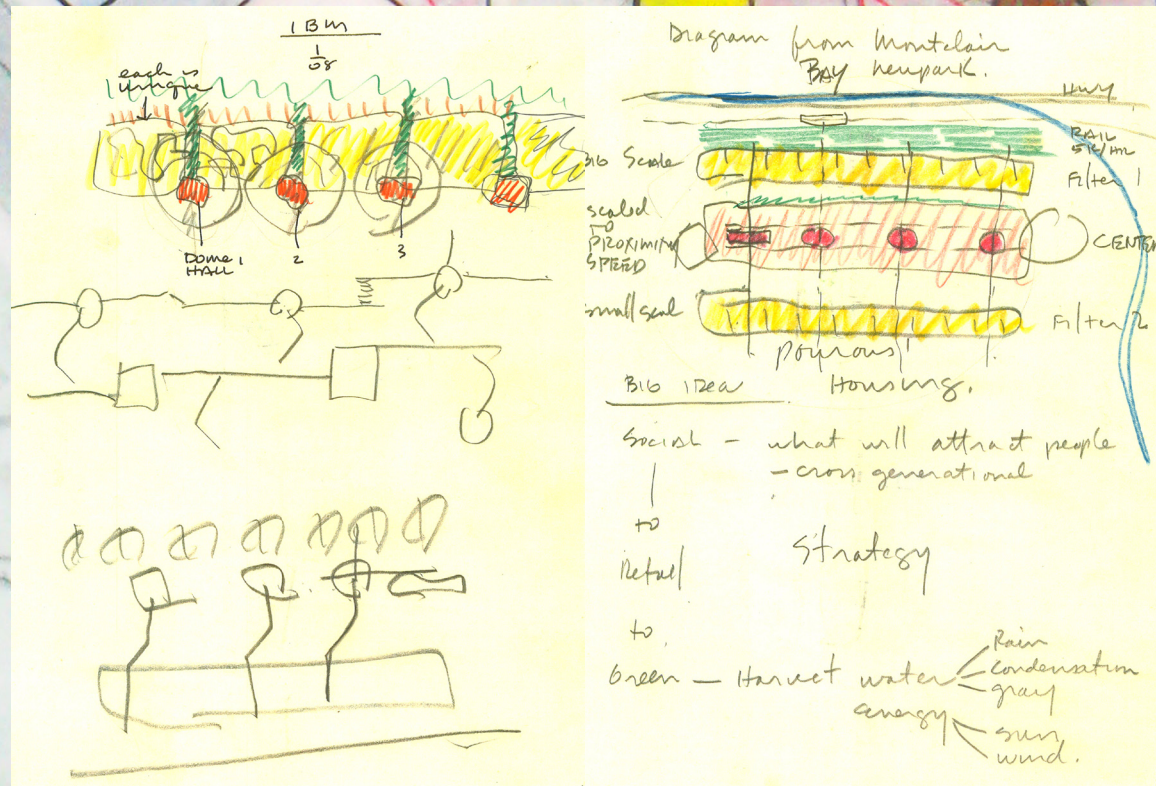
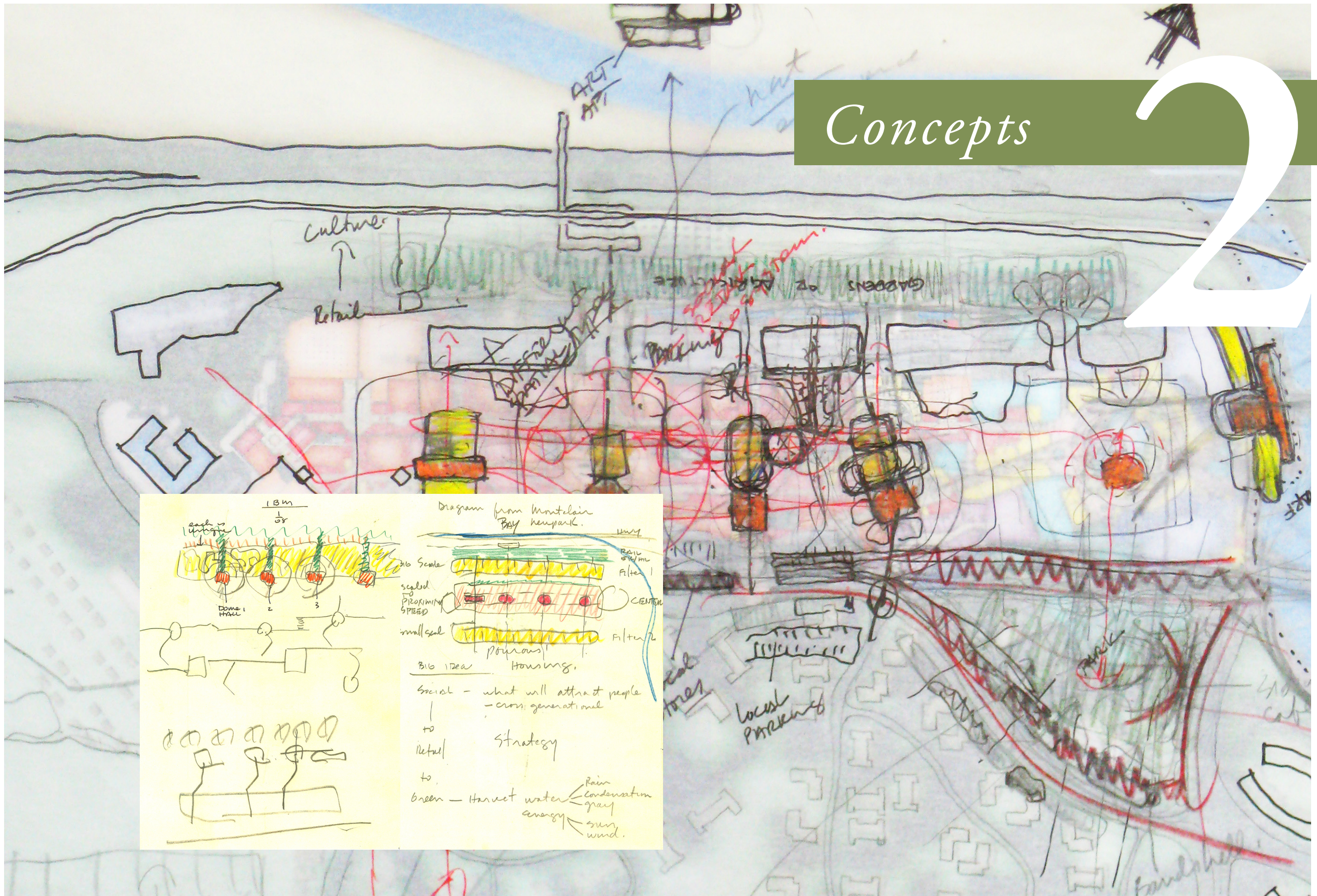
Sheik Zayed Road and the elevated transit line present an opportunity for great visibility to high-speed passersby as well as deliver a high volume of visitors.

The local roadway to the south creates an impassable barrier to the nearby residential communities.

The proposed canal can be a strong asset for the site but could also become a separation from the large population in the Tall Tower development.



Concepts



SITE STRATEGIES

Capturing opportunities on the site and creating a microcosm of a functioning traditionally-scaled city.

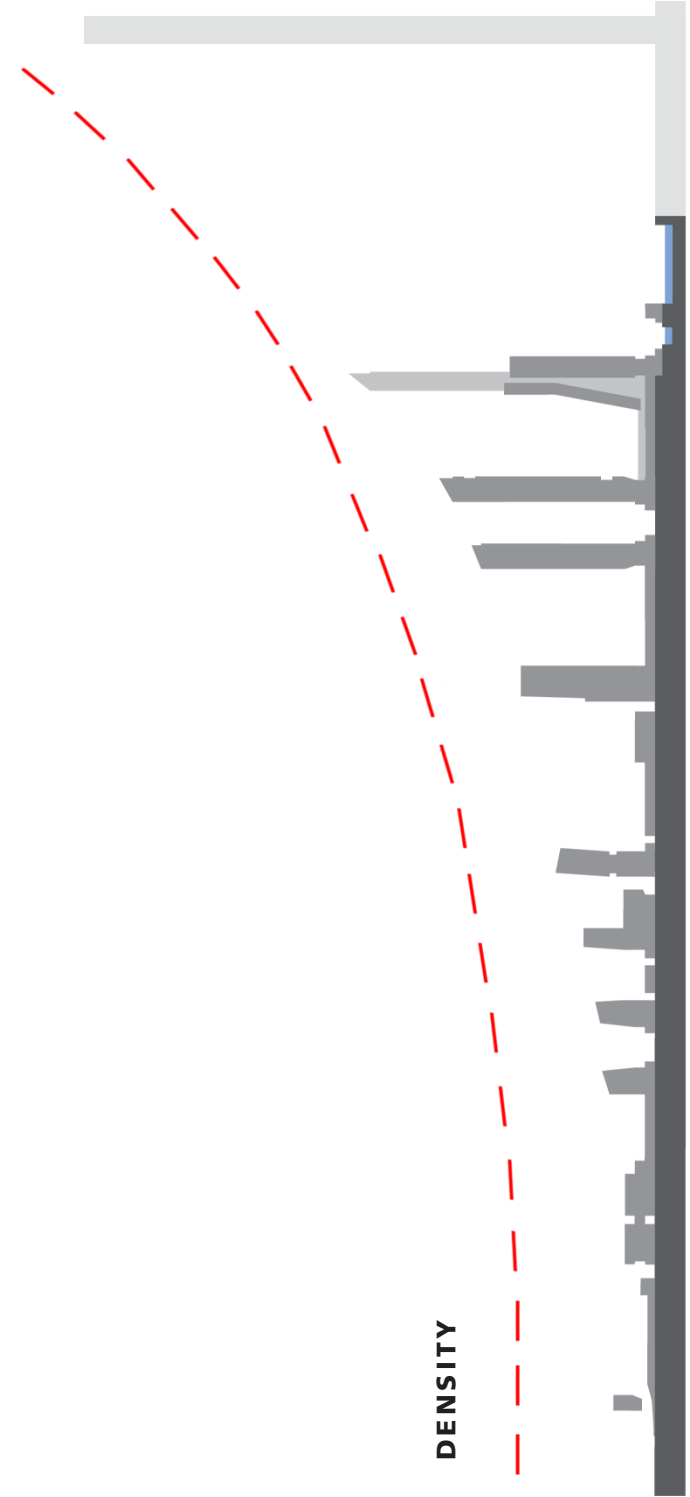
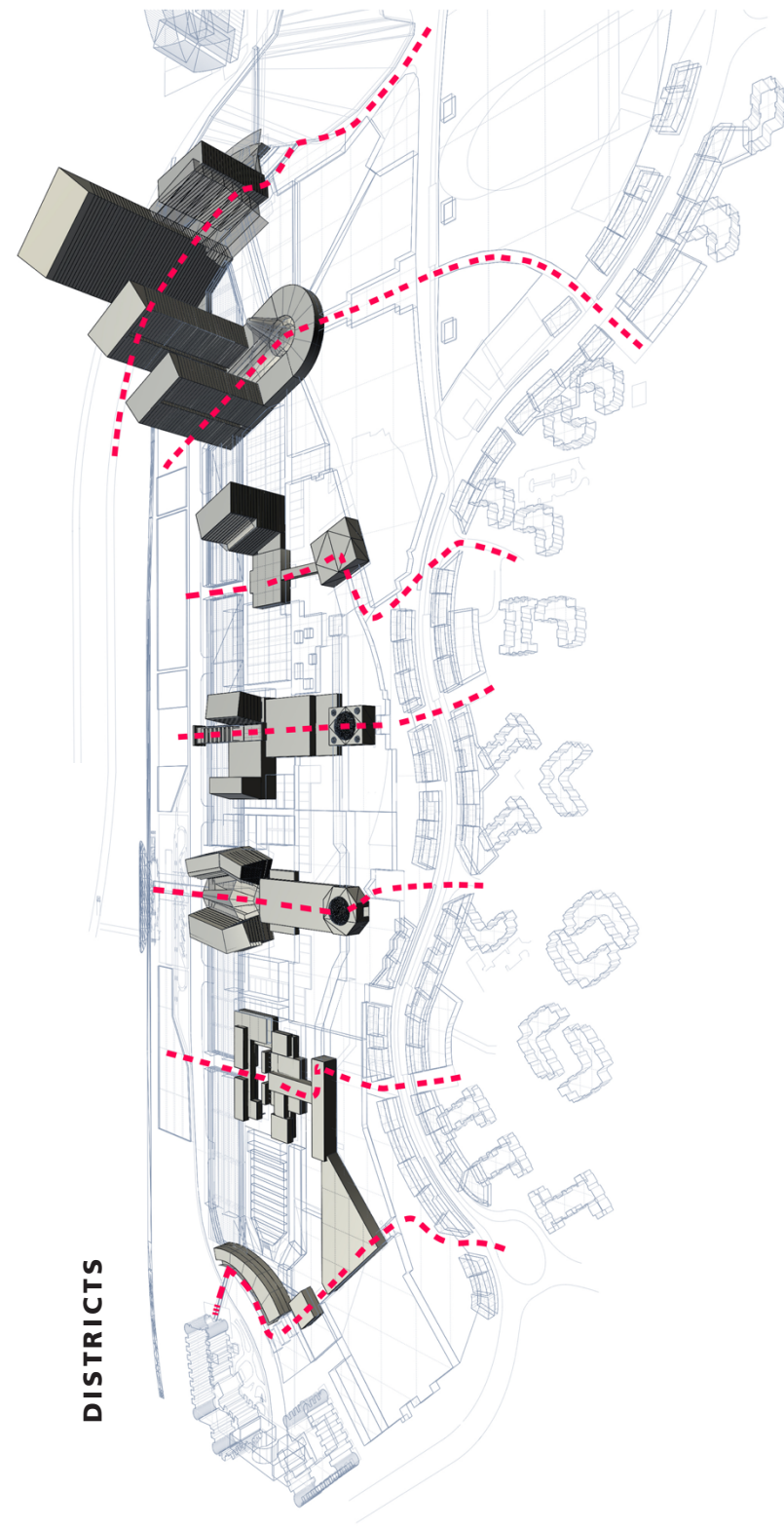
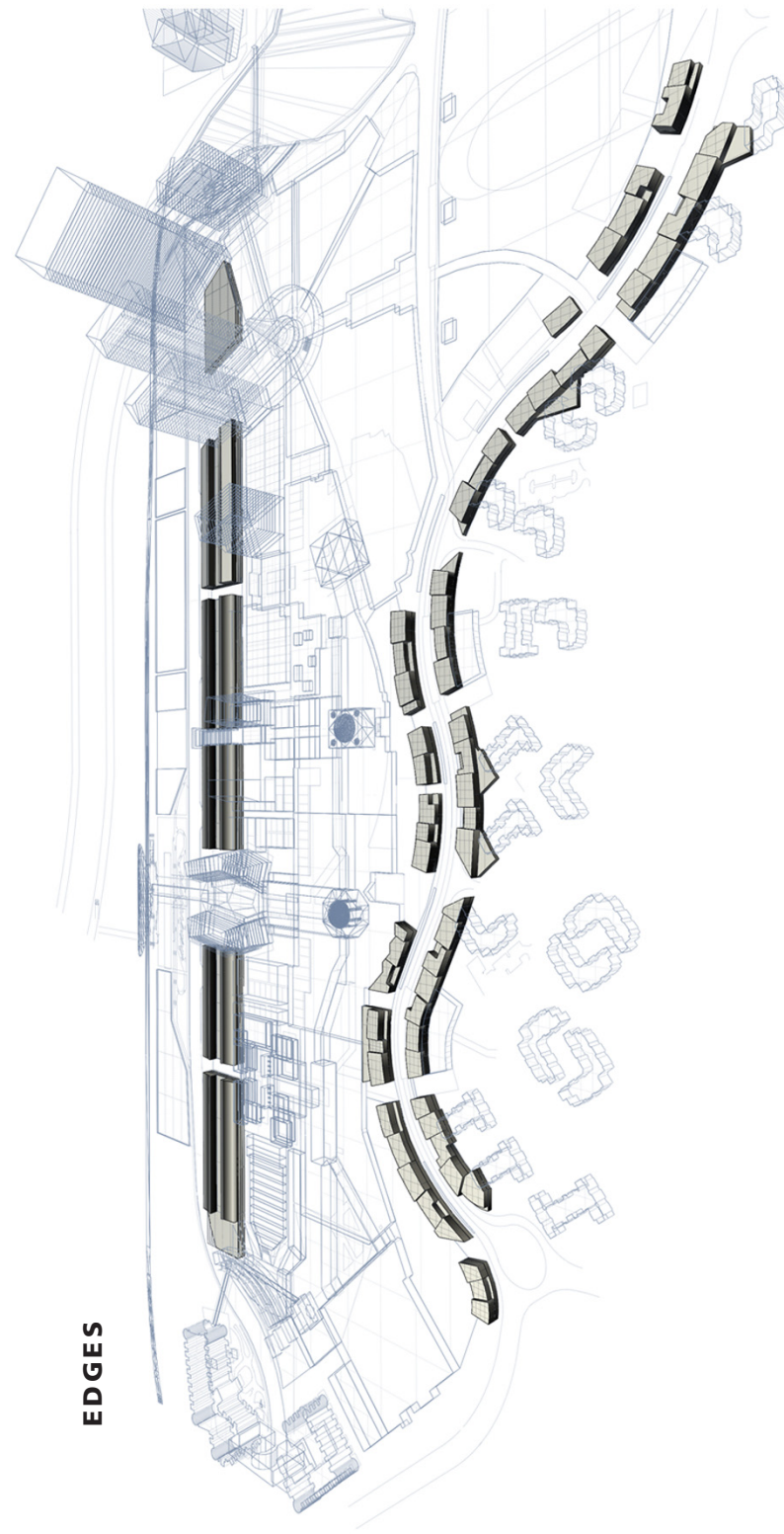
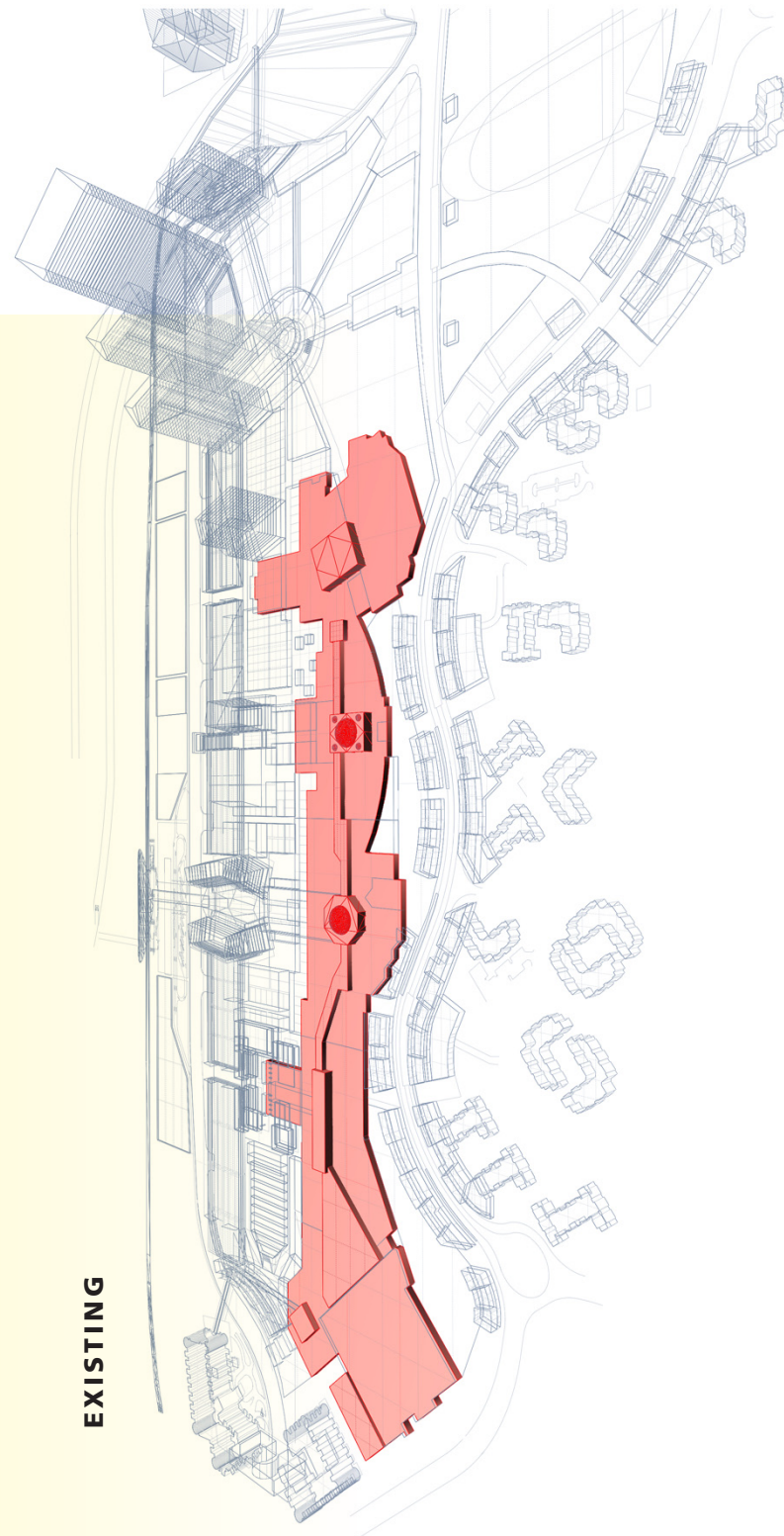
Breaking down the overall site into smaller-scaled, interrelated districts and connecting to the surroundings in appropriate ways at each edge. Creating secondary axial connections from north to south through each district that work like local cross streets through a city.

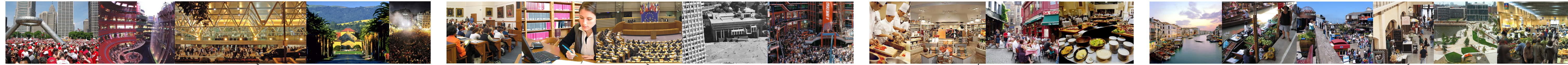
Expanding the existing mall outward to reach the edges of the site.

EDGES : The north edge is strong and continuous with intermittent openings exposing the internal districts. The south edge becomes urbanized and turns into a porous collector drawing people in from the neighboring residential communities.

DISTRICTS : The existing courts act as the catalyst for creating a series of distinct and unique districts, each being expanded from the existing theme of the mall, and establishing miniature destinations for a diversity of populations.

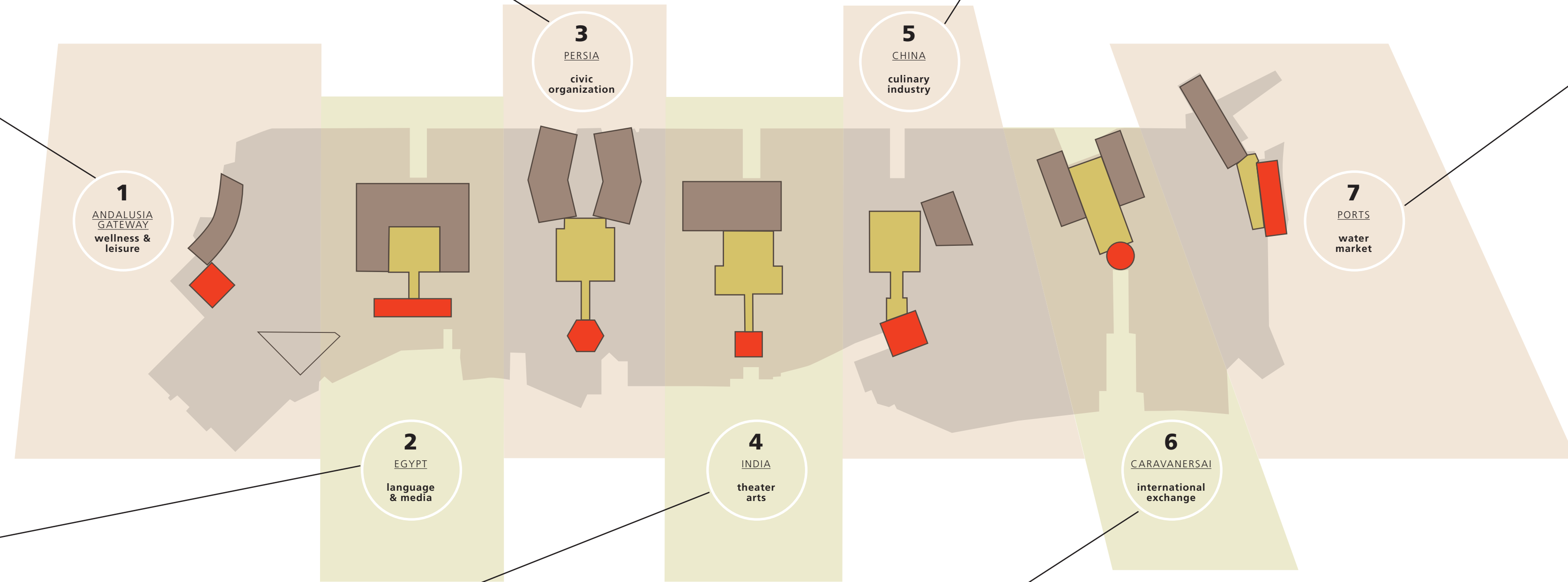
Increasing the density of the population and the intensity of use as you approach the Tall Tower development to the east.





The character of each district begins with a connection to Ibn Battuta. Based on his experiences in different places, new non-retail program is introduced by establishing a broader understanding of the contributions each place has made to world civilization. This expands the project from being visually thematic to being programatically thematic. The new program is clustered with the existing themed court to create the district center. Each district will generate additional visitors that initially come for purposes other than shopping.

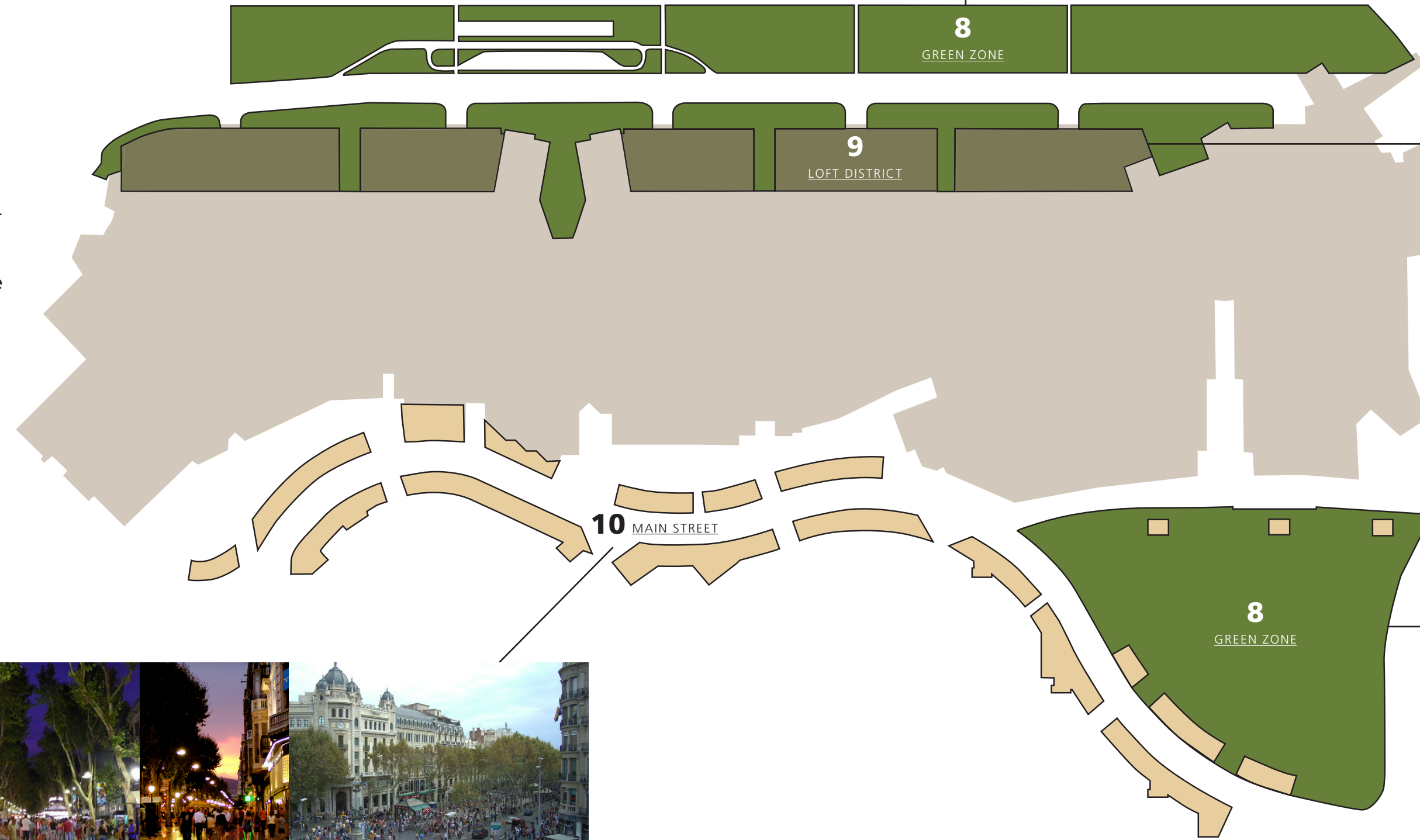
For example, the Flamenco District in Sevilla is a place that is built around the Flamenco theater but all aspects of life connected to flamenco are found here. The introduction of a large institution or industry can influence the growth around it and bring vitality to a place.



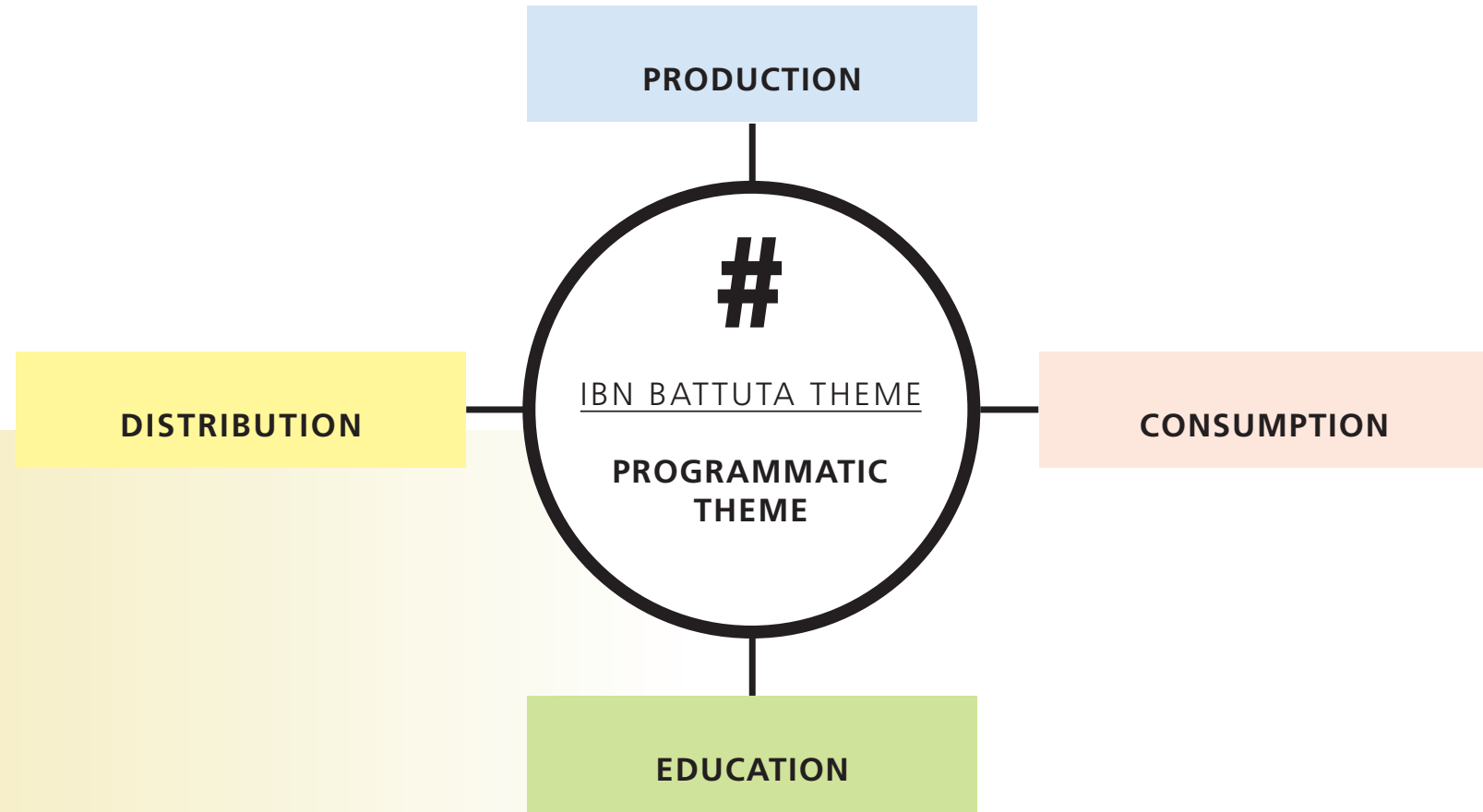


The existing street to the south is transformed into a living urban retail street, with pedestrian activity, public transportation systems, destination dining and shopping, local neighborhood services and residential units above the shops. This would become both a destination location and a critical link to the residential neighborhoods beyond. An urban park is introduced as an outdoor, public gathering place to provide a more complete living environment for the local communities.

The north side is composed of an urban loft district set above parking structures and separated from the transportation spine by a linear green space. The Loft District could be occupied by local artisans or craftsmen to provide a local culture of production. The Green Zone can be developed for recreational use, as gardens, for agricultural, horticultural or botanical uses or for tented events. But it also serves as a functioning component of the sustainability program as a bio-remediation zone for the harvesting and reuse of water.

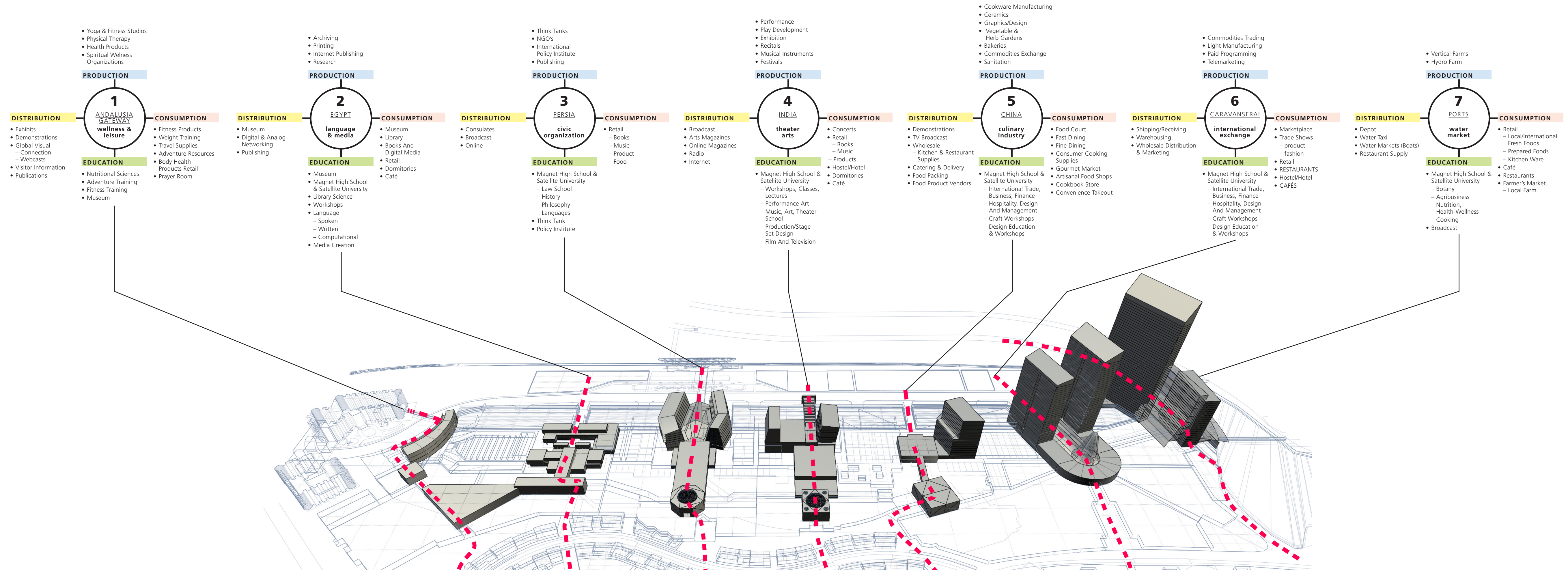


PROGRAMMING



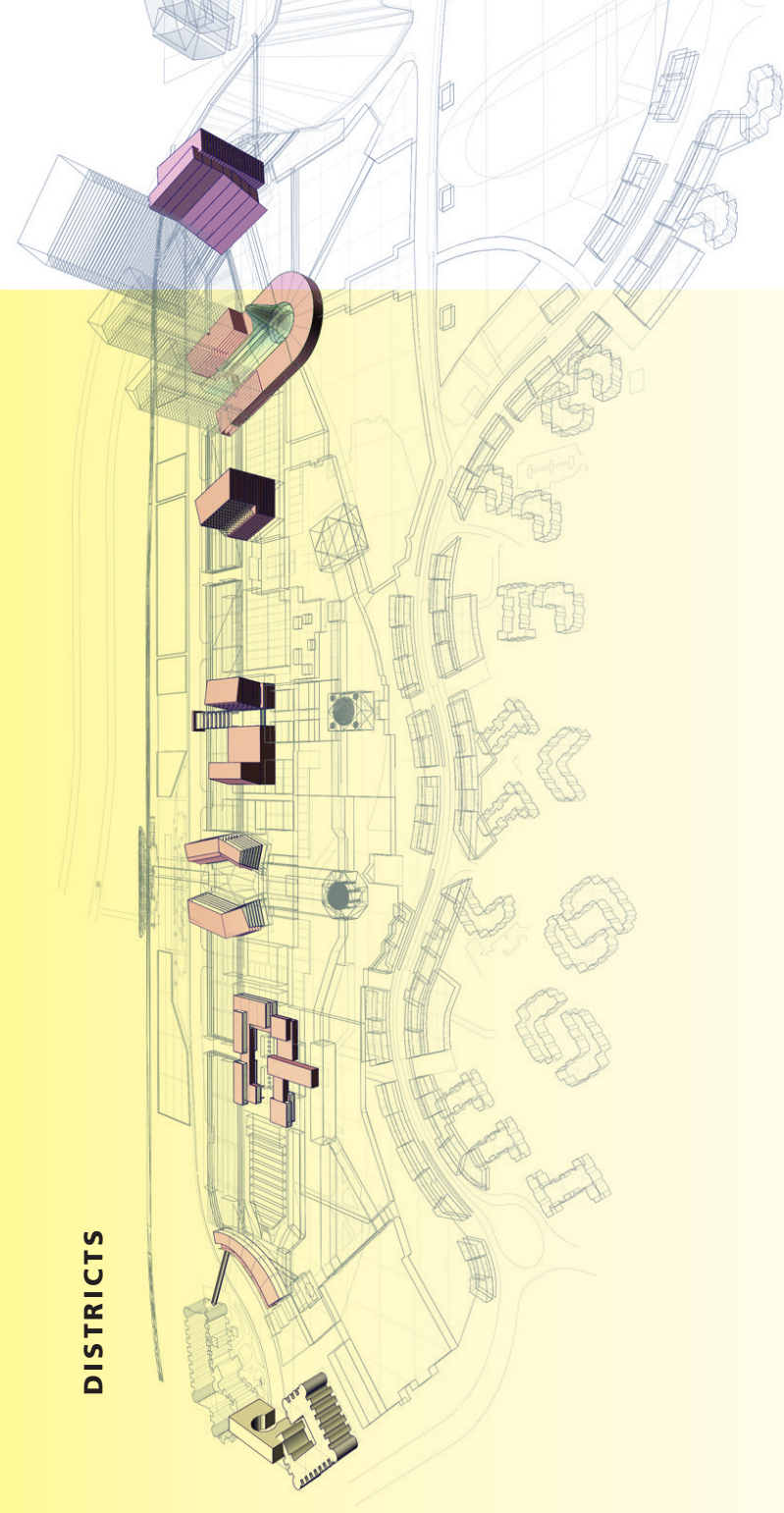
Each district is programmed to support an entire discipline, industry or cultural subject. The Ibn Battuta visual theme in each district is to be complimented with an unique programmatic theme that acts as the core of each new district. To create a diverse population of users in each of these districts, there should be space allocated to these categories: Consumption, Production, Distribution and Education. This represents a complete cycle of commercial activity.

The program cycle diagrams on the following page describe possible uses associated with each district on the site.

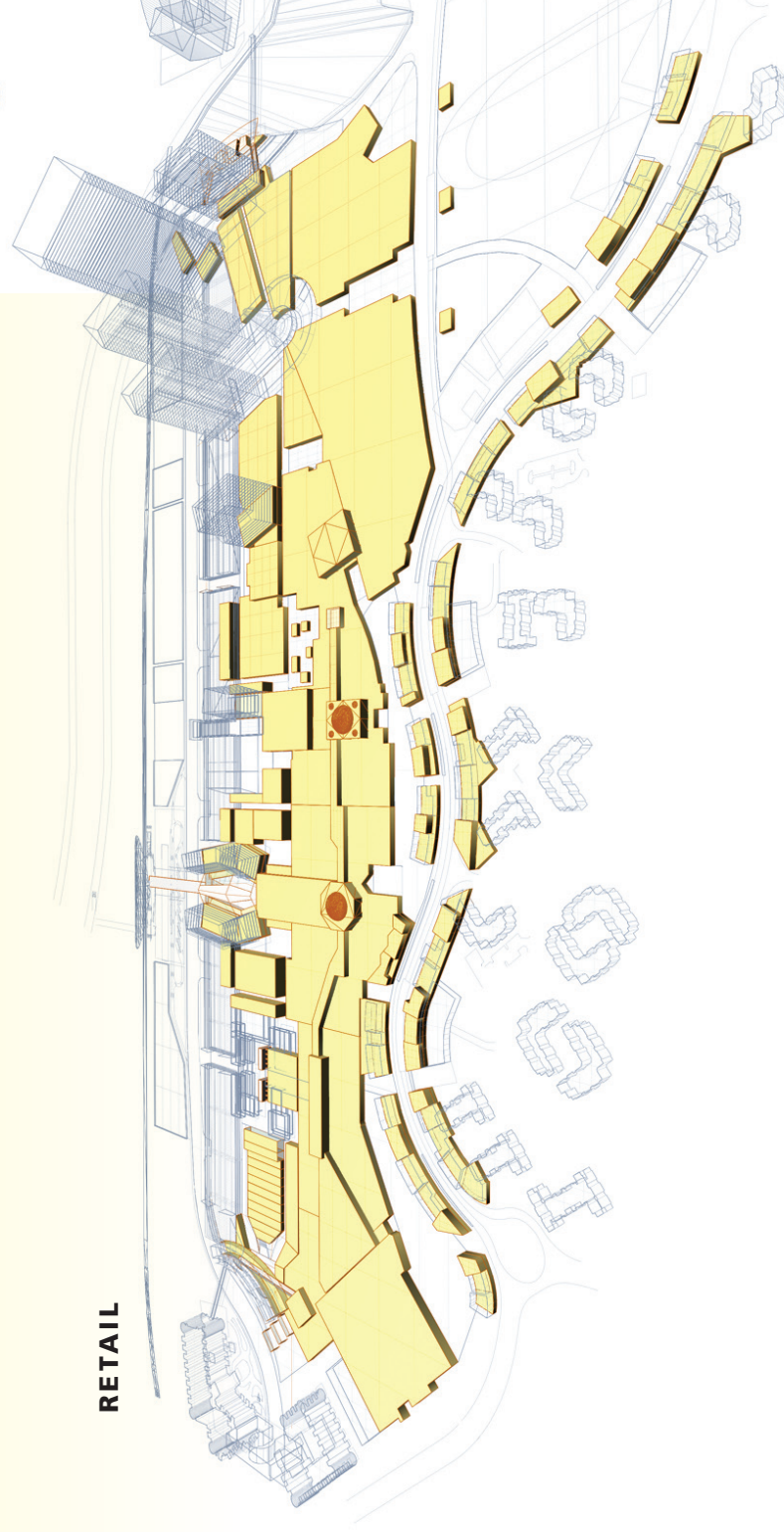


Different program uses (Retail & Entertainment, Residential & Hotel and various types of Institutional & Educational) are distributed evenly across the site.

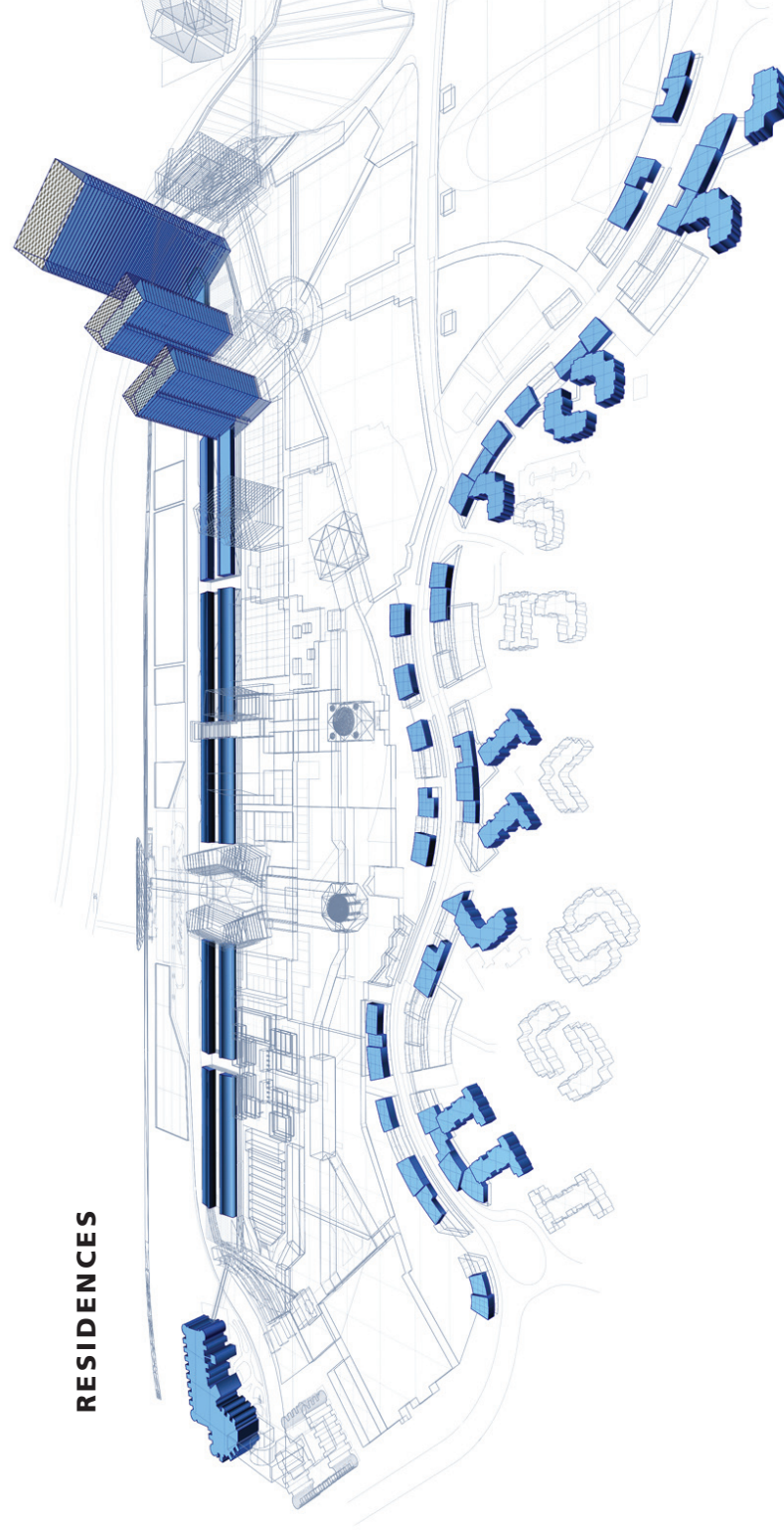
DISTRICTS



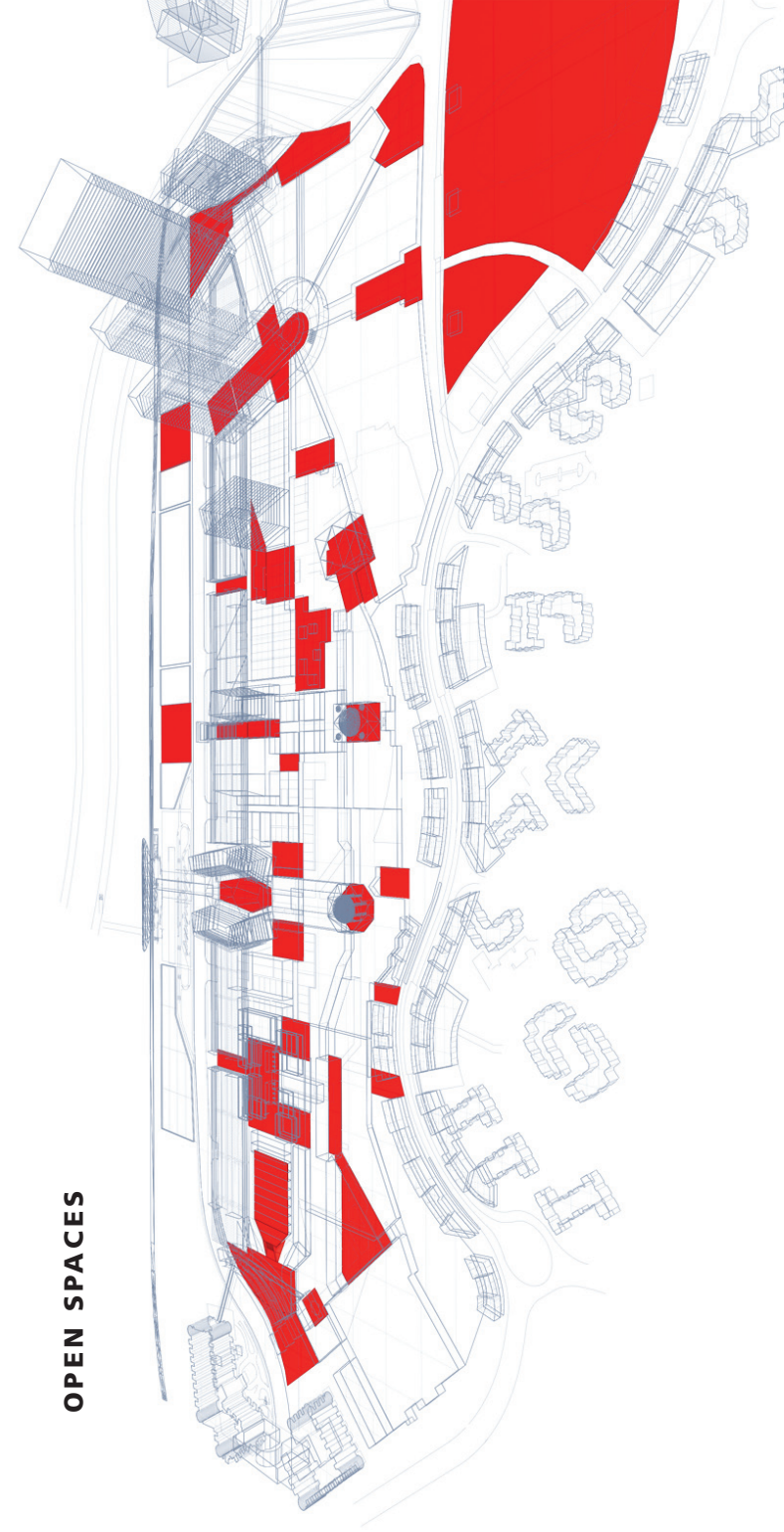
RETAIL



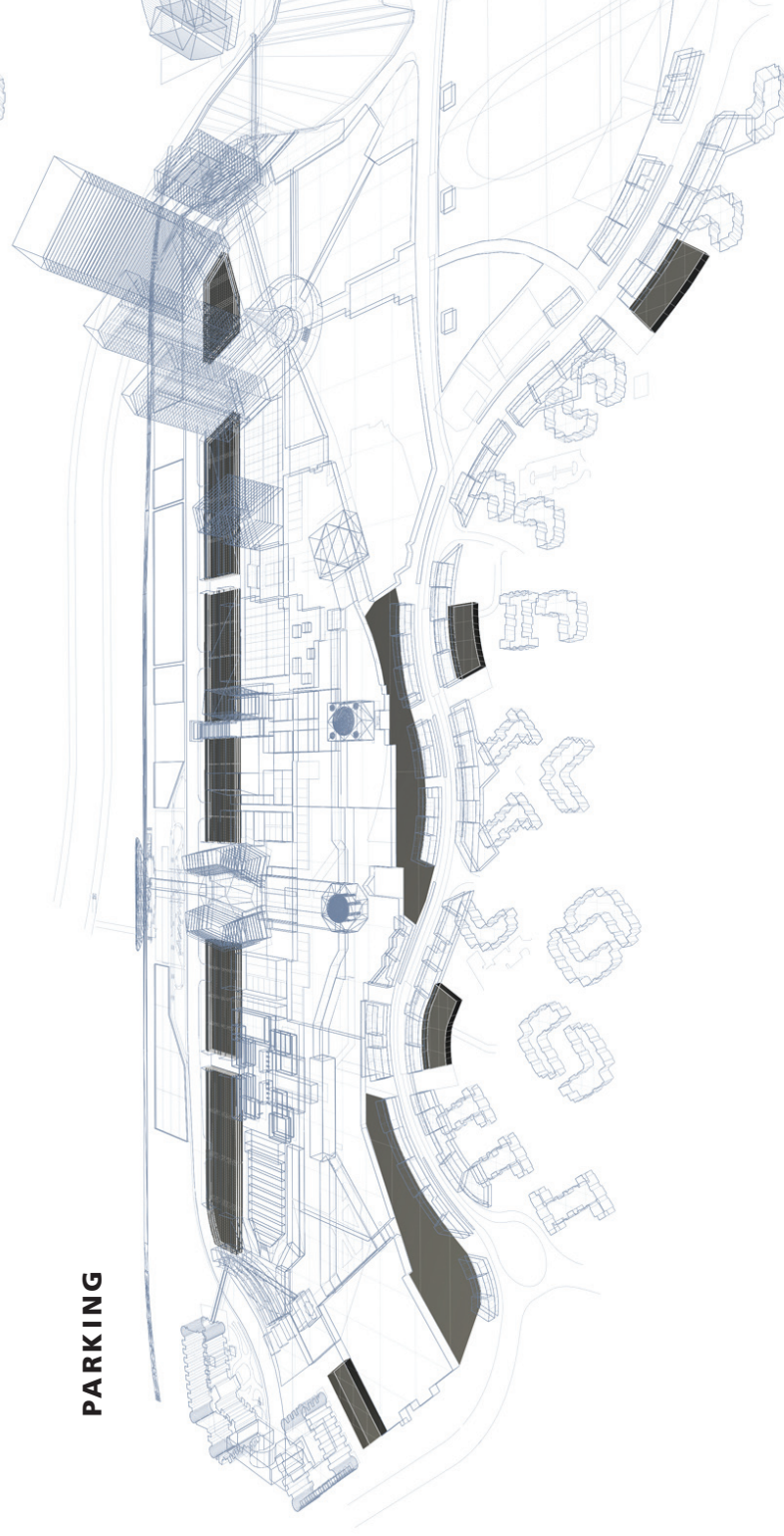
RESIDENCES



OPEN SPACES



PARKING





Masterplan



1
ANDALUSIA GATEWAY
wellness & leisure

visitor information
travel store
restaurant
health club
wellness center
mini-conference center
plaza events space
retail
prayer room

2
EGYPT
language & media

museum and school
comparative culture
language and media
natural history/geography
archives
publishing
retail
cafés
prayer room

3
PERSIA
civic organization

consulates
broadcasts
think tank
policy instruction
schools
retail
café
prayer room

4
INDIA
theater arts

cirque de soleil
retail
workshops
schools
hostel
prayer room

5
CHINA
culinary industry

culinary academy
cooking classes
food court
gourmet market

6
CARAVANSERAI
international exchange

training
light manufacturing
t.v. production
schools
hospitality
retail
restaurant
prayer room

7
PORTS
water market

ferry terminal
vertical farms
hydroponic greenhouses
farm admin offices
café
schools
prayer room

8
GREEN ZONE

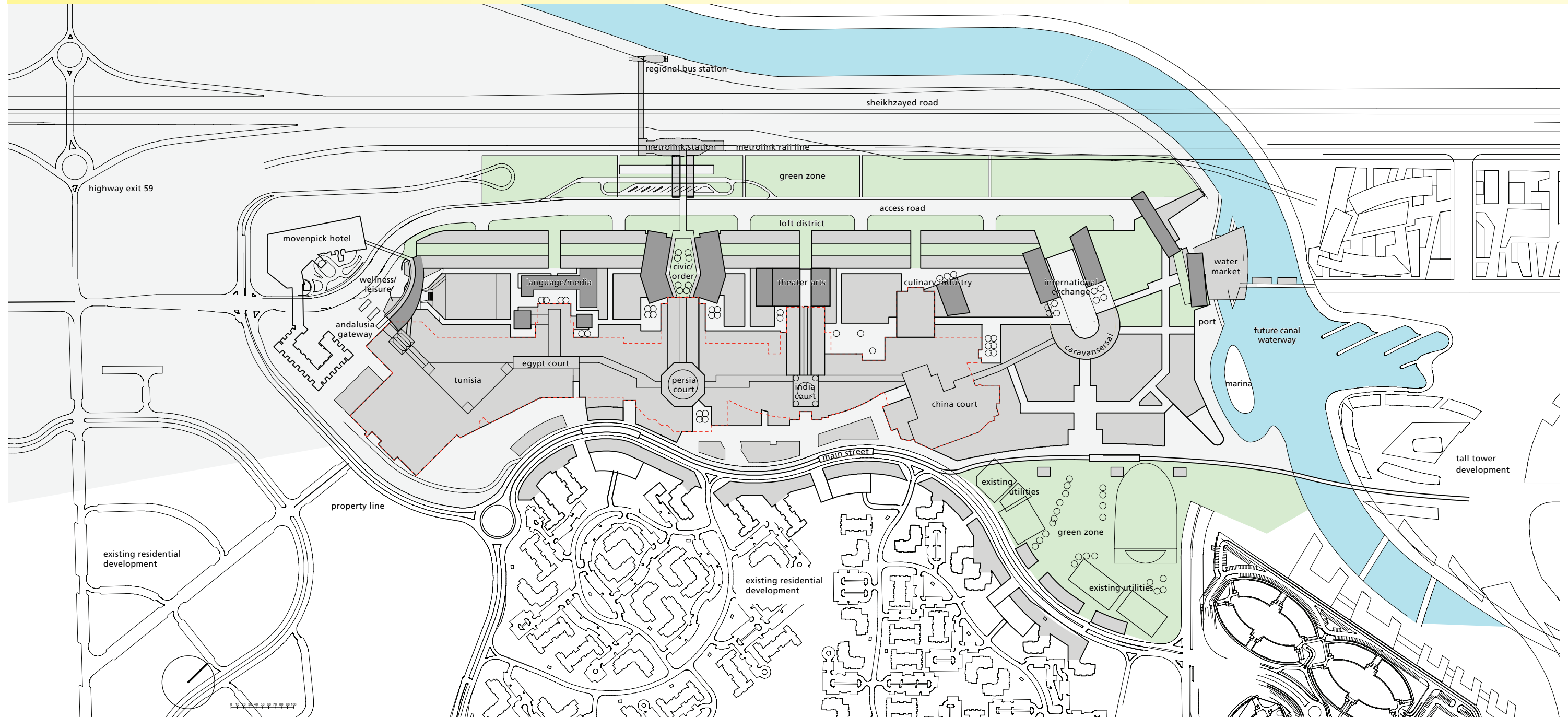
bio remediation
water treatment
gardens
agriculture
horticulture
receptions
outdoor tented events
themed landscape

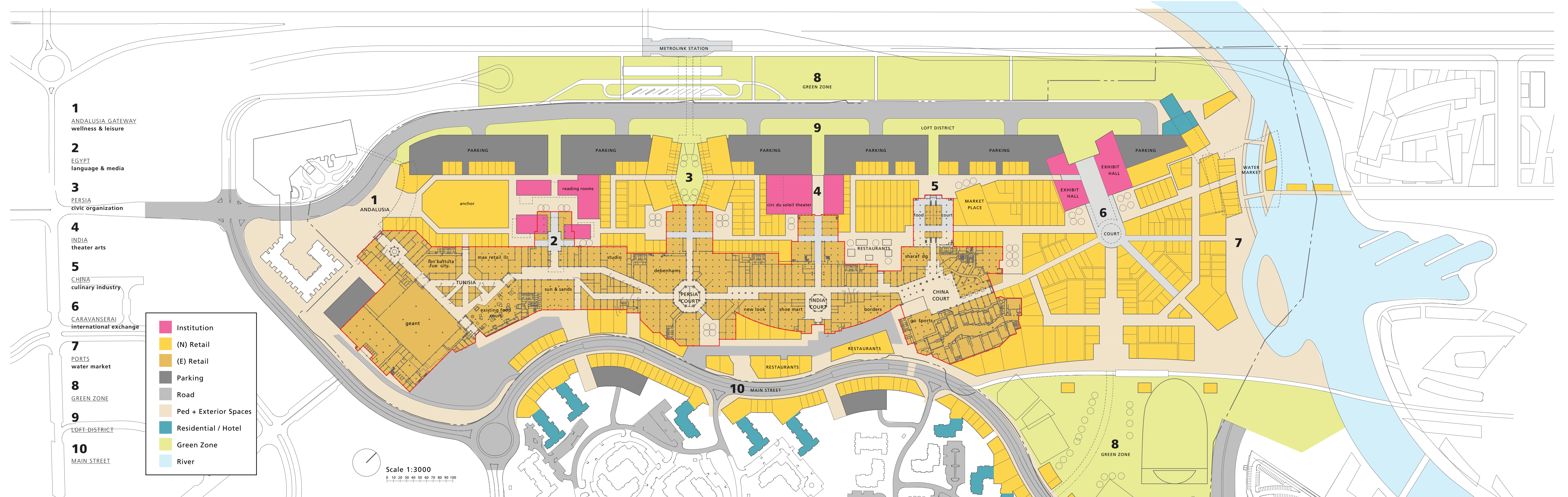
9
LOFT DISTRICT

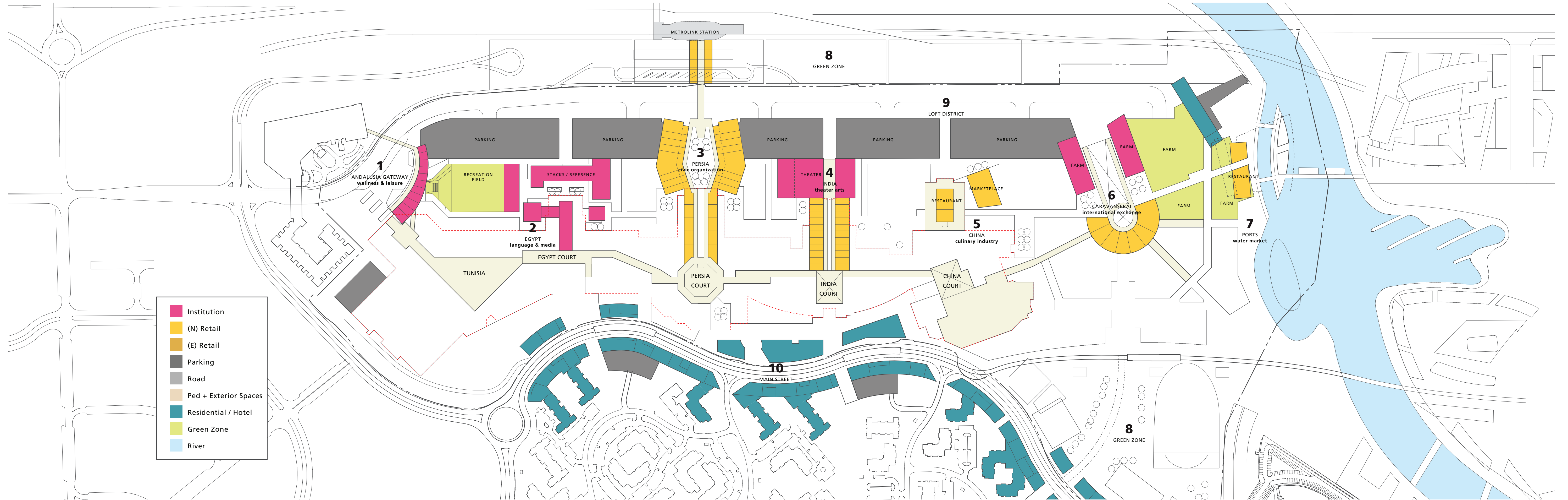
live-work rooftop lofts
main mall parking structures
private gardens on roof
vertical gardens
connects to green zone
artisans
light manufacturing

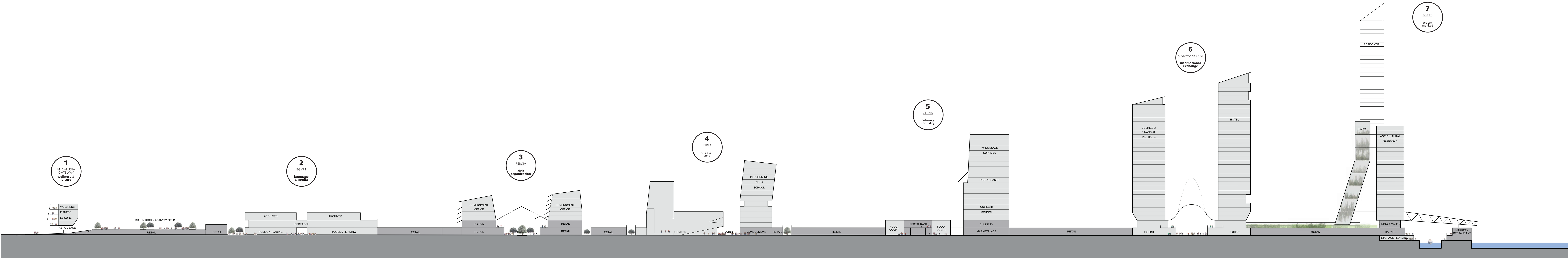
10
RETAIL STREET

pedestrian scale
neighborhood services
destination restaurants
shop keeper residences
walk up units
european scale
connection to residential
street car to tall tower
local parking

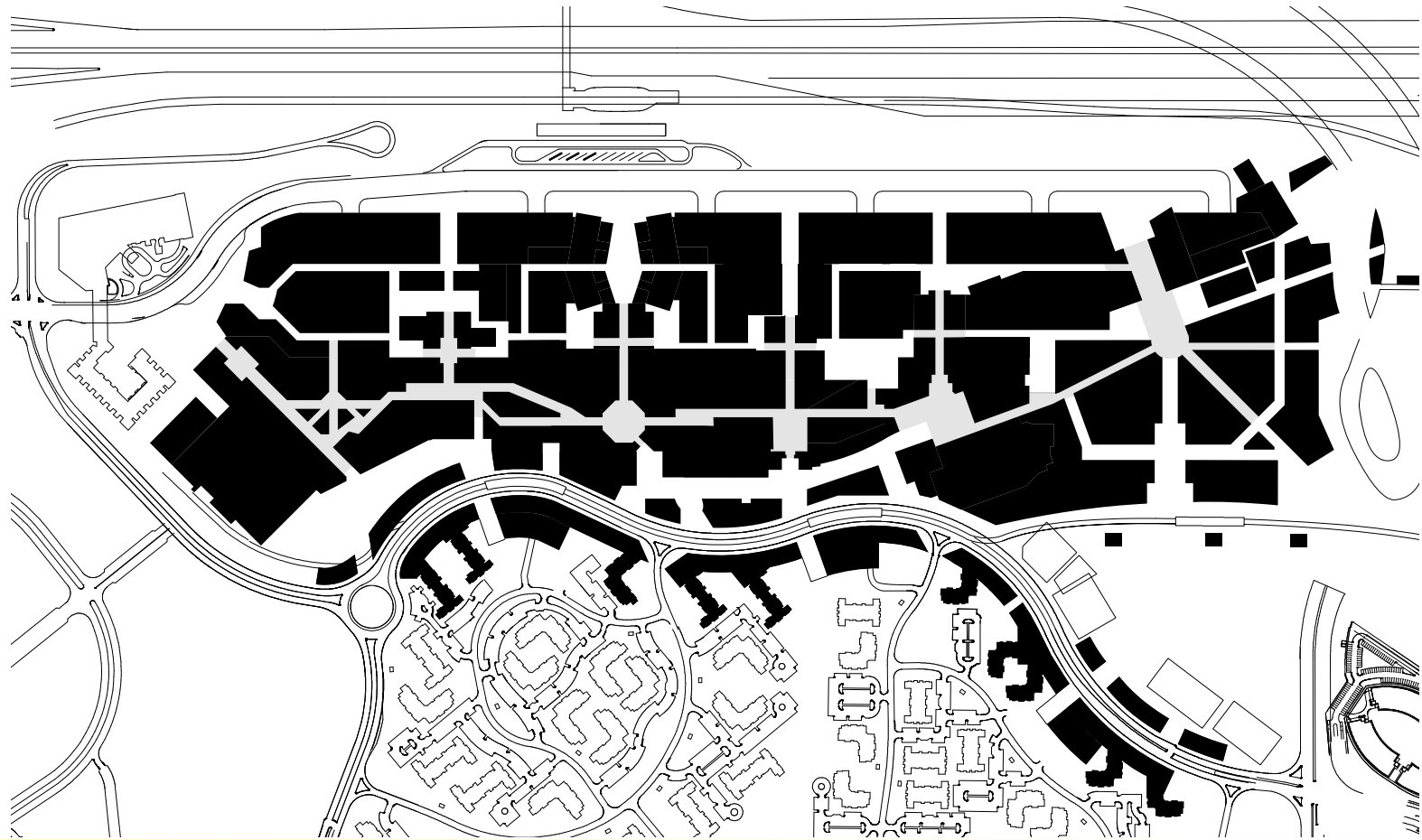




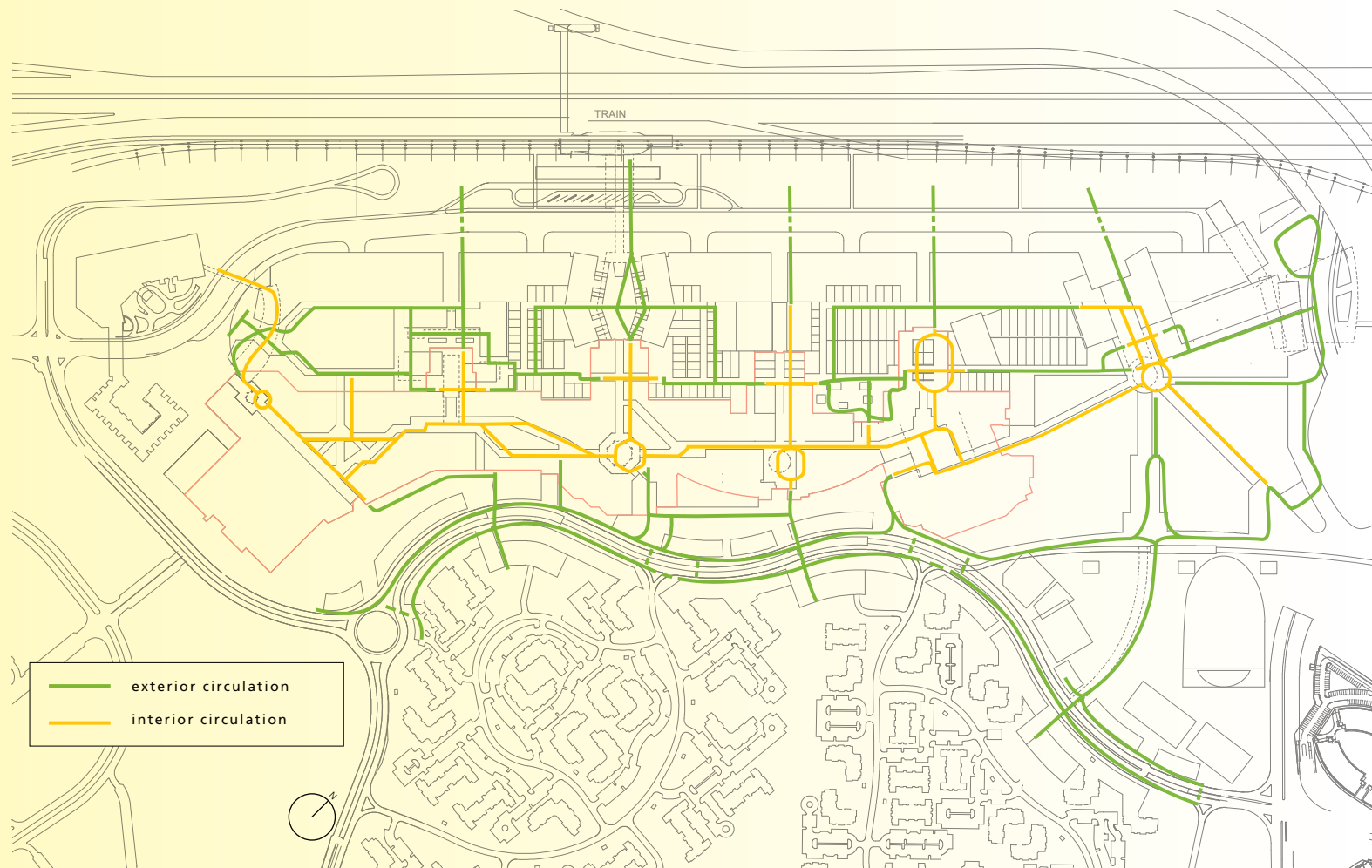




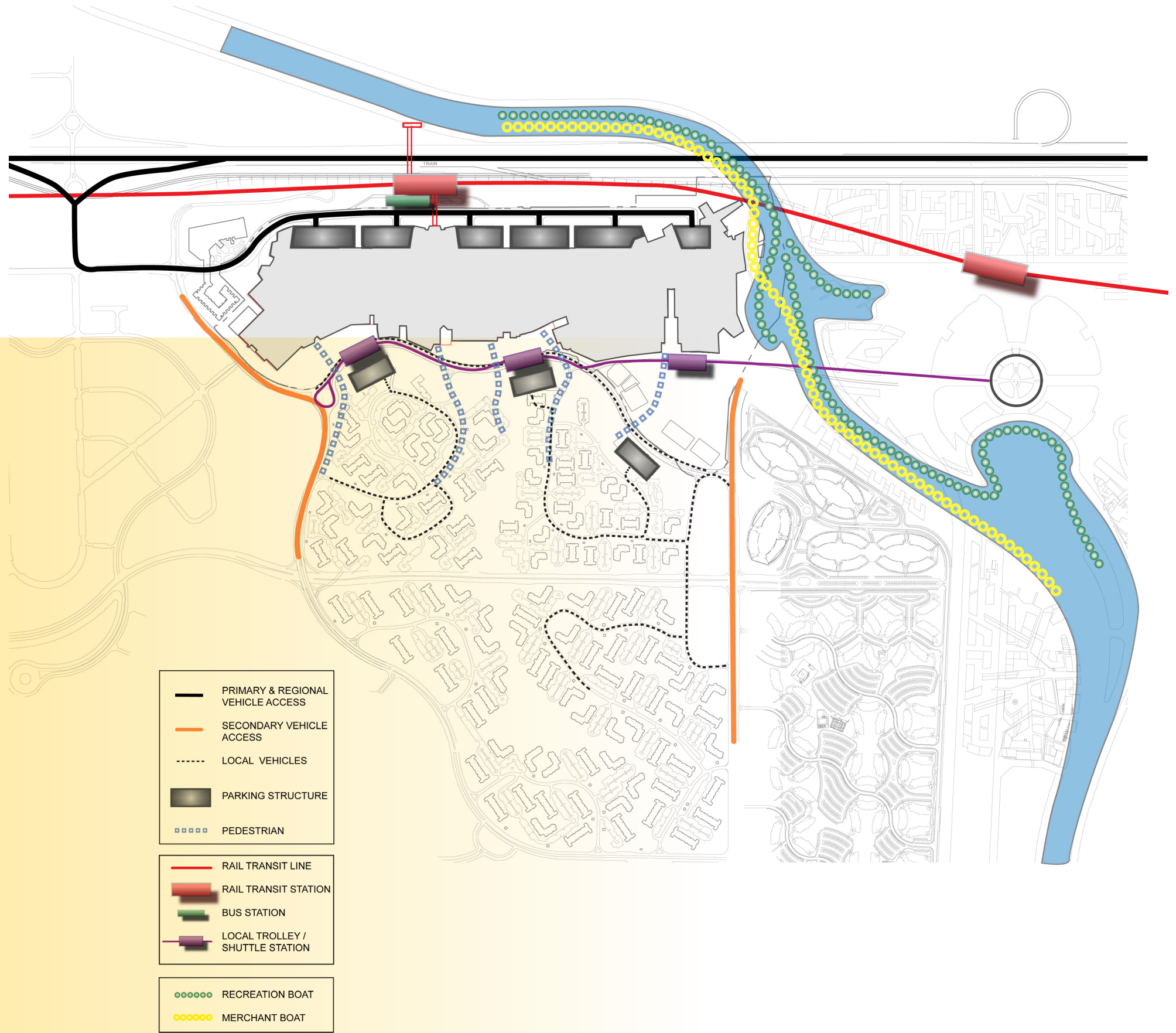
The figure-ground study reveals that the architectural organization varies from district to district, much like an historic city.



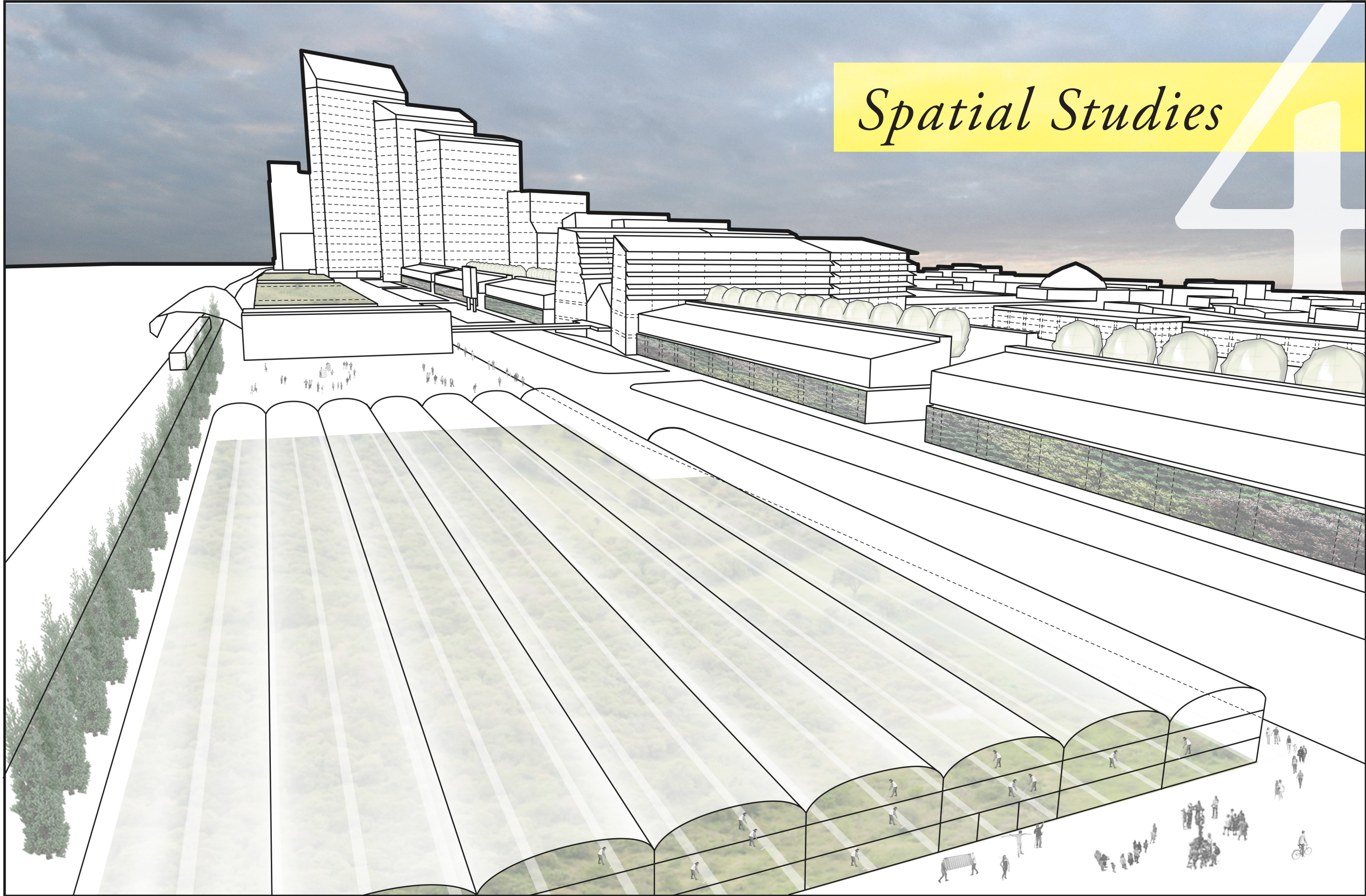
The retail and pedestrian circulation at ground level is made up of interior and exterior 'streets', a typical path would take you through a variety of environments.

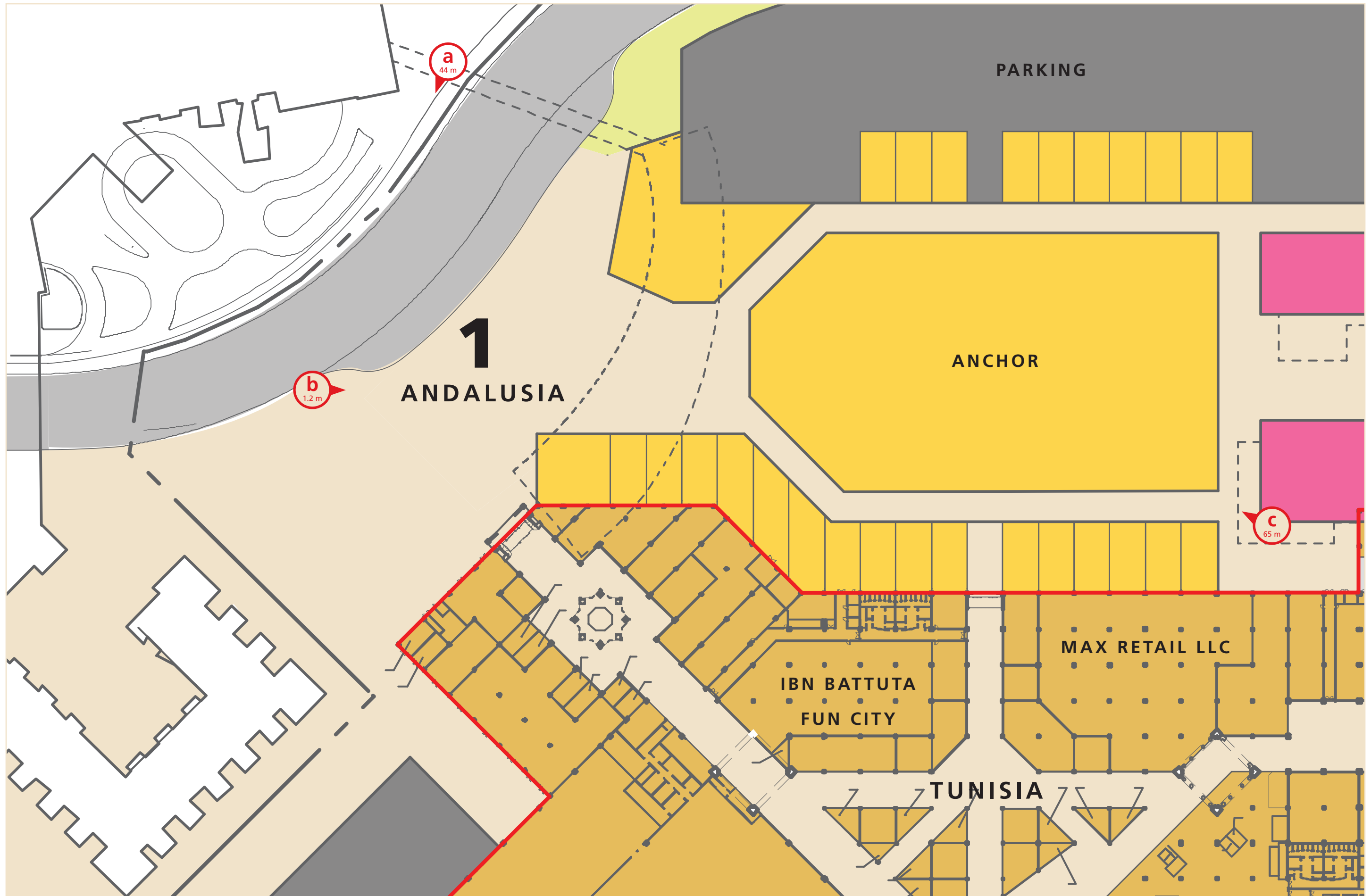


The project is reached by many modes of transportation connecting it to local and regional communities. The retail street will be the primary link to local transportation and the main entry for local visitors. The north side will be the main entry to the project for regional visitors.



Spatial Studies

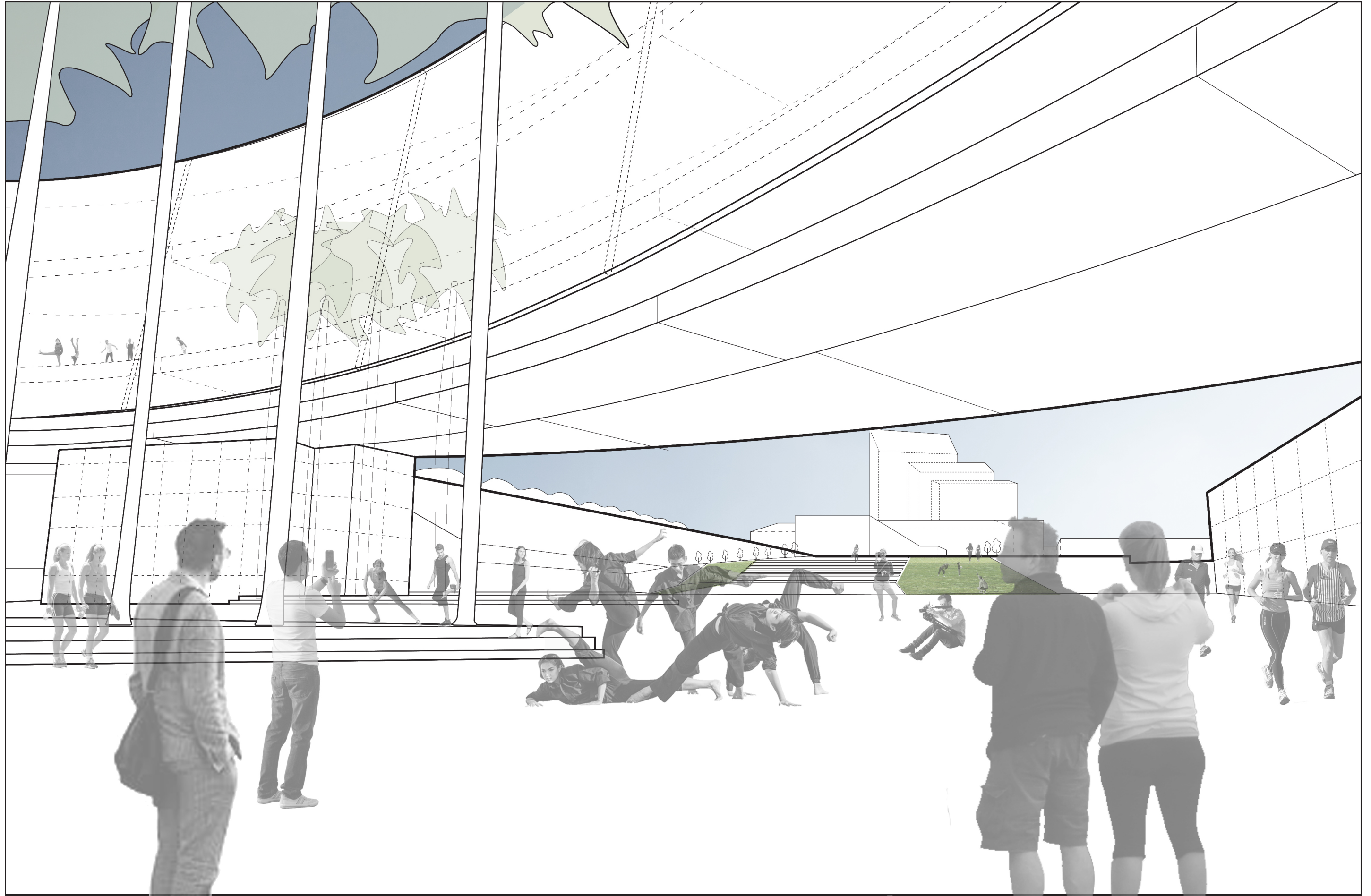


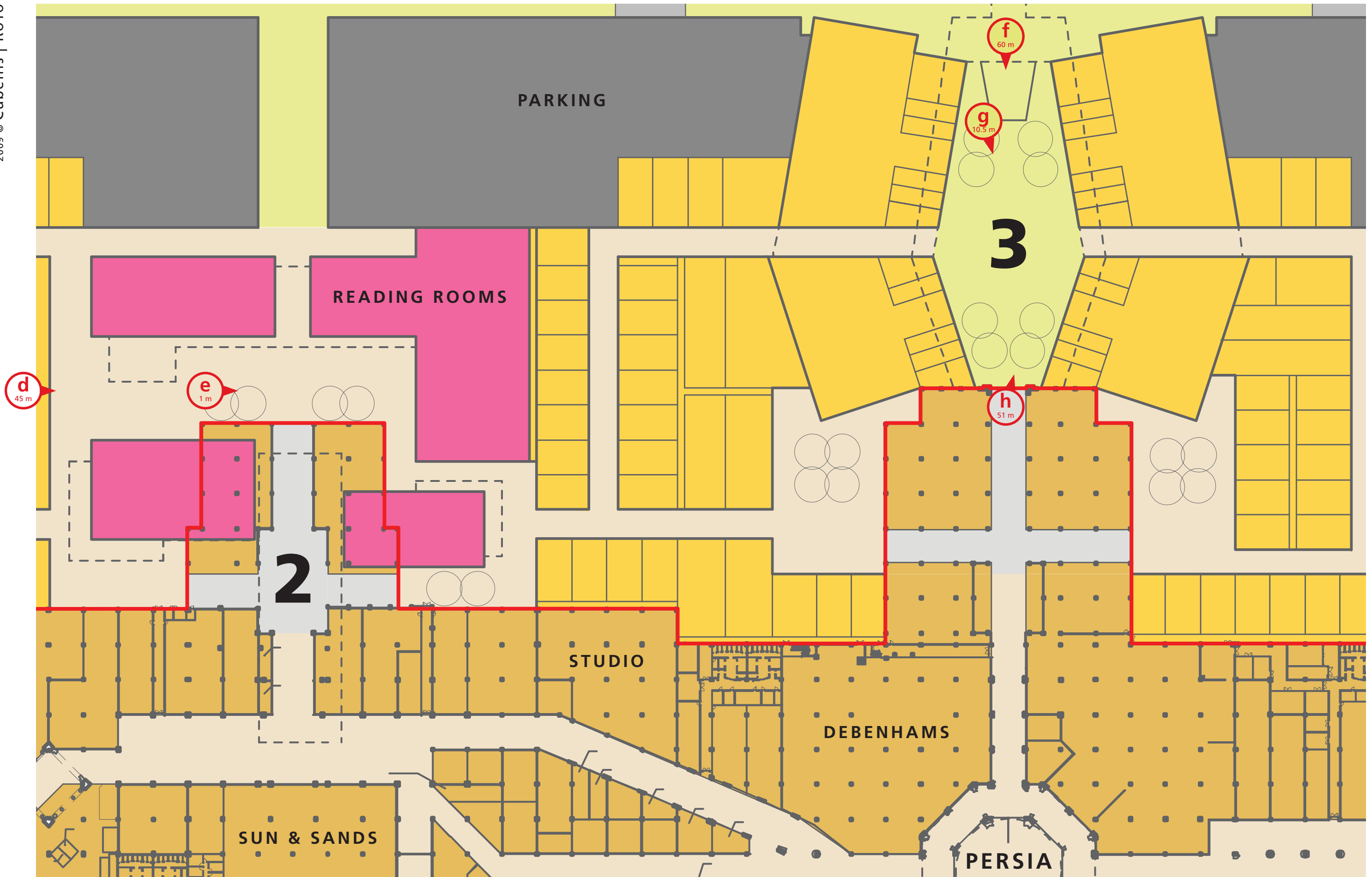


DISTRICT 1 - ANDALUSIA GATEWAY ENLARGED PLAN (1:1000)

ANDALUSIA GATEWAY (view a)

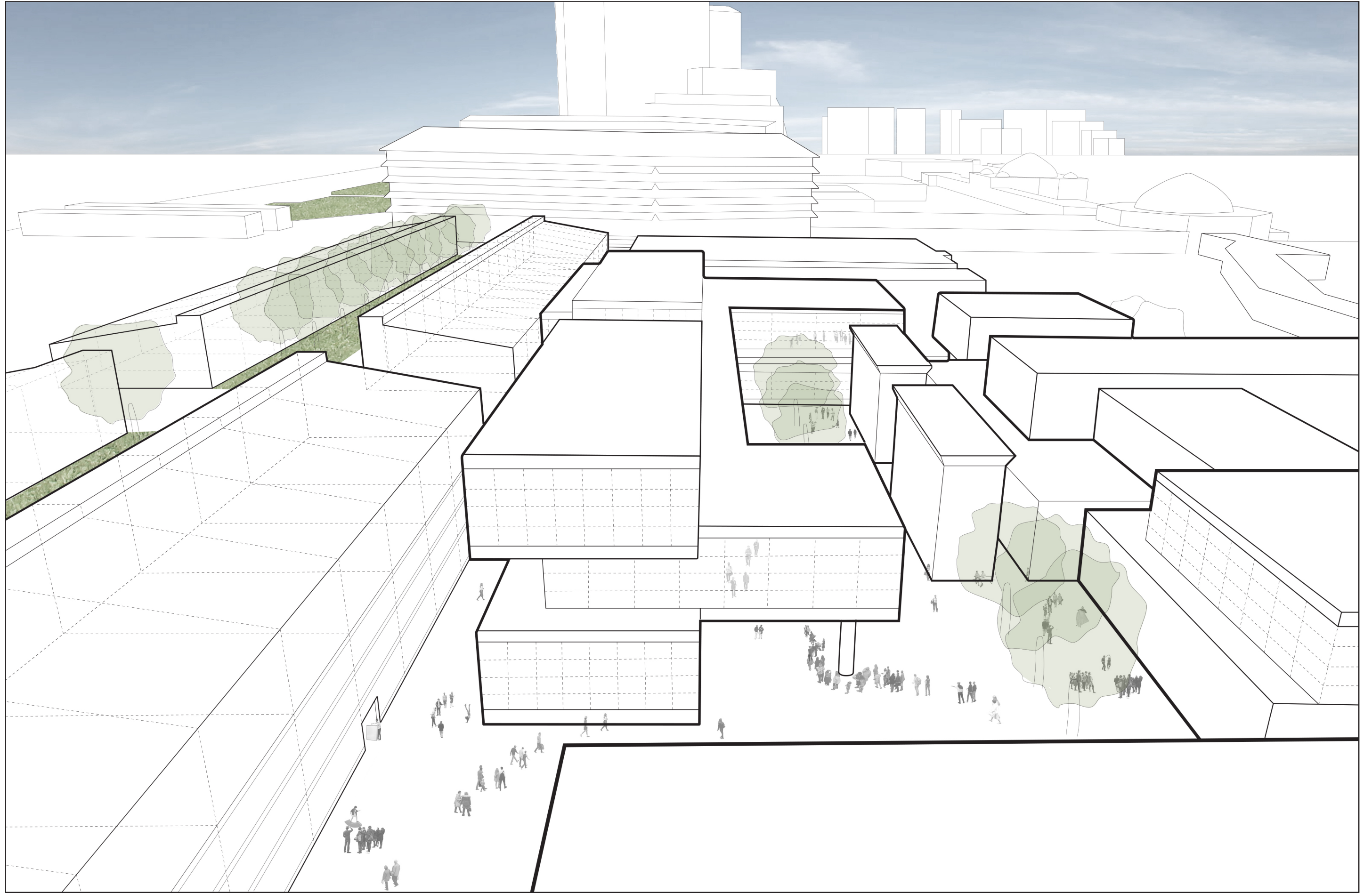
In the Andalusia district wellness, leisure, sports and complimentary retail and food are the main attractors. Visitors arrive by drop-off to an active plaza and gateway building that has a variety of retailing, dining, and guest services. Fitness and yoga centers are based here, and outdoors sport and retailing events are staged on the sports field/event green. Related health goods are sold throughout in restaurant and kiosks. This district also operates as an introduction for visitors by providing them with an overview of all scheduled events and a listing of amenities.





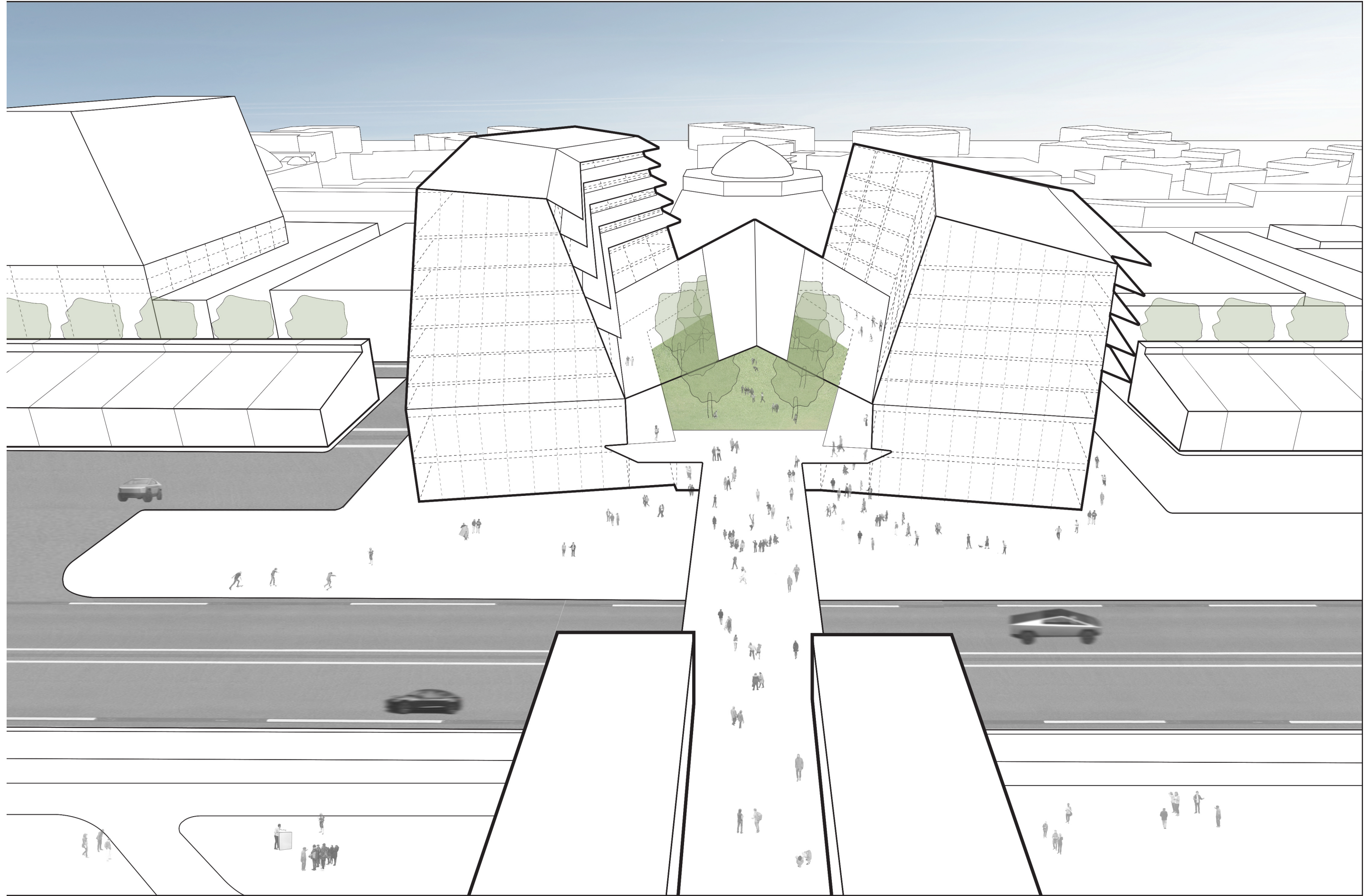
EGYPT (view d)

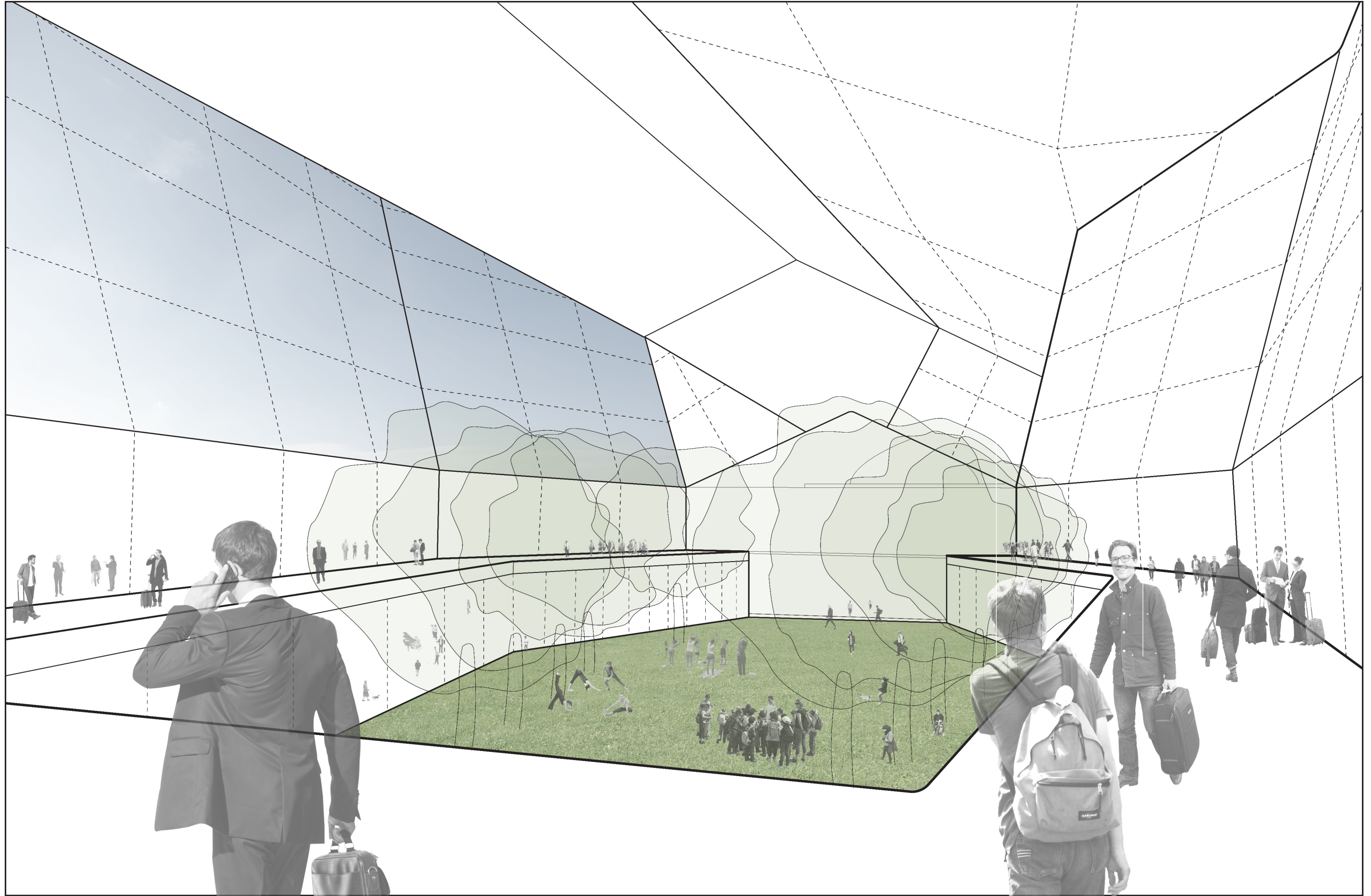
In the Egypt district, language, media, communication and complimentary retail and food are the attractors. Digital and printed books are read and sold here in bookstores, cafes, and reading rooms. Multi-media projects are designed, exhibited, and distributed at the museum, graphic design businesses, the design school, and on-line publishing. The energy is lively, colorful, and full of sounds at the plaza level. Cafes sprinkle the multi-faceted plaza and create a good atmosphere for families to stroll, shop, eat, and gather in this ideas-oriented district. Students from all over the world come to learn languages and communication at a satellite university located here. This district makes shopping and learning fun.

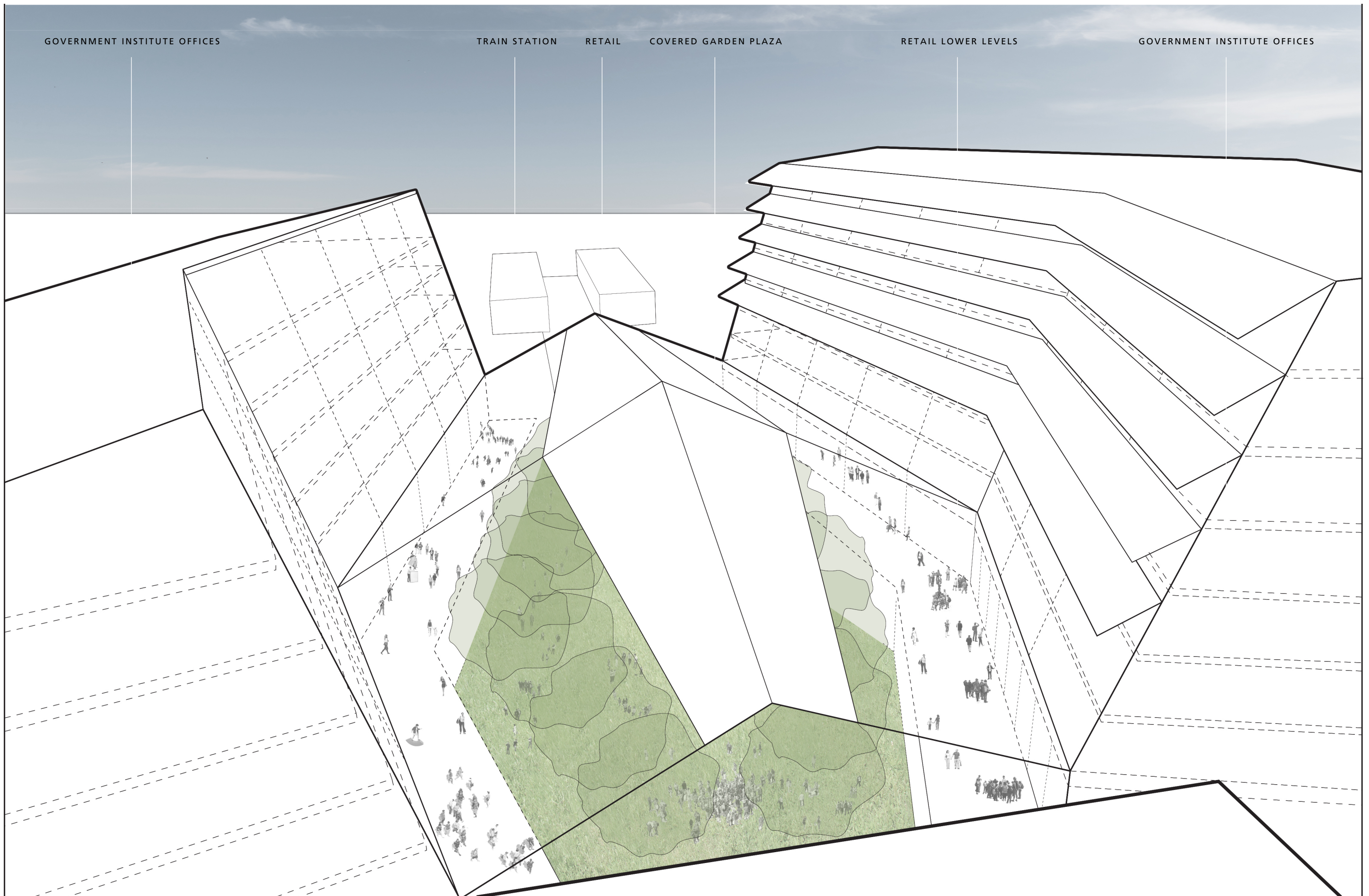


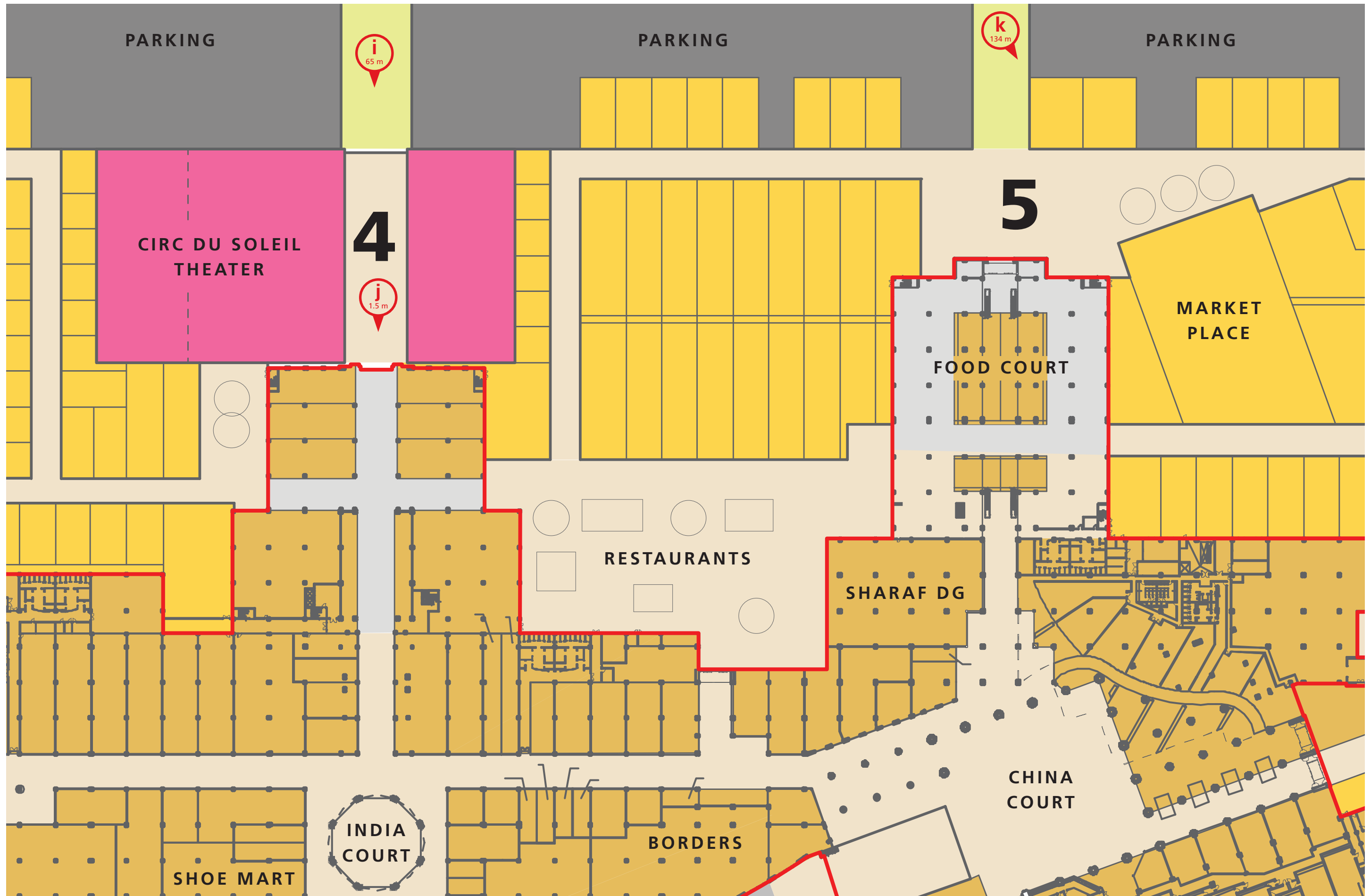
PERSIA (view f)

In the Persia district, civic organizations, think tanks, and complimentary food and retail are the attractors. People arrive by car, bus, and train to the transit station located here. The main space is a grand tree-filled court where visitors gather. A policy institute, consulates, a law school, a high school, and a distance-learning broadcasting center are located here in the upper floors. The lower floors are active with retail sales, eateries, restaurants, and bookstores. The place stays active as the international policy institute attracts many former and current politicians who come to work and give large public talks and workshops here.



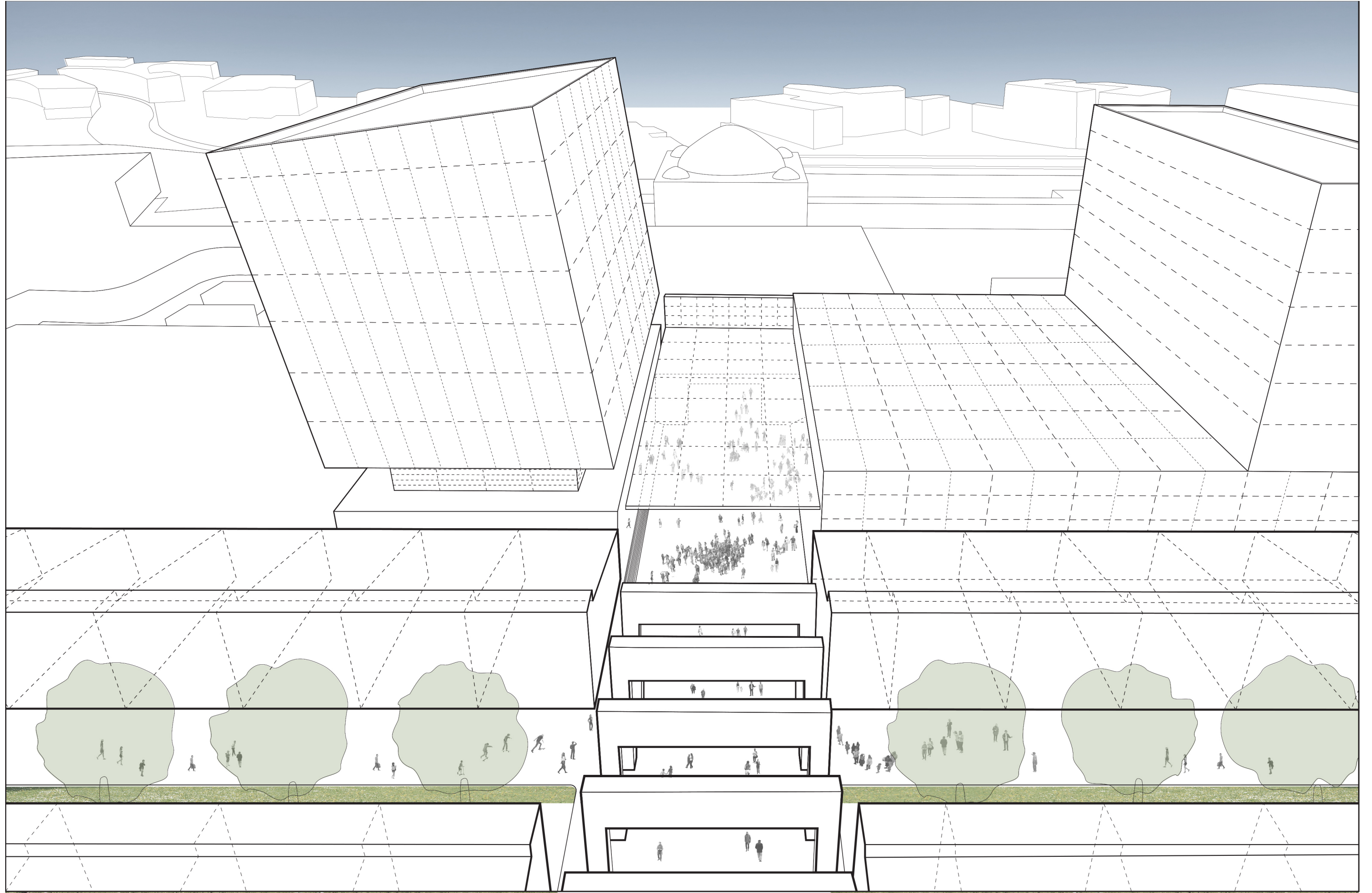


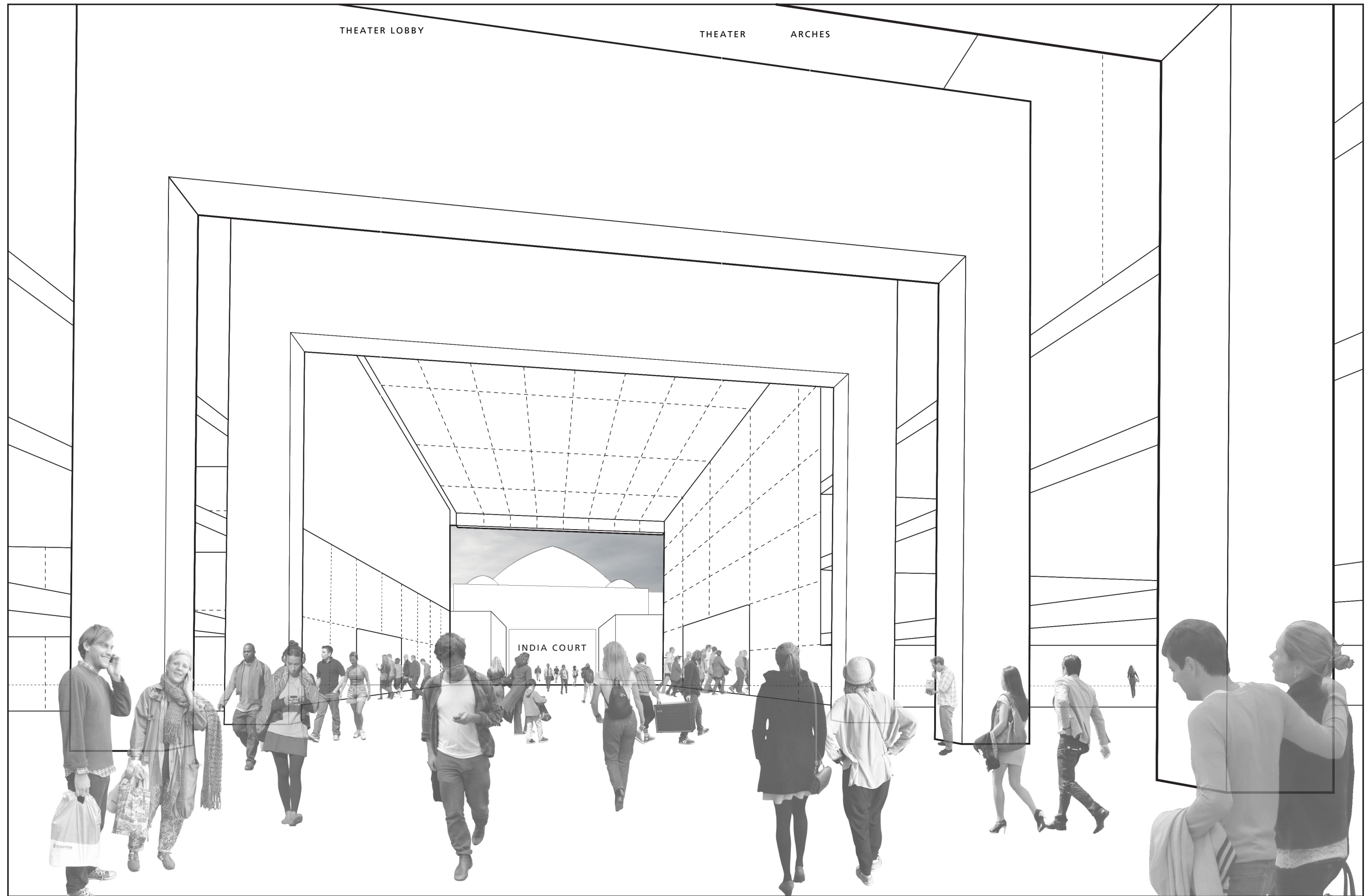


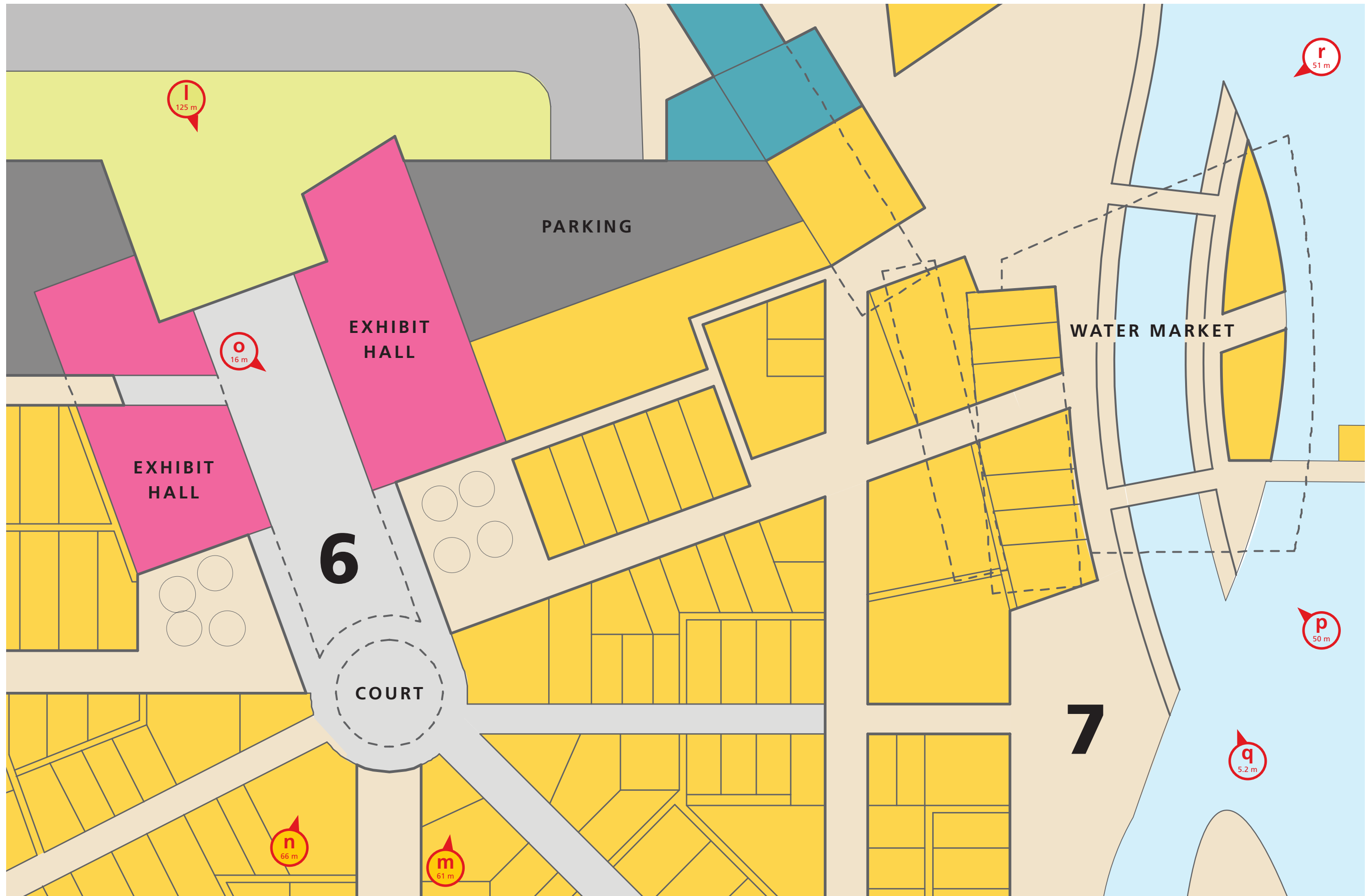


INDIA (view i)

In the India district, theater arts and entertainment are the main attractors. Central to this district is the Cirque de Soleil theater where thousands of visitors come. The entrance to the theater is via a grand entry procession where entertainment and news reporters cover the glamorous events that fill this quadrant. Festivals are also held in the grand entry colonnade and the large event green located adjacent to entry/drop-off. Young and old inter-mingle here. Actors and dancers arrive daily to rehearse for their performances but also to teach. A drama school and fashion school are located here just above the plaza and lobby spaces at the first level. Travelers and students stay in the hotel and hostel. Internet radio and television broadcasters provide a constant world-wide feed of shows, concerts, events produced here. Adjacent to this district are live/work lofts where artists, performers, and professionals of this district live.

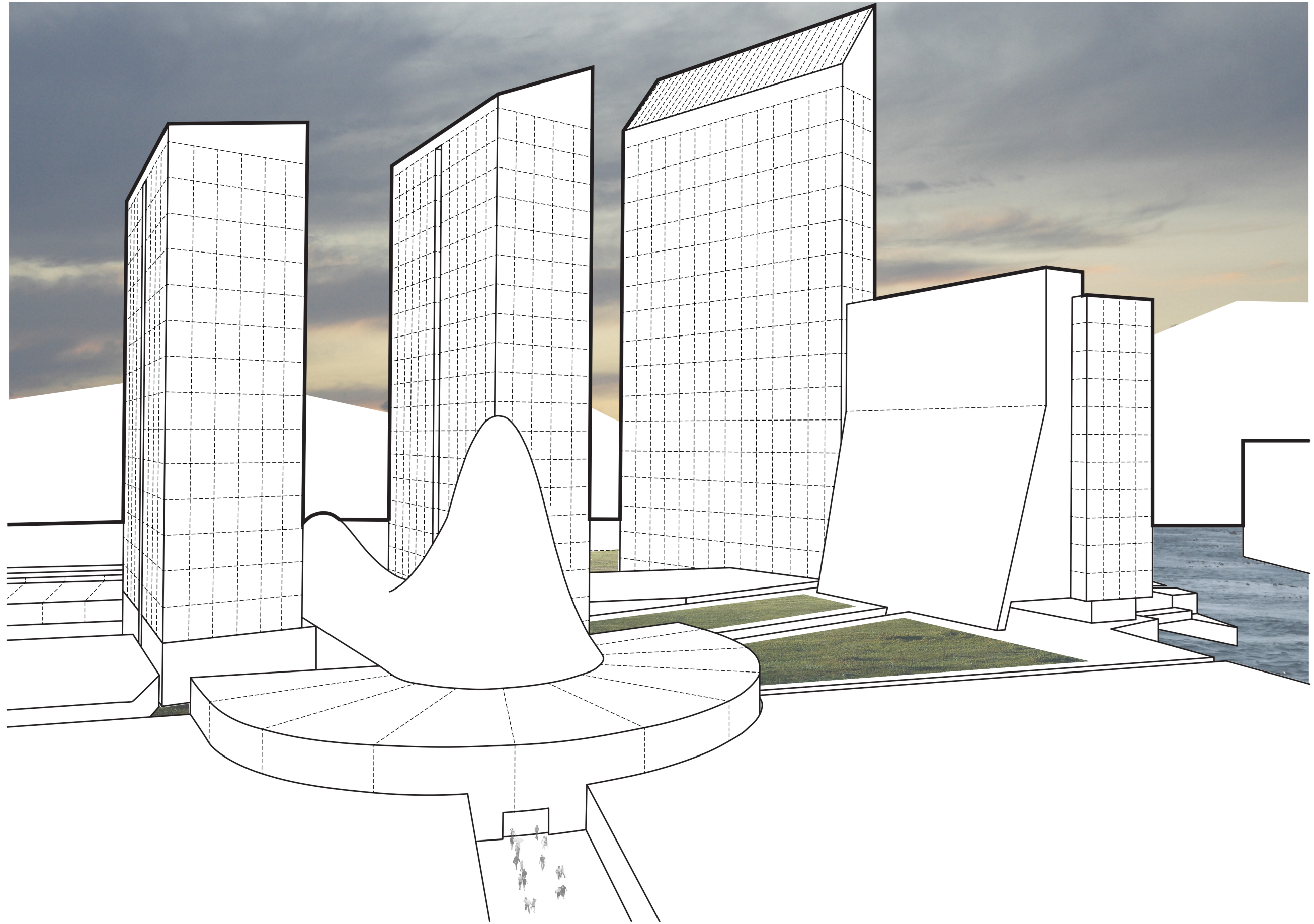


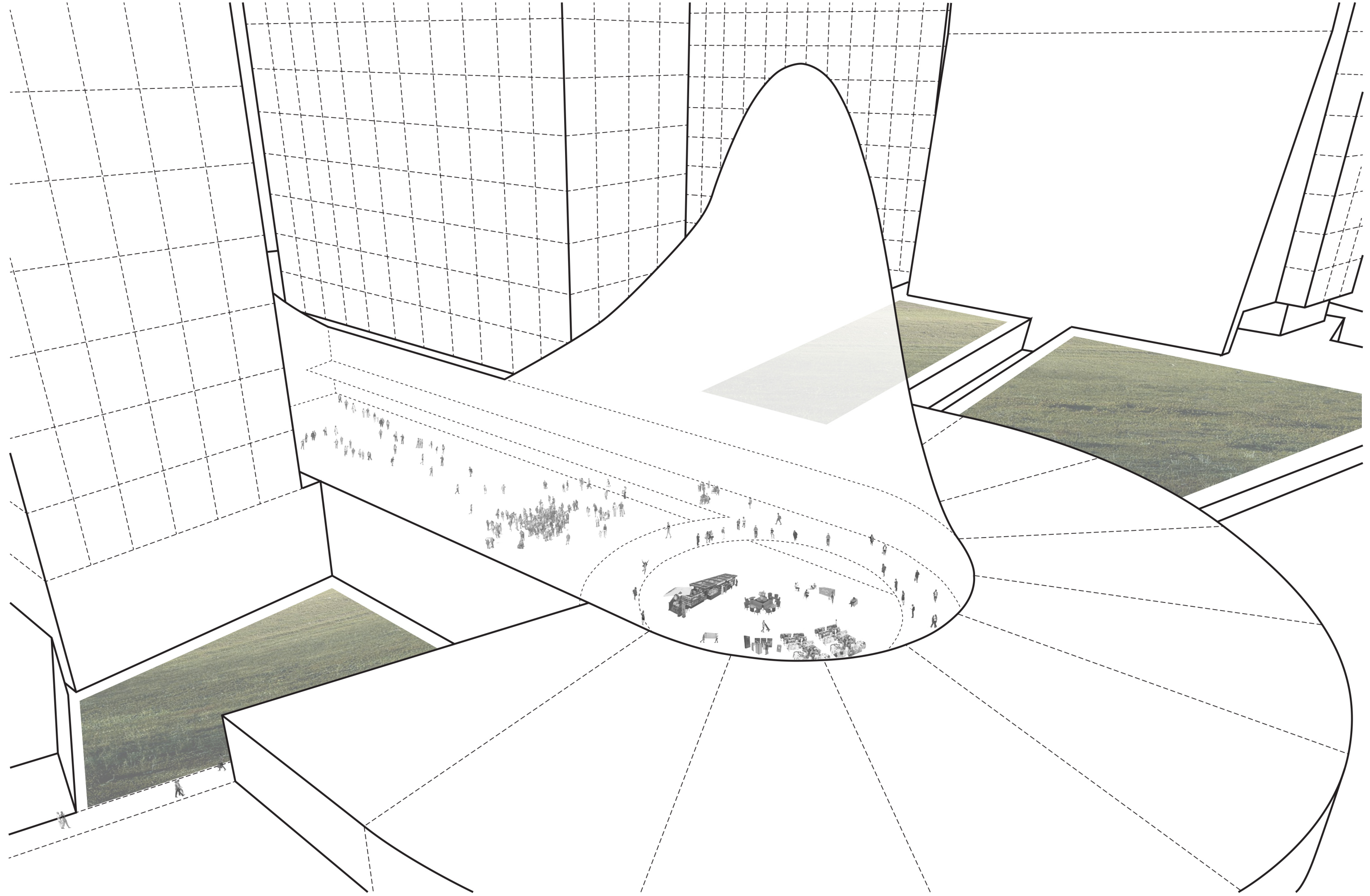




CARAVANSERAI (view I)

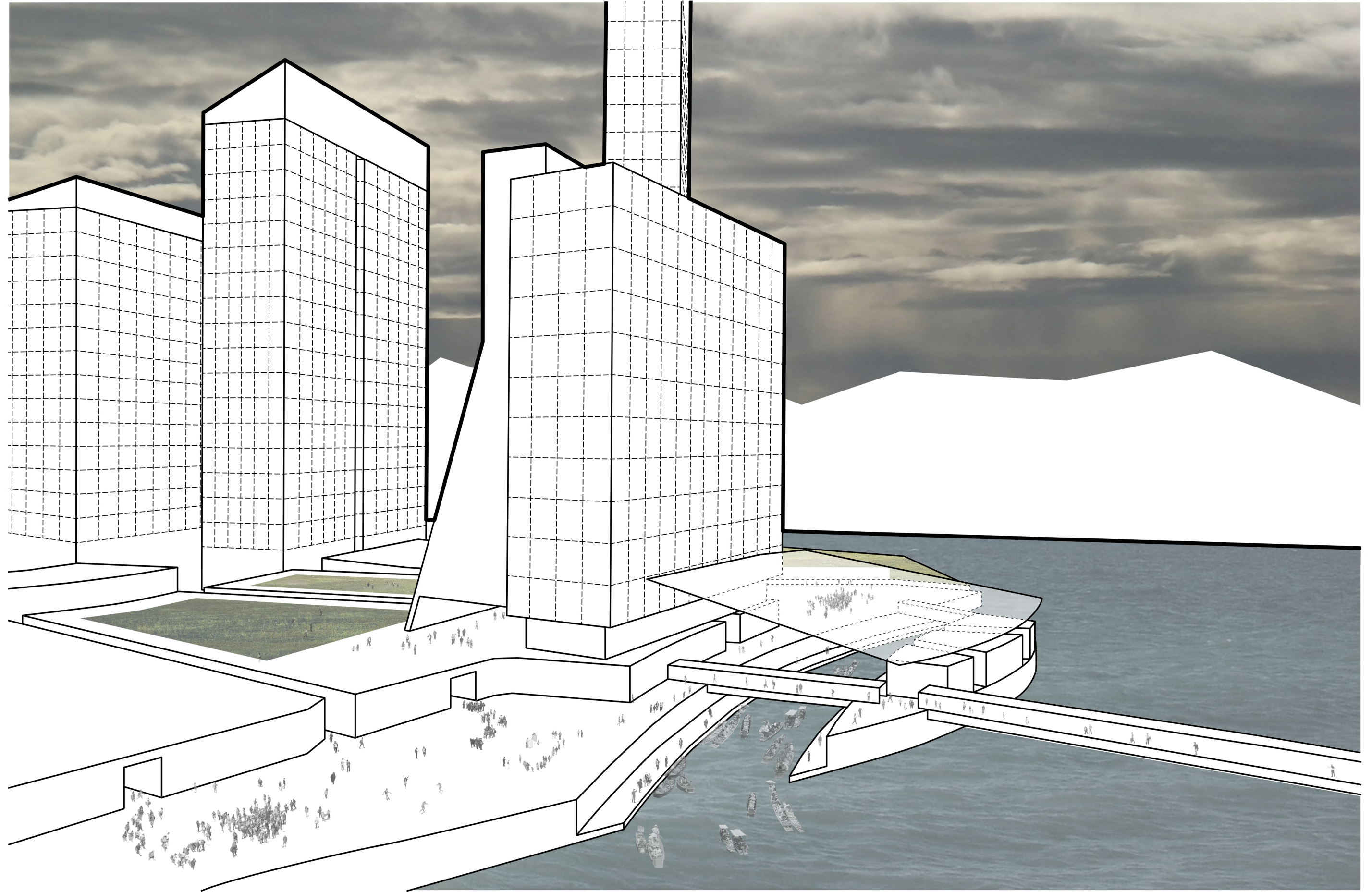
Caravanserai is an international exchange center. It is a well-connected district that links to the first five districts and to the Lofts, Ports, and Retail Street districts. The center of this district is a large multi-purpose exhibit space for staging trade shows for fashion, auto, and commodities trading/exchange. Business people from around the world come here to trade goods and to stay for extended periods of time at the hotel. A college located in one of the towers offers degrees in hospitality management, hospitality design, finance, accounting, and business administration.





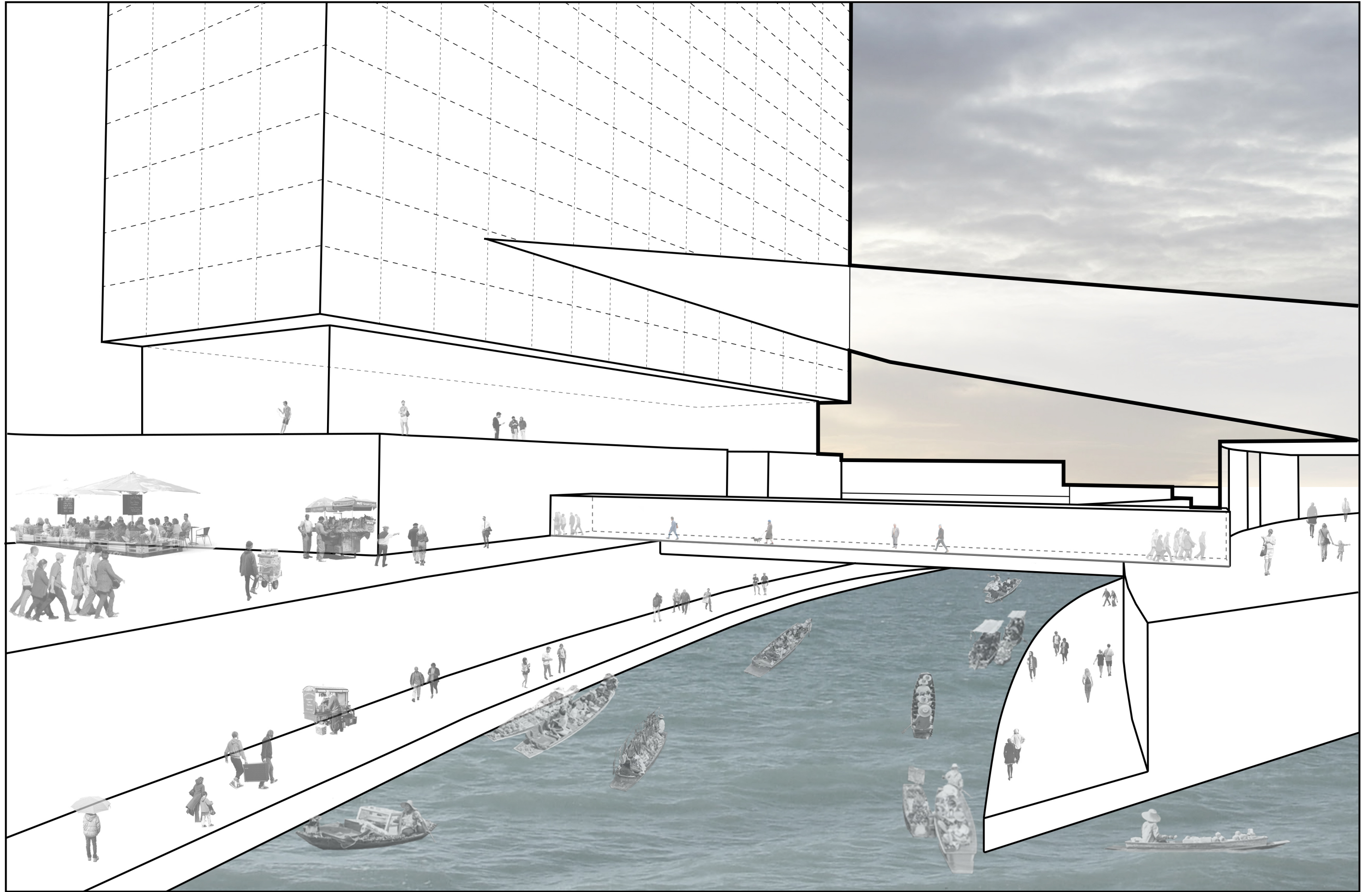
PORTS (view p)

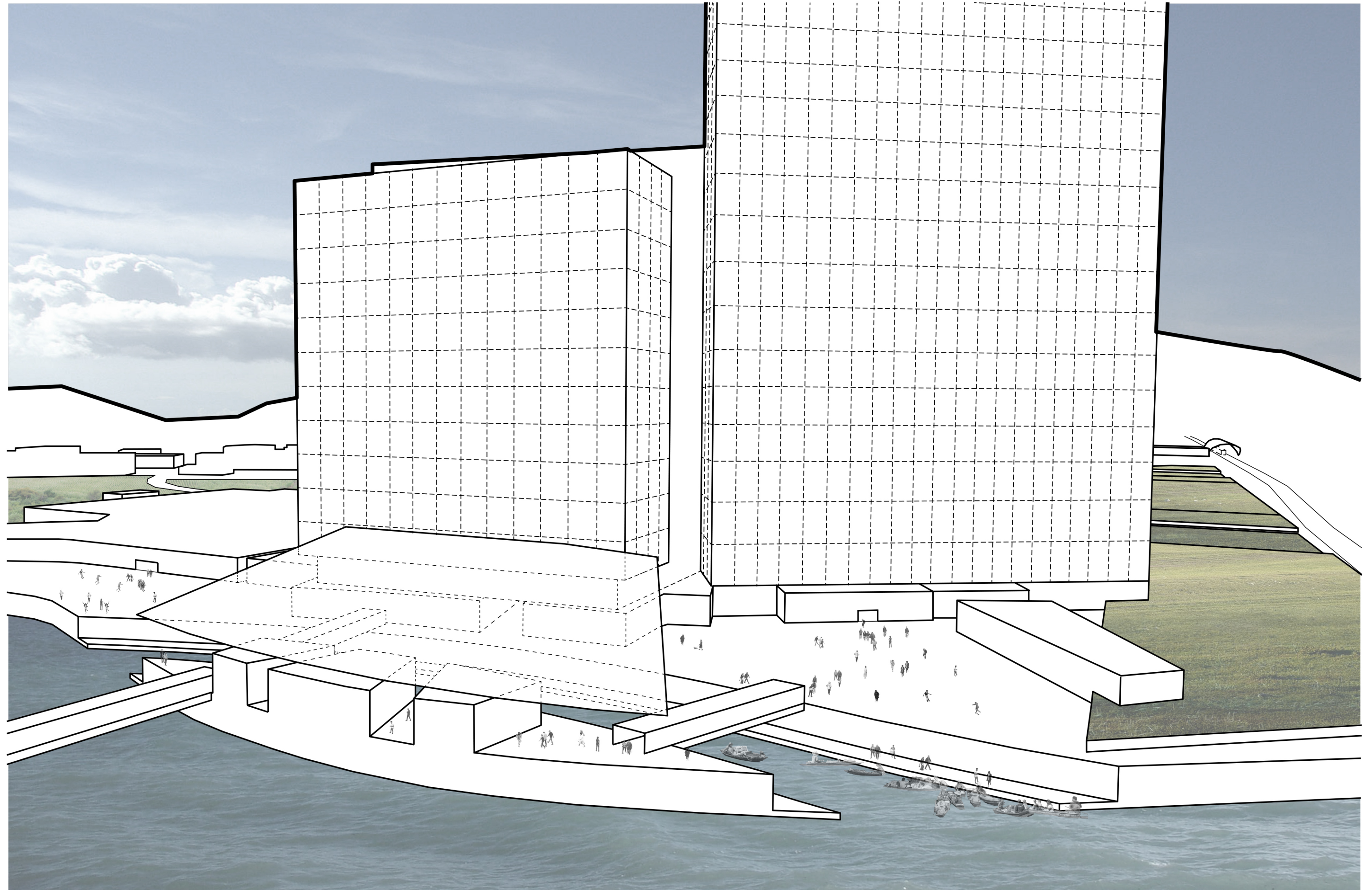
This district is where the project meets the water. An active water-market serves as the center of a district where food, fine-dining, shopping, offices, research, gardening, a boardwalk, and residences all come together into a vibrant village, day and night. Under a grand green-roof, retailers and grocers prepare the food they have grown in their roof-top farm, and then sell them to hundreds of customers who live both here and up, down, and across the canal. A residential tower with water-views houses the local residents while two shorter towers house the vertical hydroponic farm and agri-business offices. These two shorter towers are located above the water-market waterway, where boats arrive, dock, sell, and leave. The local school in this district teaches botany, agri-business, cooking, broadcasting, boating, and wellness/nutrition.

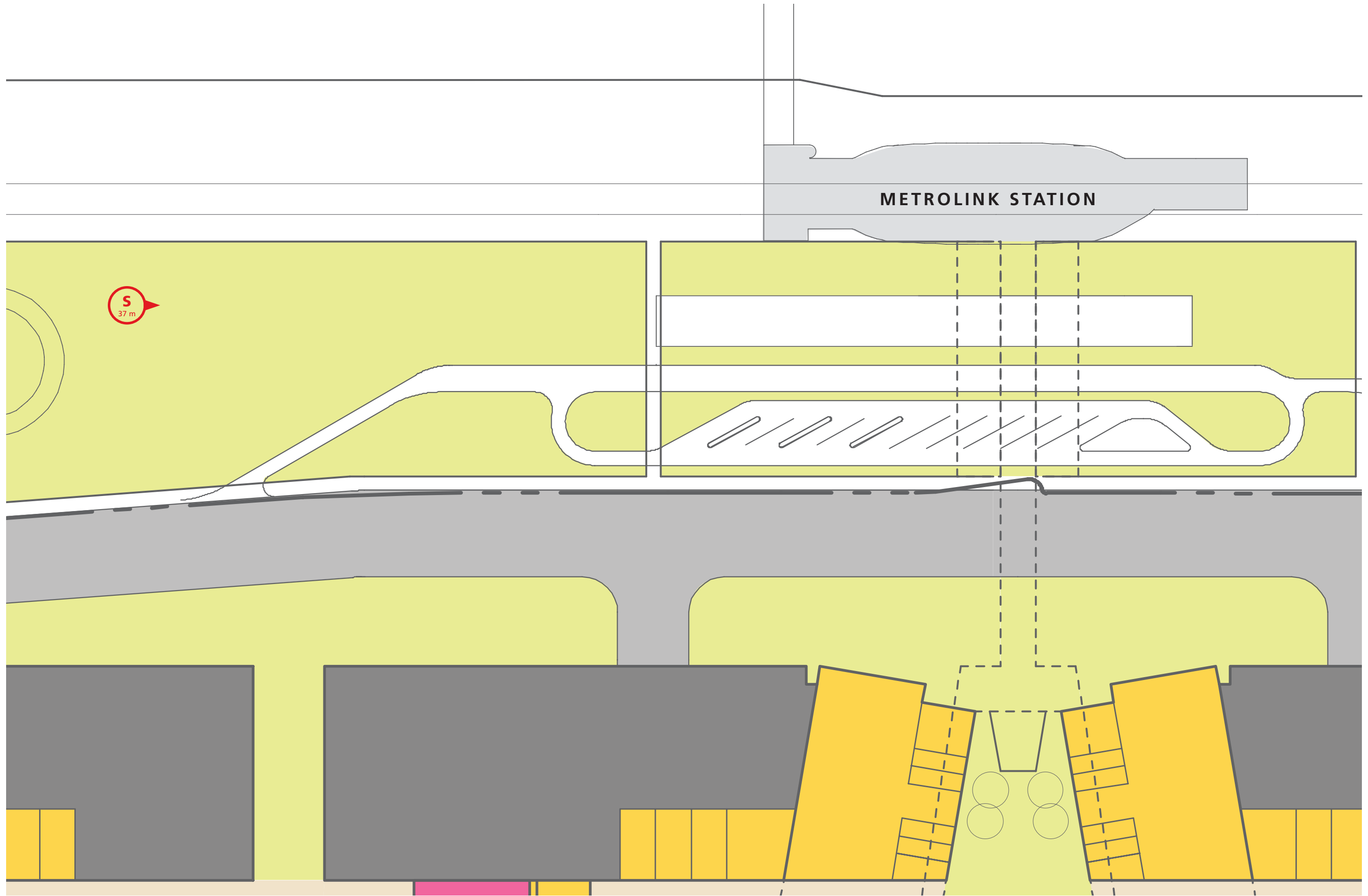


PORTS (view q)

Water taxis and the floating water-market boats move goods along the canal to sell their products. The plaza fills up on the weekend as a farmer's market fills this space and brings locals and visitors together. The plaza in this district is adjacent to the water and is also used on the weekdays to stage water's-edge music events and multimedia shows.

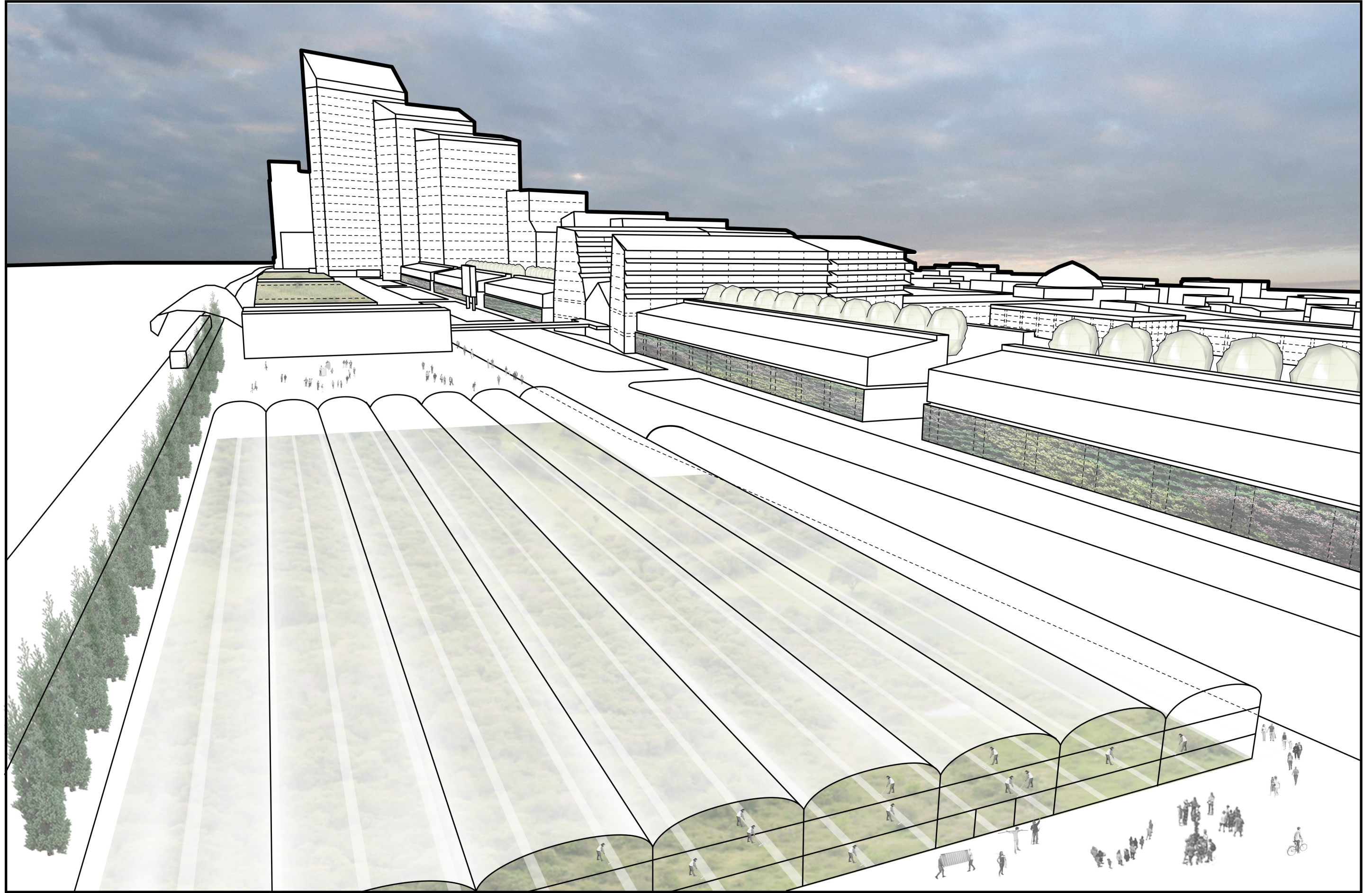


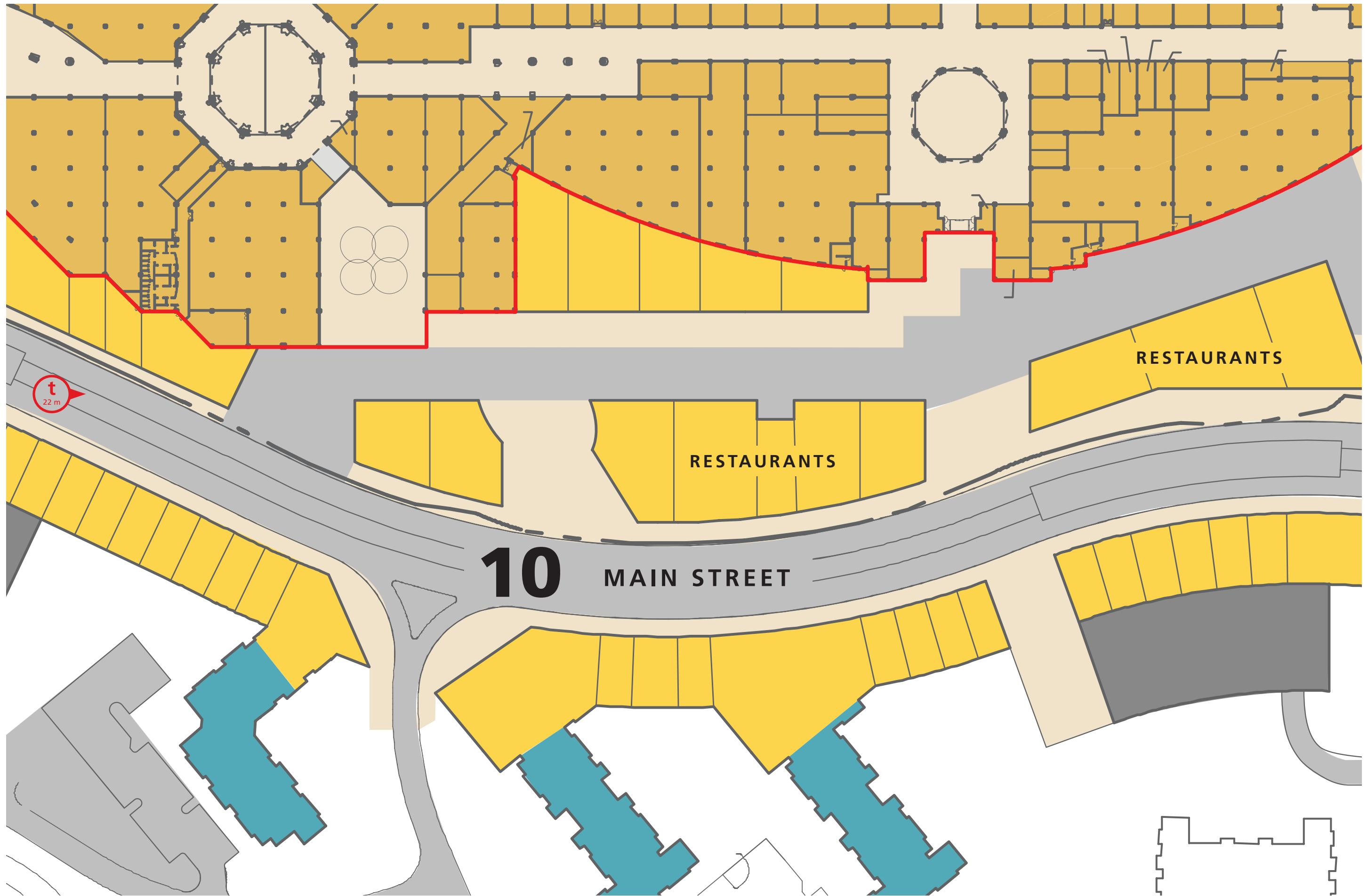




GREEN ZONE & LOFTS (view s)

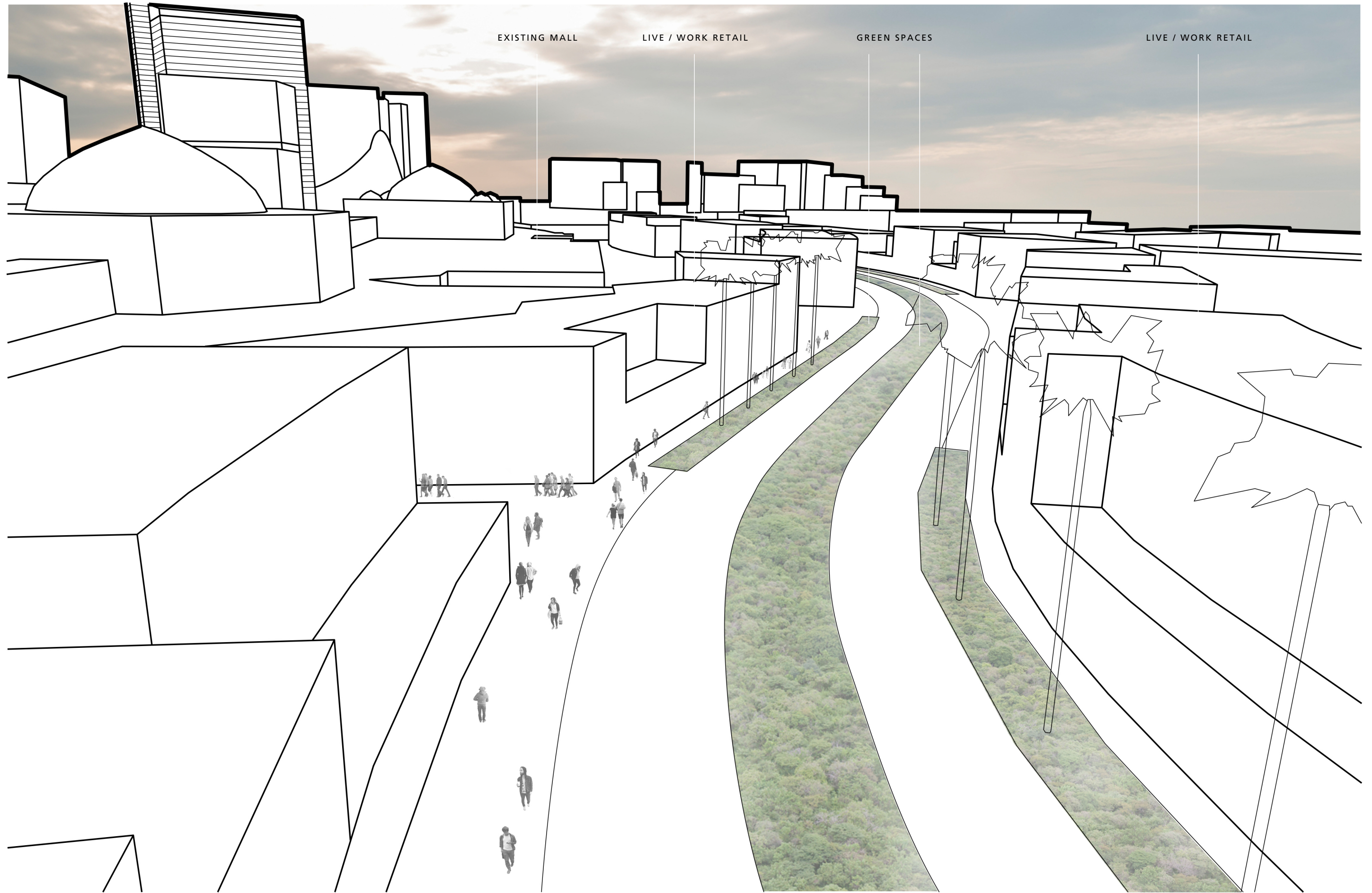
These districts mark the northern edge of the project. The train, car, and bus circulation lines bi-sect the green fields of the Green Zone from the lofts that reside on top of the 3-level parking structures in the Lofts District. The Green Zone serves as a sustainable water-recycling/ treatment area and in some places it is for farming, tenting, outdoor concerts, and sports gathering. The Lofts District is a series of urban live/work residences. They rest on top of the mall's parking structures and have a tree-lined green strip running along its axis. The facade on the parking structures have vertical gardens growing on them that serve to filter and protect the mall from sand storms.





MAIN STREET (view t)

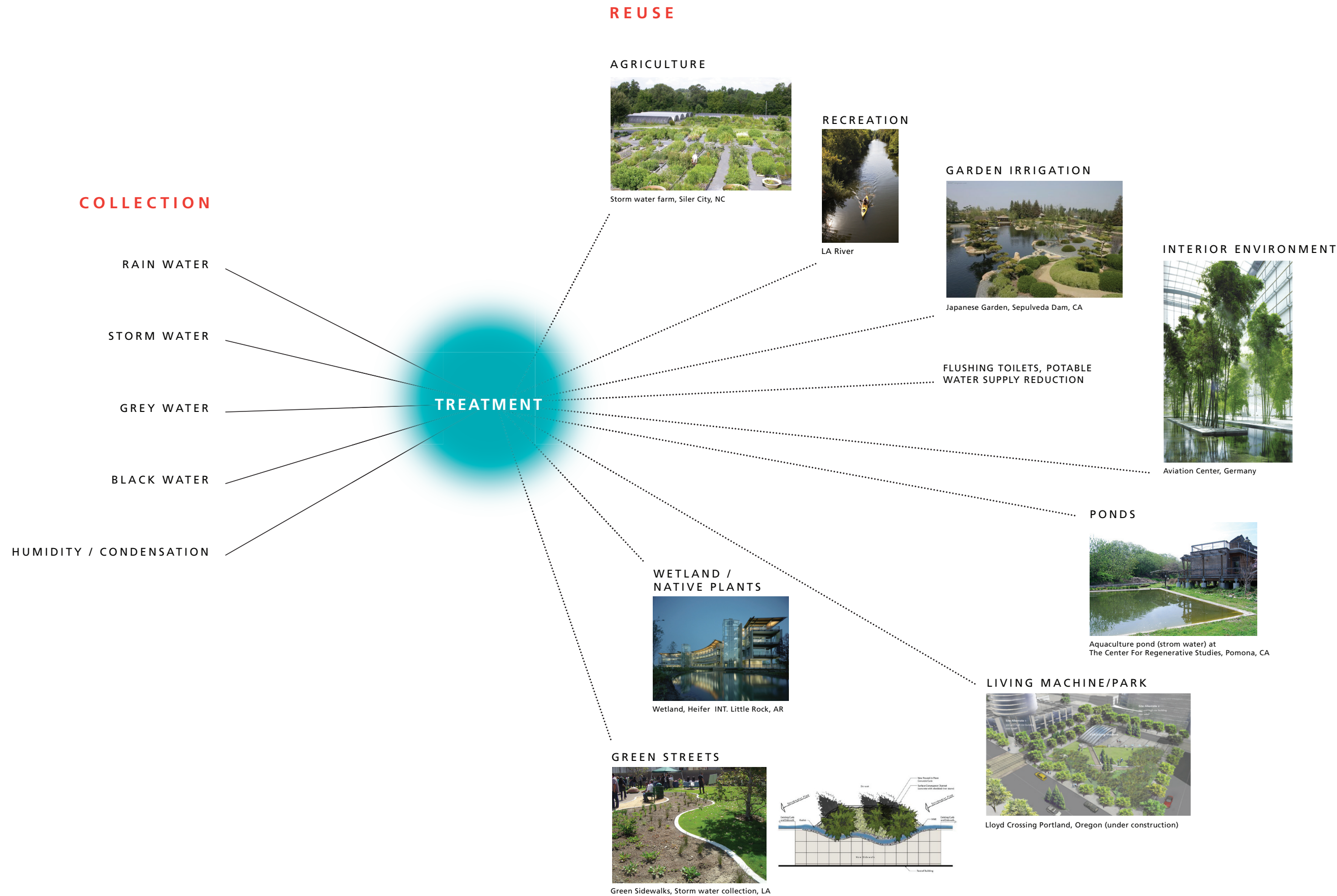
“Main” Street is a vibrant southern edge to the project. It is smaller-scaled and porous for ease of movement from the housing to the mall. The street is an active mixed-use place that thrives on local everyday-life businesses, pedestrian street traffic, varieties of dining, grocery stores, outdoor gathering places, and residential live/work spaces on the second and third floors. People can filter in from the existing residential district to the south, or filter in from the south edge of the mall via new openings that allow people inside the to spill onto the street. Light-rail street trains and a set of linear green strips stretch along the full length of this district.

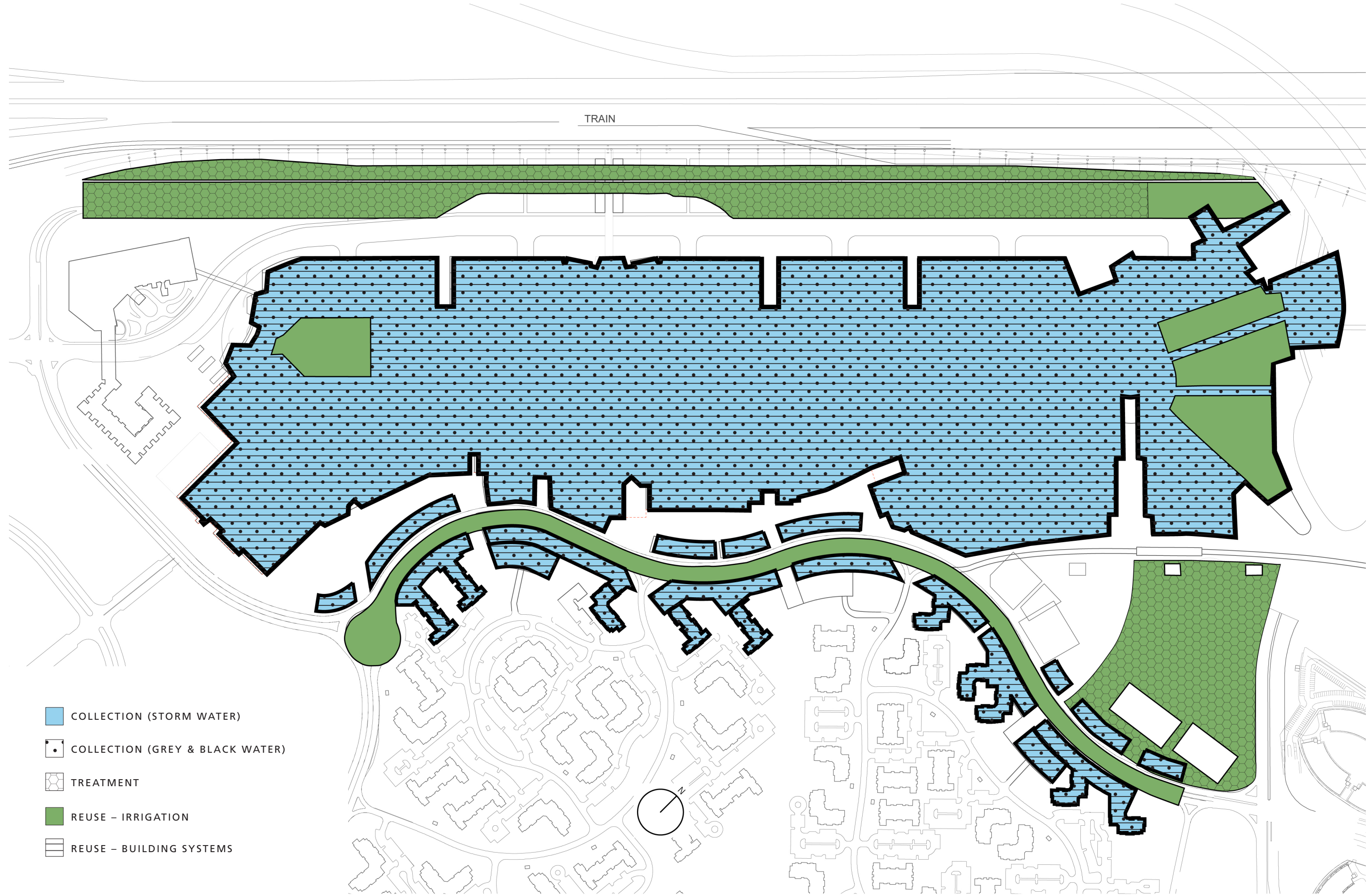







Appendix

Sustainability







-  COLLECTION (STORM WATER)
-  COLLECTION (GREY & BLACK WATER)
-  TREATMENT
-  REUSE - IRRIGATION
-  REUSE - BUILDING SYSTEMS

PREVAILING BREEZES

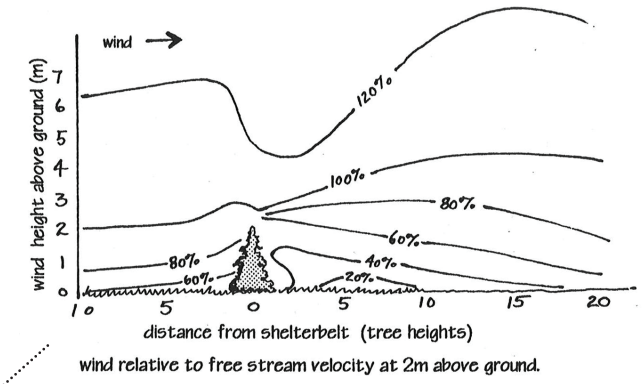
WINDSTORMS

WIND MODIFICATIONS

WATER CONTACT — COOLING



Fin Garden, Iran



LANDSCAPE

WIND BLOCKAGE (by landscaping)
shamal windstorms
northwest wind



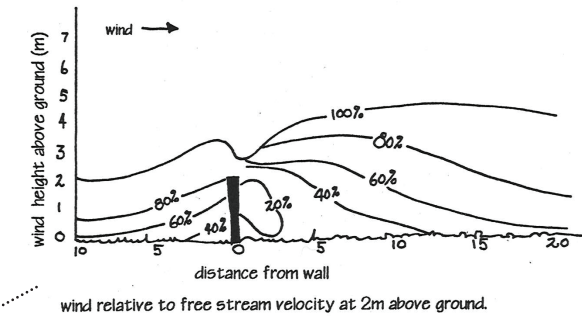
Aviation Center, Germany
Landscape altering the wind

REDUCING VELOCITY, REDIRECTING

SAND FILTER

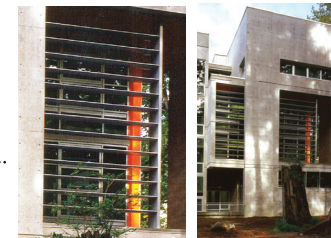


University of Arizona



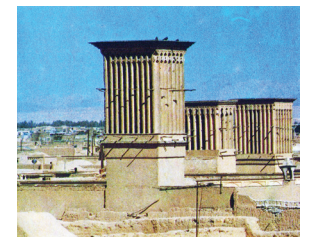
BUILDING

WIND BLOCKAGE (by walls)
shamal windstorms
northwest wind



Evergreen College, Olympia, Washington
Air intake by operable windows

AIR INTAKE (by façade)



Yazd, Iran

CIRCULATION

TRADITIONAL WINDCATCHERS

CONTEMPORARY WIND CHIMNEY



Sidwell Friends Middle School
Washington D.C.



SUNLIGHT > SOLAR ENERGY

COLLECTION

ROOFTOP FARM / HABITAT ROOF



Tokyo, Japan

SOLAR INTEGRATED (PV + INSULATION)



Coca Cola Plant, Los Angeles

FAÇADE PHOTOVOLTAIC



Conde Nast Building
New York

PHOTOVOLTAIC



PV on the southern facade of BedZED, UK
creates enough electricity for 40 cars

TRANSPARENT PHOTOVOLTAIC



view through a transparent
PV window

SUNLIGHT > HEAT GAIN

PROTECTION

HABITAT ROOF



San Bruno, CA

ACTIVE SOLAR CONTROL
PANEL SYSTEM



NARROW STREETS



Yazd, Iran

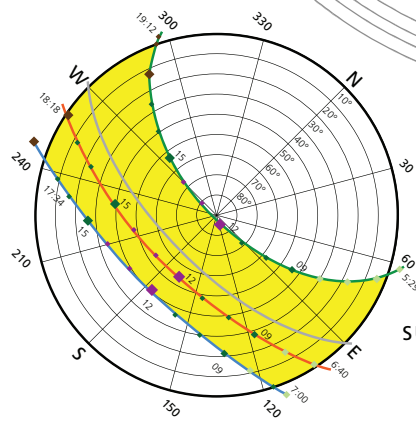
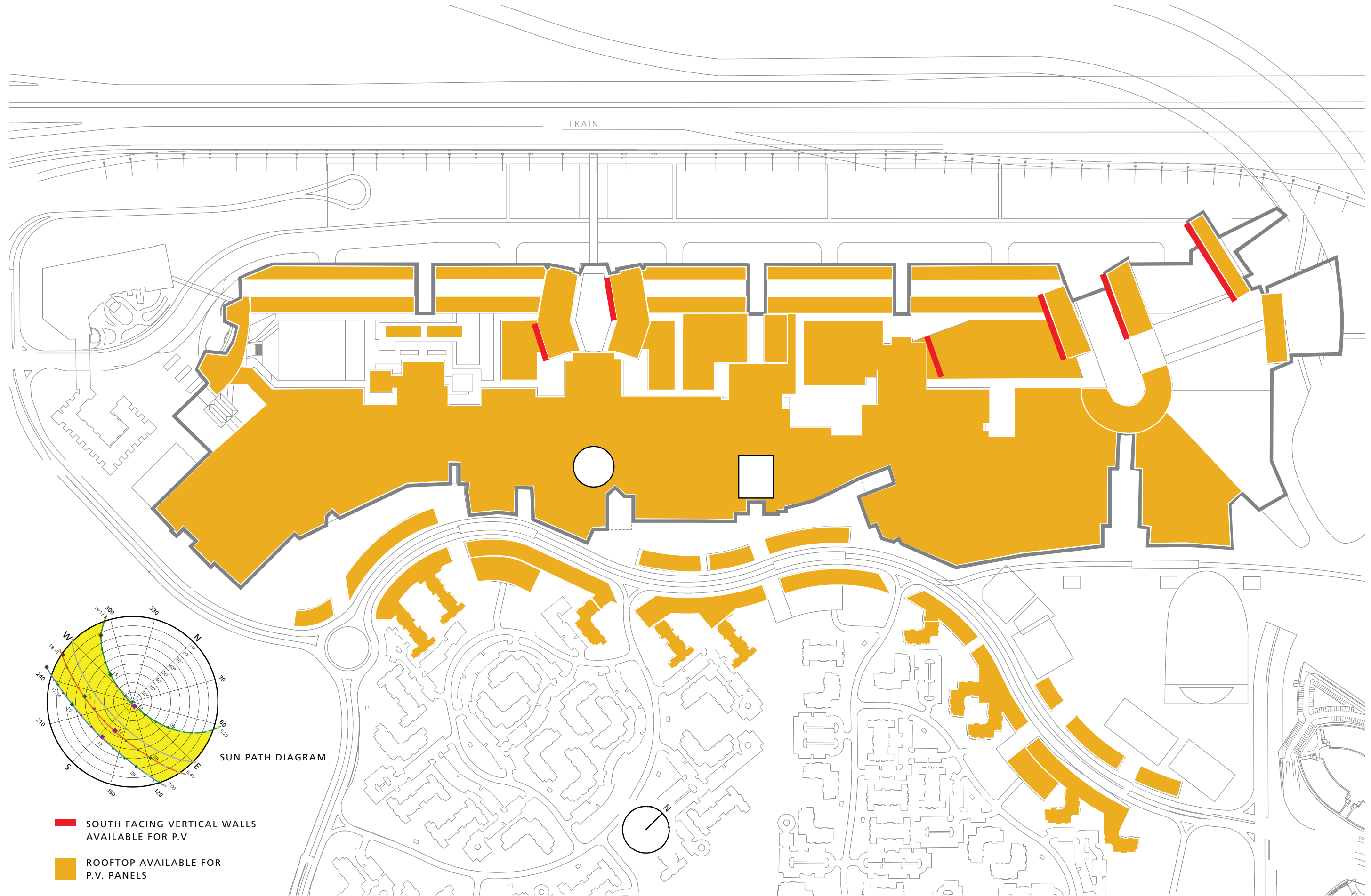
CANOPY



US Border Station, Murrieta, CA



Sidwell Friends Middle School
Washington D.C.

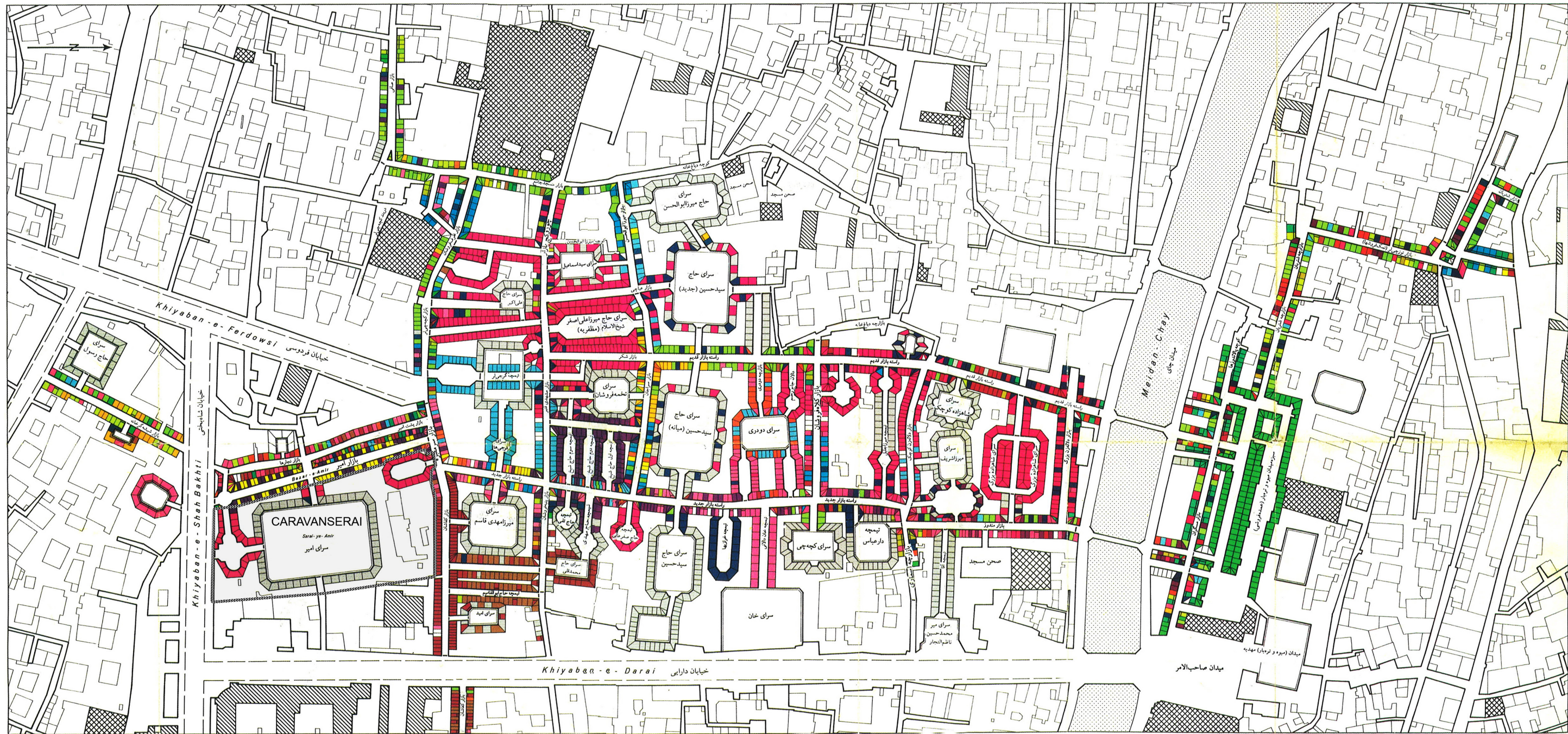


-  SOUTH FACING VERTICAL WALLS AVAILABLE FOR P.V
-  ROOFTOP AVAILABLE FOR P.V. PANELS

Appendix

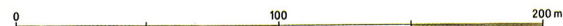
Research






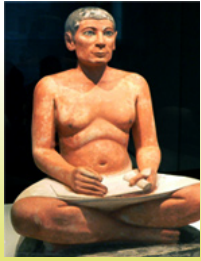

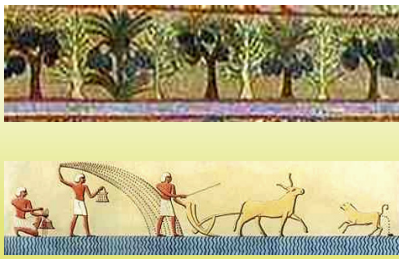
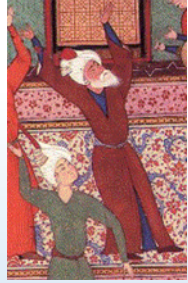
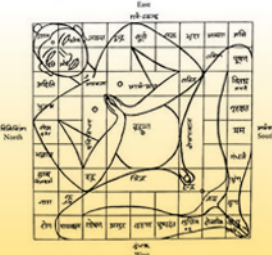





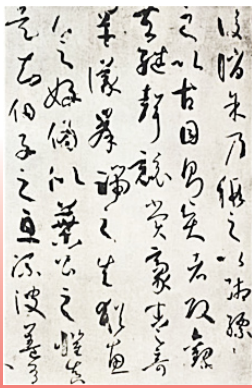


گوتهر شوايتسر
بازار تبريز

توزيع رشته‌های کسب و کار (۱۹۶۹=۱۳۴۸ ه.ش)



پوشاک و منسوجات	اجناس چرمی و لوازم وابسته بدمکر	مواد غذایی، ادویه‌جات	اثاثه و لوازم خانگی	نوآروده‌های کاغذی	حجرات، انبارها (اغلب عمدتاً فروشی)، کارگاه‌های دستوری (صنایع دستی) در کاروانسراها (طرح کلی)
پشم و پنبه	کفش	میوه و ترهبار	اجناس فلزی	ساعت، زیورآلات و جواهر	مغازه‌ها یا کارگاه‌های دستوری (صنایع دستی)
پارچه	چرم و لوازم وابسته کفش	ادویه‌جات، شکر، چای، دخانیات، صابون	تولیدات چوبی	کالاهای مختلف	ساختمانهای عمومی
فرش (قالی و قالچه)	سایر اجناس نساجی و پوشاک	سایر مواد غذایی	اثاثه، لوازم خانگی	سایر	مساجد
				رستوران‌ها، قهوه‌خانه‌ها	

جهت: پس از پیروزی انقلاب اسلامی ایران خیابان شاه‌بهمن به خیابان شهیدا

	1 ORDER	2 CULTURE	3 LANGUAGE	4 GARDEN	5 AGRICULTURE	6 IBN BATTUTA	7 PROGRAM	
EGYPT / NORTH AFRICA		 LANGUAGE – MEDIA – ARCHIVING scribes, elite, educated, assessed taxes, kept records, administration	 VERTICAL	 DOMESTIC	 INNOVATION	 PHAROS LIGHTHOUSE one of the 7 wonders of the ancient world ALEXANDRIA EGYPT Mamluks who took over masters Never visted pyramids close up	<ul style="list-style-type: none"> . Media . Language . Archiving . Library 	
	PERSIA		 CIVIL ORGANIZATION cyrus cylinder, human rights	 HORIZONTAL right to left	 PUBLIC	 WATER SYSTEMS	 music, poetry, dance together	<ul style="list-style-type: none"> . Sociopolitical organizations . NGOs . Study of History
		INDIA	   PERFORMANCE – SPIRITUALITY	 CHARACTER TO SYMBOLIC left to right	 WATER MANAGEMENT	 SPICES – TEAS – TRADE	 He met Muhammad Tughluq. He showed him great hospitality. He worked as a judge in India.	<ul style="list-style-type: none"> . Spiritual Spaces . Performance
			CHINA	  ANCIENT TECHNOLOGIES – NATURAL SCIENCE – ASTRONOMY COLLECTIVE BEHAVIOR – CONTINUITY – UNITY	 CONTEMPLATION	 CONTEMPLATION	 MANAGEMENT – PRODUCTION	 Monks interested him, Silk, Nostalgia (he stayed home)

This table shows the current student population in the Dubai area. There is currently a large demand for higher education in the region based on evidence of a very small admission to application ratio.

	BUSINESS	IT <small>(information technology)</small>	SCIENCES	ENGINEERING	ARTS & DESIGN	MEDICAL	LANGUAGES	* OTHER	# OF STUDENTS	INFORMATION
UAE Universtiy, Alain	•	•	•	•				•	13,000	10,000 female + 3,000 male
College of Technology, Sharjah	•	•							6,500	
University of Sharjah	•		•	•	•	•	•	•	4,500	
University of Wollongong	•	•	•	•				•	3,500	from 108 countries
Zayed University	•	•	•		•			•	3,500	2 campuses
Canadian University of Dubai	•		•	•	•	•			3,300	from 53 countries
Dubai Women's College	•	•						•	2,200	
Islamic & Arabic Studies College							•	•	2,155	traditional
Dubai Men's College	•	•						•	2,000	for UAE nationals
Dubai University College	•	•					•	•	1,500	
Middlesex University College	•	•	•						1,000	over 50 nationalities
American College of Dubai	•	•						•	1,000	
Al Ghurair University	•		•		•				1,000	
SAE Institute				•					1,000	25,000 globally
American University in Dubai	•	•			•				700	
Mahatma Gandhi University			•					•	700	
GMC Medical College Ajman						•			570	all nationalities
Dubai Medical College for Girls						•			500	
British University Dubai		•		•	•		•		300	52% UAE citizens
Dubai Aviation College	•							•	270	from 20 nationalities
Harvard Medical School, Dubai						•			TBD	340 seat auditorium
									49,155	students total

*OTHER: fashion, education, management, geomatics, tourism, agriculture...

**additional school would be e-TQM college, which is a virtual university designed to serve 50,000 students



Village Mall
Lincoln Mall, IL, USA

- revived malls
- health care offices
- business offices
- community college
- workers and students create demand for stores
- retail is amenity for workers



Glendale Shopping Mall
Indianapolis, IN, USA

- 33,000 square feet of space
- library is anchor store at dying mall
- mall approached the City Library
- library benefits from new demographic of customers
- mall benefits from new retail customers

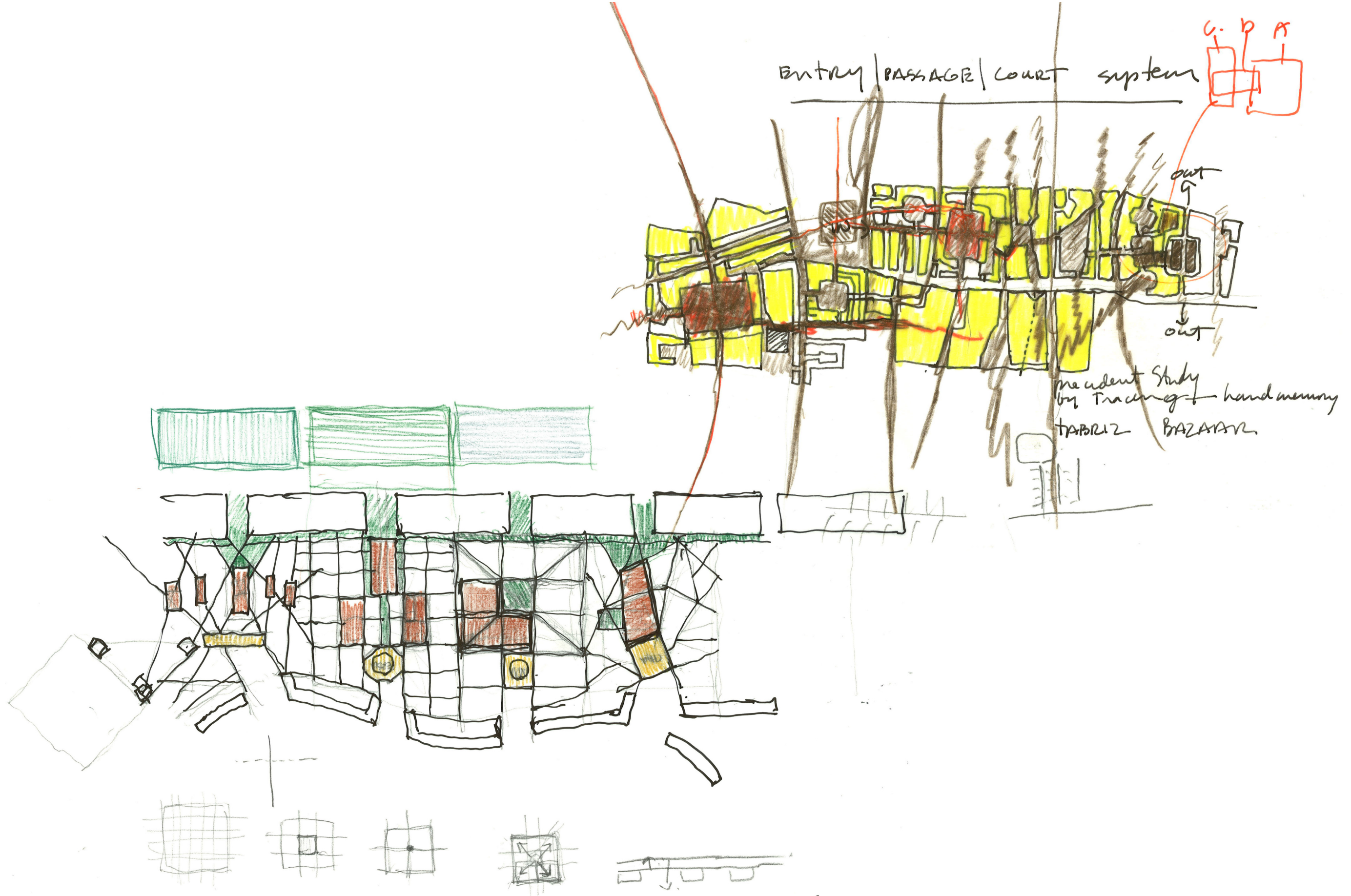


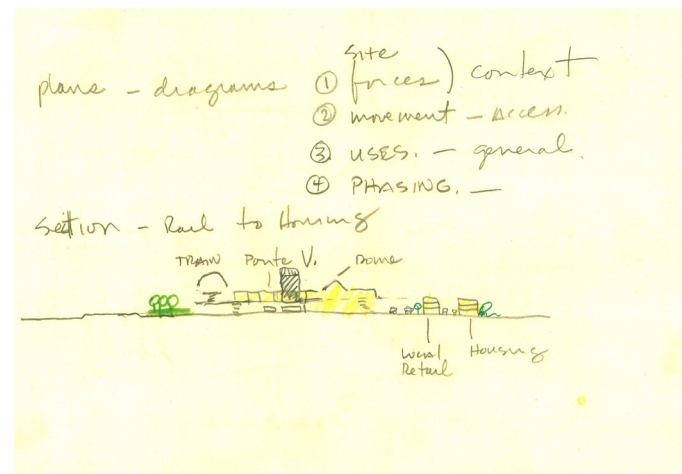
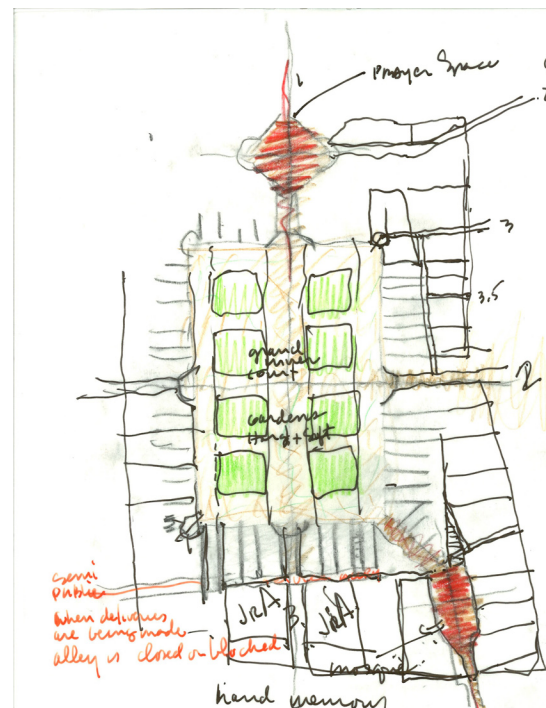
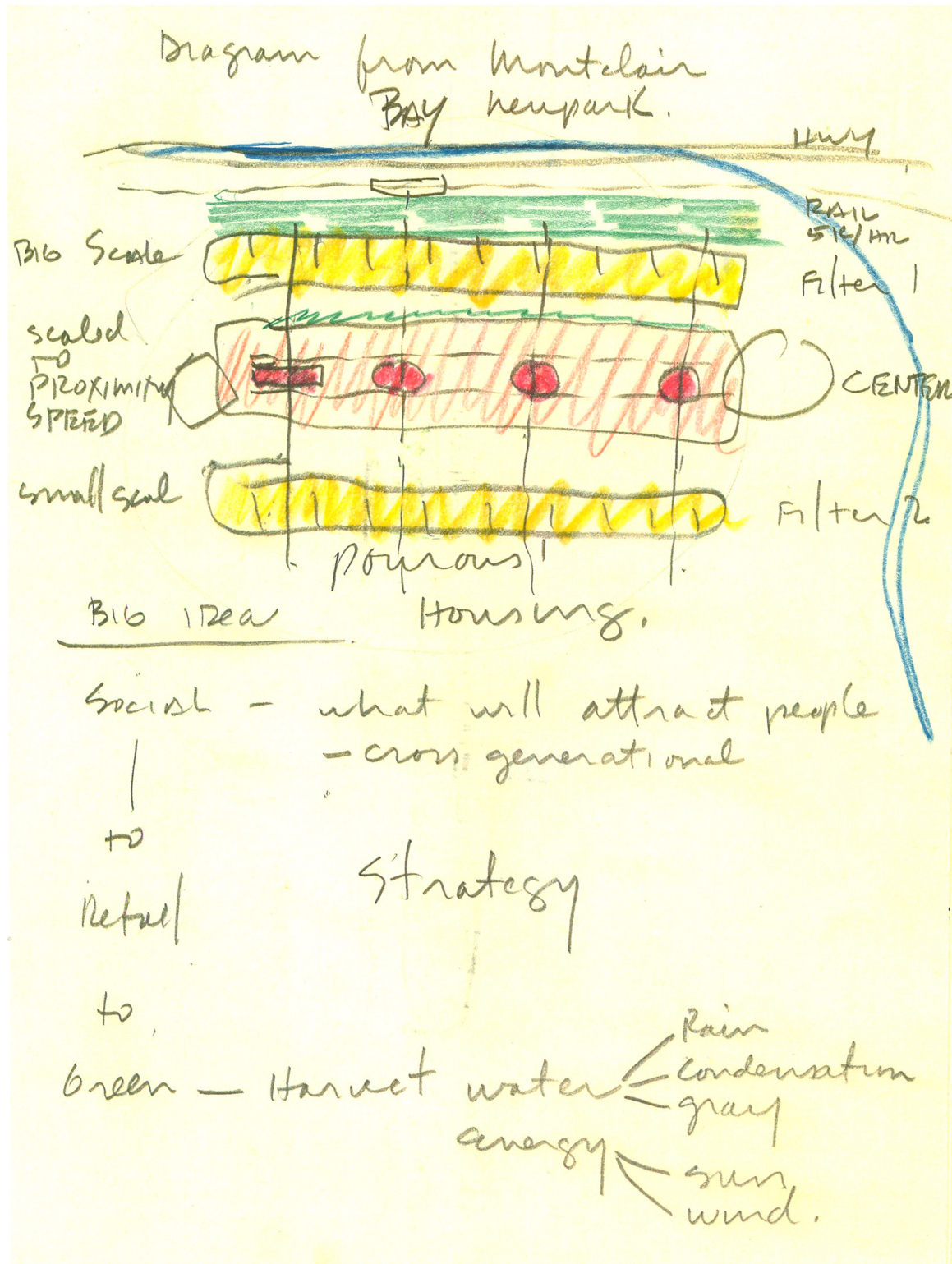
Mission Bay District
San Francisco, CA, USA

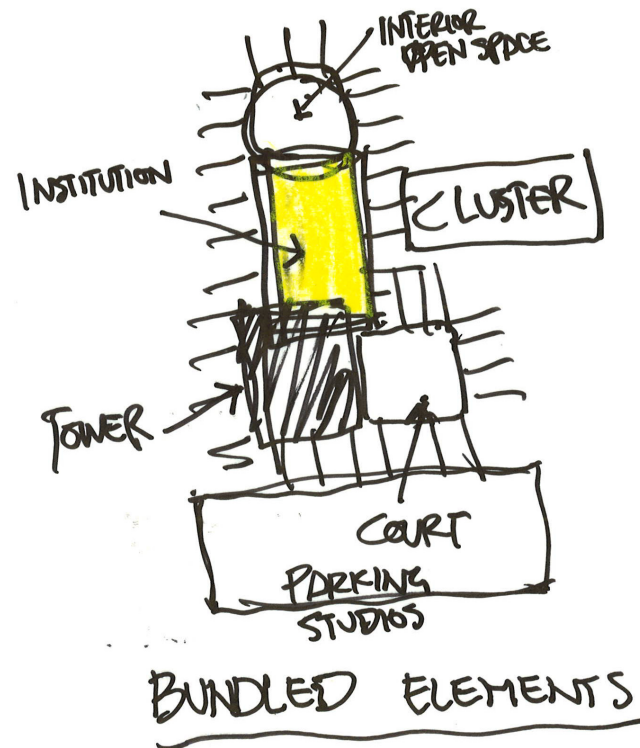
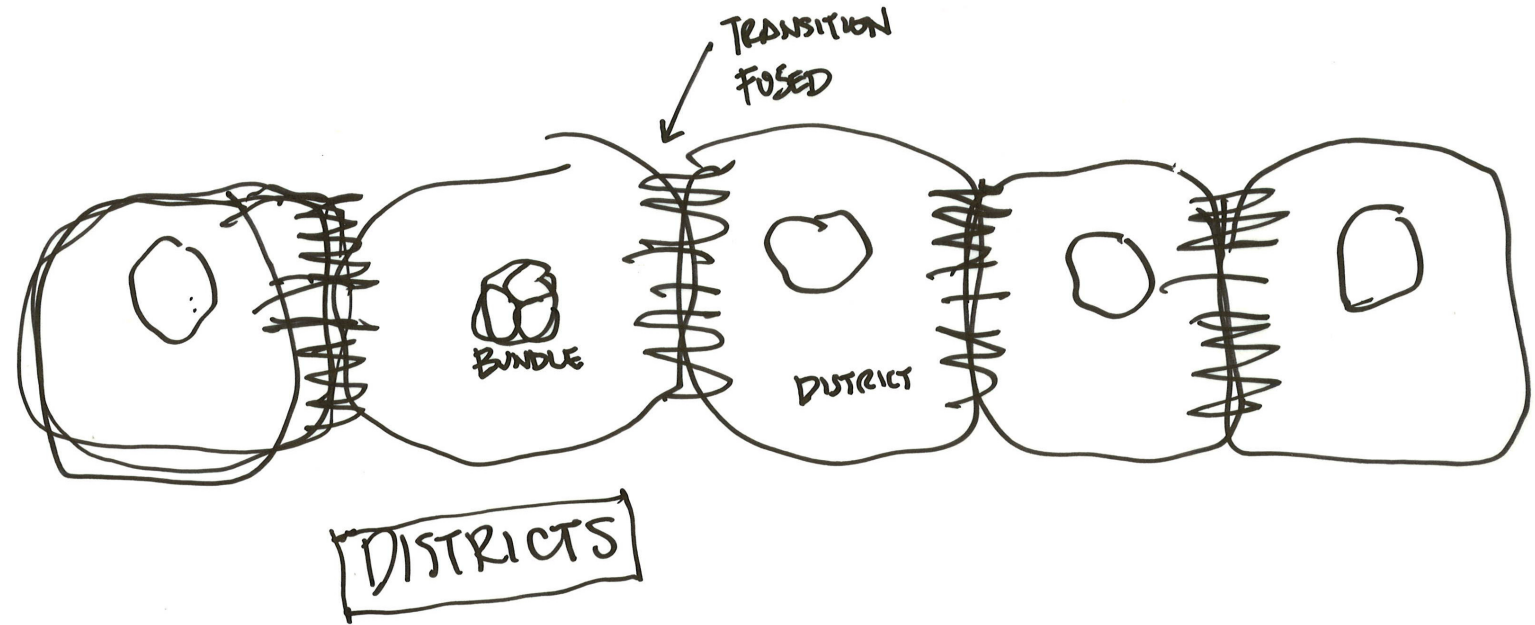
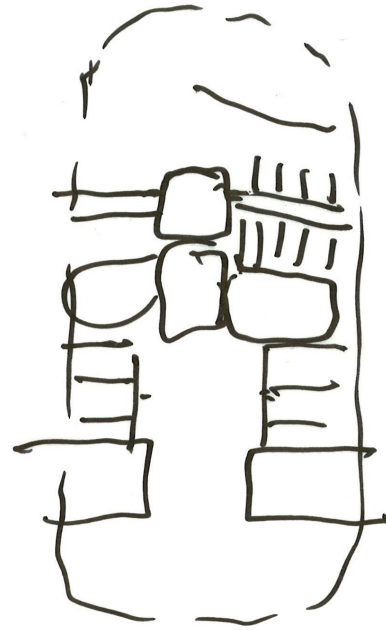
- 303-acre mixed-use urban development
- 6,000 housing units
- 6 million sq. ft. of office/life science/technology commercial space
- new University of California-San Francisco research campus
- 500,000 sq. ft. of city and neighborhood-serving retail space
- 500-room hotel with 50,000 sq. ft. of retail entertainment
- 41 acres of public open space
- 500-student public school, a new public library and new fire and police stations
- expected to create over 31,000 new permanent jobs

Academy of Art University
San Francisco, CA, USA

- successful urban for-profit university
- 17 building properties with 95% occupancy for teaching/housing
- 13,000 students
- draws on and contributes to urban wealth







INSTITUTION - BRAIN
 TOWER - BODY
 INTERIOR COURT - HEART
 EXTERIOR COURT - SOUL

 PARKING/ STUDIOS - SKIN