

Richard Nixon Presidential Library  
White House Special Files Collection  
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
13	13	n.d.	Report	Articles of Incorporation of The Richard Nixon Foundation. 11 pages.
13	13	03/27/1970	Letter	From Leonard Firestone to John Ehrlichman re: Economics Research Associates analysis. 1 page.
13	13	03/09/1970	Report	"Location Analysis for the Proposed Nixon Center prepared by The Richard M. Nixon Foundation" by the Economics Research Associates. 43 pages.
13	13	04/1970	Report	A Study for the Richard Nixon Foundation, Phase 1 by William L. Pereira Associates. Apprx. 122 pages. Oversized - not scanned.

ARTICLES OF INCORPORATION

OF

THE RICHARD NIXON FOUNDATION

I

The name of this corporation shall be

THE RICHARD NIXON FOUNDATION

II

The purposes for which this corporation is formed are:

(a) The specific and primary purposes are to receive and maintain a fund or funds of real or personal property, or both, and, subject to the restrictions and limitations hereinafter set forth, to use and apply the whole or any part of the income therefrom and the principal thereof exclusively for charitable, religious, scientific, literary or educational purposes either directly or by contributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code and its Regulations as they now exist or as they may hereafter be amended.

(b) The general purposes and powers are:

(1) To accept, acquire, receive, take, and hold by bequest, devise, grant, gift, purchase, exchange,

lease, transfer, judicial order or decree, or otherwise, for any of its objects and purposes, any property, both real and personal, of whatever kind, nature, or description and wherever situated.

(2) To sell, exchange, convey, mortgage, lease, transfer, or otherwise dispose of, any such property, both real and personal, as the objects and purposes of the corporation may require, subject to such limitations as may be prescribed by law.

(3) To borrow money, and, from time to time to make, accept, endorse, execute and issue bonds, debentures, promissory notes, bills of exchange, and other obligations of the corporation for moneys borrowed or in payment for property acquired or for any of the other purposes of the corporation, and to secure the payment of any such obligations by mortgage, pledge, deed, indenture, agreement, or other instrument of trust, or by other lien upon, assignment of, or agreement in regard to all or any part of the property, rights, or privileges of the corporation wherever situated, whether now owned or hereafter to be acquired.

(4) To invest and reinvest its funds in such stock, common or preferred, bonds, debentures, mortgages, or in such other securities and property as its Board of Trustees shall deem advisable, subject to the limitations and conditions contained in any bequest, devise, grant or gift, provided such limitations and conditions are not in conflict with the provisions of Section 501(c)(3) of the Internal Revenue Code and its Regulations as they now exist or as they may hereafter be amended.

(5) In general, and subject to such limitations and conditions as are or may be prescribed by law, to exercise such other powers which now or hereafter may be conferred by law upon a corporation organized for the purposes hereinabove set forth, or necessary or incidental to the powers so conferred, or conducive to the attainment of the purposes of the corporation, subject to the further limitation and condition that, notwithstanding any other provision of this certificate, only such powers shall be exercised as are in furtherance of the tax-exempt purposes of the corporation and as may be exercised by an organization exempt under Section 501(c)(3) of the

Internal Revenue Code and its Regulations as they now exist or as they may hereafter be amended and by an organization contributions to which are deductible under Section 170(c)(2) of such Code and Regulations as they now exist or as they may hereafter be amended.

III

This corporation is organized pursuant to the General Non-profit Corporation Law of the State of California.

IV

The county in this State where the principal office for the transaction of the business of this corporation is located is Los Angeles County.

V

The names and addresses of the persons who are to act in the capacity of Executive Trustees of the corporation until the selection of their successors are:

<u>Name</u>	<u>Address</u>
JOHN D. EHRLICHMAN	330 Chesapeake Drive Great Falls, Virginia 22066
ROBERT H. FINCH	6323 Beachway Drive Falls Church, Virginia 22044
LEONARD GARMENT	Watergate Hotel, Room 302 Washington, D. C. 20036

<u>Name</u>	<u>Address</u>
H. R. HALDEMAN	The Watergate Hotel Washington, D.C. 20036
PATRICIA REILLY HITT	3113 Woodley Road N.W. Washington, D.C. 20008
HERBERT W. KALMBACH	1056 Santiago Drive Newport Beach, California 92660
JOHN N. MITCHELL	2510 Virginia Avenue N.W. Washington, D.C.

#### VI

The authorized number and qualifications of the Executive Trustees, Trustees, or members of the corporation, the different classes of membership, if any, the property, voting, and other rights and privileges of members and their liability to dues or assessments and the method of collection thereof, shall be as set forth in the By-Laws.

#### VII

No part of the net earnings of this corporation shall inure to the benefit of any trustee, member, officer, or any private individual (except that reasonable compensation may be paid for services rendered to or for the corporation affecting one or more of its purposes) and no trustee, member, officer of the corporation, or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the corporation.

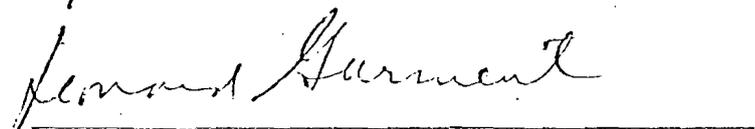
VIII

This corporation is one which does not contemplate pecuniary gain or profit to the members thereof and it is organized solely for non-profit purposes. Upon the winding up and dissolution of this corporation, after paying or adequately providing for the debts and obligations of the corporation, the remaining assets shall be distributed to a non-profit fund, foundation or corporation, which is organized and operated exclusively for charitable, religious and/or scientific purposes and which has established its tax-exempt status under Section 501(c)(3) of the Internal Revenue Code. If this corporation holds any assets on trust, such assets shall be disposed of in such manner as may be directed by decree of the Superior Court of the county in which this corporation's principal office is located, upon petition therefor by the Attorney General or by any person concerned in the liquidation.

IN WITNESS WHEREOF, the undersigned, being the persons hereinabove named as the first Executive Trustees, have executed these Articles of Incorporation this 20th day of May, 1969.

  
\_\_\_\_\_  
JOHN D. EHRLICHMAN - Incorporator

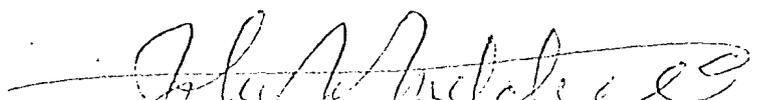
  
ROBERT H. FINCH - Incorporator

  
LEONARD GARMENT - Incorporator

  
H. R. HALDEMAN - Incorporator

  
PATRICIA REILLY HITT - Incorporator

  
HERBERT W. KALMBACH - Incorporator

  
JOHN N. MITCHELL - Incorporator





STATE OF CALIFORNIA )  
 ) ss:  
County of )

On this, the \_\_\_\_\_ day of \_\_\_\_\_, 1969,

before me, the undersigned, a Notary Public in and for the State of California, County of \_\_\_\_\_, personally appeared before me in said County HERBERT W. KALMBACH known to me to be the person whose name is subscribed to the within Articles of Incorporation, and acknowledged to me that he executed the same.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal on the day and year first above written.

My commission expires:  
\_\_\_\_\_

\_\_\_\_\_  
Notary Public in and for said County  
and State

STATE OF CALIFORNIA )  
County of Orange ) ss:

On this, the 20 day of May, 1969.

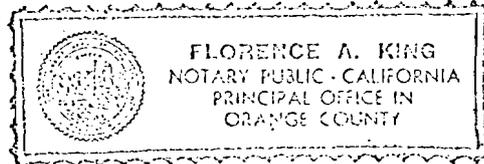
before me, the undersigned, a Notary Public in and for the State of California, County of Orange, personally appeared before me in said County HERBERT W. KALMBACH known to me to be the person whose name is subscribed to the within Articles of Incorporation, and acknowledged to me that he executed the same.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal on the day and year first above written.

My commission expires:

My Commission Expires February 17, 1970

*Florence A. King*  
Notary Public in and for said County  
and State



MAR 31 1969

THE RICHARD NIXON FOUNDATION  
CROCKER-CITIZENS PLAZA  
611 WEST SIXTH STREET  
LOS ANGELES, CALIFORNIA 90017

March 27, 1970

To: John Ehrlichman

From: Leonard Firestone **L.K.F.**

We have just received copies of the Economics Research Associates analysis, which we decided to have undertaken at our December meeting in Washington, and one is enclosed for your perusal and possible comments.

The William L. Pereira and Associates report, which will go into considerable more detail as far as site and construction suggestions are concerned, should be coming along soon.

Best regards.

LOCATIONAL ANALYSIS FOR THE  
PROPOSED NIXON CENTER

Prepared for  
THE RICHARD M. NIXON FOUNDATION

**Economics Research Associates**



Los Angeles, California  
Washington, D.C.

**LOCATIONAL ANALYSIS FOR THE  
PROPOSED NIXON CENTER**

Prepared for  
**THE RICHARD M. NIXON FOUNDATION**

March 9, 1970

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## Section I

### INTRODUCTION

The Richard M. Nixon Foundation is planning the development of an elaborate museum-library complex, to be referred to in this study as the Nixon Center. The Nixon Center may eventually consist of any or all of the following components:

1. A library facility and a library collection for scholarly research in fields related to the administration and philosophy of President Nixon.
2. A museum displaying President Nixon's biography, papers, highlights of his years in office, and other memorabilia all presented to the museum visitor in a dramatically interesting and broadly appealing manner.
3. Facilities for scholars in residence and other distinguished visitors who may be invited to come together for conferences or seminars dealing with major world and national problems.
4. A park-like setting with an atmosphere of historic significance, conducive to deep discussion and to quiet reflection.

Economics Research Associates was asked to assist the Nixon Foundation in determining the most suitable site for the complex. Location criteria were set out in broad terms to allow maximum flexibility in the choice of site alternatives, and Coldwell, Banker and Company was retained to aid in the selection process of available land sites within the defined areas.

Total area requirements have been established at 100 to 300 acres. The Nixon Foundation wishes the facility to be located within a 50-mile radius of Los Angeles, and within at least 10 miles of a university or universities affording graduate study credits.

## METHOD OF APPROACH

In view of the above criteria, the study focused on the areas adjacent to the four universities within a 50-mile radius of the Los Angeles Civic Center. These include the University of California (Los Angeles), University of California (Irvine), University of Southern California, and the Claremont Colleges. The one remaining school in the area with a doctoral program, the California Institute of Technology, was eliminated from consideration because its graduate studies program is devoted entirely to the physical and biological sciences, and it is believed that a library serving primarily as a depository for presidential papers would make a significant contribution only to an institution with graduate programs in the social sciences and humanities.

The University of California (Riverside) also was excluded from consideration since the campus is located somewhat more than 50 miles from the Los Angeles Civic Center and on the outer fringe of the high population density area of Southern California. It also is somewhat isolated with respect to the large number of institutions offering graduate study programs in the region, as shown in Figure 1.

Sites near the Claremont Colleges were excluded from serious consideration after it was determined that the complex currently has a graduate student enrollment of only 1,151 students, with a future ceiling of approximately 1,500 full- and part-time graduate students. Accordingly, final consideration was given only to areas within a 10-mile radius of the two University of California campuses, Los Angeles and Irvine, and the University of Southern California.

With respect to such broad measures as population growth and density and tourist visitation, pertinent statistics have been applied to each of the three university areas under consideration, rather than to individual sites within the areas, in order to present an overview of each.

The type of facility planned for construction will be multi-functional and, therefore, must be approached from several aspects. Similar to the presidential libraries established for Presidents Hoover, Roosevelt, Truman, Eisenhower, and Kennedy, the Nixon Library will serve as a depository for the papers, books, and other historical materials relative to the President. It is wished both that the materials be preserved and made available to scholars for purposes of exhibit and

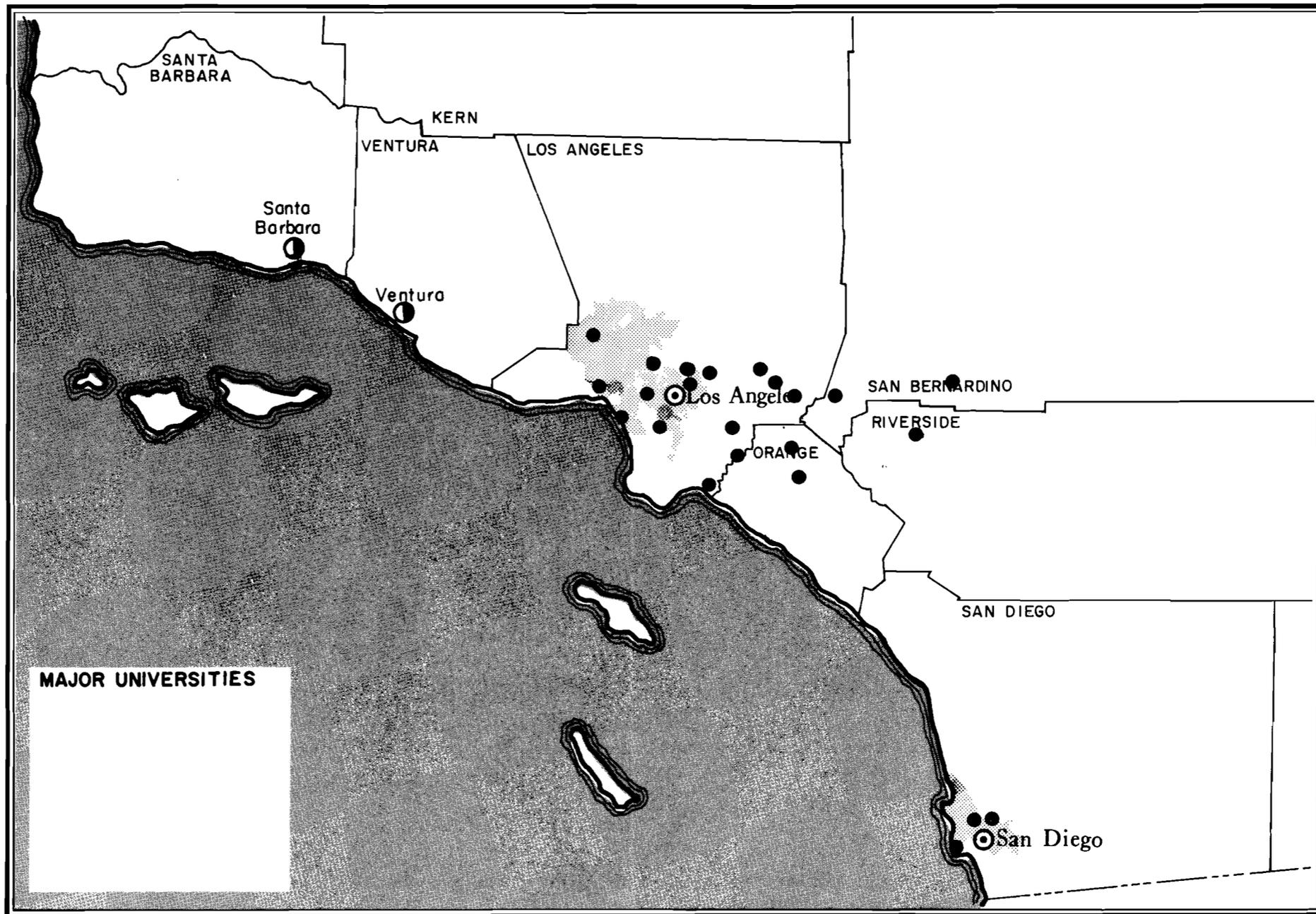


Figure 1

SOURCE: Economics Research Associates

DISTRIBUTION OF SOUTHERN CALIFORNIA COLLEGES  
WITH GRADUATE STUDIES PROGRAMS

research. To properly fulfill this function, the Foundation deems it important that the library be located near a major university with a large graduate student population, so that research facilities will be fully utilized in contrast to the experience of the Eisenhower Library at Abilene, Kansas, and the Hoover Library at West Branch, Iowa. Accordingly, ERA gathered statistics concerning graduate student enrollment at Los Angeles area universities and interviewed university officials to obtain their estimates of future levels of graduate student enrollment.

Another potential function of the Center will be the provision of a place in which outstanding scholars, industrialists, leaders of government, and other distinguished individuals can come together in a serene and inspiring atmosphere to discuss issues and exchange ideas. Accordingly, it is necessary that the site chosen have a setting in which no surrounding land uses will detract from the spacious, park-like environment envisioned.

Unlike its predecessors, the Nixon Museum will be an important facet of the museum-library complex. While other presidential museums have housed mediocre exhibits and static photography, the Nixon Museum is to utilize new and sophisticated techniques for the recall and display of exhibit material. It is believed that many of the important events occurring during President Nixon's Administration, such as the first manned landing on the moon, can be displayed in a manner so interesting that many visitors will be attracted.

This report is organized in four sections. Following this brief introduction, Section II presents the general background of presidential libraries as well as pertinent factors relative to each of the three university areas under consideration for location of the Nixon Center. In order to determine those sites within the defined areas in which attendance potential could be maximized, Section III deals with attendance factors such as population, accessibility, and tourist patterns. Planning parameters, with respect to acreage requirements and timing, and assuming varying levels of attendance, also are set forth in Section III. Section IV examines specific sites within the three university areas. The available sites are ranked based on their desirability in light of the locational criteria discussed herein. The effects on the Center of broad measures such as population growth and density and tourist visitation also are considered in this section.

This research study was conducted under the administrative supervision of Harrison A. Price, President of Economics Research Associates. Michael D. Jenkins, serving as Project Leader, conducted the research. The assistance of Charles Detoy, Jr., and Peter Marr of Coldwell, Banker and Company is gratefully acknowledged.

## Section II

### CONTRIBUTION TO THE ACADEMIC COMMUNITY

#### GENERAL BACKGROUND OF PRESIDENTIAL LIBRARIES

Since the beginning of American government, the separate and independent status of the Office of the President has been construed as extending to and embracing the "papers" of the incumbent of the office. These "papers" are not public records subject to Federal law, but rather are the private property of the President, to be disposed of as he wishes. Although it has always been recognized that a President's papers are his private property, it also has long been recognized that they constitute a form of property in which the Federal Government has a legitimate interest. They are a vital and important part of the nation's historical heritage, and our history cannot properly be understood or written without them. Accordingly, their preservation is an important matter.

Also of significance is the availability of these materials to the people. This has been particularly recognized in recent decades, and every President since Herbert Hoover has been instrumental in establishing a library to preserve his papers. Since 1939, at which time legislation was passed accepting the Franklin D. Roosevelt Library as a presidential archival depository, the burden of assembling land for a site and constructing a suitable building or buildings has been on the President himself or on private persons or non-Federal governmental agencies.

To provide suitable buildings, Presidents have turned to private, nonprofit organizations or to state or local governmental units and have lent their prestige and occasionally their own assets to the effort. The precedent is now firmly established. The library is completed and given to the Federal Government, which is thereafter responsible for its maintenance and operation.

If a presidential library is to properly fulfill its function as a storehouse of information for scholarly research, it follows that the value of its contribution to our national heritage will be directly proportional to the frequency with which it is utilized by scholars. The question then arises as to how utilization of the library can be maximized, to which the most logical answer appears to be its location near a major university with a large body of graduate students able to conveniently use its

resources. This appears to be the approach followed by the planners of the last two presidential libraries, the Lyndon B. Johnson Library, located on the University of Texas campus in Austin, and the John F. Kennedy Library, scheduled for location adjacent to Harvard University in Cambridge, Massachusetts. With this in mind, Economics Research Associates compiled data relative to current and future levels of graduate enrollment at the universities under consideration. The resulting projections are as follows:

<u>University</u>	<u>Graduate Student Enrollment</u>				
	<u>1970</u>	<u>1975</u>	<u>1980</u>	<u>1985</u>	<u>1990</u>
UC Irvine	1,063	2,700	4,800	7,700	11,000
UCLA	8,850	10,000	11,000	12,000	12,500
USC	8,643	11,000	12,000	12,500	13,500
Claremont	1,151	1,400	1,500	1,500	1,500

As indicated, present graduate student enrollments at UCLA and USC are almost eight times those at UC Irvine and the Claremont Colleges. Since, however, a strong likelihood exists that President Nixon will remain in office until 1977, it is unlikely that the proposed center will be established until the latter part of the decade. On this basis, the more relevant figures are those for 1980 and thereafter. By 1980, the graduate enrollment at UC Irvine should be approximately half that at USC and at UCLA, and, by 1990, it should be only slightly less than at the latter two schools. This is based on the fact that UCLA already has reached the maximum planned enrollment for a University of California general campus (27,500), and USC, with a current enrollment of more than 20,000, probably will not expand to more than 25,000 or 30,000 in the future. Increases in graduate enrollments at UCLA and USC will be largely a function of the maturation process, whereby major urban universities tend to have increasingly higher percentages of graduate students once the growth in overall enrollment ceases or tapers off.

The table below exemplifies this pattern, with the matured and more prestigious universities showing a much greater emphasis on graduate education than the newer institutions in less urbanized areas:

<u>University</u>	<u>Percentage of Graduate Enrollment</u>	<u>Number of Graduate Students</u>
USC	43%	8,643
Stanford University	42	4,850
Harvard University	41	7,750
UC Berkeley	36	10,911
UCLA	29	8,850
Claremont Colleges	24	1,151
UC Irvine	23	1,063
University of Texas	18	5,387

Growth in the graduate student enrollment at the Claremont Colleges Center will be minimal, since current plans are to limit graduate enrollment to 1,200 full-time and, possibly, 300 part-time students. Accordingly, graduate enrollment at Claremont should be only about one-tenth as large as at the other three universities in the area by 1990, strongly indicating that the Claremont area should be eliminated from consideration as a possible site for the Nixon Center.

UC Irvine is the only university under consideration that is expected to show a large increase in enrollment during the next 20 years. Although its current total enrollment is only 4,724, with 1,063 graduate students (23 percent of total enrollment), Irvine planners expect total enrollment to rise to 10,000 in 1975 and to 27,500 by 1990. In view of the aforementioned tendency of major universities to place increasing emphasis on graduate studies as they approach their limits of physical expansion, it is conservatively estimated that by 1975 and 1990 graduate students at UCI will total 2,700 and 11,000 respectively.

The conclusion to be drawn from these projections is that, by 1990, the number of graduate students at USC, UCLA, and UC Irvine will be approximately equal. Therefore, no clear preference exists with respect to where the library can be most fully utilized. It is obvious, however, that, in terms of proximity to a large graduate student body, the Claremont Colleges area constitutes the least suitable location.

ACCESSIBILITY TO AIR TRANSPORTATION

Although most users of a presidential library are either scholars in residence or students and faculty members of neighboring universities, a fair number of persons can be expected to come to the complex from other parts of the country. Also, distinguished citizens who might from time to time be invited to meet in small groups at the Center would, in most cases, come to the Los Angeles area by air. Thus, it is important that the university area in which the Nixon Center is located be relatively accessible to an airport served by one or more scheduled airlines. ERA has computed the average driving time from each major university to the nearest scheduled air transport facility, assuming an average freeway driving speed of 48 miles per hour, and an average surface street speed of 24 miles per hour. Different sites within each university area would, of course, involve different driving times, but the table below presents a generalized illustration of conditions within each area:

<u>University</u>	<u>Driving Time to Nearest Airport (minutes)</u>	<u>Airport</u>
UC Irvine	3	Orange County
USC	21	Los Angeles International
UCLA	23	Los Angeles International

As indicated, UC Irvine is much more conveniently located with respect to air transportation facilities than either USC or UCLA. Nonetheless, both USC and UCLA are quite conveniently located, so that relative accessibility by air is not a significant factor in this analysis.

## Section III

### ATTENDANCE GENERATION FACTORS

The proposed Nixon Center will probably resemble existing presidential libraries. However, as presently envisioned, it will be more than a library or museum or facility of specialized service and narrow appeal. On the contrary, in totality it can constitute a perpetual place of learning about man and his political institutions; a source of service to scholars and, through their research, to society; and a dramatic and meaningful contact with American heritage for every citizen and, indeed, for visitors from around the world.

To effectuate these goals, it is intended that the museum take the fullest possible advantage of state-of-the-art technological innovations. Since public impact is largely a function of public exposure, the site chosen for the Center must be one calculated to maximize attendance potential.

Given the quality of the attraction, the other attendance-generation factors that must be examined are:

- Proximity to population centers.
- Future population growth.
- Tourism.
- Accessibility.
- Quality of surrounding land use.
- Freedom from physical nuisances.

This section analyzes the first three of these factors as they relate to the three university areas under consideration in this study. The remaining factors are analyzed, by individual site, in the following section.

LOCATION IN RELATION TO THE LOS ANGELES BASIN  
AND TO REGIONAL POPULATION CENTERS

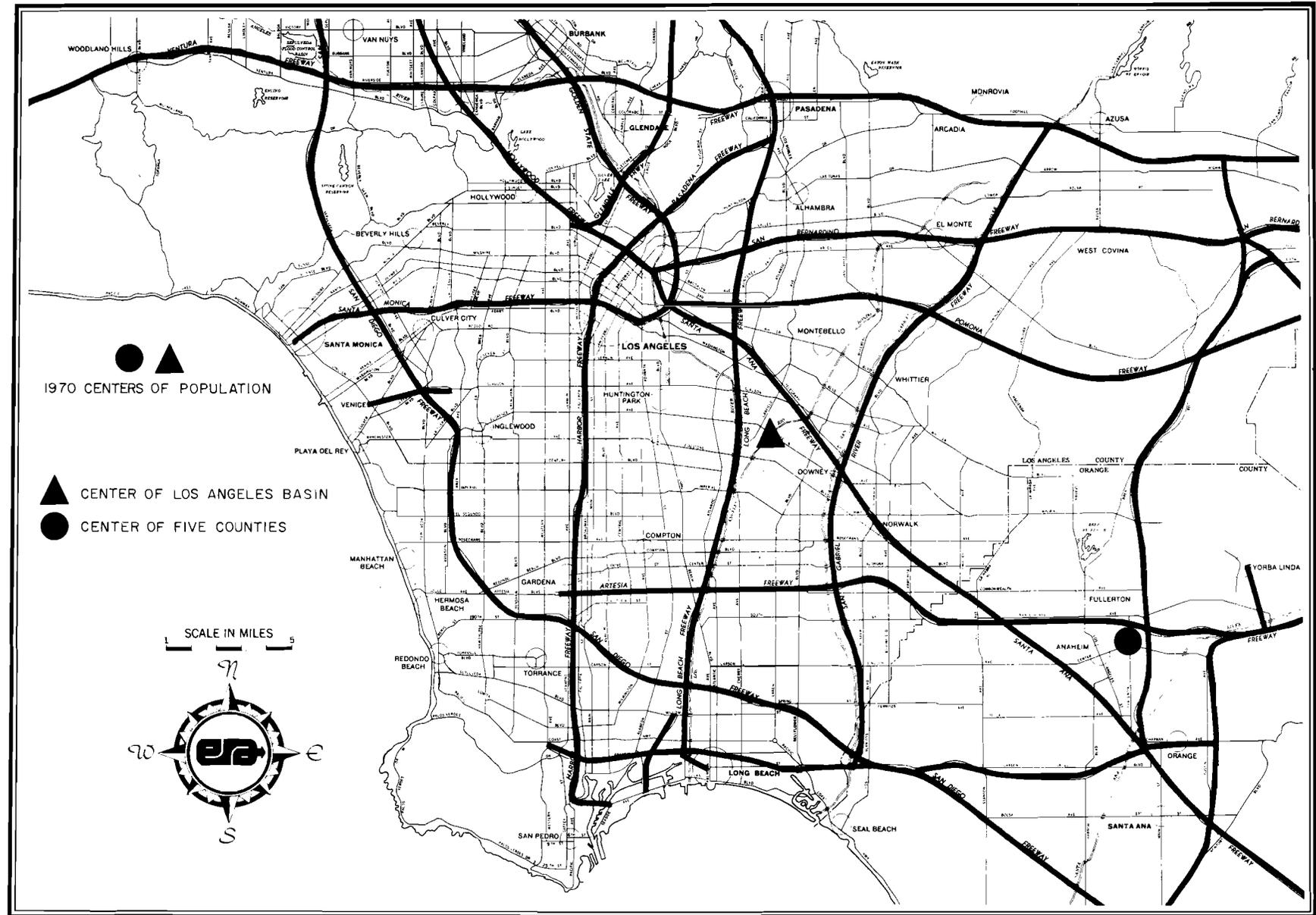
A weighted center of population is computed in Figure 2 for the 1970 population of the Los Angeles Basin and the five-county area. The 1970 Basin population center is computed by setting all metropolitan Los Angeles and seven Orange County census divisions on XY product coordinates and solving for the point of zero difference. This point is the location which, if converged upon by the total population, would involve the least aggregate travel distance. In 1970, the Basin center of population is on Gage Street, 1 - 1/2 miles east of the Long Beach Freeway.

A weighted center of population (particularly significant for a high-quality attraction deriving attendance from a wide area) for the five Southern California counties of Orange, Los Angeles, San Bernardino, Riverside, and San Diego also is shown in Figure 2.

The five-county area, comprised of Los Angeles, San Bernardino, Riverside, Orange, and San Diego counties, comprises the regional system for which population growth and movement of the population center were computed. This area comprises a contiguous group of counties which generally are recognized as a homogeneous economic and social unit. The center was computed by setting individual county population centers on XY product coordinates and solving for the point of zero difference. In 1970, the center of population for this broader area is on the Riverside Freeway in Orange County, five miles east of the Santa Ana Freeway.

The movement of these two centers of population by 1985 is shown in Figure 3. In 1985, the expected Basin center will have moved southeast to the intersection of Gage Street and the Santa Ana Freeway. Also by 1985, the population center of the five Southern California counties will have moved to the Garden Grove Freeway, 1-1/2 miles west of the Newport Freeway.

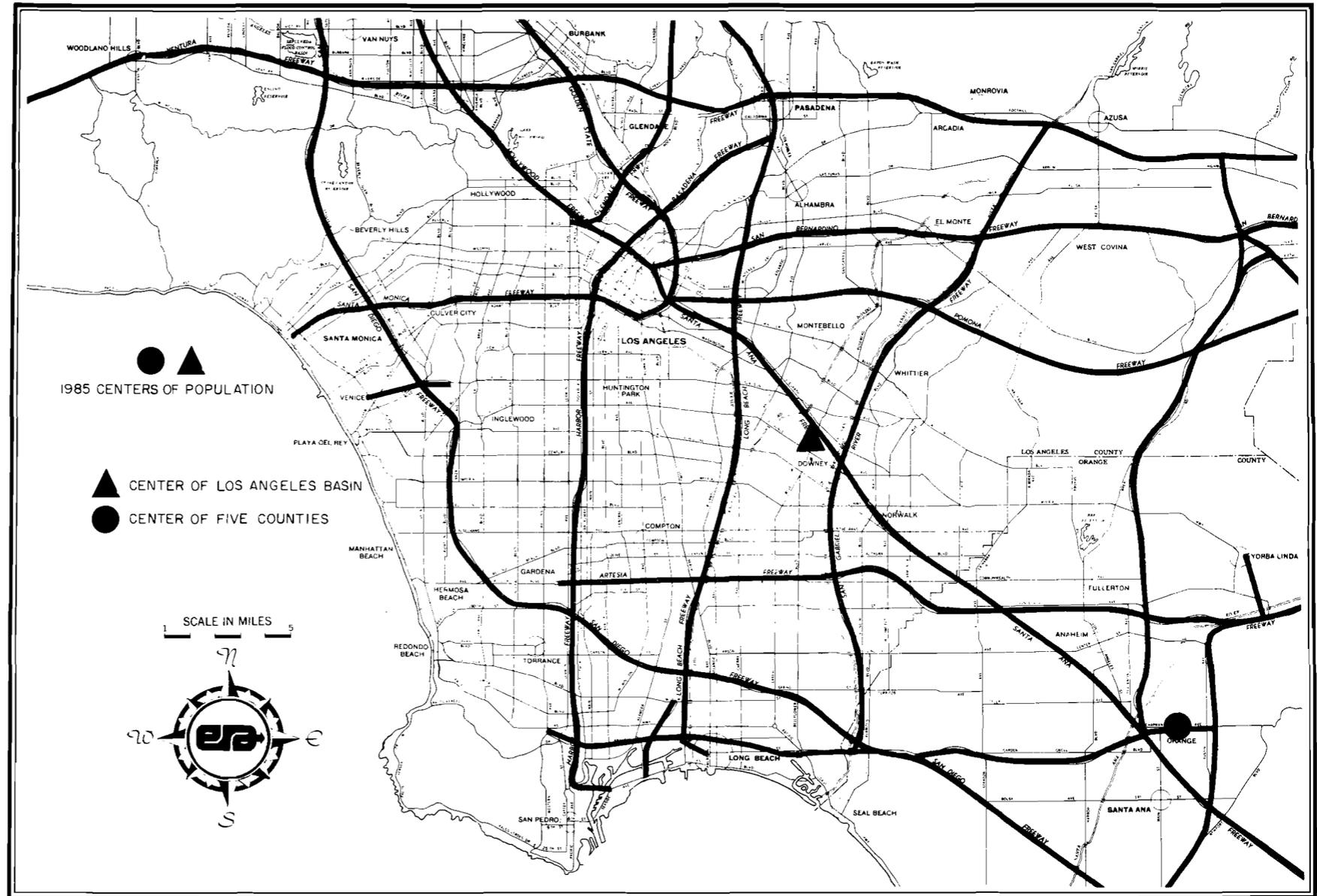
The distance and driving time relationship of these centers of population to university areas is shown in tabular form in Table 1. These data are indicative of comparative accessibility. The 1970 Basin population center distance from the universities ranges from 12.3 miles (USC) to 32.1 miles (UC Irvine). However, by 1985, the Basin population center will have moved somewhat nearer to UC Irvine and slightly farther from USC and UCLA.



SOURCE: Economics Research Associates

Figure 2

GEOGRAPHIC CENTERS OF POPULATION  
1970



SOURCE: Economics Research Associates

Figure 3

GEOGRAPHIC CENTERS OF POPULATION  
 1985

Table 1

ESTIMATED DRIVING TIMES FROM SELECTED  
UNIVERSITIES TO THE CENTERS OF POPULATION

	<u>UC Irvine</u>	<u>USC</u>	<u>UCLA</u>	<u>UCSB</u>	<u>UC Riverside</u>	<u>UCSD</u>
	<u>Average Driving Time (Minutes) To:</u>					
Center of Los Angeles Basin Population						
1970	47.0	18.5	38.0	143.0	59.8	132.0
1985	44.5	16.0	35.5	140.5	52.5	129.5
Center of Southern California Five-County Population						
1970	27.9	40.3	59.8	160.0	84.7	114.6
1985	18.4	45.2	64.7	165.0	82.2	105.0
	<u>Driving Distance (Miles) To:</u>					
Center of Los Angeles Basin Population						
1970	32.1	12.3	27.3	113.2	56.1	104.0
1985	31.0	13.4	28.9	114.3	55.0	102.9
Center of Southern California Five-County Population						
1970	18.5	29.3	44.3	128.0	37.3	91.6
1985	10.9	33.3	48.3	132.0	41.3	83.9

Source: Economics Research Associates.

With respect to the larger five-county area, a location near the University of California at Irvine would have a decided accessibility advantage over the USC and UCLA areas in 1970, and an even more pronounced advantage in the years ahead as the regional population center moves in a southeasterly direction. Freeway network improvements planned by 1980 also will enhance the comparative regional access advantage of UC Irvine.

Although the absolute number of persons living within a 45-minute driving radius of the UC Irvine area is considerably less in 1970 than that within 45 minutes of USC and UCLA, this gap should become steadily smaller as urbanization of Orange County proceeds, since the rate of population growth in the Irvine area will be approximately three times that of the USC and UCLA areas. The current and projected population of areas within a 45-minute driving radius of each university, assuming average speeds of 48 miles per hour on freeways and 24 miles per hour on surface streets, is shown below:

<u>University</u>	<u>Population within 45 minutes Driving Time of Selected Universities (millions of persons)</u>		
	<u>1970</u>	<u>1985</u>	<u>Percentage Change 1970-1985</u>
USC	7.8	9.3	19%
UCLA	6.9	8.4	20
UC Irvine	3.3	5.3	61

Based on the table, it can be concluded that, with respect to proximity to the population "center of gravity" of the Los Angeles Basin, USC has a decided advantage over both UCLA and UC Irvine in 1970. Moreover, this situation will not change appreciably by 1985, although shifts in the population center occurring between now and 1985 and future freeway development will tend to favor the position of UC Irvine.

In terms of the larger Southern California area, UC Irvine presently is much more favorably situated than either USC or UCLA. Moreover, this advantage will be magnified in the future by burgeoning population growth in Orange County and in nearby Riverside and San Bernardino counties. Other University of California branches in Southern California at Santa Barbara, Riverside, and San Diego are even less favorably situated than UCLA and USC with respect to population centers, as indicated in Table 1.

While the location of the Nixon Center relative to population centers and to major universities is of considerable importance, its proximity to the large number of smaller educational institutions in Southern California is also an important factor. Figure 3 shows the locations of all colleges in Southern California offering graduate level studies as well as the USC and the University of California campuses (shown in red). As indicated, the UC Irvine, USC, and UCLA campuses are roughly comparable in terms of their centrality to all higher educational institutions in the region, but are much more centrally located than the University of California campuses at Santa Barbara, Riverside, and San Diego.

### CALIFORNIA RECREATION TRAVEL PATTERNS

While it is important that the Nixon Museum be located near population centers, if attendance is to be maximized, it also is highly important that the Center be well situated relative to the enormous potential tourist audience of Southern California. It is not possible to precisely quantify the number of tourists passing any given point; however, studies of tourism in Southern California do reveal very definite general trends.

A study of tourism and recreation in California conducted by Economics Research Associates in 1966-1967 for the U. S. Department of Commerce and the California Office of Tourism provides many answers concerning the locations of the greatest concentrations of tourists. The study disclosed that the most popular destinations of California residents on one-day trips within the state are beach and coastal areas. Travel to the seashore accounted for 29 percent of all one-day trips taken during the summer months of 1966. The second most popular destinations of California residents on one-day trips are amusement attractions such as Disneyland, Knott's Berry Farm, the San Diego Zoo, Marineland, and Sea World. Visitation to these attractions accounted for 23 percent of all non-overnight summer travel. The least popular activities of California residents on one-day trips are visits to historical attractions, public non-scenic sights (i. e., civic centers, public buildings, universities, and stadiums), cultural attractions, and spectator sports. Table 2 presents the percentage distribution of California resident visitors to recreation attractions within the state.

Table 2

PERCENTAGE DISTRIBUTION OF CALIFORNIA RESIDENT  
VISITATION TO RECREATION ATTRACTIONS  
(One-Day and Overnight Pleasure Trips)

<u>Type of Attraction</u>	<u>Percentage Distribution</u>	
	<u>One-Day Trips <sup>1/</sup></u>	<u>Overnight Trips <sup>2/</sup></u>
National, state, and city parks	14.7%	10.0%
Beach and coastal areas	28.8	9.2
Active recreation	6.3	23.5
Spectator sports	3.8	1.4
Public non-scenic sights	1.3	3.3
Inland water and resort areas	9.3	13.3
Amusement attractions	22.9	13.8
Cultural attractions	3.6	3.6
Historical attractions	1.1	1.7
General sight-seeing	<u>8.2</u>	<u>20.2</u>
Total	100.0%	100.0%

1/ One-day trips during June, July, and August 1966.

2/ Overnight trips during the 12-month period from September 1965 through August 1966.

Sources: Facts Consolidated and Economics Research Associates.

The popularity of beach and coastal areas and amusement attractions among Californians on one-day trips during the summer months is not surprising, given California's climate, school recesses, and the accessibility of both types of attractions to large metropolitan populations. Disneyland, which was visited by some member of 7.75 households out of every 100 in the entire state during the year of the survey, was revealed by the sample survey to be the most popular of all specific individual attractions in California. Knott's Berry Farm followed with a visitation rate of 5.33 households per 100. Golf, the third most popular type of activity or attraction, attained a visitation rate of 5.17. Trips to Newport Beach ranked fourth, achieving a visitation rate of 3.58 per 100. Table 3 ranks the popularity of recreational attractions visited by California residents on one-day trips within the state.

The one fact of overriding importance that emerges from the above statistics is that the three leading specific tourist-oriented recreation attractions visited by California residents on one-day pleasure trips throughout the state all are located in Orange County. Clearly, Orange County has become one of the most powerful magnets for intra-state pleasure trips in California. In view of the fact that the most popular general types of pleasure trip destinations are beach and coastal areas, it is apparent that a site in reasonable proximity to the University of California at Irvine, which is in immediate proximity to the coast and to Newport Beach and within 15 miles of both Disneyland and Knott's Berry Farm, would be in the most strategic location in the state with regard to resident visitation patterns.

#### Out-of-State Tourists

In order to obtain a total picture of recreational travel patterns, however, it also is necessary to analyze the comings and goings of out-of-state visitors to California. During 1968, an estimated 16,100,000 out-of-state visitors came to California, 10.3 million by automobile and 5.8 million by air. An October 1968 survey by Facts Consolidated, a wholly owned subsidiary of ERA, indicated that 82.7 percent of auto visitors and 48.2 percent of air visitors came to California for pleasure and personal reasons as opposed to business or other reasons. Furthermore, while only about 4.9 percent of native Californians visited public non-scenic sights and cultural attractions (the category in which museums are classified), nearly 14 percent of out-of-state visitors attended such attractions. Therefore, it appears that out-of-state visitors would comprise a major component of the potential audience for the proposed museum. The table below indicates the specific attractions most frequently visited by out-of-state tourists during 1968.

Table 3

POPULARITY OF  
RECREATIONAL ATTRACTIONS VISITED BY  
CALIFORNIA RESIDENTS ON ONE-DAY AND  
OVERNIGHT PLEASURE TRIPS

Percent of California Households Visiting Attraction

<u>One-Day Trips - 3-Month Period<sup>1/</sup></u>		<u>Overnight Trips - 12-Month Period<sup>2/</sup></u>	
Disneyland	7.7%	Fishing	14.5%
Knott's Berry Farm	5.3	Hiking	9.3
Golf	5.1	San Francisco	7.1
Newport Beach	3.5	Boating	5.5
San Diego Zoo	3.4	Yosemite National Park	4.4
San Francisco	3.1	Lake Tahoe	4.3
Griffith Park	3.1	Carmel - Monterey	4.1
Fleishhacker Zoo	2.1	Disneyland	4.0
Golden Gate Park	2.1	Fisherman's Wharf	3.6
Marineland	1.6	Water skiing	3.0
Sea World	1.5	San Diego Zoo	2.8
Laguna Beach	1.3	Hunting	2.5
Tijuana - Baja, California	1.0	Stinson Beach	2.4
Hiking	1.0	Skiing	2.3
Fishing	1.0	Sequoia National Park	2.0
		Palm Springs	2.0
		Horseback riding	1.8
		Hearst Castle	1.7
		Big Bear Lake	1.5
		Chinatown	1.5
		Solvang	1.3
		Lake Arrowhead	1.3
		Morro Bay	1.3
		Knott's Berry Farm	1.2
		Sea World	1.2
		Golf	1.1
		Fleishhacker Zoo	1.1
		Marineland	1.0

<sup>1/</sup> June, July, and August 1966.

<sup>2/</sup> September 1965 through August 1966.

Sources: Facts Consolidated and Economics Research Associates.

<u>Leading Specific Attractions Visited</u>	<u>Percentage of All Out-of-State Visitors</u>	
	<u>Auto Visitors</u>	<u>Air Visitors</u>
Disneyland	34.8%	22.4%
Fisherman's Wharf- San Francisco	18.3	18.8
Marineland	15.7	7.0
Chinatown - San Francisco	14.8	17.6
Knott's Berry Farm	11.3	7.0
Newport Beach	8.7	5.0
San Diego Zoo	7.0	1.7

These data point to the fact that, similar to intra-state tourists, a great many out-of-state tourists are attracted to Orange County, with Disneyland, Knott's Berry Farm, and Newport Beach again ranking high among the most popular drawing points. Only one of the major out-of-state visitor attractions, Marineland, is located in Los Angeles County.

From the standpoint of obtaining maximum exposure to tourists, it is unmistakably clear from the data available on tourist visitation patterns in California that a site in Orange County in the UC Irvine area, preferably near the seashore, would be far superior to any location in Los Angeles near UCLA or USC. As already indicated, Orange County is the focal point of tourism in the state, with respect to both intra- and inter-state tourists. Moreover, a higher concentration of first-rank tourist attractions cannot be found. In addition, the coastal region of Orange County lies directly in the path of visitors en route to San Diego and Mexico, both significant tourist areas in their own right.

The tourist complex that has developed around the Disneyland, Knott's Berry Farm, Newport Beach axis has caused a major tourist reorientation within Southern California. Busch Gardens, Farmers Market, Forest Lawn, and Sunset Strip still attract a substantial volume of tourists but not in comparison to attractions in Orange County. Thus from the standpoint of tourist exposure sites in the vicinity of UCLA or USC do not compare as favorably as those in Orange County in the vicinity of UC I. As more tourist-oriented attractions are located in Orange County the relative locational disadvantages will undoubtedly become more apparent.

## ATTENDANCE PATTERNS AT EXISTING PRESIDENTIAL MUSEUMS

Existing presidential museums generally have not constituted notable visitor attractions. The table below presents attendance levels at the existing presidential museums for the year ending June 30, 1969:

<u>Museum</u>	<u>Annual Attendance</u>
Hoover	80,000
FDR	164,300
Truman	165,300
Eisenhower	329,000

As indicated, the Eisenhower Museum, despite its location in small (population 6,746) Abilene, Kansas, drew by far the largest number of persons during 1968-1969. A fairly large portion of that attendance undoubtedly was drawn after General Eisenhower's death during that year. It should be noted, however, that none of the existing presidential museums are elaborate structures designed with a view to attracting large numbers of visitors. On the contrary, they are largely devoted to a static display of various gifts and medals received by recent presidents, and to other artifacts of historic interest. The location of the Hoover, Roosevelt, Truman, and Eisenhower museums in the towns of West Branch, Iowa, Hyde Park, New York, Independence, Missouri, and Abilene, Kansas, respectively, has been another major factor contributing to low levels of attendance, since all of the above-mentioned towns, with the exception of Independence, Missouri, are relatively small and distant from major population centers.

The proposed Nixon Museum, to be located in Southern California, should have a considerably greater attendance potential than any of the existing presidential museums due to a combination of factors:

1. The opportunity to locate in or near one of the nation's major population centers.
2. The high level of tourist visitation already prevailing in the area.
3. The intention of the Nixon Foundation to create an attraction that will have a more varied and appealing content than its predecessors.

Museums with highly attractive and interesting program content are capable of drawing surprisingly large numbers of visitors, as illustrated in Table 4. While the Nixon Museum will not be erected on nearly so grand a scale as the Smithsonian or the Museum of Science and Industry, it is significant that the much more modest Movieland Wax Museum in Orange County registered an attendance of more than 700,000 in a recent year. There are no good reasons why a well conceived and imaginatively designed presidential museum should not equal or surpass the performance of a limited-appeal commercial operation such as the Movieland Wax Museum.

#### PLANNING PARAMETERS

ERA has estimated the acreage requirements for parking and the footage requirements for circulation space within the museum, assuming different levels of annual attendance. However, no attempt has been made to quantify total acreage requirements, since the size and scope of the museum, library, conference center, and other possible components of the Nixon Center have not yet been decided and, in any event, are not within the scope of this study.

Since it is not now known how elaborate the proposed museum will be, it is not possible to make accurate attendance projections. Attendance levels at museums in other cities vary to such an extent that even the indicated preliminary range of expectations is extremely wide. This part of the report attempts to narrow that range through a review of attendance levels at Los Angeles and Orange County museums. Estimated annual attendance at area attractions is shown in Table 5. Since the proposed museum will presumably be at least as significant an attraction as the Huntington Library and Art Gallery, the low range of attendance can probably be set at about 600,000. The upper range obviously will be less than at a major museum, such as the Museum of Science and Industry. Therefore, it would not seem reasonable to expect more than 1,200,000 as a maximum attendance level, unless very dynamic programs and exceptionally interesting and novel exhibition techniques are developed, in which case the above estimates might prove to be extremely conservative.

Table 4

## ATTENDANCE AT SELECTED MUSEUMS

<u>Museum</u>	<u>Location</u>	<u>Annual Attendance (000)</u>
Smithsonian Institution Natural History Museum of History and Technology	Washington, D. C.	2,870 4,840
American Museum of Natural History and Hayden Planetarium	New York, New York	3,496
California Museum of Science and Industry	Los Angeles, California	1,469
Chicago Museum of Science and Industry	Chicago, Illinois	3,044
Henry Ford Museum and Greenfield Village	Detroit, Michigan	1,000
Milwaukee Public Museum	Milwaukee, Wisconsin	813
Movieland Wax Museum	Buena Park, California	700
Oak Ridge Atomic Museum	Oak Ridge, Tennessee	130

Sources: The Franklin Institute of Philadelphia and Economics Research Associates.

Table 5

ESTIMATED CURRENT ANNUAL ATTENDANCE  
AT SELECTED  
LOS ANGELES AND ORANGE COUNTY ATTRACTIONS

<u>Attraction</u>	<u>Annual Attendance</u>
Huntington Library and Art Gallery	530
Movieland Wax Museum	700
Griffith Park Hall of Science	700
Los Angeles County Museum of Natural History	850
Forest Lawn, Glendale	1,100
Los Angeles County Museum of Art	1,250
California Museum of Science and Industry	1,470

Source: Economics Research Associates.

An examination of the seasonal distribution pattern of attendance at such attractions as Busch Gardens in Van Nuys, Disneyland, and the Movieland Wax Museum indicates that about 30 percent of total annual museum attendance will be generated in the months of July and August. On peak days during July and August, which are weekend days, attendance will normally approximate 22.5 percent of average weekly attendance during that period. Assuming an eight- to ten-hour operation period, it is estimated that the peak in-grounds attendance on the average high day will approximate 50 percent of total attendance for that day. Thus, it is possible to estimate peak-day in-grounds attendance, based on a given annual attendance. Table 6 derives peak-day in-grounds attendance for various levels of annual attendance, using the factors described above.

For purposes of anticipating land use requirements, estimates of parking needs can be derived from estimated peak-day in-grounds attendance figures. Table 7 calculates these requirements for annual attendance levels ranging from 600,000 to 1,200,000, assuming a high-day crowd level 20 percent greater than average high-day attendance. As indicated, a relatively modest, medium-impact facility attracting only 600,000 visitors in its first year would initially require only 7.6 acres of museum parking space. More attractive and elaborate facilities would be expected to draw larger crowds and, as such, would require more parking space (up to 15.2 acres if attendance were to reach 1,200,000). An allowance for future expansion is also included in Table 7, ranging from 150 percent on the lower end of the scale to 75 percent where the facility is sufficiently elaborate to attract 1,200,000 or more persons in its first year of operation.

Required circulation space in the museum is estimated in Table 8, allowing 20 square feet per person, computed on the basis of average high-day peak in-grounds attendance plus 20 percent. Initial requirements range from 54,800 square feet to 109,400 square feet, depending upon the quality of the attraction and, therefore, the expected attendance. It should be noted that the above figures include only the circulation space required for the audience, and not exhibit space.

Table 6

ESTIMATED PEAK IN-GROUNDS ATTENDANCE  
AT SELECTED ANNUAL ATTENDANCE LEVELS

Selected annual attendance (000)	600	800	1,000	1,200
Peak two months, at 30 percent of total attendance (000)	180	240	300	360
Average weekly attendance	20,300	27,000	33,800	40,600
Average high-day, at 22.5 percent of weekly attendance	4,560	6,080	7,600	9,120
Peak in-grounds, at 50 percent of average high-day attendance	2,280	3,040	3,800	4,560

Source: Economics Research Associates.

Table 7

ESTIMATED MINIMUM RANGE OF PARKING  
REQUIREMENTS FOR THE NIXON CENTER

Selected annual attendance (000)	600	800	1,000	1,200
Peak-day in-grounds attendance <sup>1/</sup>	2,740	3,650	4,550	5,470
Number of persons arriving by car <sup>2/</sup>	2,650	3,540	4,400	5,300
Number of cars <sup>3/</sup>	945	1,265	1,570	1,895
Acreage initially required <sup>4/</sup>	7.6	10.1	12.5	15.2
Allowance for expansion (acres)	11.4	12.6	12.5	11.4
Total acreage required	19.0	22.7	25.0	26.8

<sup>1/</sup> 20 percent higher than the average high day.

<sup>2/</sup> Estimated at 97 percent of the crowd.

<sup>3/</sup> Based on 2.8 persons per car.

<sup>4/</sup> Based on 125 cars per acre.

Source: Economics Research Associates.

Table 8

ESTIMATED CIRCULATION SPACE  
REQUIRED AT SELECTED ATTENDANCE LEVELS

Selected annual attendance (000)	600	800	1,000	1,200
Peak-day in-grounds attendance <sup>1/</sup>	2,740	3,650	4,550	5,470
Circulation space requirement <sup>2/</sup> (square feet)	54,800	73,000	91,000	109,400

<sup>1/</sup> 20 percent higher than the average high day.

<sup>2/</sup> Based on 20 square feet per person.

Source: Economics Research Associates.

## Environmental Factors

From the standpoint of environment, the Irvine area has a clear advantage over any part of the Los Angeles County and especially over the USC and UCLA areas. If the center is to attract scholars and thinkers as well as the general public, it appears most inappropriate to locate it in the solidly built-up area of Los Angeles where smog is frequently a problem. In contrast, the UCI area and, particularly, the Irvine Ranch, can be considered almost smog-free. Moreover, the area comprises one of the few remaining locations near Southern California population centers in which wide open spaces of developable land still exist.

A final and crucial factor that almost certainly rules out the location of a large center (100 acres or more) in proximity to USC or UCLA is land cost. While land cost in Orange County is by no means low (see Table 9), almost any tract in the heavily urbanized areas of Los Angeles can be expected to sell for at least several hundred thousand dollars per acre. Even if a minimum of 100 acres were obtained in Los Angeles for the Center, a probable cost of \$20 million to \$30 million or more would make the acquisition, or even the donation, of such property prohibitively expensive. Thus, little choice appears to exist other than to look to the UCI area, unless an attempt is made to locate the Center on a much smaller tract of land, seriously altering its character and limiting the scope of activity.

## CONCLUDING RECOMMENDATIONS

From the foregoing analysis, it is clear that, of the university areas considered in this study, the vicinity of the University of California at Irvine is easily the general area best suited to the type of museum-library complex planned for establishment by the Nixon Foundation. As this report has shown, the desire of the Foundation to have the Center achieve maximum public impact can best be effectuated by locating it in coastal Orange County near UC Irvine, which is the one area in California most heavily frequented both by California and out-of-state tourists.

Although USC is somewhat closer to the Los Angeles Basin population center, UC Irvine is much closer than either USC or UCLA to the more statistically significant regional population center. Moreover, in both cases, future population trends will tend to move the "center of gravity" even closer to UC Irvine.

Table 9

SUMMARY DESCRIPTION OF CANDIDATE SITES  
FOR THE NIXON CENTER

	<u>Acreage</u>	<u>Approximate Price Per Acre</u>	<u>Topography</u>	<u>Compatible Surrounding Land Use</u>	<u>Proximity to UCI and the Tourist Market</u>	<u>Relative Cost of Developing Center Excluding Land Cost</u>
San Joaquin Fruit Company property	234	\$19,000	Flat	Probably not	Poor	Average
Segerstrom property	1,400	\$35,000-\$50,000	Flat	No	Good	Above average
Sakioka property	200	\$65,000	Flat	No	Good	Above average
Veeh Ranch	250	\$13,500	Flat to rolling	Yes	Fair-good	Average
Irvine Ranch	85,000	Variable	Variable	Yes	Excellent	Average
Great Lakes Carbon Company property	521	\$7,500	Rugged	Yes	Fair-poor	Well above average
Laguna Niguel	Undefined	Variable	Variable	Yes	Fair-poor	Above average

Source: Coldwell, Banker and Company and Economics Research Associates.

In terms of the proximity of the Nixon Center to large numbers of graduate students, UCI lags far behind both USC and UCLA at present. However, by the late 1970s, at which time the Center probably will have been completed, the rapid growth in enrollment projected at UCI and the lack of growth in enrollment projected at both USC and UCLA will have narrowed the gap considerably. Furthermore, continuing increases in enrollment at UCI until 1990 will bring it into approximate parity with the two older universities.

Finally, with respect to environmental factors such as smog intrusion and density of development, the UCI vicinity is, by far, the superior area. Moreover, the prohibitively high cost of land in Los Angeles militates strongly against consideration of a site near UCLA or USC.

## Section IV

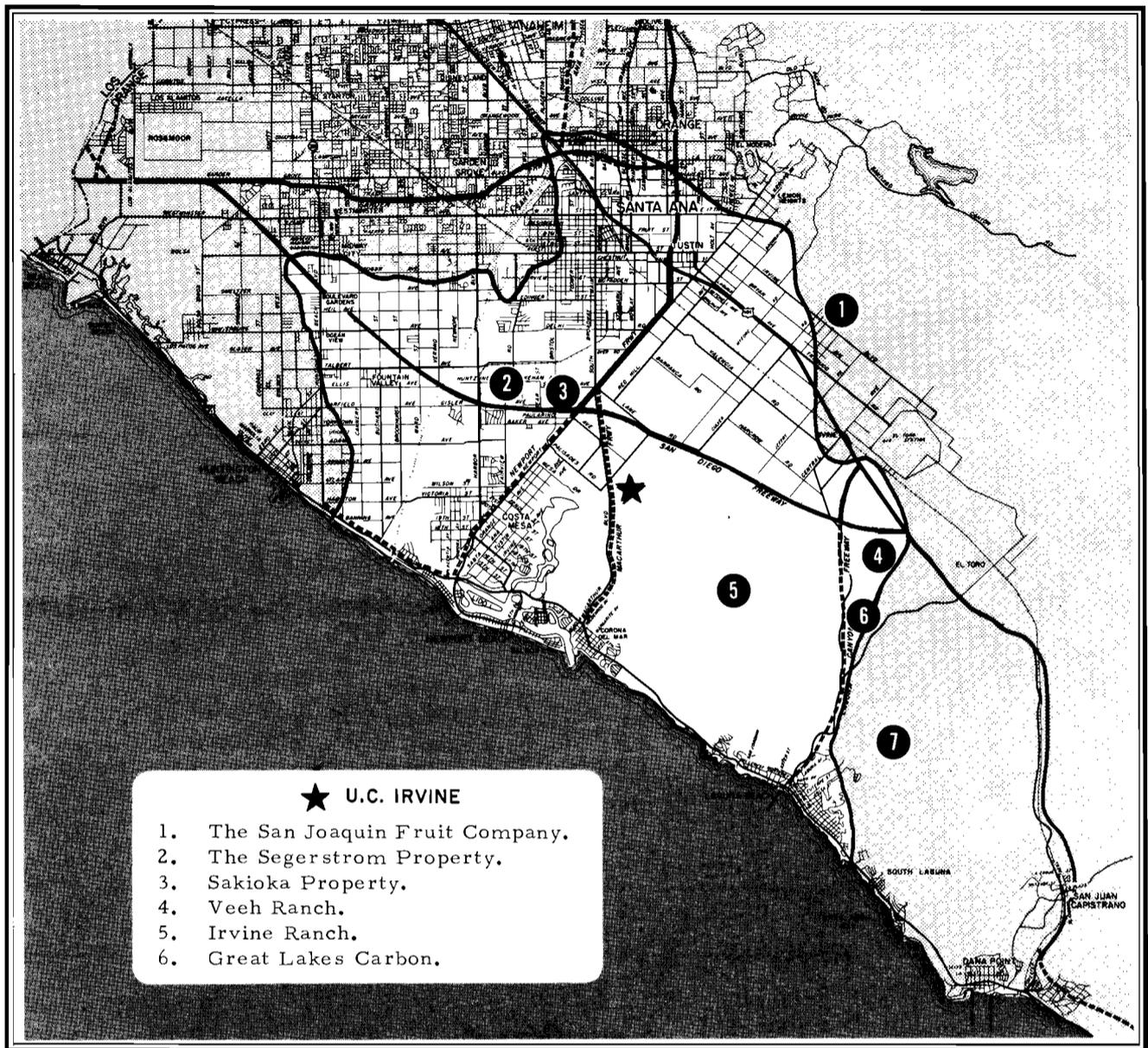
### INDIVIDUAL SITE ANALYSIS

After narrowing the search to the UC Irvine area, Coldwell, Banker and Company was enlisted for the purpose of studying in depth individual sites located in the portion of Orange County within 20 minutes driving time of UCI, or sites that will be located within this distance upon completion of the Newport Freeway and construction of the proposed Coastal Freeway. The area of intensive study is shown in Figure 4.

A number of criteria were considered to be of fundamental importance in this site analysis. The kind of facility that is planned must be quiet and serene, projecting an aura of both dignity and historical significance. It therefore should be free not only from such disturbances as noise, odor, congestion, smog, and the unsightly conditions resulting from heavy industry, but should possess that intangible something which might be termed a "sense of place." Whether or not a site has this "sense of place" can be felt as much as seen. It has to do with beauty, but also with the historic associations, character, and cultural atmosphere of a location, with its vital, inspiring qualities. It is a sum total of the qualities which impart a feeling that this is not just another piece of land, but a special place.

Accordingly, the topographical features of sites were considered with a view to inherent aesthetic qualities as well as to the practical considerations relative to the feasibility of construction. Similarly, attention was given to present surrounding land uses, with a view to eliminating sites adjacent to development that might eventually detract from the dignity and tranquility of the Center. For example, a location near unsightly industrial or even strip commercial development might tend to downgrade the image that the Center should project, while this might not be true in the case of neighboring high-quality residential districts.

Closely related to the above criteria is whether or not potential exists for development within a surrounding master plan framework. In the search for specific sites, areas are seen which have no orderly plans for development, and communities somehow indifferent to planning, which appear to have insurmountable difficulties in the path of their orderly development. In these areas and communities, the indiscriminate encroachment of industrial and commercial uses and improper standards



SOURCE: Economics Research Associates

Figure 4

AREA WITHIN 20 MINUTES DRIVING TIME OF U. C. IRVINE

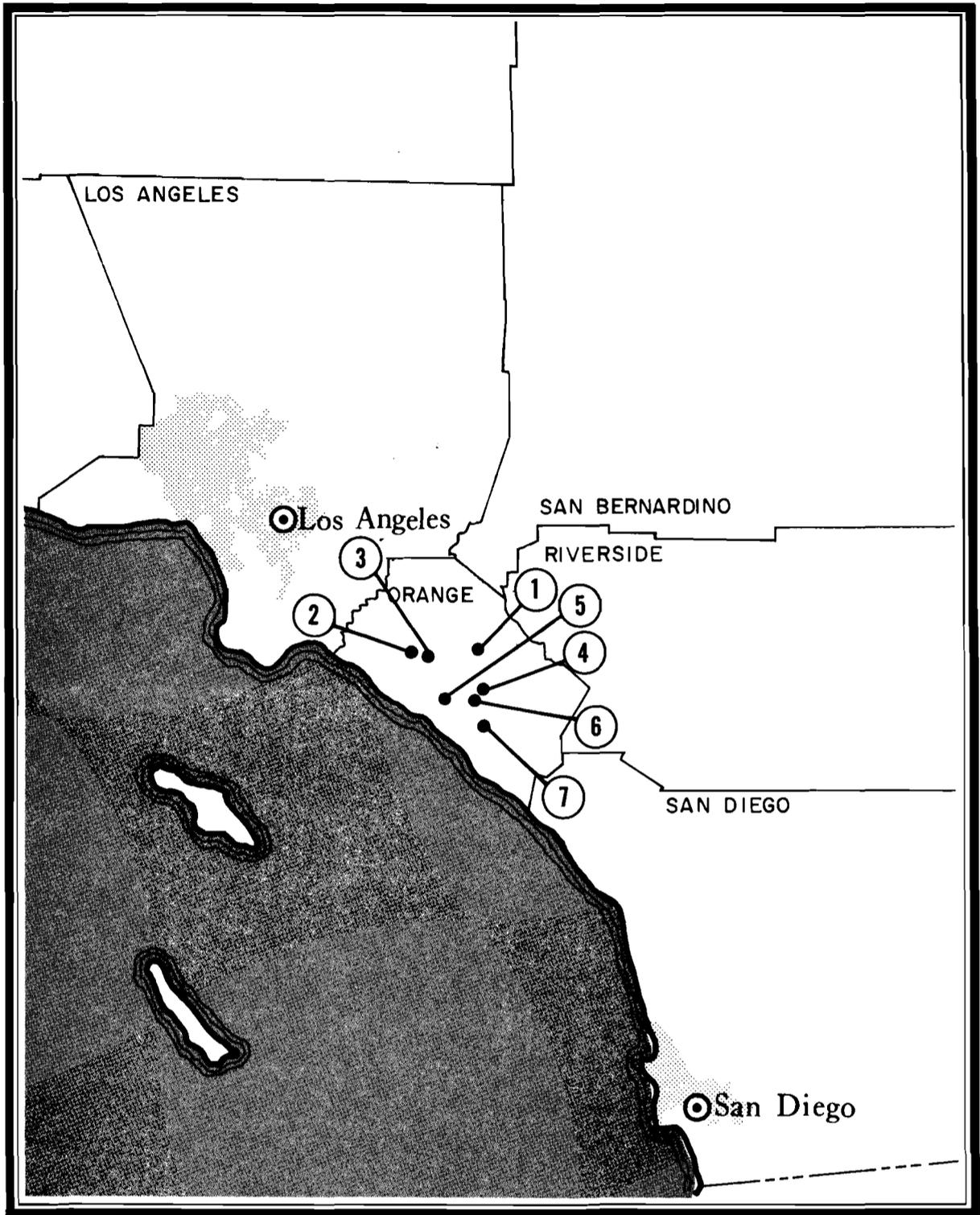
for streets, highways, housing, and so forth are all in view. Certain areas have deteriorated to such an extent that little likelihood exists for the development of orderly, healthy communities without comprehensive surgery.

Fortunately, areas also are seen in which ragged, unplanned growth has not and will not occur. The example in the area studied is the Irvine Ranch, which not only offers a large open area of beautiful and unspoiled land, but also the advantage of unified ownership and a well conceived master plan for future development. The most scenic and, from the point of view of the type of setting which should be had by the proposed Center, the most interesting portion of the vast Irvine Ranch holdings is the area along the coast from Corona Del Mar to Laguna Beach. Many sites along this strip seem to offer the ideal climate, the majestic setting, and the proper "sense of place" that would contribute so greatly to the contemplative and dignified atmosphere of the Nixon Center.

#### GENERAL DESCRIPTION OF CANDIDATE SITES

Seven sites were submitted by Coldwell, Banker and Company. Although extensive information is available on each of the properties, this preliminary evaluation deals primarily with size, price, location, topography, and characteristics which would be particularly relevant in considering the properties as sites for the Nixon Center. Figures 4 and 5 show the locations of each of the properties. The seven sites are as follows:

1. The San Joaquin Fruit Company property. This property is situated approximately two miles north of the Santa Ana Freeway. It consists of 234 acres of level citrus groves, but is fragmented. However, one section contains 100 acres of contiguous property. Property in close proximity to this parcel has been selling for \$19,000 per acre. The property would have relatively little exposure and might present noise problems due to the close proximity of the El Toro Marine Corps Air Station. As a whole, the site offers little to distinguish it.



SOURCE: Economics Research Associates

Figure 5

LOCATION OF SUBJECT SITES WITHIN REGIONAL CONTEXT

2. The Segerstrom property. This property, similar to adjacent Sakioka property discussed next, has excellent accessibility and exposure since it is located near both the San Diego and Newport freeways. It contains 1,400 acres, part of which already is developed in a major shopping center. The remainder is zoned for industrial use. Because of the probable incompatibility of surrounding land uses and the selling price of \$35,000 to \$50,000 per acre, which reflects intensive use potential, this property most likely would be unsuitable for the Nixon Center.
3. The Sakioka property. As mentioned above, this 200-acre property is similar to the Segerstrom property, except that, at \$65,000 per acre, it is more costly.
4. The Veeh Ranch. This property contains 250 acres and is located one mile from the San Diego Freeway between the Irvine Ranch and the Rossmoor Corporation's Leisure World development. Access from the San Diego Freeway is via the Moulton Parkway. Necessary utilities are presently located within the parkway. The property is unique in that it contains a 30-acre lake. Although most of it is relatively level, there are nearby hills which provide a buffer from surrounding land uses. The entire 250-acre parcel is currently priced at \$13,500. This property seemingly meets many of the site selection criteria.
5. The Irvine Ranch. As mentioned previously, this property, particularly the coastal section, probably possesses the most advantages for the site of the Nixon Center. Proximity to the university, tourist exposure, climate, and aesthetic qualities all are in its favor. Assuming favorable site acquisition and development costs, it is the opinion of ERA that this property represents the prime location for the Nixon Center.
6. The Great Lakes Carbon Company property. This property consists of 521 acres in a triangular shape at the intersection of El Toro and Laguna Canyon roads. According to the description submitted by Coldwell, Banker and Company, the terrain is extremely rugged, making development difficult. Moreover, to bring utilities to the property would cost some \$300,000. The selling price of the property is estimated at \$3.9 million, or \$7,500 per acre.

7. The Laguna Niguel property. This is a large tract of generally high-quality land located east of Laguna Beach. According to Coldwell, Banker and Company, it consists of a variety of landscapes, and the costs of different segments vary accordingly. The surrounding areas would provide an excellent buffer zone. This property seemingly meets many of the site selection criteria.

The site descriptions and qualification judgments of ERA are summarized in Table 9.