

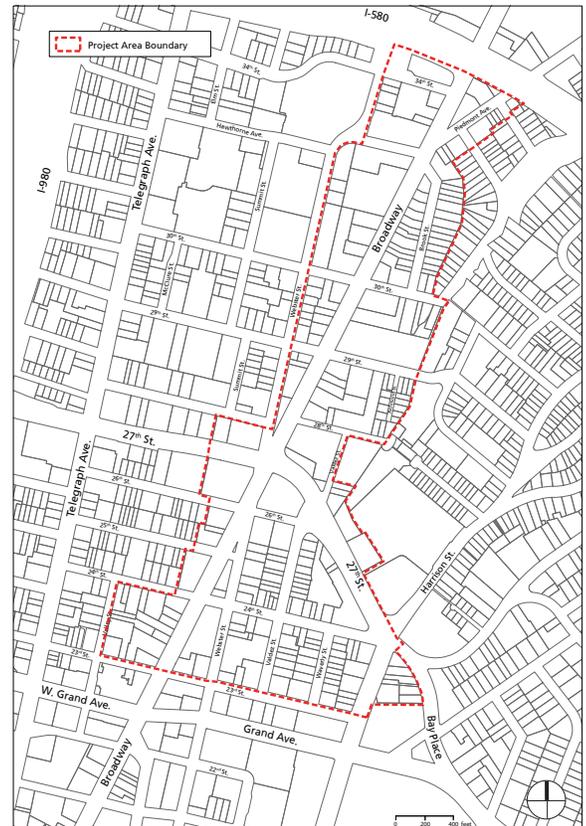
## INTRODUCTION

This report was prepared as part of the consultant team's research into retail developments that might serve as precedents for the Broadway/Valdez District. The objective was to identify projects that could inform the City and community about the direction other cities have taken in developing destination retail in their communities. While limited in scope, the projects reviewed in this report represent some of the most successful and distinctive retail redevelopment projects that have occurred on the West Coast in recent years.

The specific focus of the case studies is on destination retail that includes comparison shopping, particularly in an urban context that is comparable to the Broadway/Valdez District. The intent is to show successful examples of urban mixed-use development with major retail, in a transit-oriented setting, with the intent of helping people visualize what such development might look like, and to provide an understanding of what it took to get these projects built and successfully operating.

Each case study provides a succinct summary of key project attributes. In addition to photos and graphics that describe their physical form and character, information is provided (as available) for each precedent regarding factors such as size, density, development program, land use and market context, parking strategy, transit availability, and freeway access. In this way, it is hoped that the Oakland community will be able to better understand the complex dynamics of building destination retail in a mixed use format and a redevelopment context, and identify possible strategies that seem appropriate along the Broadway corridor.

As we hope will be clear upon review, today's retail is a much more dynamic and exciting prospect than in the past. Informed by principles of Smart Growth and "sustainable urbanism," today's urban retail is not just about sales, but also about the creation of "place" and quality environments that support a vibrant social life. It is about creating more compact, higher density development that is designed to promote walking, biking, and transit, and providing a mix of complementary uses that supports around the clock activity and engenders community identity and civic pride.



Project area of Broadway/Valdez District Specific Plan.

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# SANTANA ROW

## San José, CA

### I. General Project Description

A mixed-use urban district comprised of residential units, restaurants, and shops oriented around a main street, Santana Row. The development's multistory yet low-rise buildings frame a series of outdoor public spaces featuring a variety of art and landscaping. This project replaced a 1960s-era single-story, suburban shopping center composed of ten buildings surrounded by sprawling parking lots with a high-density, multistory mixed-use neighborhood.

### II. Project Data

#### Development Program

Land Area = 42 acres

#### Development Program

Use	Existing	Planned/Build-out
Retail/Restaurants	555,270 sq. ft.	680,000 sq. ft.
Residential	511 units	1,201 units
Hotel	213 rooms	404 rooms

Development Intensity = 0.70 FAR

(total 1,276,000 sq. ft. / 42 acres)

- Retail: 680,000 sq. ft.
- Residential: 511,000 sq. ft. (est. 1,000 sf/unit)
- Hotel: 85,200 sq. ft. (est. 400 sf/room)



Narrow streets maintain a pedestrian-friendly environment while allowing pass-by traffic for retailers.



A typical user map, located throughout Santana Row.



Distinctive architecture contributes to the district's unique identity.



A six screen movie theater complements the mix of stores and restaurants.



A small corner park includes a stage for outdoor concerts and a lawn for relaxing.

Retail Tenants		
Tenant Type	No. of Stores	Total Space (sq. ft.)
Retail:		
Clothing & accessories	42	160,751
Shoes	6	11,672
Home furnishings	4	26,306
Home appliance/music	1	24,633
Gift/specialty/jewelry	15	56,477
<i>Subtotal</i>	<i>68</i>	<i>279,839</i>
Food Service	13	52,846
Personal Service	7	47,957
Recreation/community	1	24,490
<i>Total Leased</i>	<i>89</i>	<i>405, 132</i>
Other (including project offices and vacant space to be configured for tenants)	-	150,138
<b>Total Space</b>		<b>555,270</b>

### Retail Uses

#### Anchor Tenants

- Best Buy 51,913 sq. ft.
- Crate & Barrel 40,000 sq. ft.

#### Other Major Tenants

- Retail:
  - Borders Books & Music 26,624 sq. ft.
  - The Container Store 12,164 sq. ft.
  - Urban Outfitters 12,478 sq. ft.
- Other:
  - CinéArts 24,359 sq. ft. (6 screens; independent/art films)
  - Club One 29,048 sq. ft.
  - Day Spa 13,000 sq. ft.

### Residential Uses

- All rental housing currently
- Condo-mapping in place, offering option for condo conversion

#### Hotel

- 213-room boutique hotel

Residential Development Program				
Unit Type	No. of Units	Unit Sizes (sq. ft.)	Features	Initial Rents
Lofts	198	700 – 2,140	1- & 2-level units; some with balconies or terraces	\$1,846 – 4,400
Flats	160	822 – 1,284	1-level with private terraces	\$1,963 – 2,950
Town-homes	132	1,228 – 2,271	Private balconies	\$2,662 – 4,440
Villas	21	2,102 – 3,876	Luxury villas; 3 levels with private terraces/ gardens	\$4,400 - \$7,500
<b>Total</b>	<b>511</b>	<b>700 – 3,876</b>		<b>\$1,846 – 7,500</b>

**Parking**

Total Number of Off-Street Spaces = 4,182 spaces

- Commercial (Retail, Restaurant, Cinema, Office) = 3,023 spaces
- Residential = 953 spaces
- Hotel (Valet) = 195 spaces

Parking Ratios

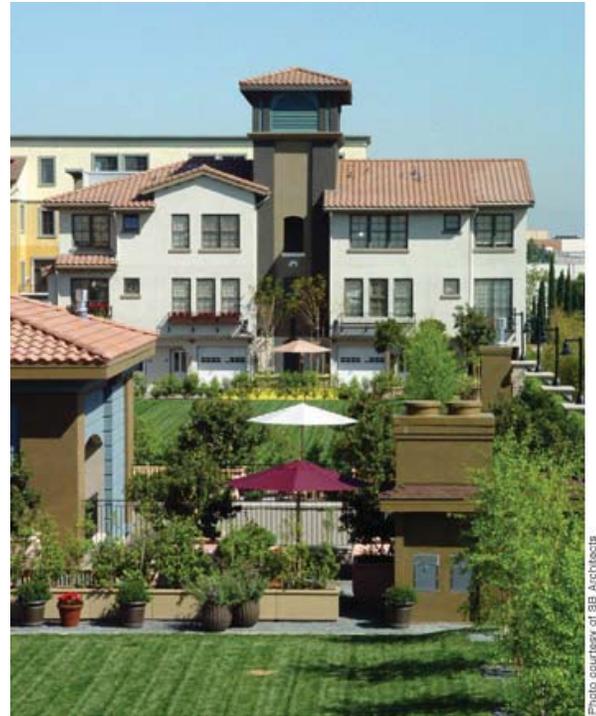
- Retail = 5 Stalls/1,000 sf
- Restaurant = 7 Stalls/1,000 sf
- Cinema = 1 Stall/3.5 seats
- Residential = 1.7 Stalls/Unit
- Hotel = 1 Stall/Room

**Development/Owner Information**

- Developer: Federal Realty Investment Trust
- Owner: Federal Realty Investment Trust
- Management: Federal Realty for retail, parking, common areas, and streets—Outside management company for residential

**Dates Completed**

- November 2002 (Phase I) through January 2006 (Phase IV)
- Future phases possible under entitlements



Residential development above retail includes open space areas above parking garages.



A boutique hotel in the heart of the district establishes the area as a destination.



Attractive landscaping, highly transparent storefronts, and distinctive architecture create a high quality shopping environment.



Sidewalk cafes contribute to a lively pedestrian environment.

### III. Market Characteristics and Implementation

#### Retail Market Context

- A super-regional shopping center--the Westfield Valley Fair Shopping Center--is located directly across the street from Santana Row

#### Westfield Valley Fair Shopping Center

- 1,480,000 sq. ft.
- Two-level, upscale, enclosed mall
- One of largest malls in northern California with high sales volume

#### Department store anchors

- Macy's 316,478 sq. ft.
- Macy's Mens & Home 198,300 sq. ft.
- Nordstrom 168,750 sq. ft.

#### 270+ stores and services

- 203+ stores
- 7-outlet food court
- 9 restaurants

7,600 parking spaces

#### Other Uses Nearby

- Winchester Mystery House, a Bay Area tourist attraction is located within walking distance
- Low density office buildings, residential, and commercial uses are located in the surrounding area

#### Market Focus/Orientation for Santana Row

##### Upscale Retail Market Orientation

- Tenants include high-end fashion and lifestyle retailers
- Tenants complement and avoid duplication of offerings at mall across the street
- Targets more sophisticated, higher-end customer demographics than mall
- Market orientation possible because of upscale, super-regional shopping center across the street

##### High-quality Rental Housing Intended to Fill a Void in Silicon Valley

- Targets urbanites who like to live in the thick of things and appreciate convenience of a mixed-use development
- Provides alternative to automobile-oriented garden-style apartment complexes common to the area
- Attracts younger, single tenants (55% between ages of 30 and 40;

60% male; 59% single and/or divorced; only 5% families with children)

- Hotel targets high-end clients willing to pay a premium for luxury services
- Developer attracted by potential for serving Silicon Valley markets supported by growing high-tech industry.

## Implementation

### Key Factors Influencing Implementation

- Development replaced 1960s-era suburban shopping center
- Developer able to purchase 42-acre site for \$31 per sq. ft. land in 1997 (\$25 per sq. ft. for initial 39-acre parcel plus adjacent parcels totaling 3 acres).
- Site was eventually razed and redesigned from the subsurface up.
- Ability to redevelop large site from low-density to higher-density development
- Ability to develop lifestyle retailing across from successful, upscale, super-regional shopping center
- Developer maintained control over all aspects of the project by taking on 100% of the financial risk.

### Notable Aspects of Development History

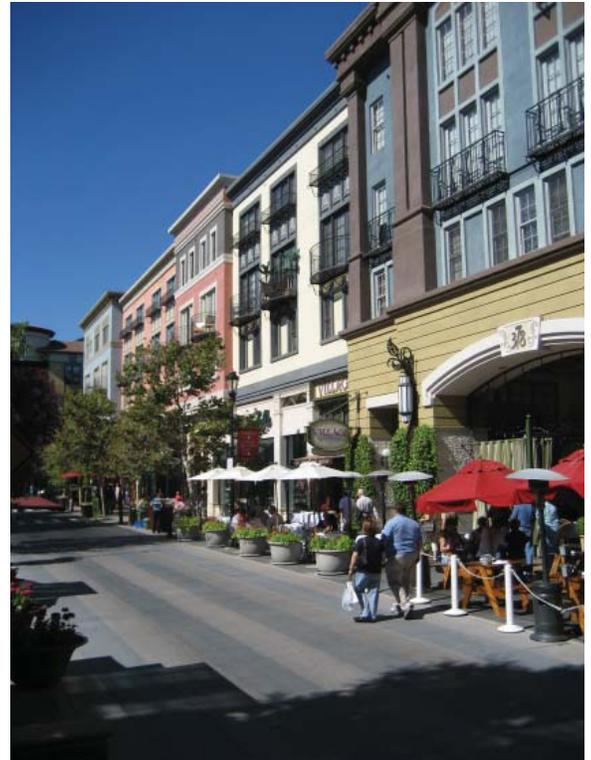
- By early 1998, concept submitted to the city, specific plan entitled, and from 1999 – 2003, numerous other major entitlements received in support of a planned-unit development (PUD).
- Approval process was elaborate and controversial. Developer managed process. Strong proponents in city government played a key role.
- Developer experienced major setbacks in developing the project:
  - Downturn of high-tech industry in 2001/2002
  - September 11, 2001 terrorist attacks
  - \$100 million fire destroyed nearly completed structure (36 shops & 242 units)
- Given market declines, achievement of successful initial occupancy required: lower residential rents, creative lease terms with retailers, and developer investment in several restaurants

### Public Sector Role

- Facilitated entitlements
- Provided strong political support

### Lessons Learned By Developer

- Reduce financial risk by partnering with government entities, private developers, or both; need to make sure not under-capitalized.
- Phase development to capitalize on equity and momentum; allow for change in response to shifting markets; control costs; plan for future with exit strategies to control risk.



Three levels of residential units over retail establishes the area as more than just a shopping mall.



A restaurant with outdoor dining helps activate the central park space.



Diverse streetscape amenities contribute to an attractive and active public realm.



More traditional, single-use retailers are located adjacent to the large arterial street that fronts the project.

- Shopping streets need variety to remain vital and to “mix things up”. Grouping luxury tenants in one area without restaurants is in contrast to a livelier street scene where uses are more integrated.
- Second level commercial space slow to lease up. Health club and office uses now on second floor.

### **Lessons for Oakland**

- Involved single developer with ownership of large site area (42 acres), rather than multiple ownerships and many small parcels that characterize Broadway
- Land costs (\$31 per sq. ft.) much lower than on Upper Broadway—suggests that higher overall density will be needed in Oakland and/or public financial participation.
- Retail scale and tenant mix made possible by presence of established super-regional shopping center nearby. Larger scale of retailing, preferably including department store anchors, required to establish destination retail in Oakland, given absence of retail base.
- Mixed use occurs in most, but not all buildings; retail anchors are in larger retail-only buildings, of similar scale to mixed-use buildings.
- Developed a 9-block area in initial phases in order to provide a critical mass of retail, residential, and restaurant products that would create value and attract retailers, shoppers, and residents
- Creation of superior street experience establishes significant value for all uses.

## **IV. Design Character**

### **Physical Context**

- Predominantly suburban context: low-density, low-rise development
- Redevelopment converted a 1960s-era single story shopping center into a “High Density Mixed-use Urban Village”

### **Relationship to Surrounding Uses**

- Located directly across from Valley Fair Mall-Westfield Shopping Center
- Winchester Blvd. and Stevens Creek are major arterials lined with commercial development in a strip/corridor commercial format
- Surrounded by predominantly low density, single family, residential neighborhoods
- Neighborhood park within walking distance
- Winchester Mystery House within walking distance





A high level of amenity has been provided in the public areas to create an attractive, comfortable, and distinctive destination.



Architectural features such as tower elements, balconies, and rounded corner bays add visual interest to buildings.



Attractive outdoor furniture creates a comfortable “living room” at the heart of the district.

## Layout of Retail and Other Uses

- Anchor stores, entertainment venue, and hotel located in places of great visual prominence and maximum parking, auto, and foot circulation
- Major anchor stores located on Stevens Creek Boulevard for highest automobile exposure
- High-end luxury shops located along project’s main street
- Concentration of restaurants around parks as gathering spots as well as located throughout development
- Smaller shops and convenience-oriented retail along internal streets
- Hotel, cinema, services (health club, spa, etc.) and management offices located on upper floors, along with residential

## Building Types and Heights

- 30’ x 30’ structural grid throughout
- One-story Podium with 2-4 levels of residential above (typical)
- Building Heights range from 2-stories (retail anchors) to 6 stories (residential over retail), i.e., 30’ – 75’
- Residential Types
  - Flats (1 level)
  - Lofts (1-2 levels)
  - Townhouses (3 levels)
  - Villas (3 levels)

## Parking Strategies

- Santana Row uses a mix of free-standing and wrapped garages, surface parking lots, and on-street spaces to accommodate parking demand
- Parking strategy assumes that surface lots will ultimately be replaced with high density development and structured garages
- 1 free-standing parking structure – 1,270 spaces
  - Public – 885 standard, 20 ADA
  - Valet – 170 standard, 25 Compact
  - Residential – 170 standard
- Wrapped garages in mixed-use buildings – 1,488 spaces
  - Public – 835 standard, 32 Compact, 24 ADA
  - Residential – 521 standard, 15 Compact, 9 ADA
- Surface parking lots located behind main street buildings – 1,303 spaces
- Street Parking – 121 spaces

## Design Features

- Majority of the architecture promotes a vaguely historic European/Mediterranean flavor
- Retail anchors along Stevens Creek Blvd present a fairly generic “contemporary retail” architectural character
- Lush and mature landscaping is provided throughout
- Wide, active sidewalks that support a lively, pedestrian-oriented atmosphere, including outdoor dining
- Well-appointed public realm, with attractive street furniture and amenities:
  - Outdoor Seating (benches, seat walls, tables & chairs, etc.)
  - Public art
  - Fountains and water features
  - Public art and historic artifacts imported from Europe
  - Decorative light fixtures
  - Landscaped median and hanging flower baskets
  - Public restrooms
- Two public park areas:
  - Santana Row Park—linear park in the median of Santana Row, includes seating areas, human-scale chess board, open-air bar/cafe, concierge station, etc.
  - Park Valencia—includes central turf area, bandstand, outdoor dining, etc.



A linear park in the median of the main street is a central feature of the retail district.



Amenities, such as an oversized chess set, help activate the public space.



Moveable furniture allows people to tailor the park space to their needs.

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**PASEO COLORADO  
 Pasadena, CA**

**I. General Project Description**

Paseo Colorado is a mixed use retail and residential project located in Downtown Pasadena. The three-square-block redevelopment project replaced an earlier enclosed mall built in the 1970’s with a new open-air “urban village” organized around a pedestrian street “paseo” and a series of plazas. The Paseo Colorado project, which is built on top of the previous mall’s two-level underground parking structure, mixes retail, restaurants, entertainment uses, and housing.

**II. Project Data**

**Development Program**

Land Area = 10.9 acres

Development Program =

Use	Existing
Retail	557,323 sq. ft.
Residential (387 units)	397,202 sq. ft

Development Intensity = 2.2 FAR

(total 1,062,144 gross sq. ft. / 10.9 acres)

Retail Tenants		
Tenant Type	No. of Stores	Total Space (sq. ft.)
Retail:		
General Merchandise	56	208,387
Restaurants, Cafes & Food Ct.	13	68,470
Department Store	1	152,547
Cinema - 14 screens	1	66,517
Supermarket	1	37,009
Health Club	1	24,393
<b>Total Space</b>	<b>73</b>	<b>557,323</b>



With colorful lighting hung above Garfield Promenade, the space plays host to a mixture of social and cultural activity.



A site plan of the project shows the Paseo as the central spine, connecting retailers to the urban fabric of Pasadena.



Second-level restaurants terraces overlook Colorado Boulevard



Residential units step back from the Gelson's supermarket below, providing spaces for outdoor terraces and roof gardens.

## Retail Uses

### Anchor Tenants

- Macy's 152,545 sq. ft.
- Pacific Theatres - Paseo 14 66,517 sq. ft.
- Gelson's Supermarket 37,009 sq. ft.

### Other Major Tenants

- Loehmann's 24,958 sq. ft.
- DSW Shoe Warehouse 29,658 sq. ft.
- Equinox Health & Fitness 24,393 sq. ft.

## Residential Uses

### Total Residential Units = 387

- 267 luxury apartments
- 111 loft-style units
- All rental housing
- 2 residential buildings

## Parking

### Total Number of Off-Street Spaces = 3,046 spaces (1,284,453 sq. ft.)

### Parking Ratio

- Retail = 4 Stalls/1,000 sf
- Residential = 1.3 Stalls/dwelling unit

## Development/Owner Information

- Retail Developer: TrizecHahn Development Group
- Residential Developer: Post Properties, Inc.
- Owner: Diversified Realty
- Management/Operation: Diversified Realty

## Date Completed

- Retail: September 2001
- Residential: Spring 2002

Residential Development Program			
Unit Type	No. of Units	Unit Sizes (sq. ft.)	Initial Rents
Studio	126	510 – 833	\$1,505 – 2,325
1 BR	166	686 – 1,027	\$1,780 – 2,700
2 BR	95	986 – 1,434	\$2,730 – 4,290
<b>Total</b>	<b>387</b>		

### III. Market Characteristics and Implementation

#### Retail Market Context

- Located near to Old Pasadena, an attractive, active, area of retailing and restaurants in original, historic buildings (includes 21-block National Register Historic District)
- 1.6 million square feet of retail, restaurant, office, entertainment, cultural, and other uses are situated in a vibrant, pedestrian-oriented environment
- Mix of national, regional, and local retail tenants
- Upscale, higher-end retail market orientation
- Five public parking structures and light rail access
- The Playhouse District and the post-World War II Lake Street retail area are situated to the east
- Playhouse District includes City Hall, museums, theaters, hotels, galleries, book shops, and restaurants, cafés, and bars
- Two successful regional retail malls located in nearby communities

#### Market Focus/Orientation for Pacific Place

##### Retail

- Mid-market and upscale orientation
- Mix of national and regional retailers
- Tenants complement and avoid duplication with offerings in Old Pasadena
- Macy's remodeled and upgraded from discount outlet to full-line store
- Upscale supermarket located at street level below housing

##### Dining and Entertainment

- 14-screen cinema—largest and most state-of-the-art in Pasadena area
- 7 destination restaurants plus food court near movie theaters—includes both indoor and outdoor seating with second level offering views

##### Residential

- Offers urban lifestyle in downtown location with convenient shopping and entertainment opportunities
- Has attracted mainly singles and couples ranging in age from young professionals to empty nesters
- Tenants for loft units are younger than for conventional apartments



Garfield Promenade, framed by two levels of retail and four levels of residential, is a major public open space at the center of the project.



View from the second-level Cinema toward Fountain Court, showing the stately residential buildings beyond.



Kiosks and vendor stands line the Garfield Promenade, lending an open-air market flavor to the project.



Upper floor residences contribute an urbane character that makes the Paseo more than a mall.

### **Market Area**

- Large primary trade area
- Daytime office market within walking distance
- Visitor/tourist market within walking distance
- On-site residents and growing nearby residential base

### **Active 7 days a Week**

- Professional crowd, Monday-Friday
- Cinema goers and diners – weekends and nights
- Gelson's supermarket strong on Sundays
- Tourists and conference-attendees – lunchtimes and evenings/nights

### **Implementation**

#### **Key Factors Influencing Implementation**

- Replaced a previous enclosed mall built as part of a 1970s redevelopment effort
- Redevelopment of site met both city and developer objectives.
- TrizecHahn, the mall operator, sought an experienced housing developer to partner with since the renovation of retail alone did not pencil out.
- Macy's, the one tenant to remain from original mall, invested approximately \$1 million to remodel its store, converting from discount outlet to full-line store.
- The city contributed \$26 million in financing, in the form of certificates of participation backed by the lease of the center's parking structures.
- TrizecHahn owned the air rights above the parking, and Post Properties, the residential developer, owned the air rights above the retail development
- The project entailed demolition of everything above the subterranean parking structure except the Macy's department store.
- Retail leasing was complicated by the city's interest in adjacent retail areas, and mandate not to duplicate or steal tenants from other areas.

#### **Notable Aspects of Development History**

- In the 1970s, Redevelopment Agency facilitated development of Plaza Pasadena, a 600,000-sq.ft. enclosed mall and adjacent streets by:
  - Acquiring and clearing three city blocks
  - Constructing public improvements, including parking
  - Selling air rights at a highly subsidized rate
  - Financing investments with tax increment bonds

**Retail Precedents: Case Studies**

Pasadena, CA

- New mall built by Hahn Corp. opened in 1980, with three department store anchors
- Despite best intentions, inward focused mall severed pedestrian and retail continuity along Colorado Blvd. and closed off through routes and vistas.
- Through 1980s and 1990s, interest in historic preservation grew, and nearby Old Pasadena came back to life, encouraged by substantial public investment in parking and other improvements.
- While Old Pasadena prospered, Plaza Pasadena, the former mall declined.
- Deadened streetscape around the mall was an impediment to revitalization of Civic Center area and Playhouse District.
- In 1997, Civic Center Task Force formed and formulated objectives for Plaza Pasadena site. TrizecHahn Development Corp. participated through its ownership interest from former Hahn Co.
- TrizecHahn supported city's recommendations for redevelopment of the mall

**Public Sector Role**

- Original land acquisition, demolition, and relocation.
- Construction of parking and other public improvements.
- Sale of original air rights at subsidized rate for Plaza Pasadena (enclosed mall).
- Contribution of \$26 million in financing for Paseo Colorado redevelopment (replacing original mall). Funding contributed to substantially upgrading the parking garages.

**Lessons Learned By Developer**

- Redevelopment of former, inward-looking mall reintroduced retail to street frontages, restored urban block pattern, and provided for mixed uses.
- Success of project has spurred proposals for development of vacant parcels adjacent to the site.
- Project taps demand from several markets, which activates the project seven days a week over a wide range of operating hours.
- Destination restaurants are a successful anchor concept. Clustering of major restaurants adds to destination appeal.
- Second-floor restaurants and food service uses have been successful, but access is critical. Development includes several grand stairways, visible second-level plazas, multiple elevators, and escalators throughout.



Lush landscaping and sun shading at Fountain Court invite shoppers to linger for a meal or a snack.



The architecture reflects much of downtown Pasadena's character, steeped in the Spanish Mission style.



The project's central public space, Garfield Promenade has become the venue for major community events.

### Lessons for Oakland

- Involved single development team with ownership rights to entire site, rather than multiple ownerships and many small parcels that characterize Broadway.
- Involved substantial public sector participation and involvement, both for initial mall development and for its redevelopment.
- Retail scale and tenant mix derives benefits from substantial, existing retail nearby. In addition, Macy's retained from earlier mall and upgraded. Larger scale of retailing, preferably with department store anchors, will be required to establish destination retail in Oakland, given absence of retail base.
- Project demonstrates the benefits of street-oriented retailing that maintains urban block pattern.
- A mix of uses, particularly the addition of residential, enhanced project feasibility.
- Project demonstrates the benefits of appealing to a range of market segments, including primary trade area residents, downtown office workers, and nearby/downtown residents.



A typical user kiosk map showing the locations and layout of the retail stores and parking.

## IV. Design Character

### Physical Context

- Downtown, urban context in a city with a population of around 150,000
- Located in Pasadena's Civic Center district, between Old Pasadena, and the Playhouse District and the post-World War II Lake Street retail district
- Situated within Pasadena's regular grid of streets, with excellent connectivity to surrounding areas
- Surrounding development consists of a mix of low-, mid- and occasional high-rise buildings, although the overall profile is generally 2-6 stories.
- Redevelopment of 3 contiguous blocks that replaced the Plaza Pasadena, a 600,000 sq. ft. suburban mall with three department store anchors

### Relationship to Surrounding Uses

- Colorado Blvd. (E-W) and Los Robles Ave. (N-S) form the eastern and northern boundaries of the project. These two arterials are major thoroughfares lined with commercial and residential development in a dense urban format
- Located adjacent to the Civic Auditorium, Pasadena Convention Center and related hotels, which are major attractors of visitors to the area
- City Hall and the civic center are located 2 blocks from the project on axis with the Civic Auditorium and the Garfield Promenade that passes through the project
- Located adjacent to Old Town Pasadena, a vibrant pedestrian-oriented retail district

### Circulation/Access Character

- Good automobile access within Pasadena's grid of streets--bordered by 2 east/west arterials (Colorado Boulevard and Green Street) and 2 north/south arterials (Marengo and Los Robles avenues)
- Convenient freeway access—less than 1 mile from I-210 Freeway with direct access from Marengo Avenue exit
- Two bus lines (Routes 10 & 40) provide service adjoining the project along Colorado Boulevard and Marengo Avenue
- The Del Mar Station of the MTA's Gold Line light rail is located approximately 3 blocks from Paseo Colorado
- Pedestrian circulation in surrounding area consists of sidewalks along busy 4- and 6-lane arterial streets
- Garfield Promenade provides open pedestrian access from the city street grid into and through the project, connecting the Civic Auditorium with City Hall



Unlike the previous inward-facing malls, the Paseo now turns outward to connect to the city of Pasadena.



Pedestrian bridges cross over the Paseo, accommodating circulation between second floor retail and entertainment uses.



Paseo Colorado provides two levels of retail, with restaurants and cinema located above the ground-level "paseo".



A site plan of the project shows the Paseo as the central spine, connecting retailers to the urban fabric of Pasadena.

- Pedestrian bridges extend across Green Street and Marengo Avenue, providing access to the 2nd level retail and restaurants from parking garages outside of the project area.

### Layout of Retail and Other Uses

- Anchor stores, cinema, restaurants, and small retailers are generally oriented toward interior of block, facing onto one of four main public spaces:
  - Paseo Colorado (main retail spine/walk-street – 2 levels)
  - Garfield Promenade (pedestrian street/plaza connecting to city grid @ street level)
  - Fountain Court (2nd level - outdoor dining terrace)
  - Euclid Court (2nd level - entry plaza to Macy's)
- Maintains strong ground-floor retail presence along Colorado Boulevard, but has long stretches of blank facades along Los Robles (side of Macy's) and Green Street (back of garage and cinema).
- The supermarket and pharmacy are located on the west end below the residential and front onto Green Street—distinguishing local-serving uses from other types of retail that face Colorado Boulevard
- Similarly, a fitness club is located on the second level below the residential units
- Pacific Theatres Paseo-14 has an entry court which can be accessed from Colorado Boulevard, leading up two grand staircases from street level to box office on 2nd level
- Restaurants on 2nd level; retail spaces are on ground level; anchor stores have entries on both ground and 2nd level
- Residential units start at 3rd level
- Macy's anchors ground level at east end of Paseo; Loehmann's and Gelson's supermarket anchor west end
- Concentration of restaurants around Fountain Court on 2nd level with residences overlooking the courtyard

### Building Types and Heights

- Building Heights range from tall 2-3 story structures on the two level retail portion east of Garfield Promenade to 6 stories (i.e., 75') in the residential portion on the west end
- Residential Types
  - Luxury Apartments (1 level– High-quality finishes, 9-foot ceilings, overlooking Fountain Court)
  - Lofts (1-2 levels, including studio, 1-bedroom, and 2-bedroom units)

### Parking Strategies

- The Paseo Colorado utilizes 3 existing parking structures to accommodate residents and shoppers

**Retail Precedents: Case Studies**

Pasadena, CA

- All 3 garages were seismically upgraded with funds from the city of Pasadena
- A 2-story underground parking structure (the main parking structure)
- Required seismic upgrades, as well as localized strengthening to accommodate the new development above
- New lighting, signage, and elevator/escalators were provided
- Residential parking is segregated by express lanes and card keys
- Garage elevators serving residential parking are not accessible from retail levels
- Two free-standing parking structures (4 levels each) are located across Green Street (south) and Marengo Avenue (west) from the project and connected by sky bridges to the project. The Marengo structure has 715 spaces and the Green Street structure has 515 spaces
- The underground parking structure beneath the project provides 1,200 parking spaces
- All three structures are open 7 days a week and provide free parking for the first 90 minutes with a validation. Macy's and Pacific Theater customers receive 2-hours of free parking with a validation. The rate thereafter is \$2 per hour, with a daily maximum of only \$6.

**Design Features**

- The boundaries open-air public space vary widely, from narrow, slightly curving quality of the Paseo, to the open, expansive plaza at Garfield Promenade
- The development is organized around three graciously-scaled and publicly accessible open space features:
- Fountain Court, sitting at the West end of the project, accessible by a grand stairway from Garfield Promenade, complete with destination restaurants and outdoor dining
- Euclid Court, an entry courtyard to Macy's providing access to the housing and underground parking
- Garfield Promenade a 77-foot-wide pedestrian street/plaza flanked by formal plantings—restores the axial alignment of the 1925 Bennett Plan that links the Civic Center with the Civic Auditorium
- Well-appointed public realm, with:
  - Freestanding kiosks
  - Fountains (mosaic fountain @ Garfield Promenade; Fountain Court)
  - Landscaping at both street level and Euclid and Fountain Courts
  - Period Light Fixtures
  - Outdoor Seating (benches, seat walls, tables & chairs, etc.)
  - Public restrooms



Decorative railings activate the 2nd level, encouraging people to experience the edges of each bridge and terrace .



A grand staircase connects Garfield Promenade to Fountain Court above.

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3

# PACIFIC PLACE

## Seattle, WA

### I. General Project Description

Pacific Place is a five-story, retail/dining/entertainment center that occupies a full city block at Sixth Avenue and Pine Street in downtown Seattle. The development, which was an urban redevelopment project, is located in an up-and-coming area of the downtown. Although a single building, the project was designed to look like a collection of small individual storefronts. A mix of apparel and general merchandise retailers are complemented by destination restaurants and an 11-screen cinema complex with state-of-the-art sound and projection systems and stadium seating for 3,100 people.

### II. Project Data

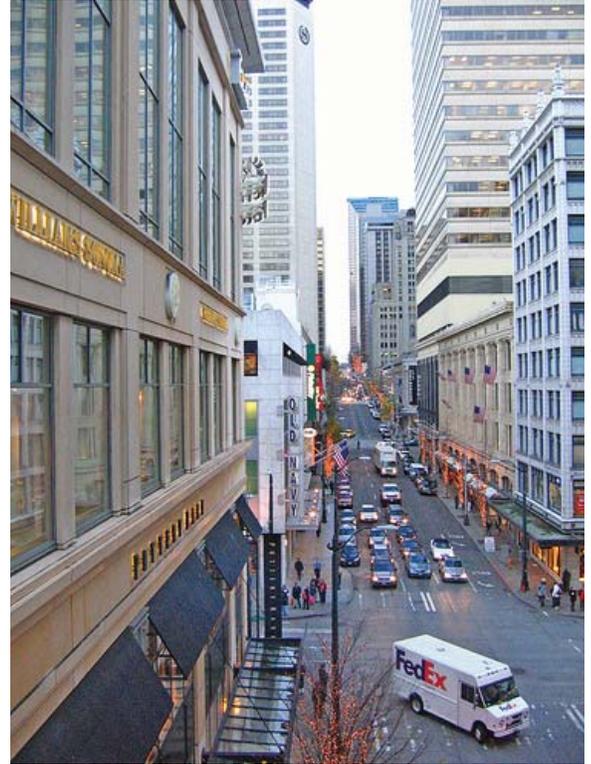
#### Development Program

Land Area = 2 acres

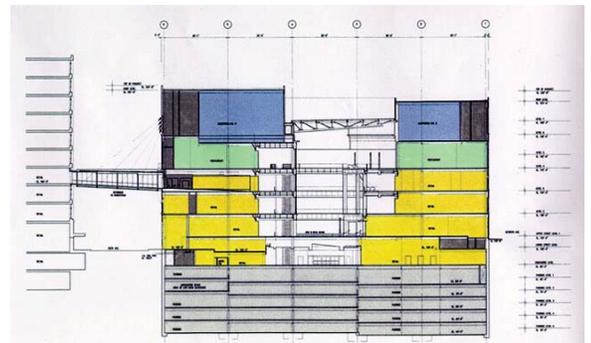
Development Program = 335,000 sq. ft. gross leasable area

Use	Existing
Retail	223,000 sq. ft.
Restaurant	555,270 sq. ft.
Cinema	65,000 sq. ft.
Office	2,700 sq. ft.
Common Area	160,000 sq. ft.
Parking	500,000 sq. ft.

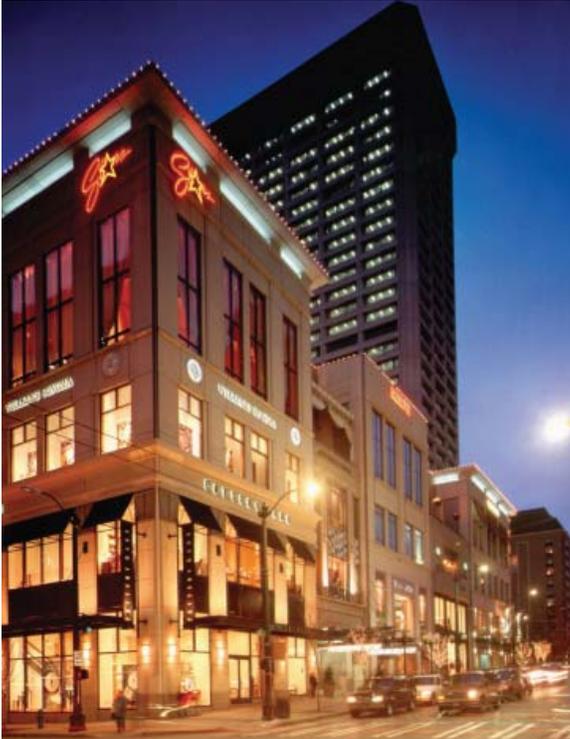
Development Intensity = 4.0 FAR  
 (total 998,700 sq. ft. / 2 acres)



View from skybridge, connecting Pacific Place to Nordstrom's.



A section through the project reveals the stacked concept. Also visible is the skybridge to Nordstrom's.



With many restaurants and an 11-screen Cinema, Pacific Place stays busy well into the evening.



Nordstrom's flagship store stands directly across from Pacific Place, and is connected at the 3rd level with a pedestrian bridge.

Retail Tenants		
Tenant Type	No. of Stores	Total Space (sq. ft.)
Retail:		
General Merchandise	11	58,000
Restaurants & Cafes	6	48,000
Shoes	1	1,900
Home Furnishings	3	35,000
Hobby/Special Interest	2	6,000
Services	2	2,700
Jewelry	2	10,000
Cinema (11-plex)	1	65,000
Financial	1	5,900
<b>Total Space</b>	<b>49</b>	<b>316,800</b>

### Retail Uses

#### Anchor Tenants

- AMC Theater 11-plex 3,100 seats
- Barnes & Noble
- Nordstrom's flagship store 380,000 sq. ft. (across street)

#### Other Major Tenants

- Restoration Hardware
- Barney's New York
- Williams Sonoma
- Victoria's Secret
- Tiffany & Co.
- Express

### Parking

Total Number of Off-Street Spaces = 1,200 spaces

#### Parking Ratio

- Retail = 3.58 Stalls/1,000 sf

### Development/Owner Information

- Developer: Pine Street Development LLC
- Owner: Pine Street Group
- Management/Operation: Pine Street Group

### Date Completed

- October 1998

### III. Market Characteristics and Implementation

#### Retail Market Context

- Located within the Central Business District of downtown Seattle
- Near Washington State Convention and Trade Center
- Historic Pike Place Market (farmer's market and crafts) located 5 blocks to the west
- Downtown Seattle experienced a \$2 billion construction boom in the late 1990's and early 2000's in retail, office, residential, and hotel development, with more than 1 million square feet of new retail space from 1996-1998
- New 380,000-sq. ft. Nordstrom flagship store developed across the street serves as an anchor, linked by a third floor skybridge
- Westlake Centre, a major shopping, dining, and entertainment center, is located one block away, and Macy's is two blocks away

#### Market Focus/Orientation for Pacific Place

- The project has a mid-market and upscale market orientation
- Focus on apparel, accessories, and footwear stores
- Also books, kitchen/housewares
- Tenants include a mix of national and regional retailers
- Restaurants and cafes include all price ranges, in keeping with goal of Pacific Place as a place for everyone

#### Distinctive Features from Market Perspective

- Targets Emphasis on creating an attractive urban gathering place – a destination in itself
- Vertical mall design with circulation to move people up and across five levels
  - Multiple levels of retail connected by escalators
  - Skybridge to Nordstrom's flagship store from third level
  - Cinema and restaurants on upper levels to entice patrons up through the building
  - Street-level façade offers impression of collection of smaller, individual storefronts
  - Patrons can enter in multiple locations
  - Six-level underground garage with high-quality design elements (e.g., bright lighting, coffered ceilings with coved lighting, and handsome stainless steel doors)
- No department store anchors – but Nordstrom's flagship store connected via skybridge serves same function
- Ability to serve several market groups:
  - Daytime office market within walking distance
  - Visitor/tourist market within walking distance
  - Growing nearby residential base



The project's density and scale are appropriate for downtown Seattle's urban shopping district.



The popular Il Fornaio cafe activates the atrium at ground level.



The project's density helps establish Pacific Place as a unique urban shopping destination.



Distinctive architecture helps integrate the project into Seattle's historic downtown.

## Implementation

### Key Factors Influencing Implementation

- Interest and commitment of retired shopping center developer and other civic leaders
- Opportunity to revitalize declining downtown with new retail
- Involvement of Nordstrom in developing new flagship store across street

### Notable Aspects of Development History

- Downtown Seattle was declining, with department store closures in early 1990s, and retail development locating in suburbs
- Impetus for a plan to transform downtown into a new retail center came from a veteran shopping center developer who moved to Seattle to retire. He brought in development partners as well.
- Plan for new retail center involved purchase of properties and a trade with Nordstrom, which occupied office space nearby.
- Seattle's mayor and city business leaders championed the plan and assisted in its development.
- Key requirement was for City to reopen a section of Pine Street, which had been previously closed and turned into a pedestrian park
- City's main contribution was agreement to purchase six-level, 1,200 space underground parking garage from developers.
- As part of garage deal, developers agreed to build retail space above and to secure commitment from Nordstrom.
- Nordstrom agreed to move from old building on project site and invest more than \$100 million in rehabilitating building across the street for new 380,000 s.f. flagship store and 320,000 s.f. of office space. Sent strong message to retail community.
- Venture capital initially came from the original development partners and prominent Seattle families and business people interested in revitalizing downtown – 20 percent of total. 80 percent of equity capital came from the Multi Employer Property Trust (MEPT), a pooled real estate fund.
- Early in the project, developers also obtained a HUD Section 108 loan for addressing urban blight.
- City purchased new garage for \$73 million, for which the city issued bonds to be paid off from cash flow from the garage. City took over ownership of garage in 1998. (Purchase price higher than cost of construction of garage, further assisting project.)

### Public Sector Role

- Contribution of \$73 million to purchase completed parking garage and further support project (city issued bonds to be repaid by cash flow from garage)
- Street reopening to vehicular traffic to improve access and urban character
- Backing of HUD Section 108 loan
- Strong political support

### Lessons for Oakland

- Involved single developer with control of entire site area.
- Investment and commitment by civic leaders was critical in supporting a project that appeared risky initially. Developer could not have been successful without partners and investors who believed in the project and were committed to improving downtown Seattle.
- Success of financing depended on an early commitment from Nordstrom.
- City involvement was also key to the project's success, including purchase of underground parking garage (\$73 million), reopening of street previously closed, and backing HUD Section 108 Program loan guarantee.
- Significant draw for retailers was a design that offered significant street presence and ability to develop signature storefront designs for identity.
- Creation of an attractive urban gathering place contributed to destination appeal of project.
- Success of the project has had positive impacts on surrounding downtown properties.



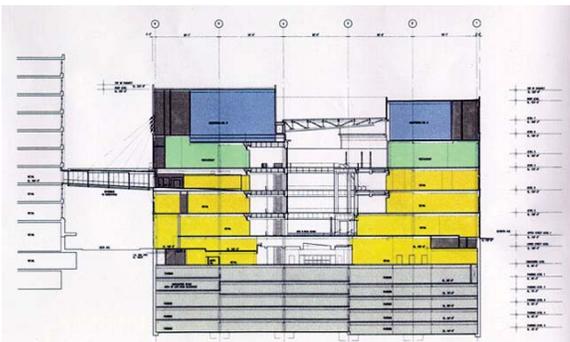
Ground-level retailers have individual entries from the street, which suggests a collections of smaller buildings rather than one large building.



View along 6th Street; retail signage adds to the unique character of the district.



A series of escalators connect shoppers and moviegoers to the many layers of space flanking the atrium.



A section through the project reveals the stacked concept. Also visible is the skybridge to Nordstrom's.

## IV. Design Character

### Physical Context

- Urban downtown with rapidly fading retail base
- Mix of low-, mid-, and high-rise buildings
- Mix of historic and contemporary buildings

### Relationship to Surrounding Uses

- Located in downtown Commercial district, beside high-rise office buildings and other commercial buildings housing high-end retailers at street level with offices above
- 5 blocks uphill from Pike Street Market
- Adjacent to Nordstrom's flagship store
- 2 blocks from City Center

### Circulation/Access Character

- Located 3-4 blocks from the freeway
- Bordered by major arterials: Sixth Avenue and Pine Street
- Accessible from several bus lines that run along Pine Street, with stops at the project (Sixth and Pine)
- The monorail is located one block west at Westlake Center
- Site itself is highly permeable, with more than a dozen entry points leading from surrounding streets into the building
- Skybridge extends over Sixth Avenue, connecting Nordstrom's to Pacific Place at 3rd floor

### Layout of Retail and Other Uses

- Underground parking (6 levels)
- Indoor atrium extends from street level to 5th floor – escalators provide primary circulation
- Retail – Levels 1 - 3
- Restaurants – 4th level
- Cinema – 4th – 5th level

### Building Types and Heights

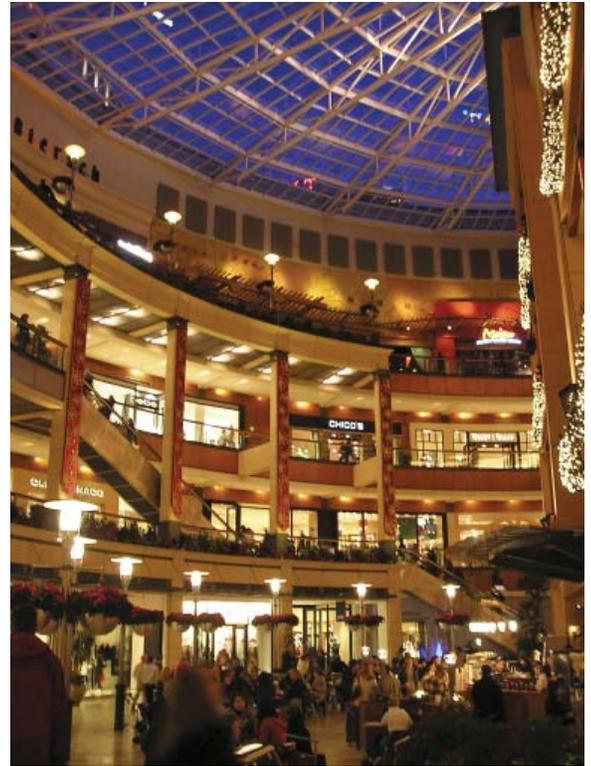
- Parking garage (6 stories below ground)
- Concrete Structure
- All visible elements painted white to eliminate “subterranean feel”
- Retail Building (5 stories, 65')
- Steel and glass atrium designed to resemble a European-style plaza
- Crescent-shaped atrium provides enormous amounts of daylight, which helps to populate the interior atrium space as an “interior plaza”

## Parking Strategies

- The development has a six-level, 1,200-space underground parking garage below the retail space
- A double-helix garage configuration functions like two separate garages to facilitate speedier ingress and egress
- The garage features valet parking
- “Pay-on-foot” self-park system allows shoppers to pay at the concourse level before returning to their cars.
- Design features introduced to reduce the garage’s subterranean feeling include:
  - Bright lighting
  - Coffered ceilings w/ cove lighting
  - Stainless steel doors
  - Wood-and-glass cashier’s station

## Design Features

- The full-block development is one structure, but the exterior is designed to look like a collection of smaller buildings, to give the appearance of an aggregation of retailers over time
- Exterior, street-fronting tenants feature signature storefront designs and separate street entrances, fitting into a modular panel system that extends across the entire building
- Very permeable from surrounding streets – 12 entrances, via individual shops and from common entryways, encourage pedestrians to cut through and use ground floor lobby as extension of sidewalk
- A crescent-shaped central atrium lined with shops and restaurants is designed to resemble a European-style plaza
- Shops and restaurants flank an interior thoroughfare at ground level:
  - Textured concrete flooring for “sidewalks”
  - Terra-cotta-like wall panels
  - Ornamental street lamps
- Cafés and restaurants on 4th floor align to a pedestrian promenade, with the following elements adding to the “outdoor” ambience:
  - Sidewalks
  - Street furnishings
  - Flower boxes
  - Awnings
- Skybridge over Sixth Avenue
  - Connects 3rd level of Pacific Place with 4th level of Nordstrom’s
  - Steel-and-glass design, modern language



The crescent-shaped, glass-roof atrium is the visual and social centerpiece of the project.



Elaborate paving patterns in the atrium provide a spectacular view from upper level shops.

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# THE AMERICANA AT BRAND Glendale, CA

## I. General Project Description

The Americana at Brand is the redevelopment of eight formerly underutilized city blocks in the commercial center of Glendale, CA. The project provides a mix of stores and restaurants, an 18-screen cinema, 338 residences, and structured parking for resident and retail patrons.

## II. Project Data

### Development Program

Land Area = 15.5 acres

Development Program

- Retail/Restaurant = 475,000 sq. ft.
- Residential = 338 units (approx. 400,000 sq. ft.)

Development Intensity = 1.28 FAR

### Retail Uses

Anchor Tenants

- Pacific Theaters 18-plex Barnes & Noble

Other Major Tenants

- XXI
- Anthropologie
- H&M
- Ruehl
- The Cheesecake Factory
- Rite Aid

### Residential Uses

- 238 luxury rental units (The Residences)
- 100 luxury condos (Excelsior Condominiums)
- 3-5 levels of residential built over ground-level retail

\*Homeowner's association fees of ~\$875 per month. Developer pays half for first two years.



A fountain sculpture and “Eiffel Tower”-like structure provide iconic images that give the Americana at Brand a distinctive character.



A typical user map, located on kiosks throughout the Americana.



Outdoor dining and landscaping contribute to an attractive pedestrian environment.



The Pacific Theatre complex serves as a major attraction to the Americana, with a grand entry canopy extending out toward the plaza.

### Parking

Total Number of Parking Spaces = 3,400 spaces

#### Parking Ratios

- Retail = 6 spaces/1,000 s.f.
- Residential = 1.25 spaces/dwelling unit

### Development/Owner Information

Developer: Caruso Affiliated Holdings

#### Ownership:

- Caruso: 8.5 acres for retail/residential
- Caruso: 3 acres leased for parking
- City RDA: 4 acres for parks and public rights-of-way

Management/Operation: Caruso Affiliated Holdings

### Date Completed/Opened

May 2008

Retail Tenants		
Tenant Type	No. of Stores	Total Space (sq. ft.)
Retail shops	41	
Restaurants	8	
Specialty Food	12	
Convenience/Drug Store	1	
Personal Care	4	
Movie Theater	1	
<b>Total</b>	<b>67</b>	<b>475,000</b>

Residential Development Program			
Unit Type	No. of Units	Unit Sizes (sq. ft.)	Initial Rents
<b>The Residences</b>			
Apartments	208		
Lofts		675 – 809	\$1,925 – 2,700
One bedroom		717 – 1,046	\$2,050 – 2,950
Two bedroom		822 – 1,284	\$3,390 – 4,565
Townhomes (2-story)	30	1,494 – 1,928	\$3,700 – 4,715
<b>Excelsior Condominiums</b>			
Condominiums	100		\$4,400 - \$7,500
Two Bedroom		1,320 – 1,980	N/A
Townhomes		2,505 – 2,632	N/A
<b>Total</b>	<b>338</b>		

### III. Market Characteristics and Implementation

#### Retail Market Context

##### Nearby Retail

- The Glendale Galleria, a super-regional shopping center is located directly across the street from Americana at Brand.
- Sears is located about 2 blocks away.

##### Glendale Galleria

- 1.5 million sq. ft.
- Three-level enclosed mall

##### Four department store anchors

- Macy's
- Nordstrom
- J C Penney
- Target
- 220 stores, eating places/food court, and services
- Mixture of mid-range shops with some less expensive stores
- 6,214 parking spaces (2 structures)

##### Other Uses Nearby

- High-rise office uses in northern downtown Glendale
- “Brand Boulevard of Cars” auto row in southern downtown Glendale
- Smaller-scale retail uses in central downtown Glendale
- Historic Alex Theater – regional performing arts center
- Central library

#### Market Focus/Orientation

##### Upscale Retail Market Orientation

- Focus on apparel, accessories, and footwear stores
- Also jewelry, books, stationary, kitchen/housewares, and technology
- Tenants chosen to complement and to be more upscale than offerings at mall across the street

##### High-quality Housing

- Targets urbanites not yet living in Glendale and homeowners downsizing. Condos likened to luxury condos in Wilshire corridor.
- Condo buyers have included homeowners downsizing, corporations, empty nesters, and others in higher-income bracket.
- High-quality finishes and design; terraces, balconies, and outdoor spaces for residents separate from public common areas
- Occupancy/absorption has lagged, reflecting housing market downturn and relatively high prices/rents



Architectural styles vary widely in the project, including this French-revival building with residential balconies overlooking the central square.



The combination of a well-furnished public realm framed by active storefronts and residences creates a vibrant retail environment.



Attractive design of the public realm creates many different spaces for public enjoyment.



Residential units on the second level step back from the street, providing space for roof gardens.

- The rental units have been leasing—about 90% leased (June 2009)
- Only 9 condos sold between 5/08 – 3/09. Condo prices reduced substantially in 4/09 to prices below cost. About 45% of condos now sold, but buyers unable to move in until 50% are sold, per lender requirements.

## Implementation

### Key Factors Influencing Implementation

- Development replaced older warehouses and surface parking lots
- Ability to redevelop large site from low-density to higher-density, mixed-use development
- Ability to create a linkage between Brand Boulevard/Downtown Glendale and the Glendale Galleria
- Ability to create an anchor and public gathering space in southern downtown Glendale

### Notable Aspects of Development History

- 52 parcels on the 15.5 acre site were originally developed with a hodgepodge of parking lots and small-scale, lot-line-to-lot-line convenience and service commercial uses – retail, auto repair, upholstery repair, etc.
- Redevelopment Agency began to purchase properties in the late 1970's and continued through 1980's. Mostly voluntary sales by owners, eminent domain occasionally used.
- RDA awarded project to Caruso Affiliated Holdings in 2001
- City purchased last properties and completed the Glendale Town Center Specific Plan to guide development of site in 2004
- City spent \$500,000 to ready site for development – demolition, hazardous materials clean-up, etc.
- City contributed \$12.7 million for public improvements – sidewalks, park, Brand Blvd. Plaza, landscaping. Funds consisted of a combination of tax increment cash flow and tax increment bond financing.
- Agency retained ownership of 4-acre park and public rights-of-way portions of the project.
- Agency leased 3 acres to Caruso for a parking structure—payments to be made as a percentage of net parking revenues.
- Agency sold remaining 8.5 acres to Caruso—payment for which was governed by a participation agreement whereby Agency is paid over time subject to the success of the project.
- Developer broke ground in 2006 and opened in 2008.

### Public Sector Role

- Land acquisition, demolition, and cleanup
- Developer selection
- Specific Plan preparation
- Contribution of \$12.7 million for public improvements – sidewalks, park, plaza, landscaping. Funding from tax increment financing
- Sold and leased site based on participation in future revenues

### Lessons for Oakland

- Involved single developer with control of entire site area, rather than multiple ownerships and many small parcels that characterize Broadway.
- Public sector acquired land, prepared the site, and contributed funding for project development. Land sold/leased based on participation in future revenues.
- Retail scale and tenant mix made possible by presence of established super-regional shopping center and department stores nearby. Larger scale of retailing, preferably with department store anchors, will be required to establish destination retail in Oakland, given absence of retail base.
- Creation of high-quality environment (architecture, construction, public spaces, and landscaping) establishes value for the project overall and its uses.
- In Glendale, the lifestyle center of Americana at Brand complements the regional shopping center at the Glendale Galleria across the street. Destination retailing in Oakland should combine the larger-scale and anchor tenants of a regional retail center with the ambiance, “place”, mix of tenants, and land uses of a lifestyle center/district.



The architectural palette is quite diverse, evoking a vague European ambience.



Residential units above ground-floor retail overlook the central square and fountain.



Street trees, flowers, kiosks, and decorative street lights create a richly detailed pedestrian environment.



A free trolley carries shoppers from the parking garage to the central square.

## IV. Design Character

### Physical Context

- Downtown, urban context in a city with a population of 207,000
- Brand Boulevard, Glendale's primary downtown street is lined with mid- and high-rise buildings—tapering off to mid- and low-rise buildings in the vicinity of the project
- Redevelopment converted 8 contiguous blocks of Glendale's commercial district into the city's primary public gathering place

### Relationship to Surrounding Uses

- Located at the south end of Downtown Glendale
- Situated within a regular grid street pattern
- Two primary arterials, Colorado Street (E-W) and Brand Boulevard (N-S), form the eastern and southern boundaries of the project. These two arterials are lined with commercial development in a dense urban format
- Bordered to west by the Glendale Galleria, a 1960's era shopping mall, and further to the west lies a mix of high-density multi-family residential and commercial buildings
- Glendale Central Park located a short walk east of Americana at Brand
- Immediately south of the project, development patterns transition to lower scale and more residential patterns

### Circulation/Access Character

- Strong automobile orientation (consistent with much of greater LA area) with limited transit access by bus
- Convenient freeway access—0.75 mile to a mile from three freeways: the Golden State (I-5), the Ventura (Hwy 134), and the Glendale (Hwy 2), with direct access via Colorado Street and Brand Boulevard.
- Bordered by two major arterials: Colorado Street (E/W) and Brand Boulevard (N/S)
- Urban bus service from Downtown Los Angeles (Metro Local 92)
- Pedestrian circulation in surrounding area consists of sidewalks along busy 4- and 6-lane arterial streets; pedestrian bridges extend across Brand Boulevard for increased pedestrian access within the Americana at Brand
- Private street trolley navigates internally within the project, offering free rides to patrons and improving pedestrian access to the retailers on the Central Square

## Site Layout and Organization

- Retail stores are located around a central “square”/park, with a semi-hub-and-spoke radial loop (Caruso Avenue) serving as the central circulation spine
- Development is roughly 4 blocks long by 2 blocks wide (i.e., formerly 8 city blocks)
- Caruso Avenue runs in a loop from Brand Boulevard, around the central square and then back east to Brand Boulevard
- In the center of the loop is a green space, which serves as a gathering place for retail patrons, residential tenants, and moviegoers

## Layout of Retail and Other Uses

- Anchor stores, cinema, and small retailers are all have a strong internal orientation toward central Square. Some stores front on Brand Avenue, but other streets have minimal active storefronts.
- A few restaurants are located on 2nd level; most retail spaces are on ground level
- Major anchor stores are located along Brand Boulevard for highest automobile exposure
- Pacific Theatres form the SW boundary of the central Square, serving as a major anchor
- A concentration of restaurants around the central square reinforces it as a gathering spot. Other restaurants are located throughout development

## Building Types and Heights

- High-density mixed use development, with 4-5 levels of residential above one story of retail
- Building Heights range from 3-stories (cinema) to 6 stories (approximately 30' – 75')
- Wraps parking garage with single-aspect residential uses
- Residential Types include: studios, townhouses, and luxury suites

## Parking Strategies

- The Americana at Brand uses a mix of concealed parking garages, valet parking, surface parking lots, and on-street spaces to accommodate parking demand
- One, large, free-standing parking structure – 3,400 spaces



One of the park's main features is a tot lot, where kids can play while a parent goes shopping.



The central square includes lawn areas that “soften” the urban character and entice visitors to linger and experience the park-like setting.



A view from above shows the density and richness of the well-appointed public realm.



The large fountain in the central square is active throughout the day, with its vertical jets creating a dazzling show for all to witness.



A central goal of the project was to create a vibrant pedestrian experience.

## Design Features

- Integration of public and private space at central park/square creates a rich interaction between retail patrons and locals; the park has become Downtown Glendale's most popular social gathering place
- Most buildings display a generic nostalgia, drawing on both American (Art Deco) and European (industrial/Eiffel Tower) influences
- Lush and mature landscaping is the focus of the central square, complete with meticulously maintained flower gardens and a fountain/pool designed by the same artist who created the famous Bellagio Fountain in Las Vegas
- Large park, with a tot lot, grass lawn, and small bandstand (offering occasional free live concerts) creates a lively, pedestrian-oriented atmosphere, which is complemented with outdoor dining establishments on the perimeter of the park
- Well-appointed public realm, with attractive street furniture and amenities:
  - Outdoor Seating (benches, seat walls, tables & chairs, etc.)
  - Decorative fixtures around Central Square feature hanging plants
  - Public art
  - Large fountain feature, choreographed with music
  - Flowers planted at the base of all trees
  - Vendor Buildings mimic park vendors of Paris and Vienna
  - Public restrooms
- Two public park areas:
  - Americana Park —2-acre park at the core of the Americana at Brand, complete with fountains, public art, and generous open space for strolling, lounging, meandering
  - Glendale Central Park—includes central turf area, tennis courts, etc.

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## BROADWAY PLAZA Walnut Creek, CA

### I. General Project Description

Broadway Plaza is the core a larger central shopping district that has developed in downtown Walnut Creek. Originally developed as an open air mall in the downtown, over the years Broadway Plaza has had the desired effect of spawning new retail activity, including five smaller retail centers in the immediate vicinity. Broadway Plaza features a combination of retail, service commercial, and restaurants. Anchored at each end by Macy's and Nordstrom, the center includes over 90 shops connected by an open-air network of paseos and plazas adorned with topiaries, sculptures, and European-style fountains.

### II. Project Data

#### Development Program

Development Program = 735,000 sq. ft. gross floor area  
= 699,000 sq. ft. leasable area

#### Retail Uses

##### Anchor Tenants

- Nordstrom 185,241 sq. ft.
- Macy's Women's, Children's & Home 190,000 sq. ft.
- Macy's Men's & Juniors 70,256 sq. ft.

##### Other Larger Tenants

- Crate & Barrel
- The Gap/Gap Kids/Baby Gap
- David M. Brian
- Victoria's Secret
- Banana Republic Women & Home/Men's

##### Proposed Add'l Anchor Tenant (not included in totals above)

- Nieman Marcus 107,100 sq. ft.



Broadway Lane, one of Broadway Plaza's many pedestrian walkways, links the center's two anchors.



The awnings above storefronts along Broadway Plaza lend an intimate scale to the architecture.



A public plaza and fountain invite shoppers to linger across from Nordstrom near the North end of Broadway Plaza.



Decorative paving patterns and landscaping adorn Broadway Lane, a pedestrian street running parallel to Broadway Plaza.



In this hot climate, a dense canopy of vines provides shade, while a fountain helps mitigate heat gain via evaporative cooling.

Retail Tenants		
Tenant Type	No. of Stores	Total Space (sq. ft.)
Retail:		
Department Stores	2	
Retail Shops	66	
Restaurants & Cafes	7	
Day Spa	1	
<b>Total Space</b>	<b>76</b>	<b>698,972</b>

### Development/Owner Information

- Original Developer: Graeme McDonald, 1951
- Developer for Renovations/Expansion since 1985: Macerich Company
- Owner:
  - Macerich Company/Northwestern Mutual Life (most of center, 17.26 acres, and parking - 1,712 stalls)
  - Macy's/Federated (site/building of larger 190,000 sq. ft. store and associated parking - 787 stalls)
  - Perrelli (small site @ northwest corner with Chico's)
- Management/Operation: Macerich Company

### Date Completed

- Originally Opened October 1951
- Renovations and expansion completed 1995
- Proposed addition 2010

Downtown Walnut Creek Retailers			
Shopping Area	Proximity to Broadway Plaza	Building Area	Major Tenants
Broadway Plaza	--	699,000	Nordstrom, Macy's, Crate & Barrel, David M. Brian, The Gap, Victoria's Secret, Banana Republic
Broadway Pointe	Across Mt. Diablo Blvd. to the north, between historic downtown and Broadway Plaza	71,000	Pottery Barn, Williams-Sonoma, H&M, Restoration Hardware, Il Fornaio
The Corners	Corner of Mt. Diablo Blvd. and S. Main St. to the west of Broadway Plaza	154,000	The Cheesecake Factory, The Container Store, Talbots, Ann Taylor Loft, The Children's Place
Olympic Place	Mt. Diablo Blvd. & California St., to the west of The Corners	147,000	14-screen Cineplex, Cost Plus, Fleming's Steakhouse
Main St. Plaza	Across S. Main St., to the southwest of Broadway Plaza	45,000	Fresh Choice, Ross, Lane Home Furnishings
<b>Total Space</b>		<b>1,149,000</b>	
Broadway Plaza Addition w/ Proposed Neiman Marcus		65,000*	
<b>Total w/ Addition</b>		<b>1,214,000</b>	

\* Proposed size of new Neiman Marcus is approximately 107,000 sq. ft., with net new square footage of approximately 65,000 sq. ft.



A plan diagram showing the North-South orientation of Broadway Plaza, which serves as the project's central retail spine.



Across Mt. Diablo Blvd., a series of apparel and home furnishings retailers are clustered at Broadway Pointe.



Looking across Olympic Blvd. to Andronico's Market, an upscale grocer located among many upscale retailers.



The Tiffany & Co. store is one of several high-end retailers that draw shoppers to Downtown Walnut Creek.



A shopper takes a minute to relax near a bubbling fountain, whose smooth edges encourage sitting.

### III. Market Characteristics and Implementation

#### Retail Market Context

- Part of larger regional shopping district that has developed in Downtown Walnut Creek
- The presence and success of Broadway Plaza has resulted development of five smaller centers in the immediate vicinity
- Altogether, the six projects provide over 1.1 million sq. ft. of retail space
- The planned expansion of Broadway Plaza to include a Neiman Marcus store would increase total retail area to over 1.2 million square feet
- The older portion of the downtown, located immediately to the north of Broadway Plaza and other retail centers (listed above) includes a mix of retail, service commercial, and eating and drinking uses. The development pattern consists of predominantly small-scale development, local businesses, and older buildings set within a regular grid of streets lined with mature street trees.
- Sunvalley Mall, a 1.4 million sq. ft. regional shopping center, is located in Concord, 7 miles from Broadway Plaza. The mall is anchored by Macy's, Sears, and JC Penney, and includes over 150 retail shops, with a mid-market orientation overall.
- Other shopping centers nearby include the Willows Shopping Center in Concord and Blackhawk Plaza in Danville.

#### Market Focus/Orientation for Pacific Place

- Upscale market orientation
- Mix of national and regional retailers, with focus on national retailers
- One of Bay Area's strongest regional-serving retail areas.

#### Distinctive Features from Market Perspective

- High-quality, open air design complements upscale shops to create a higher-end shopping experience.
- Location around actual functioning streets (e.g., Broadway Plaza) contributes to center's genuine downtown feel.
- Tenant mix focused on comparison goods shopping and includes major department store anchors.
- Tenant mix capitalizes on high concentration of affluent households in primary trade area and secondary trade area (including Oakland and rest of Inner East Bay).
- Although the tenant mix includes relatively few restaurants, the proximity to a variety of other complementary shopping, dining, and entertainment/performing arts options in Downtown Walnut Creek creates a critical mass of upscale shopping and dining opportunities.

## Implementation

### Notable aspects of development history

- Opened in 1951 with 38 stores as the Broadway-Walnut Creek Shopping Center, the second open-air shopping center in the nation. The shopping center was developed privately.
- Macerich Company purchased shopping center in 1985 and changed name to Broadway Plaza. Macerich embarked on a 10-year, four-phase renovation that included construction of a 5-level parking structure, and development of Promenade Fountain and Promenade Shops on a former parking area. Landscaping and sculptures also added.
- Since the beginning, shopping center has had major department store anchors, along with numerous retail shops.
- Once Broadway Plaza was renovated and expanded, additional, smaller shopping centers/developments were built around it, beginning with Broadway Pointe, completed in 1998.
- Plans are underway to expand Broadway Plaza with a 107,000-square-foot Neiman Marcus store, representing a net addition of 65,000 sq. ft. of retail space.
- City has played a strong role in guiding downtown retail development.
- In “Little Master Plan” in 1956, City made decisions on how best to guide and manage growing retail sector, including public funding for infrastructure improvements.
- In 1996, developed the “East Mt. Diablo Boulevard Specific Plan” to ensure that expanding retail area around Broadway Plaza contributed to ongoing vitality of shopping center and adjacent downtown retail district.
- In 2008/2009, the City prepared the Locust Street/Mt. Diablo Blvd. Precise Plan, focused on redevelopment of adjacent areas to further expand and enhance the retail experience.
- General Plan also includes the Pedestrian Retail (PR) land use designation for an 18-block district in Downtown Walnut Creek, including the traditional downtown and Broadway Plaza/south of Mt. Diablo area.
- City commitment to specific retail development goals, and the ability to maintain commitments over time and across election cycles has been key to the long-term success of the retail sector in Walnut Creek.
- City’s main concern now is with managing the impacts of success. Strategies are being considered for managing parking resources more efficiently, and there is some local concern with the congestion caused by the popularity and success of regional retailing.



Many of the buildings, originally designed in the 1950s, lack a consistent style or character.



Prominent public plaza with public art holds the corner and complements the adjoining restaurant.



The Container Store, continuing the postmodern pastiche of The Corners.



Stone crosswalks lead patrons across Mt. Diablo Blvd. toward Broadway Plaza.



Two parallel pedestrian streets lined with shops link Main Street and Broadway Plaza.



Colorful flora and shade abound on Locust Street, creating an ideal ambience for a sidewalk cafe.

### Public sector role

- Regulatory approach; entitlements
- Political support
- Public investment in downtown parking garages and streetscape improvements (outside Broadway Plaza)

### Lessons for Oakland

- Original Broadway Plaza development involved single developer with control of a large site.
- Ability to clearly articulate retail development goals in City plans and regulations, and to maintain those commitments and policies over time, has been key to the growth and long-term success of Downtown Walnut Creek's shopping areas.
- In addition to regulatory powers and entitlements, City has invested in three downtown parking garages and streetscape improvements.
- High-quality, open-air design is attractive to shoppers, particularly those in upscale markets. Broadway Plaza provides a good example of a regional shopping center in an open-air, lifestyle environment.
- Destination retail focused on comparison goods stores is the major attraction for successful retailing in Walnut Creek.
- Once Broadway Plaza was renovated/expanded and provided a critical mass of 700,000 sq. ft. of retailing with two major department store anchors, other developments occurred around it to accommodate additional retailers, and expand the shopping area to 1.1 - 1.2 million sq. ft. of retailing. Other, smaller retail developments would not have been successful without Broadway Plaza.
- Traditional downtown Walnut Creek is nearby with retail, dining, performing arts, and office uses. City has provided direction for linking Broadway Plaza and surrounding retail developments with downtown.

## IV. Design Character

### Physical Context

- Originally a low-density, low-rise and predominantly suburban downtown that has gradually become more urban in character—denser although still predominantly one- and two stories in height.
- Well-defined public realm with storefronts set up to the sidewalk and attractive streetscape amenities and landscaping

## Relationship to Surrounding Uses

- Located just south of historic downtown Walnut Creek
- New pedestrian-oriented retail is located to the east and north:
  - Broadway Pointe
  - The Corners
  - Plaza Escuela
  - Olympic Place
  - Main Street Plaza
- Turns its back to Broadway on the west, with parking structures and blank façade (Nordstrom) facing the street—an open drainage culvert along the east side of Broadway separates the Downtown from residential neighborhoods
- Kaiser Permanente Hospital and other office uses are located south of Broadway Plaza

## Circulation/Access Character

- The area is primarily dependent on automobile access
- There is excellent regional access from I-680 Freeway via the Olympic Blvd. exit and from I-580 via the Mt. Diablo Boulevard exit
- Broadway Plaza is bordered by major 4- and 6-lane arterial streets on all sides, which facilitates automobile access to the area from all directions
- Main Street and Broadway, which bound the area to the east and west, provide vehicle access to parking structures along the periphery of the project
- Significant improvements have been made to enhance the pedestrian environment along Main Street and Mt. Diablo Boulevard, two arterial streets that pass through the area.
- BART is located approximately three quarters of a mile away, but is connected to the area with a free shuttle bus that runs every 15 minutes
- Other than the BART shuttle, the area has suburban level bus service (45-60 minute headways) on Routes #2 and #5 along California and Broadway respectively
- Broadway Plaza provides two lanes of vehicle traffic through the center of the project, with wide sidewalks to encourage pedestrian activity along retail storefronts
- Broadway Lane is a north/south pedestrian street that links Nordstroms and Macys and parallels Broadway Plaza
- Two parallel east/west pedestrian streets provide pedestrian connection between Main Street, Broadway Plaza, and Broadway Lane



Oak Lane is one of several pedestrian walkways linked to Broadway Plaza, creating a unique outdoor dining atmosphere.



A winding path and plaza link Broadway Plaza and Broadway Pointe.



A multi-level parking structure is accessed from South Main Street, allowing Broadway Plaza to remain free of congestion.



The employee parking lot and back-of-house entry to Macy's exhibits a much less well-appointed streetscape.



A 2-story parking garage flanks the retailers along the East side of Broadway Lane.



Colorful paving patterns, native grasses, and benches help enhance the pedestrian experience.

## Layout of Retail and Other Uses

- Broadway Plaza is organized around a two-lane public street (Broadway Plaza) that forms the project's central north/south spine, as well as a series of private pedestrian streets
- Broadway Lane is a pedestrian street that parallels Broadway Plaza (the vehicular street) to the east and provides a direct connection between Macy's and Nordstroms
- Two parallel east/west pedestrian streets extend from the western terminus of Olympic Boulevard providing a pedestrian connection from Main Street and the retail areas to the west to Broadway Plaza and Broadway Lane
- Retail stores and restaurants front directly onto each of these streets, contributing to an active pedestrian environment
- The area is served by two parking structures that are located behind the development that faces onto Broadway Plaza in order to reduce their visibility to shoppers

## Building Types and Heights

- The retail buildings generally range from 1-3 stories in height (20' – 50')
- The majority of shops are single-story flat-roof buildings with high parapets
- The two major anchors (Macy's and Nordstroms) and one minor anchor (Crate and Barrel) are the only two and three-story buildings
- The five-level Main St. parking garage is approximately 50' tall
- The two-level Broadway parking garage is approximately 15' tall

## Parking Strategies

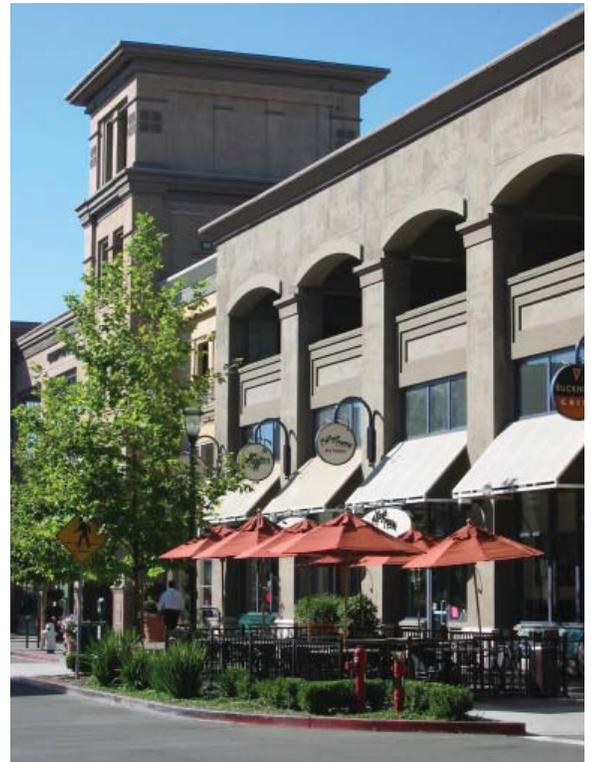
- The majority of the parking is provided in structures located behind the retail development to decrease its visibility from within the shopping district. However, structures are not wrapped with other uses, so are highly visible as one approaches the project from Broadway or Main Street.
- A large, two-level parking deck is provided along the east side of the mall, extending nearly three full blocks
- A five-level parking structure is provided on the west side of the mall, with access from Main Street, and a pedestrian bridge that connects into the back of Macy's
- In addition to structured parking, the parallel on-street parking on Broadway Plaza and Main Street provides quick access to retailers
- Additional structured parking is available to the public in structures just a block west and north of Broadway Plaza in the Plaza Escuela and Broadway Pointe developments respectively

## Design Features

- Architecturally, Broadway Plaza generally has a somewhat non-descript and dated suburban character, without any single style or theme.
- The district has been greatly enhanced by the quality and character of new retail developments such as Broadway Point and Plaza Escuela, on its periphery.
- It also remains successful due to the combination of high-end retailers and a lushly landscaped and well-lit series of sidewalks and plazas for pedestrians to stroll, shop, eat and drink.
- Shops and restaurants open to a series of colorfully paved plazas, paseos, and sidewalks that include:
  - Textured paving materials for crosswalks and plazas
  - Fountains
  - Terra-cotta planters
  - Cast iron tree grates
- Nearly all shops use awnings above the storefronts to provide:
  - Small-town Main Street feel at pedestrian level
  - Sun Shade
  - Signage
- The landscaping of the public realm includes:
  - Mature sycamore trees provide large shade canopy over Broadway Plaza
  - Small fruit/flowering trees placed in terra cotta planters, directly on sidewalk – provide Mediterranean plaza flavor
  - Ornamental grasses provide a visual infusion of local vegetation
- Well-appointed public realm, with attractive street furniture and amenities:
  - Outdoor Seating (benches, tables & chairs, etc.)
  - Sculptures/public art in pedestrian courts off Broadway Plaza
  - Mosaic tile fountain
  - Period light fixtures
  - Store location kiosks



Outdoor dining and sunshine: a familiar scene in Downtown Walnut Creek.



Landscaping and outdoor dining activate the streetscape along Broadway Plaza.

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6

# THE GROVE Los Angeles, CA

## I. General Project Description

The Grove is a retail and entertainment complex in Los Angeles, CA. This outdoor marketplace is built next to the historic Farmers Market, located in the Farifax District. At the center of the complex, Main Street winds around a Town Square that features a grassy park and meandering walkways, plazas, and kiosks.

## II. Project Data

### Development Program

Land Area = 17.5 acres

Development Program

- Retail/Restaurants/Cinema = 575,000 sq. ft.

Development Intensity = 0.75 FAR

### Retail Uses

Anchor Tenants:

- Nordstrom 121,900 sq. ft.
- Pacific Theaters 14-plex 83,300 sq. ft.
- Barnes & Noble 41,900 sq. ft.
- Historic Farmers Market (functions as anchor although adjacent and not part of project – see III. below)

Other Major Tenants:

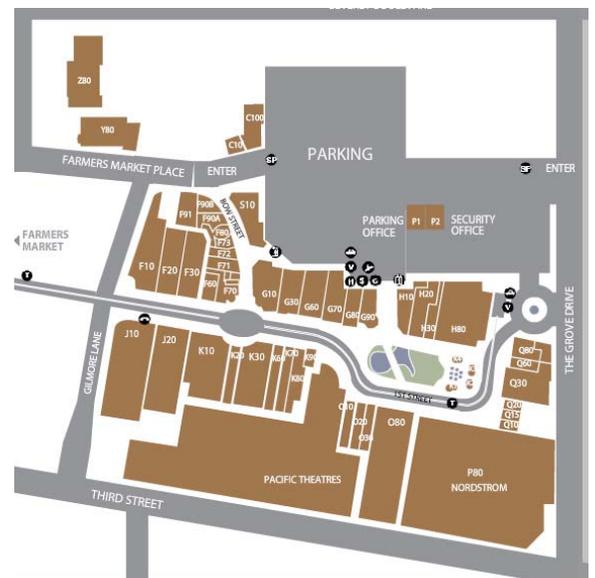
- Banana Republic 28,400 sq. ft.
- The Gap 25,100 sq. ft.
- Crate & Barrel 24,500 sq. ft.
- Anthropologie 24,400 sq. ft.

### Retail Development

- Tenant mix consists of mostly national retail tenants
- Mostly 2-story retail—all retail tenants required to lease 2 floors
- Some restaurants located above retail
- 3-story Barnes & Noble, with most space on the third level, overlapping with other retail tenants



A large obelisk marks the center of “Main Street,” the project’s primary retail spine.



A typical kiosk map of the Grove, showing Main Street as the primary thoroughfare connecting to the Farmers Market.



Nordstrom serves as the primary retail anchor, drawing in both local and regional shoppers.



Dining at the Farmers Market, a tradition for many Los Angelinos, serves as a draw for visitors to the Grove.



The Grove builds upon the historic character and colorful displays of the Farmers Market, located just to the West.



Architectural styles are combined freely to express a general nostalgia, rather than a specific historic reference.

Retail Tenants		
Tenant Type	No. of Stores	Total Space (sq. ft.)
Department Store	1	
Retail shops	39	
Restaurants	8	
Specialty Food	8	
Personal Care	1	
Movie Theater (14-plex)	1	
<b>Total Tenants</b>	<b>58</b>	
Offices - Management, Security, Concierge Services, Parking	4	
<b>Total Space</b>		<b>575,000</b>

**Parking**

Total Number of Parking Spaces = 3,500 spaces

Parking Ratio = 3.5 spaces/1,000 sq. ft.

**Development/Owner Information**

- Developer: Caruso Affiliated
- Owner: Caruso Affiliated (land under long-term ground lease)
- Management: Caruso Affiliated

**Date Completed/Opened**

- March 15, 2002

## Market Characteristics and Implementation

### Retail Market Context

#### Nearby Retail

- Historic Farmer's Market located immediately adjacent to The Grove on 4.8-acre site.
  - 34 restaurants, 20 grocery markets and specialty food shops, and 27 retail shops
  - Restaurants and produce, meats, and other specialty food stores located in original open air stalls surrounded by ample public seating
  - Adjacent buildings house additional sit-down restaurants and retail shops
- A suburban-style mall is located across 3rd street from the Grove and Farmers Market—includes Ross, K-Mart, CVS Pharmacy, and Whole Foods
- Smaller-scale specialty retail, furniture stores, antique stores and restaurants are located nearby along Beverly Boulevard, 3rd Street, and La Brea Avenue
- Trendy smaller-scale retail (mostly apparel, footwear, and accessories) and restaurants are located on nearby Melrose Avenue one mile to the north
- Beverly Center, a super-regional shopping center, is located one mile to the west
  - 883,000 sq. ft. gross leasable area
  - Anchored by Macy's (225,000 sq. ft.) and Bloomingdales (163,000 sq. ft.)
  - Over 160 specialty retail stores, restaurants, and 13-screen cinema in traditional, covered mall, with 3 levels over parking inside in addition to street-level
  - 3,000 parking spaces

#### Other Uses Nearby

- Pan Pacific Park (large city park, recreation center, and pool) located to the east
- CBS Television City television studios located adjacent to the north
- Museum Row located on nearby Wilshire Boulevard, including Los Angeles County Museum of Art and La Brea Tar Pits
- Cedar Sinai Medical Center located across from Beverly Center



Town Square is both plaza and park; shoppers can dine outdoors at cafe tables, or picnic on the grass.



A clock tower motif extends throughout the project, appearing as prominent elements on the facades of several buildings.



Barnes & Noble's store takes on an Art-Deco motif, with its scalloped parapets and columnar expression.



Illuminated signage and plaza lighting help activate Main Street at night.



Iconic palm trees and colorful signage help activate the back side of the shops, which face outward onto Third Street.



The Farmers Market clock tower provides a visual terminus that draws pedestrians down Main Street.



The view from above shows the orientation of stores toward the central square, with downtown Glendale in the background.

## Market Focus/Orientation

- Upscale retail market orientation
  - Focus on apparel, accessories, and footwear stores
  - Also books, kitchen/housewares, technology, and skin care products
- Focus on entertainment-related uses – food, movies, and books – taps into increased spending on leisure time activity
- Restaurants are destinations in and of themselves – branches of upscale or middle-priced eateries not generally located in malls

## Distinctive Features from Market Perspective

- A fourteen-screen theater, restaurants and other eating places, outdoor eating, and sidewalk retail kiosks create an entertainment/dining experience and add nightlife
- “Small town” pedestrian streetscape surrounding a central town square area and fountain, high-quality design, rich landscaping, and old-fashioned double-decker trolley create a sense of place that adds value for retail
- Upscale shopping and high level of amenities such as valet parking and concierge services distinguishes The Grove from regular shopping centers
- The Grove’s Trolley runs from Nordstrom at one end to the Farmers Market at the other end.

## Implementation

### Key Factors Influencing Implementation

- Development replaced vacant and underutilized land (including surface parking lots, a nursery, and a bank) in one of L.A.’s densest and more affluent areas, and adjacent to the Historic Farmers Market
- Project addressed neighborhood concerns over scale and types of land uses

### Notable Aspects of Development History

- Site had been entitled for development of a regional shopping center, though there was neighborhood opposition.
- Developer worked with nearby residential neighborhoods to get consensus on project design, downsizing project, incorporating quality design and desired neighborhood-oriented uses such as restaurants and a bookstore, and promising development of an open-air retail center in the spirit of the adjacent Farmers Market.
- Developer acquired development rights through a long-term ground lease from the Gilmore family, owners of the adjacent Farmer's Market site.
- Total development cost was \$160 million.
- Caruso Affiliated provided equity financing through internal sources. Construction loan obtained from Bank of America, PNC, and Union Bank. Permanent financing from Lehman Brothers.

### Public Sector Role

- Facilitated entitlements
- Provided strong political support

### Lessons for Oakland

- Involved single developer with control of entire site area, rather than multiple ownerships and many small parcels that characterize Broadway.
- Creation of high-quality environment (high-quality architecture, construction, public spaces, and landscaping) creates value for the project overall and its tenants.
- Site design with open-air Main Street and town green encourages strolling and contributes to project's appeal as a destination.
- Much of the success of The Grove relies on the synergy created with the pre-existing Farmer's Market, with both developments benefiting.
- The Grove benefits from a tenant mix (entertainment/food uses along with high-quality retail) that keeps the area active during the day and at night.



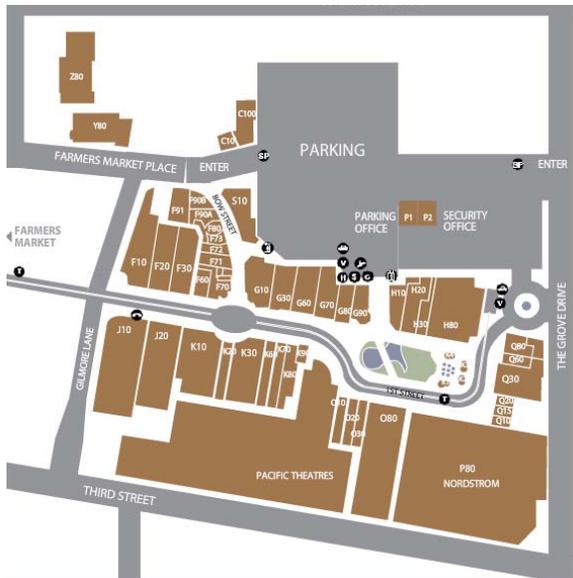
A fountain activates "Town Square," a public space at the East end of Main Street.



Colorful planting at the base of the obelisk provides an attractive element at the pedestrian scale.



The ornate and meticulously maintained double-decker trolleys contribute to the quaint historic character of the Grove.



A typical kiosk map of the Grove, showing Main Street as the primary thoroughfare connecting to the Farmers Market.



Without cars to disrupt the flow of pedestrians, Main Street bustles with life.



A trolley runs between the Farmers Market and Main Street, carrying passengers into the heart of the Grove.

### III. Design Character

#### Physical Context

- Predominantly urban, but in an L.A. context—high-density, but low-rise development (3-5 stories) in surrounding area
- Redevelopment adjacent to historic Farmer’s market in Fairfax District

#### Relationship to Surrounding Uses

- Located adjacent to LA’s original Farmers Market
- CBS Television studios are adjacent to the north
- Fairfax Avenue, to the west, is a major arterial connecting Wilshire Boulevard to Hollywood—generally lined with strip/corridor type commercial development
- Bordered to the South by predominantly high-density, multi-family residential structures
- Pan Pacific Park borders the Grove to the east

#### Circulation/Access Character

- Strong automobile orientation directed to parking garage; pedestrian-only traffic on the project’s interior
- No convenient freeway access—approximately 5 miles from the I-10 Freeway, La Brea Avenue exit
- Fairfax Avenue and Gardner Street provide north/south arterial access to the project, and Beverly Boulevard and 3<sup>rd</sup> Street provide east/west arterial access
- Suburban bus service from Downtown along 3<sup>rd</sup> Street on Route 16/316 on the Metro Local Line, and Routes 33/333 and 217 on the Metro Local Line from Santa Monica and West L.A.

#### Site Layout and Organization

- A central pedestrian thoroughfare (“Main Street”) functions as the spine for the project—i.e., focus on a single retail walk-street with limited development on cross-streets
- Development occupies a large superblock that is roughly 1,000 feet square and is part of an even larger super block that includes the Farmers Market and CBS Studios with no internal public streets
- The Grove’s trolley shuttles visitors from the parking garage along Main Street to the Farmers Market to the west
- Parking is located in a single parking structure at the NE corner of the project—behind buildings (screened from view)
- The “Town Square” is comprised of a grassy park, fountain, pedestrian bridge, and several kiosks. It provides a focal feature and public gathering place at core of development

## Layout of Retail and Other Uses

- All retail is oriented inward toward the Main Street or toward the Farmers Market—buildings turn their back to the two adjoining public streets (3<sup>rd</sup> Street and Stanley Avenue)
- Nordstrom (primary anchor) located at corner for greatest visual prominence, and is the only retailer with an entrance from an external street
- The blank rear façades bordering W 3<sup>rd</sup> Street contain signage for retail stores and cinema
- Minor anchors (Banana Republic, Barnes & Noble, etc.) are located at corners of project for enhanced visibility
- A concentration of restaurants are located around the Town Square
- The cinema is located near the center of Main Street, serving as the focus of the pedestrian experience
- Offices are located on upper floors

## Building Types and Heights

- Type V Retail Buildings with flat roofs
- Retail building heights range from 2-stories (retail anchors) to 3 stories (office over retail), i.e., 30' – 40' tall
- Parking structure is Type I/II reinforced concrete with precast panels, 7 levels + roof deck; 70' @ top parking level

## Parking Strategies

- Combination of central Parking Garage, limited metered street parking, and valet
- Parking strategy assumes that surrounding surface lots are for Farmers Market customers, so all required parking for the Grove is located within a single large parking garage
- The parking garage is a free-standing structure located behind the retail. It includes 7 levels above ground with 3,500 spaces



The fountain in Town Square provides a welcome respite from the proliferation of concrete and asphalt that is Los Angeles.



Several architectural styles are juxtaposed, from high modern to quaint colonial.



Along Third Street, landscaping, signage, and a meandering sidewalk have been employed to enliven an otherwise blank facade.



An attractive pedestrian-scaled street and sign welcome visitors to Main Street.



The fountain with its choreographed display of jets and sprays creates a dynamic center piece.



The combination of landscaping, kiosks and vendors creates a vibrant streetscape.

## Design Features

- Majority of the architecture promotes a nostalgic Americana flavor, composed of consciously manufactured cultural remnants rather than a clear theme.
- Adapted Art Deco nostalgic detailing (i.e. Barnes & Noble)
- Back side of Retail stores along W 3rd St present a fairly generic “contemporary retail” architectural character, primarily stucco walls with signage
- Lush and mature landscaping is focused at Town Square, with dense shade trees, pond, and an expansive grass lawn
- Varied width of Main Street, supporting a lively, pedestrian-oriented atmosphere
- Well-appointed public realm, with attractive street furniture and amenities:
  - Outdoor Seating (benches, tables & chairs, etc.)
  - Sculpture/Obelisks at center of Main Street
  - Fountains and pond feature
  - Overhead canopy “string” light fixtures
  - Public restrooms
- Two public parks serve the area:
  - Town Square—located inside the Grove, at the east end of Main Street; features a pond, fountain, shade trees, lawn, and a pedestrian bridge
  - Pan Pacific Park—large City park to the east of the Grove; includes amphitheater, sports fields, lawns, etc.

**7**

**BAY STREET**  
 Emeryville, CA

**I. General Project Description**

Bay Street is a suburban redevelopment combining retail, entertainment, hospitality and residential uses into a 2-block area. The project is designed as an eclectic urban village set in a formerly industrial landscape, with an emphasis on strolling, shopping and outdoor gathering. Ideally situated at the foot of San Francisco’s highly traversed Bay Bridge, Bay Street is home to more than 65 shops, 10 restaurants, a 16-screen AMC theatre and over 1,000 residents who live in the 400 residential units.

**II. Project Data**

**Development Program**

Land Area = 26 acres

Development Program

- Retail/Restaurant/Cinema = 400,000 sq. ft.
- Residential = 383 dwelling units (397,202 sq. ft.)
  - 284 apartments
  - 95 townhouses

Development Intensity = 0.7 FAR (does not include parking)

Retail Tenants		
Tenant Type	No. of Stores	Total Space (sq. ft.)
Retail shops	44	
Restaurants	10	
Services (Bank, Realty, Salons)	5	
Movie Theater (16-plex, 3300 seats)	1	
<b>Total Space</b>	<b>60</b>	<b>555,270</b>



The north/south orientation of Bay Street allows shoppers to enjoy the afternoon sun while strolling along Bay Street.



Trees, planters, benches, and kiosks create an attractive and comfortable streetscape.



Barnes & Noble serves as a major anchor at the South End of Bay Street.



The AMC Theater complex and upper level restaurants terminate the south end of Bay Street.

## Retail Uses

### Anchor Tenants

- AMC Theater 16-plex (3,100 seats)
- Barnes & Noble
- West Elm
- Old Navy
- Gap

### Other Larger/Major Tenants

- Pottery Barn
- Nike Store
- Banana Republic
- Apple Store
- Sephora
- H&M

## Retail Development

- Designed as urban village style development set along three city blocks centered on a central “main street”
- 1- and 2-story retail with restaurants and cinema clustered above retail at one end of project

## Residential Uses

- 284 units of rental apartments in 4 stories above retail on east side of Bay Street
- 95 for-sale condominium townhomes in 2 stories above retail on west side of Bay Street

\*20% of units affordable to very low income households

## Parking

Total Number of Off-Street Parking Spaces = 2,000 spaces

### Parking Ratio

- Retail/Cinema/Restaurants: 4 spaces/1,000 square feet
- Residential:
  - 1 bedroom = 1 space/unit
  - 2+ bedroom = 1.5 spaces/unit
  - Visitor parking = 0.25 spaces/unit

## Development/Owner Information

- Developer: Madison Marquette and MacFarlane Partners
- Ownership/Management/Operation:
  - Madison Marquette: retail/restaurants/cinema
  - Windsor Communities: Bay Street Apartments
  - Sares Regis Homes: Bay Street One (services homeowners)

## Date Completed/Opened

- Retail/Restaurants/Cinema completed in 2002
- Residential completed in 2006

Residential Development Program			
Unit Type	No. of Units	Unit Sizes (sq. ft.)	Initial Rents
<b>Bay St. Apartments by Windsor (Rentals)</b>			
Apartments	284		
One bedroom	114	714 – 895	\$1,895 – 2,580
Two bedroom	170	1,033 – 1,424	\$2,345 – 3,810
<b>Bay Street One (For Sale)</b>			
Townhomes (2-story)	95		Priced at top of Emeryville Market
<b>Total</b>	<b>379</b>		



Residential units above the shops on Bay Street offer expansive views of the San Francisco Bay.



Furnishings provide spaces for casual gatherings in Shellmound Plaza.



Outdoor dining on the second level overlooks Shellmound Plaza below.

### III. Market Characteristics and Implementation

#### Retail Market Context

##### Nearby Retail

- Located immediately adjacent to IKEA, and across Shellmound Street from Powell Street Plaza, a suburban-style community shopping center that includes Trader Joe’s, Beverages and More, and Ross
- The Emeryville Public Market, which includes Borders, a United Artists 10-plex cinema, Broken Rack Billiards Club, and a large international food court, is located a couple blocks north of Bay Street
- The East Bay Bridge Shopping Center is located a short drive south of Bay Street. The center is an automobile-oriented collection of large floorplate retailers, including Best Buy, Office Depot, Office Max, Home Depot, Michaels Art Supplies, Babies R Us, etc.

##### Other Uses Nearby

- Several large employers are located nearby, including Novartis (1,534 jobs), Pixar (945 jobs), Leapfrog (590 jobs), and large high-rise offices on Powell Street west of I-80.
- Three hotels, the Woodfin Suites, Four Points and Courtyard Marriott, are located within a block of Bay Street
- The railroad tracks and industrial development border Bay Street to the east and separate it from the residential neighborhoods to the east
- UC Berkeley campus 4 miles to the northeast



The outdoor dining terrace on the second level features planters and shading devices, inviting shoppers to eat and drink amidst the activity.



South of Ohlone Way, Bay Street becomes a limited-access road; its colored concrete paving helps integrate it into the plaza.

## Market Focus/Orientation

- Mid-market and upscale market orientation
- Focus on apparel, accessories, and footwear stores
- Also books, kitchen/housewares, electronics
- Many national retailers with some regional retailers
- Destination restaurants clustered on second level near movie theaters

## Distinctive Features from Market Perspective

- Emphasis on creating an attractive urban gathering place – a destination in itself – in an area that is not urban and lacks attractive gathering places
- No department store anchors
- Close proximity to a variety of other complementary shopping and entertainment options that together attempt to create a critical mass of retail and entertainment
- Tenant mix includes stores (i.e., clothing stores, Apple store), cinema, and eating places targeted toward a younger demographic

## Implementation

### Reasons for Development

- Desire to create a downtown environment in a community that does not have a downtown
- Desire to increase the City's tax base
- Desire to redevelop brownfield site in a manner that would take advantage of strong regional location adjacent to two freeways (I-80 and I-580)

### Notable Aspects of Development Process/History

- Formerly industrial land purchased by City's Redevelopment Agency.
- Brownfield development: site was contaminated with petroleum products, arsenic, and a variety of metals and solvents.
- Controversial as project sits on the site of an Ohlone Indian burial ground.
- Redevelopment Agency sold land (26 acres) to Madison Marquette in 2000 for \$25.5 million.
- To assist with land purchase, Madison Marquette obtained a \$20.9 million loan from Emeryville to be paid back over 20 years at a rate of 2.9 percent. Redevelopment Agency also provided a \$715,000 subsidy for site mitigation.
- Agency issued \$88.7 million in special State tax-exempt bonds to provide less costly financing for housing portion of development. Twenty (20) percent of apartment units are affordable to very low income households.
- Housing units above retail and parking are located on separate air rights parcels

- Project was developed in phases vertically, with lower-level retail completed and opened for business in 2002 and upper-level residential completed 2006
- MacFarlane Partners sold its equity interest in retail component to Madison Marquette in October 2004. Madison Marquette has since sold a share of its ownership to Black Rock Realty Advisors, Inc.
- MacFarlane Partners sold the apartments to GID Investment Advisors, which renamed them from “the Metropolitan” to “Bay Street Apartments by Windsor”.
- Sares Regis Homes took over and completed development of the townhouse condominiums (Bay Street One).
- In 2004, Emeryville approved an Exclusive Right to Negotiate Agreement (ERN) with Madison Bay Street, LLC to develop northern expansion of Bay Street mixed-use project on “Site B”—a brownfield site immediately north of the current Bay Street project. Remediation of the site is currently in progress. Potential uses have been identified as a 150-room hotel in 240-foot tower, 140 to 240 residential units, 80,000 to 130,000 square feet of retail—possibly including a Nordstrom department store, and 800-900 parking spaces.

#### Public sector role

- Land acquisition
- Environmental and archeological remediation
- Entitlements and political support
- Loan to developer to facilitate purchase of land
- Tax-exempt financing for apartment development (20% are affordable units)

#### Lessons for Oakland

- Involved single development team with control of entire site, rather than multiple ownerships and many small parcels that characterize Broadway
- Project benefited from substantial public sector involvement
- “Vertical” phasing of project could allow for differences in timing for retail and residential markets
- Bay Street has been criticized for a lack of authenticity--less than desirable parking experience and fake-looking architectural styling
- Although created to provide a pedestrian shopping experience, Bay Street is only accessible by automobile—not truly integrated into surrounding urban fabric
- Bay Street competes for same market area spending as would retail development on Upper Broadway. However, large leakage remains as potential to be captured by new retail development in Oakland. Further, bay front location is distant from and not as easily accessed from Oakland/East Bay hills.



A meandering path emulates the flow of Temescal Creek and stone stellae are engraved with information about the Ohlone people.



A combination of native grasses and leafy shade trees provide a soft edge along Bay Street, improving pedestrian comfort.



While upper floor residences face west toward the Bay, the ground-level present a blank facade to Shellmound.



Shellmound Historic Park provides features that interpret the site's early history.

## IV. Design Character

### Physical Context

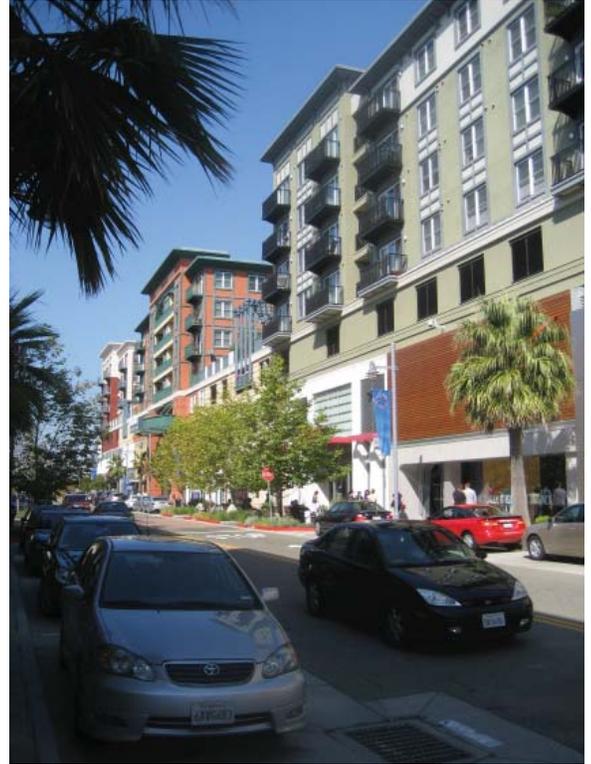
- Generally a suburban-style, freeway-oriented development context that is geared toward the automobile
- Former industrial area, although redeveloped, is still cut off from rest of community by industrial development
- Located on the site of an historic Shellmound (Native American burial site)
- Located near San Francisco Bay and the Oakland Bay Bridge—eastern gateway to San Francisco

### Relationship to Surrounding Uses

- Inward orientation and turns its back to adjoining uses and to Shellmound Street, the street that provides primary access to the area
- Disconnected from broader community by railroad tracks, arterial streets, and industrial development
- Located one block from freeway and Powell Street interchange
- Upper floor residential units have Bay views, otherwise project receives no benefit from proximity to Bay
- Surrounded on three sides by auto-oriented uses typical of an area with convenient freeway access:
  - IKEA
  - Powell Street Plaza (suburban shopping center)
  - Four Points and Courtyard Marriott hotels (limited stay hotels)
  - Denny's Restaurant
  - Gas station
- Bounded on the fourth side (east) by the Union Pacific Railroad tracks

### Circulation/Access Character

- Automobile-oriented, with 2,000 stall parking garage hidden behind commercial and residential structures
- Due to the railroad tracks to the east and the freeway to the west, Bay Street can only be accessed from Shellmound Street, which only has two streets that connect into it: Powell Street to the north and 40<sup>th</sup> Street to the south
- Excellent regional accessibility via the I-80 Freeway (the Powell Street exit which is two blocks away) which provides convenient connections to the 24, 580, and 880 freeways
- Free shuttle service is provided from the MacArthur BART station
- Several bus lines provide service along Shellmound Street
- Within the development, Bay Street provides two lanes of vehicle traffic with on-street parking and wide sidewalks to encourage pedestrian activity along retail storefronts
- Quality of pedestrian environment once off Bay Street is quite low



North of Ohlone Way, Bay Street features 2-way traffic and metered parking, allowing for quick visits and drop-offs.



A combination of creative signage and distinctive architecture provide clear points of entry.



A kiosk map showing Bay Street as the central retail spine.

## Layout of Retail and Other Uses

- Designed to mimic a traditional “main street” shopping experience with storefronts fronting on a pedestrian-oriented street
- Bay Street provides two distinct areas: with smaller and higher-end retailers located on the northern portion of the street and larger floorplate retailers, the cinema, and restaurants located on the southern end
- Retail is generally a single story at ground level, with residential uses above on the northern portion and restaurants and cinema on the upper (second) level on the southern portion
- A cluster of restaurants is located on second level near box office to cinema
- The 16-screen AMC cinema is turned at right-angle to Bay Street to create a visual terminus at the south end of the street
- Development patterns differ along the length of the street:
  - On the northern portion of the street there are 2 levels of residential above retail on the west side of Bay Street and 5 levels above retail on the east side of Bay Street (This is done to maximize units with Bay Views)
  - On the southern portion of the street, there is a combination of one- and two-story retail development along the west side of the street, and two-story development with one level of restaurants and cinema (no residential) above retail on the east side.



Bay Street's north-south orientation allows each side of the street to receive sunlight

## Building Types and Heights

- Residential units are Type V wood-frame construction built over concrete parking podium
- The retail/residential mixed use buildings are generally 4-6 stories tall (50-75’):
  - On the west side of the street, buildings include one level of parking and then two-story townhouses on the podium above retail
  - On the east side of the street, buildings include 5 levels of stacked flats/apartments on the podium above parking
- Three and four levels of above ground parking are provided behind the retail on the east side of Bay Street
- The 16-screen cinema is located on top of the parking structure at the south end of the street

## Parking Strategies

- Three 3-level above-ground parking garages, located behind retail on the east and south sides, provide off-street parking for retail and residents
- Residential and retail parking are accommodated on separate levels, in the structured parking located behind retail on the east side
- Retail-only parking is provided in the garage at the south end of the development
- Residential-only parking is provided on the second level over retail and below the residences on the west side of the street
- Metered, parallel parking on Bay Street provides quick access to retailers



On the west side of the street, a level of residential parking has been inserted between the retail and residential floors.



Architectural styles vary throughout Bay Street, with overlapping volumes and bright colors creating bold gestures.



Residential units above ground floor retail gives Bay Street an urban character.



Between each residential building, a roof terrace provides open space for residents and a break in the building massing.



Shellmound Plaza features a combination of colorful paving, native plants and seating.



Palm trees and colored concrete paving along Bay Street helps define the pedestrian scale.

## Design Features

- The design is said to reflect “the industrial architectural heritage of the area throughout its streetscapes, plazas and green spaces”
- Well-appointed public realm, with attractive street furniture and amenities:
  - Broad sidewalks
  - Palm and shade trees on both sides in planter boxes
  - Ornamental plants in ornamental planters
  - Modern light fixtures with integral banners
  - Benches
  - Art features
  - Free Wi-fi service
  - Restrooms
  - Bulb-outs at intersections
- Two parks provide open space amenities for visitors: a plaza at the south end and Shellmound Historic Park adjacent to Temescal Creek that bisects Bay Street
- Shellmound Historic Park celebrates the rich cultural and natural history of this site through a contemplative historical park. The park incorporates physical artistic elements that call attention to the historical and cultural significance of the Shellmound, including:
  - Granite art walls that graphically incorporate Ohlone history and that of the Shellmound
  - A textured band on the concrete floor of the plaza tells a story of time and change.
  - A band of pavement with shells, plant imprints, bones and other relics draws you through the space
  - A fountain that echoes the sound and character of Temescal Creek
  - A symbolic turf mound that serves as an entry beacon connecting visitors to the site’s history
  - Metal railing along Temescal Creek that artistically depicts native plant, animal, and cultural patterns
- The plaza at the south end of Bay Street reflects a more contemporary and active character with:
  - Seat walls and benches
  - Adirondack chairs and tables
  - A fountain
  - Night lighting
  - A small stage for performances
  - Attractive perimeter landscaping to buffer the space from the street



**Wallace Roberts & Todd, LLC**

1328 Mission Street

4th Floor

San Francisco, CA 94103

415.575.4722

[www.wrtdesign.com](http://www.wrtdesign.com)