

New Partners for Smart Growth

2012, San Diego

City Design and Urban Innovation for the New Era

Michael Freedman, Principal

February 3, 2012: San Diego



Freedman Tung + Sasaki, San Francisco



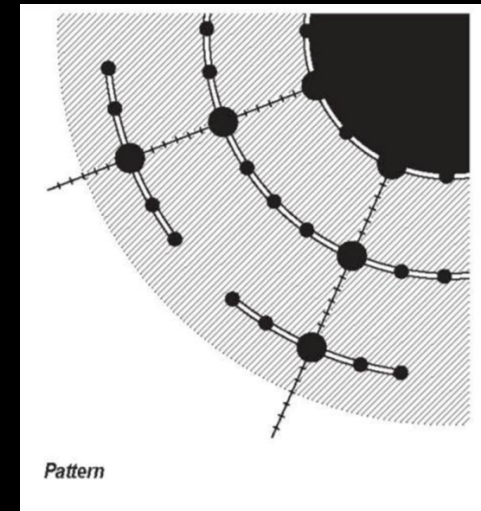
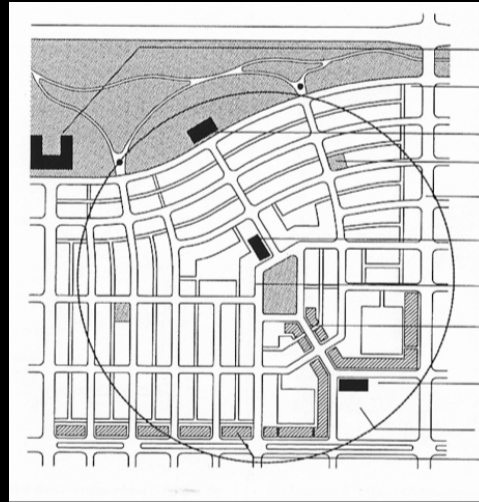
Related problems:

1. Congestion (lack of accessibility)
2. Energy waste (too much fuel use)
3. Land and resource consumption (auto-driven decentralization)
4. Climate Change (burning too much fossil fuel per person)

Critical to Any Solution:

1. **Vastly Reduce Automobile Use** – reduce vehicle miles travelled (VKT)

Simple Solution:



- **Complete Neighborhoods** (walkable, mixed, denser around stations)
- **TOD: Multi-Nucleated Pattern of Development; Integrated with a Transit Network offering modern frequent service.**

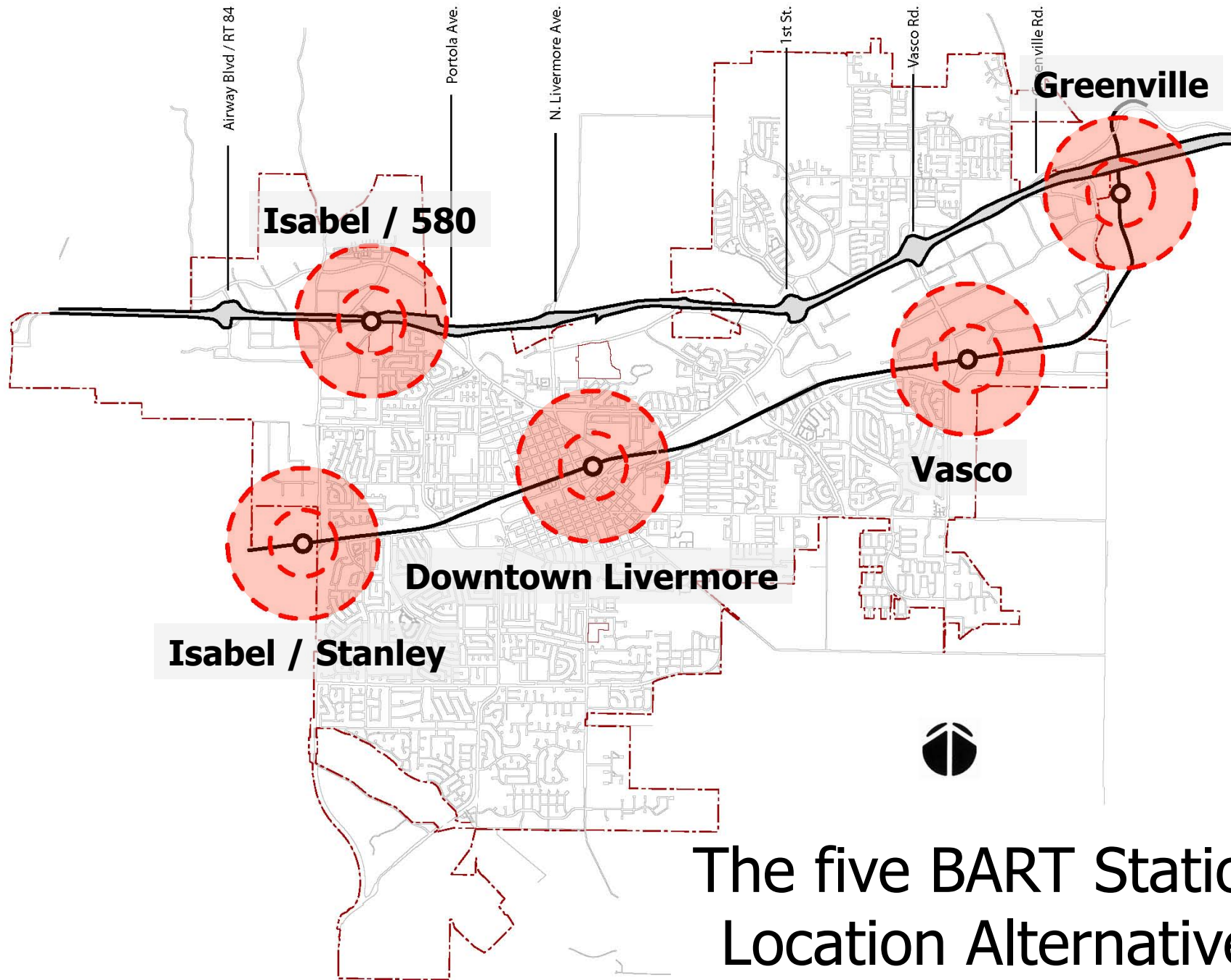


community
dialogues

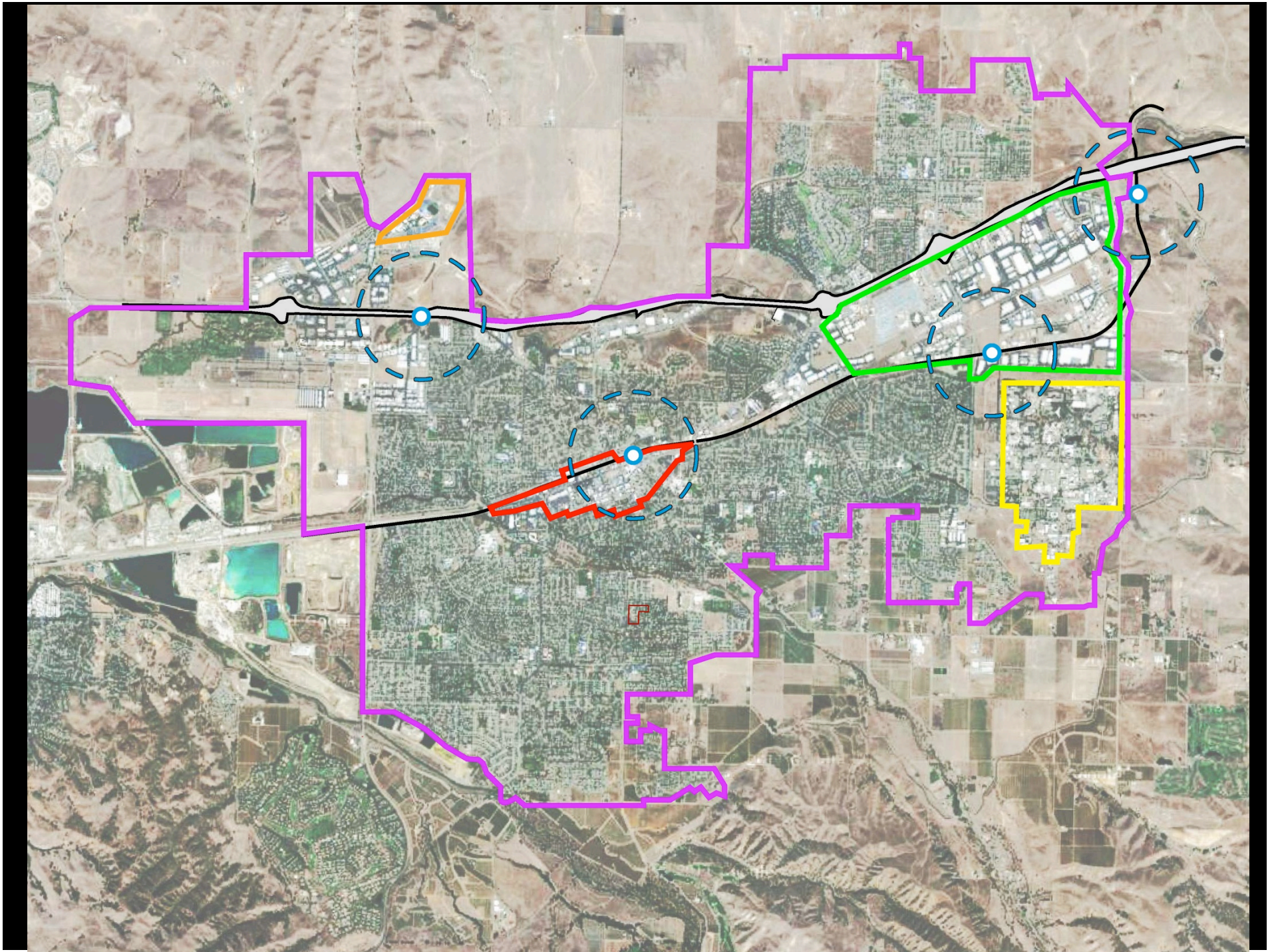
on BART Station Area Planning

LIVERMORE
CALIFORNIA

WORKSHOP 2 of 3 • Thursday, December 10, 2009 • 6:30-9:30 PM



The five BART Station Location Alternatives





Topical Presentations on Transportation, Economics & Placemaking for BART Stations – Workshop #1, November 12, 2009

Lesson Learned: Redirect growth around transit infrastructure.

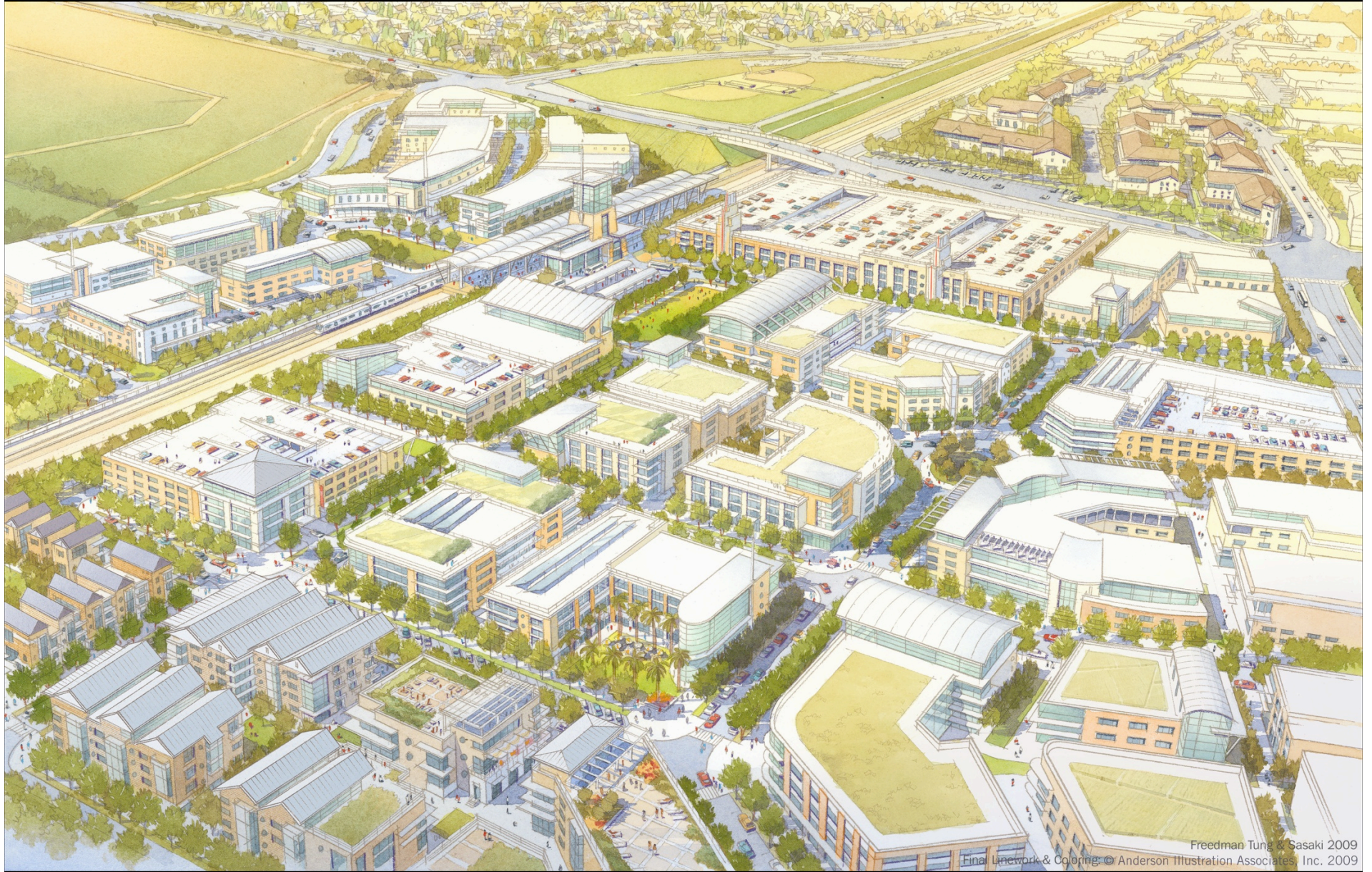


Auto-oriented Transit (Park & Ride)



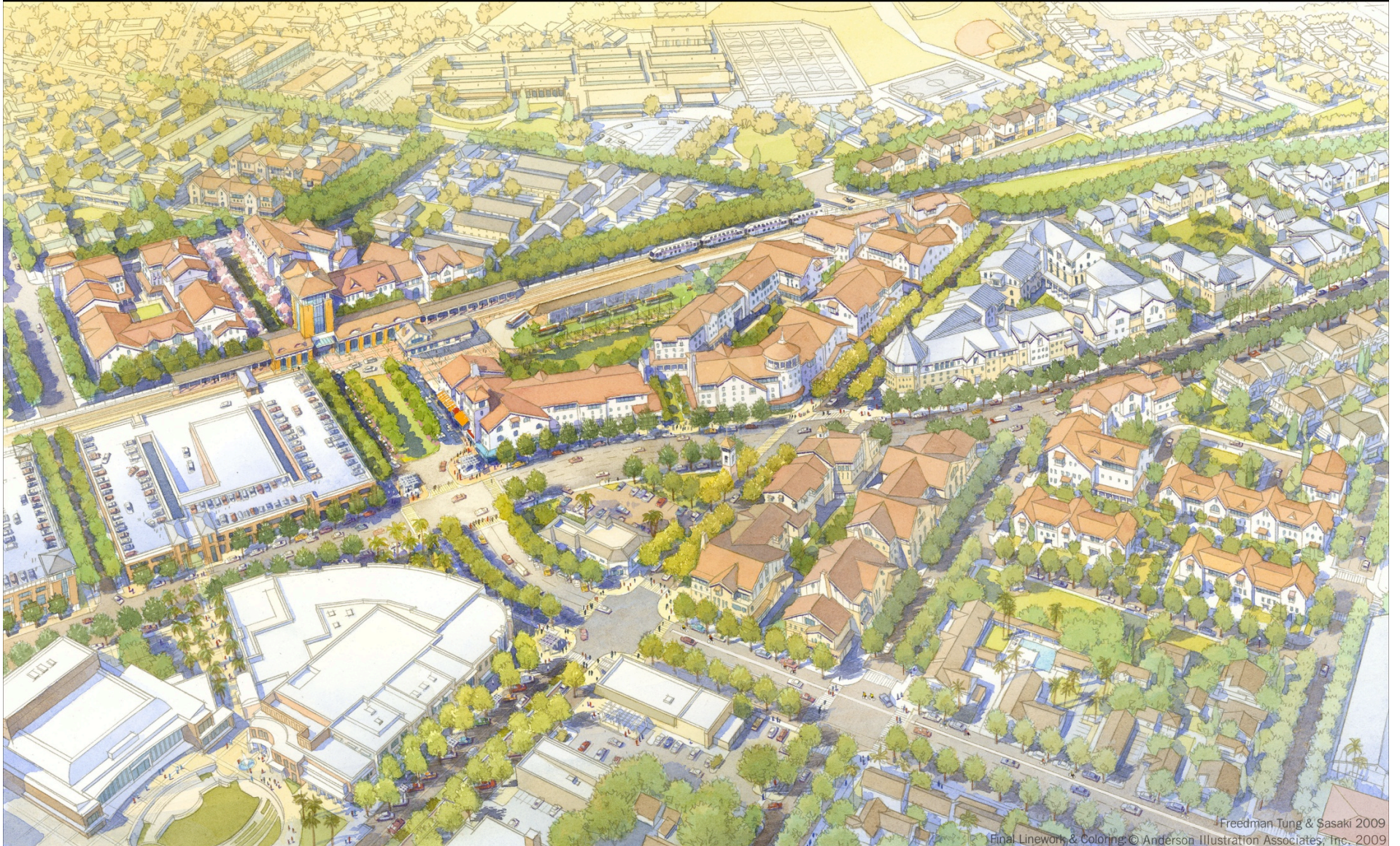
Transit-Oriented Development (TOD)

View of Conceptual Infill Station Type at Vasco with T.O.D. related to iHub



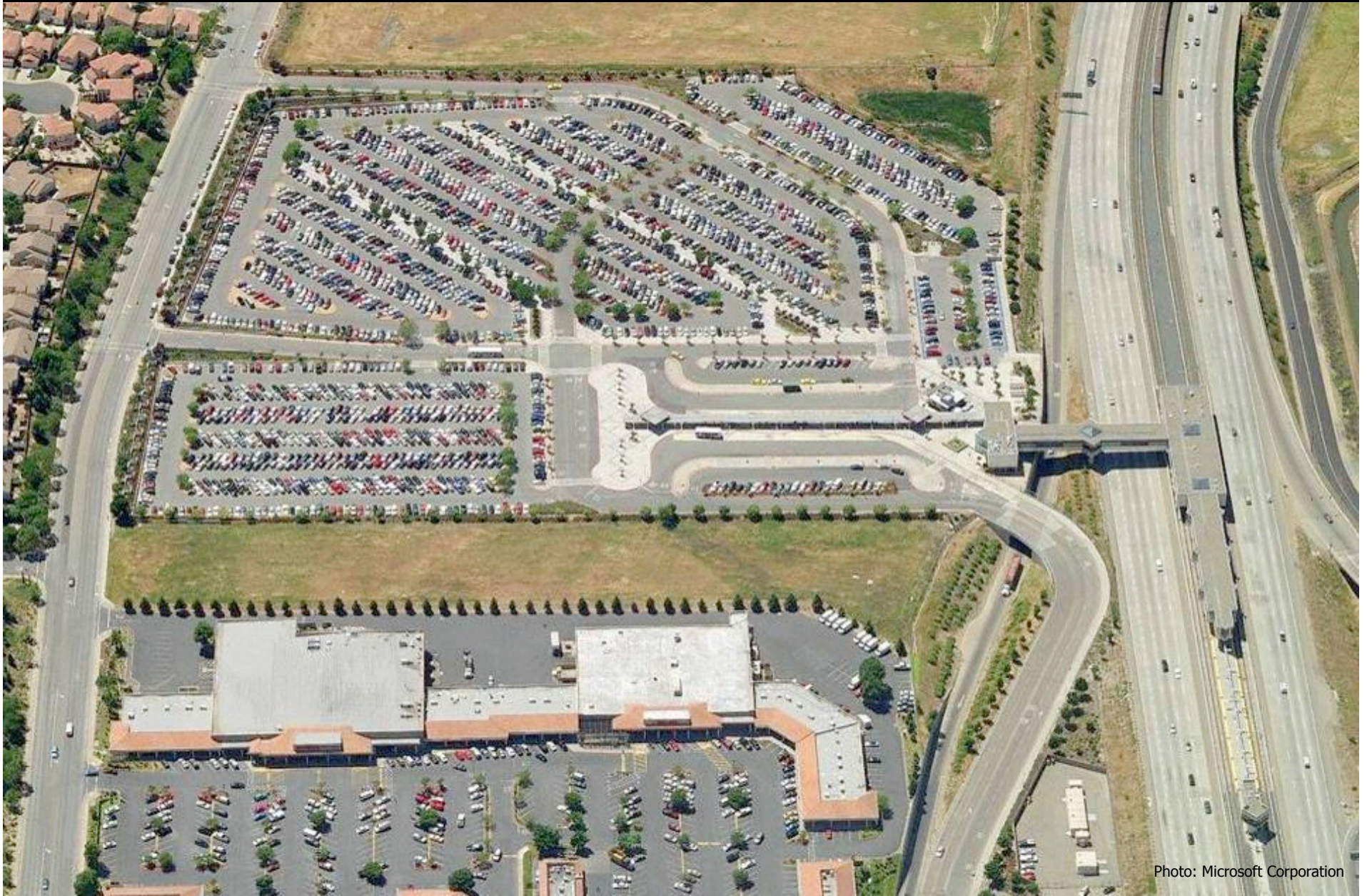
What a long-term build-out could look like (workplaces and residences)

View of Conceptual Downtown Station Type with T.O.D. on opportunity sites



- what a long-term build-out could look like

Example of a "Freeway Intercept" Type of Station



Pittsburg/Bay Point BART Station



Table discussions of priorities, benefits, and concerns related to station types
– Workshop #1, November 12, 2009



Table discussions of matching station types with community goals – Workshop #2, December 10, 2009

LIVERMORE
Matching Station Types with Community Goals

Downtown Station
Label / 500 or Greenville Road
• Infill site development/redevelopment potential, the most existing development
• Low pedestrian/bike/bus/ACE ridership, high Park-and-Ride potential

Freeway Intercept Station
Label / 500 or Greenville Road
• Low development potential
• High freeway access
• Low pedestrian/bike/bus/ACE ridership, high Park-and-Ride potential

Community Goals
from General Plan
Circulation
1. Promote alternative transportation modes.
2. Maintain relatively free-flowing traffic.
3. Develop a Downtown circulation system that is pedestrian oriented and supports Downtown development.
4. Create a well-coordinated regional circulation system that includes transit, bicycle, and pedestrian modes.
5. Develop a consistent and logical pattern of transit service that protects and enhances open space and cultural resources.
6. Maintain high quality of life.
7. Maintain high quality of life.
8. Maintain high quality of life.

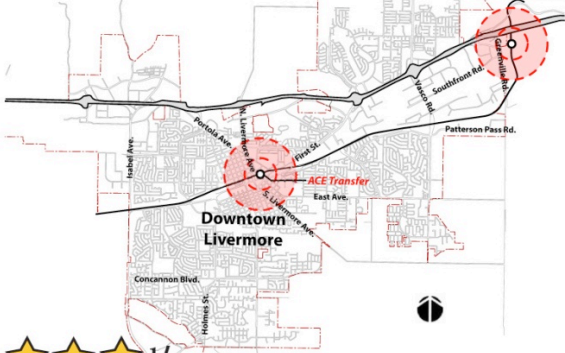


Tables reported back their consensus on priorities, benefits, and concerns related to station types, and preferred station pairings – Workshops #1 & #2

Workshop Groups on Station Pairings

Table Group Worksheets – Preferred Station Pairings and related notes by Groups

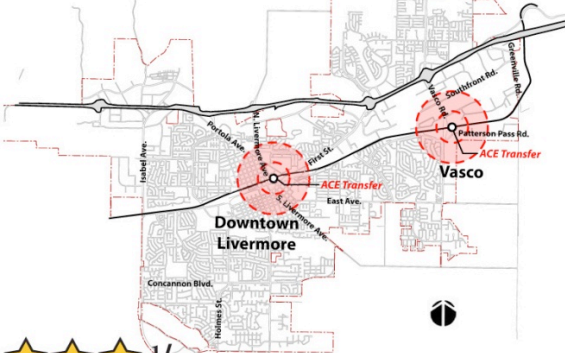
Downtown - Greenville



★★★★^{1/2}

- Autos off freeway soonest; economic growth for downtown; underground down Portola for Downtown.
- Foot traffic; economic development.
- Economic vitality.
- Underground to Downtown.

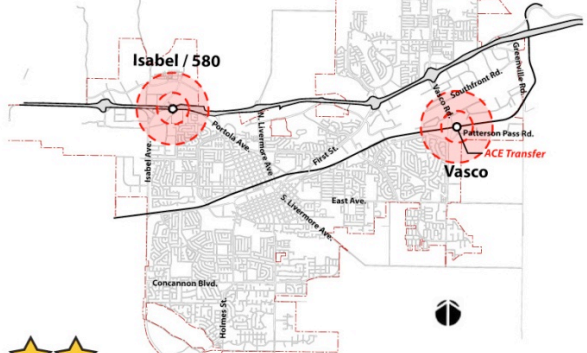
Downtown - Vasco



★★★★^{1/2}

- Underground down Portola for Downtown.
- Vasco needs to work as a freeway type station; Downtown needs to be underground.
- Promotes businesses Downtown.
- Foot traffic; economic development.

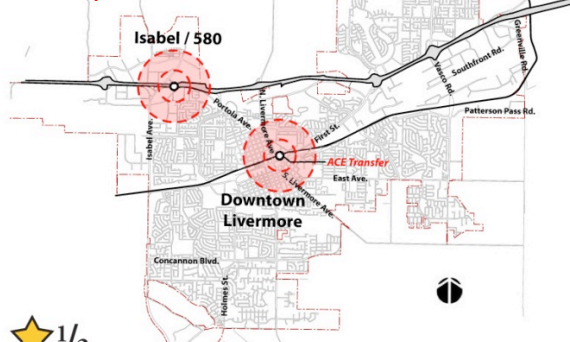
Isabel/580 - Vasco



★★

- Vasco does not meet the community goals.

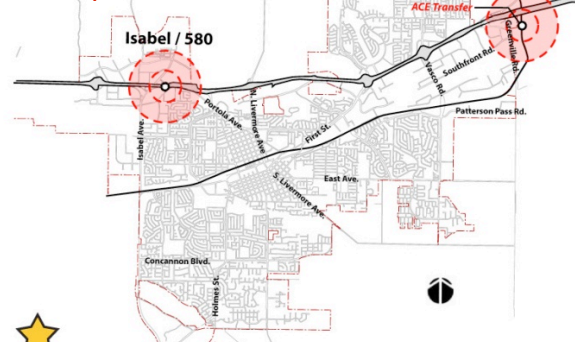
Isabel/580 - Downtown



★^{1/2}

- Meets intermodal transportation needs; economic vitality; needed access to Las Positas College; Isabel may not meet residential goal.

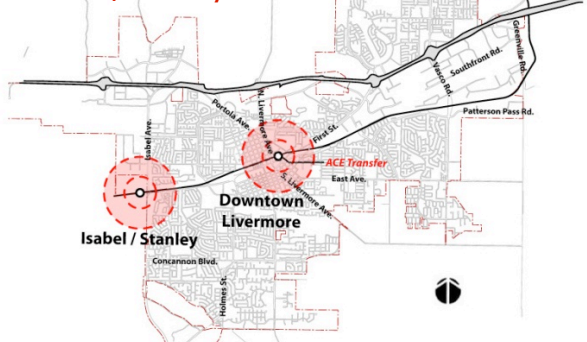
Isabel/580 - Greenville



★

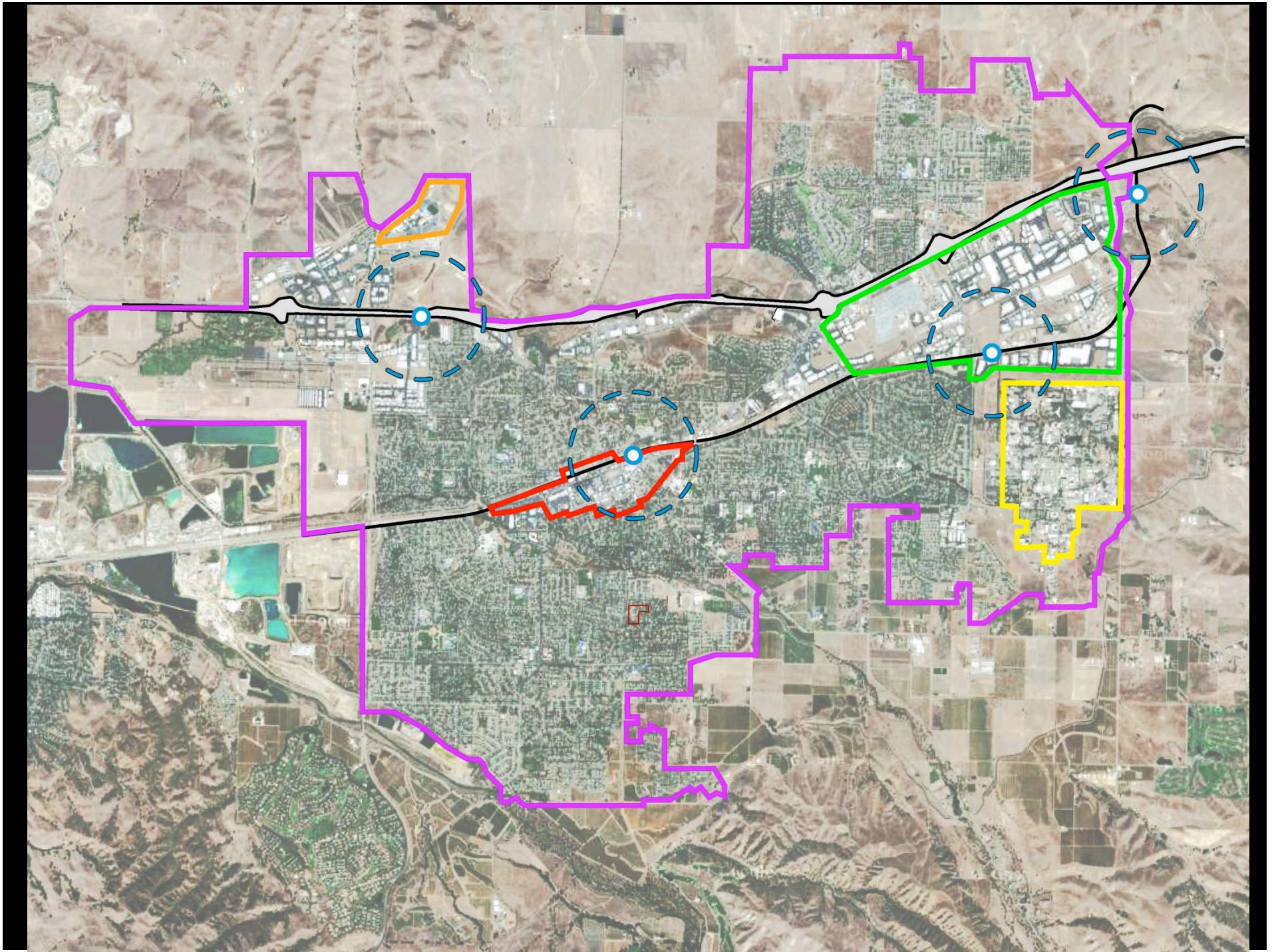
- Redundant, overkill on freeway stations; deals best with commuters.
- Least traffic impact and least economic development.

Isabel/Stanley - Greenville



- Dead duck!

★ = 1 unanimous table group choice



<http://www.independentnews.com/fullstory.php?newsid=772>

APR. 15 2010 Weekly Edition

Planning Commission Recommends BART to Downtown and Vasco

By The Independent

Livermore Planning Commission voted unanimously last week to recommend extending BART to Livermore via a downtown station near the present ACE terminal and a station at Vasco Road just north of Lawrence Livermore Lab.

In so doing, they followed the recommendations of City staff, who examined five proposals for station locations, three proposals for maintenance yards and 10 potential track alignments that had emerged from previous studies, public hearings and community workshops.

The Planning Commission's recommendation is scheduled to be taken up by the Livermore City Council on April 26. BART itself is expected to certify its environmental impact statement and choose a preferred track alignment June 24.

Livermore residents have been paying BART taxes for half a century. The absence of a train extension to the east end of the Livermore Valley has been a source of irritation and cynicism to local residents, particularly as San Joaquin and Livermore Valley populations grew and local traffic on Interstate 580 became one of northern California's two most persistent bottlenecks.

As the years have passed and land use planning has grown more sophisticated, BART's anticipated effect has evolved beyond freeway relief to a more comprehensive array of benefits, such as connecting city with city, improving the mobility of residents, stimulating economic development near station sites, reducing greenhouse gas and connecting with other transportation systems like the Altamont Commuter Express.

The costs are also seen in more complex terms, ranging from dollars to noise, property encroachment and environmental impact.

The BART route recommended by the Planning Commission follows I-580 east from the Dublin-Pleasanton station to Livermore's East Airway-Portola interchange, where it dives underground and angles southeast beneath Portola and city

<http://www.independentnews.com/fullstory.php?newsid=787>

APR. 29 2010 Weekly Edition

Council Backs Downtown, Vasco Stations

By The Independent

The Livermore City Council voted unanimously to recommend that a BART extension to Livermore go underground through the downtown and at grade to Vasco Road.

If funding could not be obtained for a downtown station, the council's vote included the recommendation to extend BART to Vasco Road. A Vasco station would be near the national laboratories and the area where Livermore anticipates that a large number of jobs will be generated at the i-Hub. The state has designated Livermore as an i-Hub, a center for innovation.

The final decision on a BART extension alignment will be made by the BART board. The decision is expected to be made in June.

The recommended route, known as 2B, follows I-580 east from the Dublin-Pleasanton station to Livermore's East Airway-Portola interchange, where it goes underground and angles southeast beneath Portola and city streets to the location of the current Altamont Commuter Express (ACE) station at the downtown transit center.

From there it turns east and rises back to the surface along the Union Pacific Railroad corridor leading to its terminus on the east side of Vasco Road. A maintenance yard would be constructed at the Vasco site.

The selected route was that recommended by staff.

Staff told the council that other alignments were unworkable due to various constraints that would not allow the city to meet the criteria need to gain money to build the extension. Among those is a requirement for housing. The MTC, which makes spending decisions, requires 3850 existing or planned housing units within a half mile of a station. With the 2B option, the required housing could be split between the downtown and Vasco sites. "Without the housing, the project will not be funded," declared city traffic engineer Bob Vinn.

Staff examined five proposals for station locations, three proposals for maintenance yards and 10 potential track

http://www.contracostatimes.com/news/ci_15422424?nclick_check=1

BART picks downtown Livermore route for rail extension

By Denis Cuff
Contra Costa Times

Posted: 07/01/2010 03:06:47 PM PDT

Updated: 07/01/2010 05:31:58 PM PDT

The BART board took a step Thursday toward extending rail service to Livermore when it selected a project route that calls for one station in the city's downtown and a second one farther east along Vasco Road.

Selection of the rail alignment — backed by the Livermore City Council — was part of the board's 8-0 approval of the initial environmental impact report on the 11-mile extension from the Dublin-Pleasanton station.

The council's Wednesday action enables BART to ramp up efforts to buy land for the route, and seek federal, state and county financial assistance for the \$3.8 billion estimated cost.

"This is a historic day for Livermore," said BART Director Joel Keller, of Brentwood.

Some critics of the route argued BART should keep the extension along Interstate 580 because it's cheaper, provides convenient access to freeway users and avoids having to tear down Livermore homes.

"There is no reason at all to go downtown," said former BART Director Robert Allen, of Livermore.

But Livermore leaders said bringing BART to the city center would boost the revitalization of the downtown and promote compact growth near a transit hub.

"The option for downtown and Vasco is the best spot for serving Livermore residents and encouraging transit-oriented development," said Donald Miller, a former Livermore mayor.

The chosen route would follow I-580 to East Airway Boulevard and Portola Avenue. From there, it would continue as a subway along the East Airway Boulevard-Portola Avenue-Junction Avenue corridor to an underground downtown station near the Altamont Commuter Express station-transit center.

The tracks then would rise to ground level along the existing Union Pacific Railroad corridor, ending at a station near

http://www.mercurynews.com/breaking-news/ci_17161272?nclick_check=1

Opponents of downtown Livermore BART petition to keep tracks near freeway

By Jeanine Benca
Contra Costa Times

Posted: 01/21/2011 03:11:39 PM PST

Updated: 01/21/2011 05:18:54 PM PST

LIVERMORE -- A group dedicated to derailing plans for a BART extension through downtown Livermore took a step forward this week.

Opponents of the proposed route filed a notice Thursday with the city clerk's office of their intent to circulate a petition requesting an initiative be placed on the ballot.

The initiative proposes amending Livermore's general plan "to more fully reflect the community's desire that any future BART extension to Livermore (travel along) Interstate 580, with stations at Isabel Avenue/I-580 and Greenville Road/I-580."

Signed by former BART director Robert Allen and Livermore residents Peggy McLain and Linda Jeffery Sailors, the initiative also would also "make it unequivocally clear" that Livermore residents want train tracks kept on the freeway, away from homes and businesses.

The proponents could not be reached for comment Friday.

Now that the notice has been filed, the city attorney's office has until Feb. 4 to provide a ballot title and summary of the initiative. If enough signatures can be gathered, the measure will appear on an election ballot and be put to a popular vote.

Approved by BART's board in July and endorsed by the Livermore City Council, the chosen course would extend from the Dublin-Pleasanton station, travel at grade along I-580 to East Airway Boulevard and Portola Avenue, then continue as a subway along the East Airway Boulevard-Portola Avenue-Junction Avenue corridor to an underground downtown station

<http://livermore.patch.com/articles/bart-board-member-backs-november-vote>

GOVERNMENT

BART Board Member Backs November Vote on Location of New Livermore Station

John McPartland favors downtown station but says he wants voters to make it clear what they support.

By [David Mills](#) | [Email the author](#) | February 25, 2011



The BART board member who represents the Tri-Valley says he supports a [November ballot measure](#) asking residents what option they prefer for a Livermore BART station.

"Let's settle this," said John McPartland, who oversees the transit agency's District 5. "I'm not trying to start a fight with anyone, but for us to go forward we need to speak with a single political voice. Right now, we are not."

McPartland's comments were sparked by a petition drive begun last week by a citizens group, [Keep BART on 580](#).

The organization opposes a new BART station in Livermore's downtown area. They prefer the station be built along the Interstate 580 corridor or in the Isabel Avenue region.

Council Adopts BART 580 Initiative

Posted: Saturday, July 16, 2011 12:00 am

The Livermore City Council voted to adopt the Keep BART on 580 initiative.

The vote was 3 to 2. Doug Horner and Jeff Williams were opposed.

The council had three options. One was placing the initiative on the November 8 ballot, a second adopting it outright, and third, placing the initiative on the ballot along with a companion measure that would address concerns raised by supporters of the initiative.

The initiative states that the city must support policies to promote a BART extension along I-580 with stations at Isabel and Greenville. The council does not decide where the extension will be in Livermore. That determination is up to the BART Board of Directors. Last year the directors supported an extension to Livermore with stations in the downtown and at Vasco Road. That decision led to the initiative.

Williams supported placing the initiative before the voters. Both Horner and Williams strongly advocated keeping the downtown-Vasco Road alignment. Horner, in particular noted, that the 9212 report demonstrated that downtown-Vasco represented the best option.

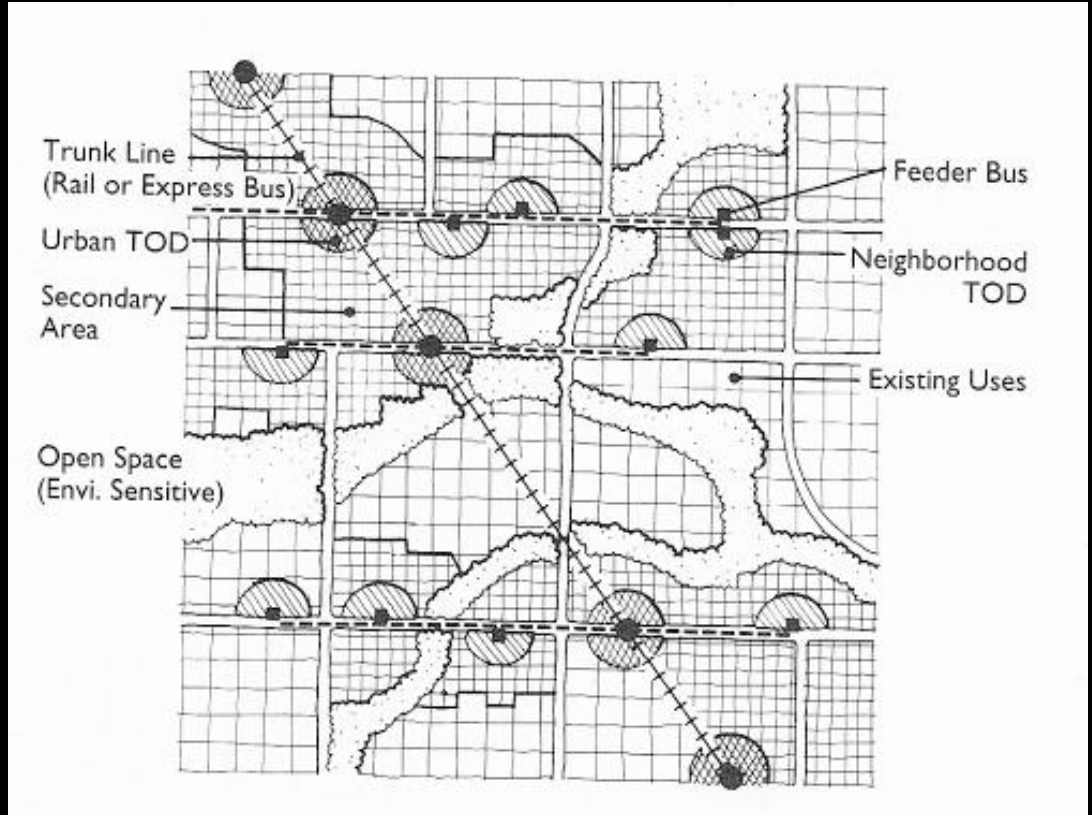
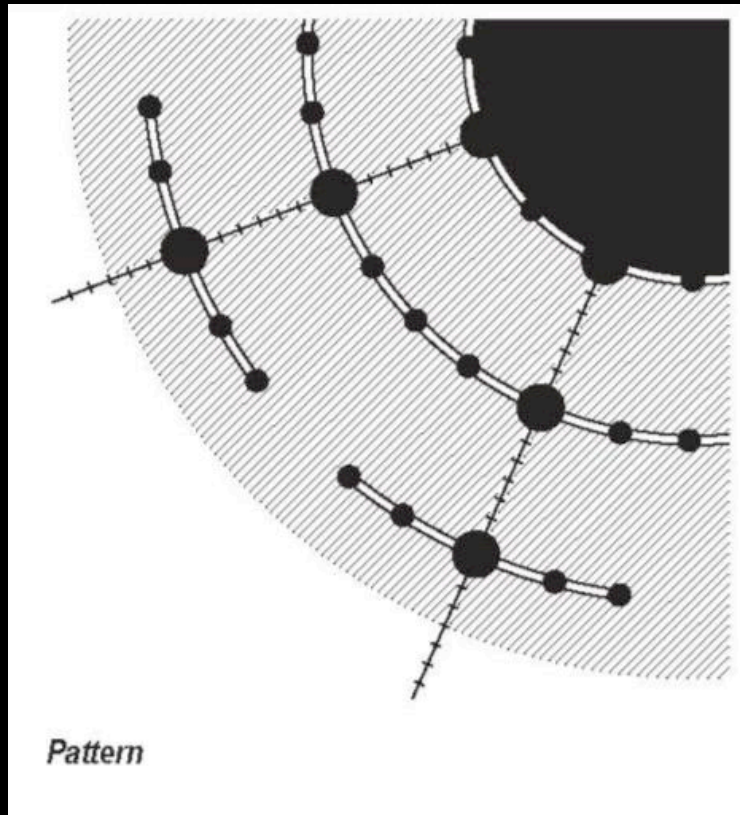
The 9212 report was prepared to analyze the potential impacts of the initiative. The study looked at such issues as new air quality guidelines and how transit oriented development might fit at various station sites.

The council allocated up to \$250,000 to pay for the study. Although the final bills have not yet been submitted, the final costs of the study is estimated at around \$195,000.

We need a basis for a wider
consensus: core understandings that
we can *enthusiastically* agree upon,
and re-invest in

To serve as a springboard for the
coming wave of prosperity

Complete Neighborhoods, TOD = Restructuring of Suburbia







The Consensus

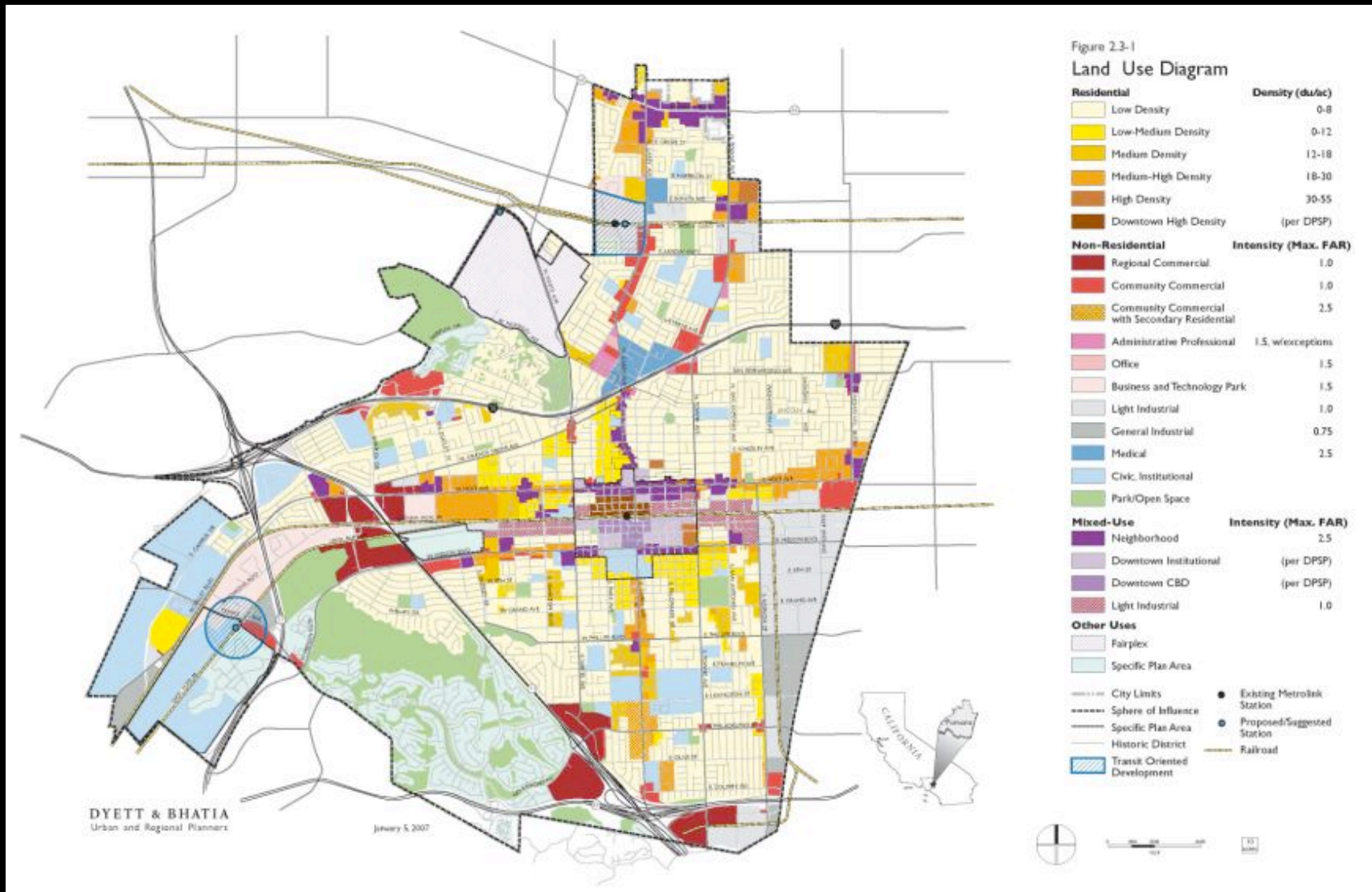
The system by which we build American cities **relies on a shared set of ideas** among financiers, developers, planners, architects, engineers, and citizens, regarding how to build.

The Modernist City



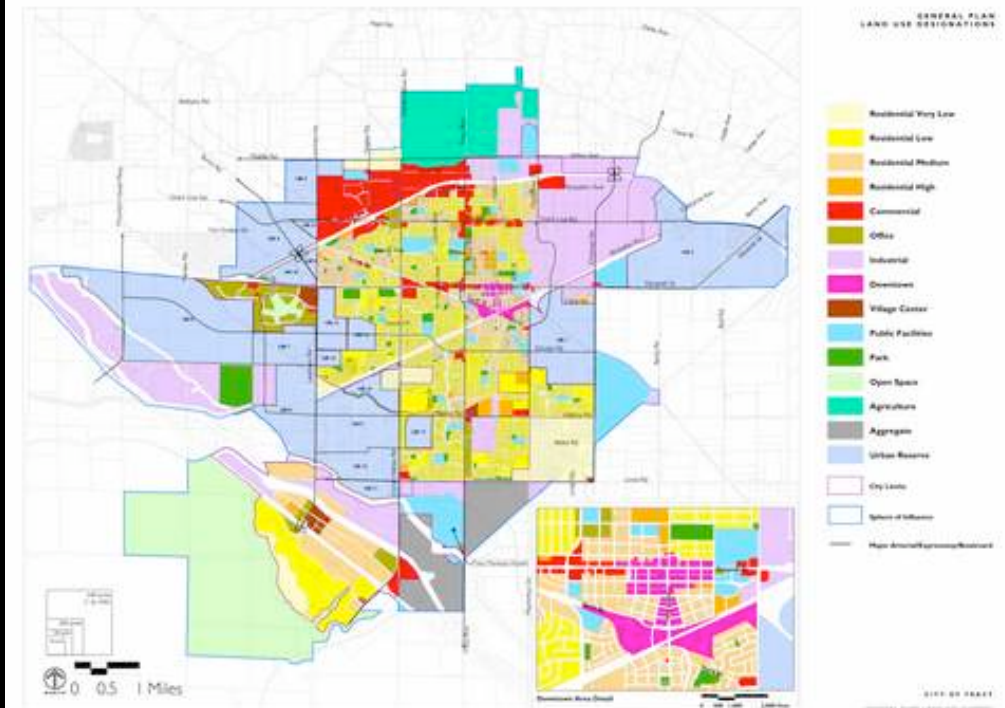
The Basis of Our Half-Century Consensus
Codified in 1933 in the Charter of Athens

4 Categories of **Use**: housing, work, recreation and transport (and *divers*)
 Each category: **standardized activities housed in special building type.**

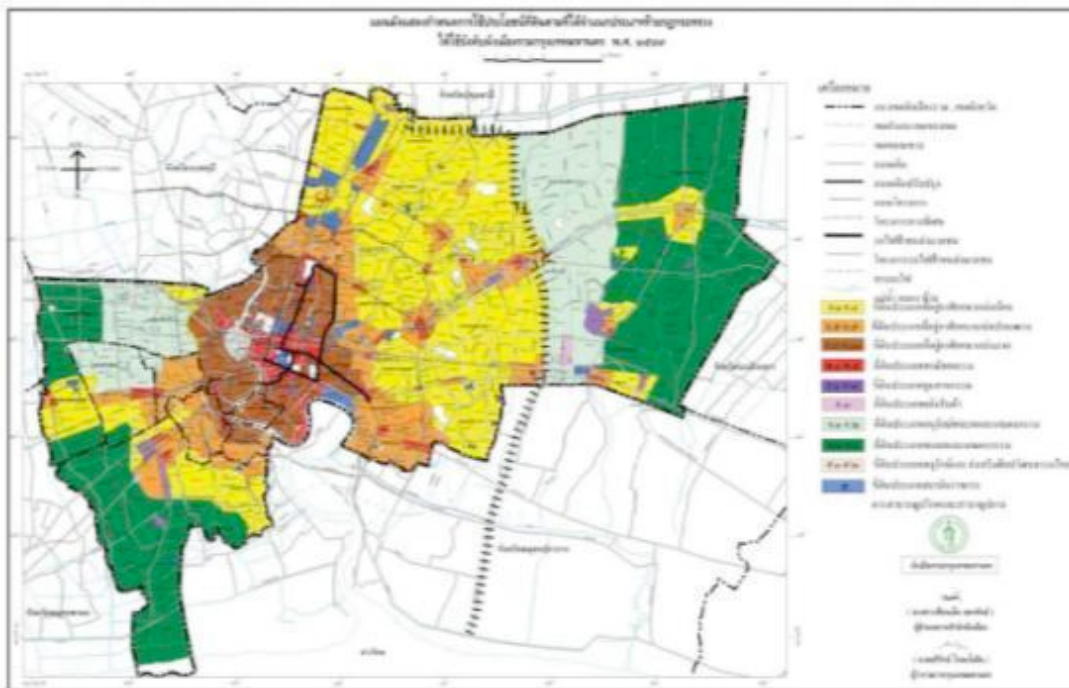


Pomona, California

The dominant idea has been to define the city as areas of separate land use.



Tracy, California



Bangkok, Thailand

Housing Subdivisions



Made entirely of residences
Segregated by Income Class

Business Parks

("Industrial Parks," "Office Parks," "Technology Parks")



Places that are only for work

"Shopping Centers"



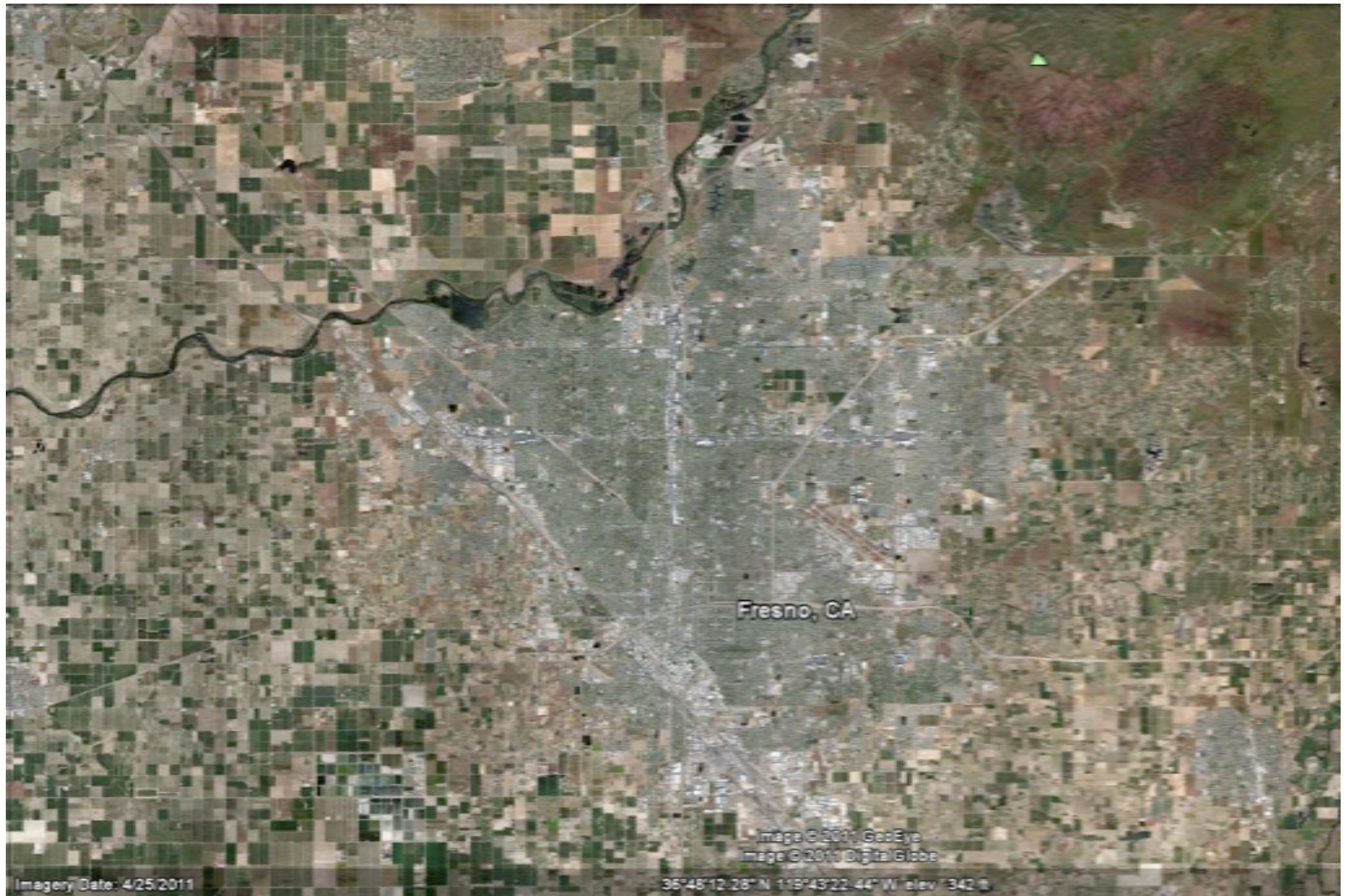
Shopping Malls, Strip Centers,
Big-box Retail

Roadways and utilities



Miles of Pavement Needed to Connect the Separated Uses
Underground: Miles of Pipe and Conduit to Distribute Municipal Services
Very Costly Level of Public Expenditure

The city is growing; we continue to make “more city”





Imagery Date: 4/25/2011 1996

36°44'08.54" N 119°47'23.38" W elev: 293 ft

Google

Eye alt: 4180 ft

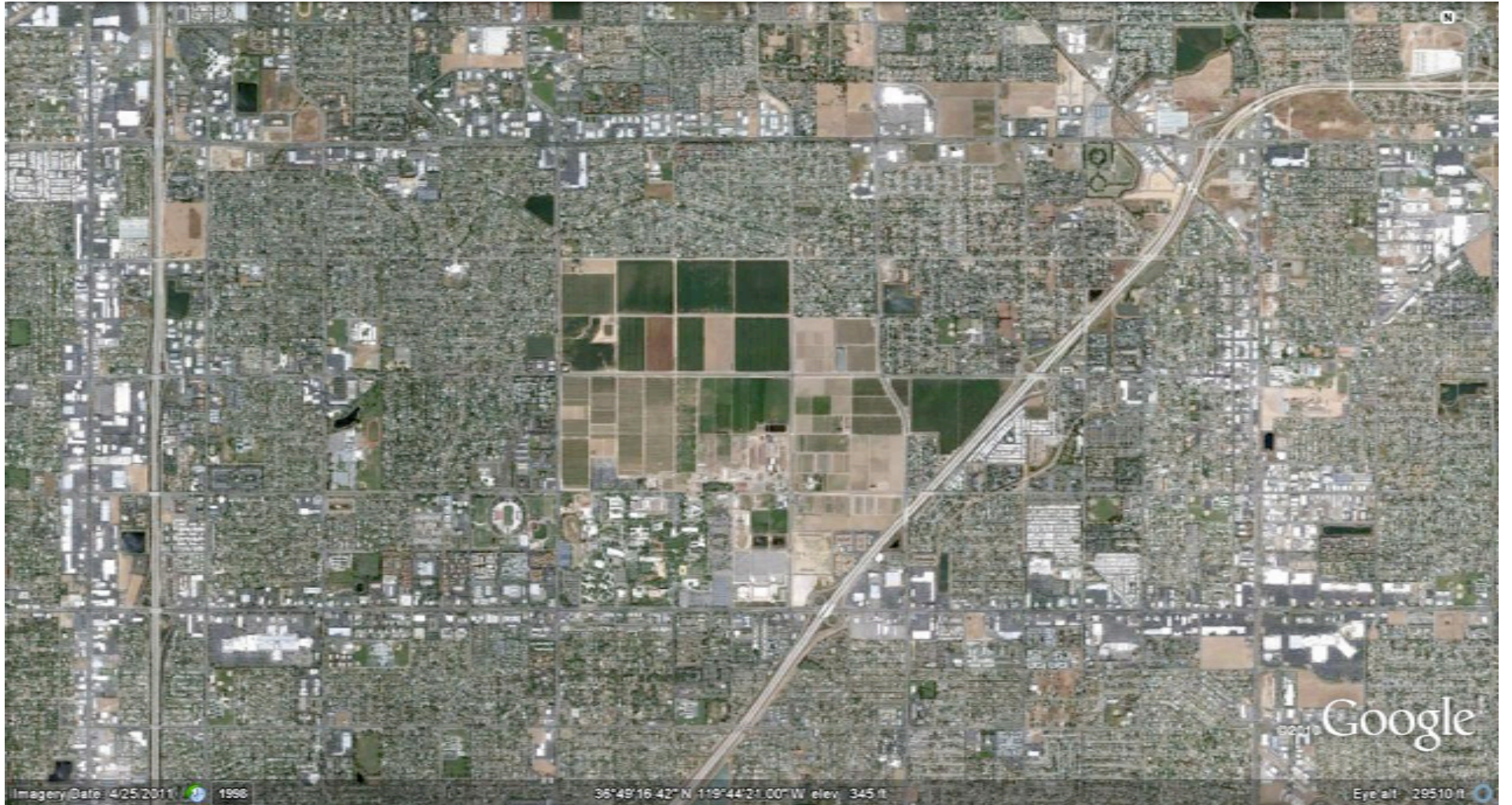


Imagery Date: 4/25/2011 1998

36°50'09.95" N 119°40'45.80" W elev. 376 ft

©2011 Google

Eye alt. 14948 ft



Imagery © 4/25/2011 1998

36°49'16.42"N 119°44'21.00"W elev. 345 ft

Eye alt. 29510 ft



Imagery Date: 4/25/2011 1996

36°41'34.30" N 119°45'23.02" W elev 289 ft

©2010 Google

Eye alt 29510 ft

The Consensus about how to build is rapidly deteriorating

Forces of Change undermining the suburban sprawl model

Traffic Congestion

In 2001, 85% of all trips were by car

Vehicles/population has been increasing; adds to congestion

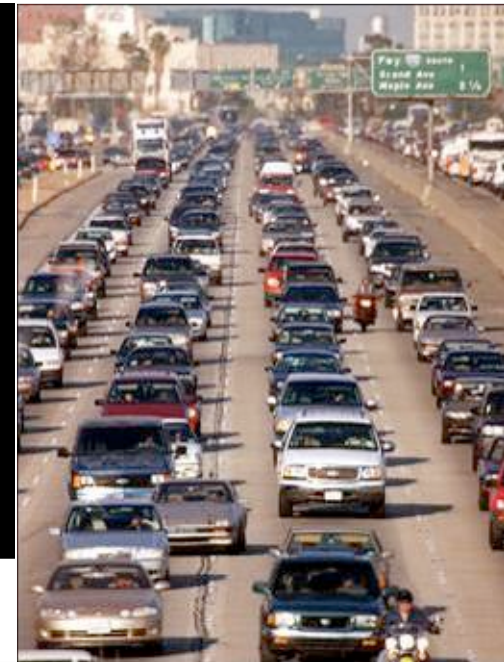
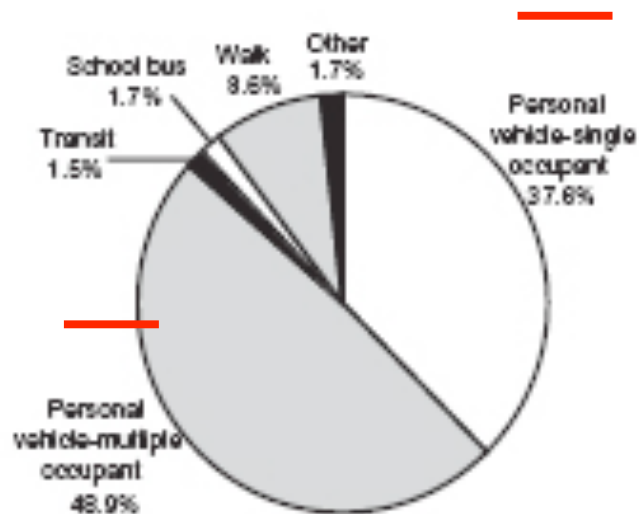
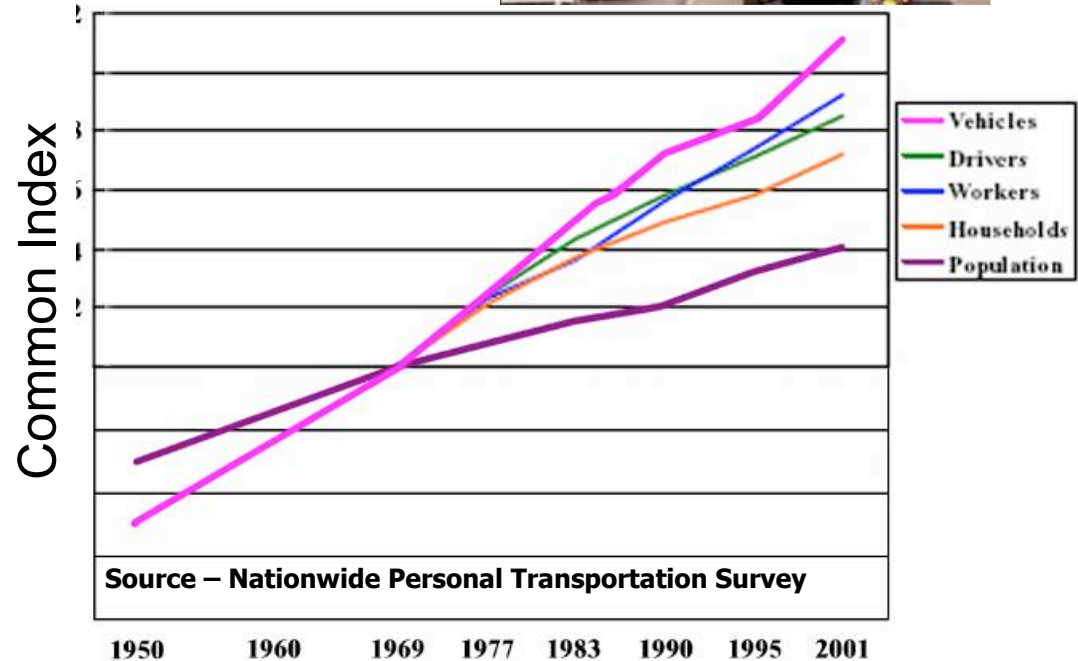


Figure 6
Proportion of Trips by Mode



SOURCE: The 2001 National Household Travel Survey, daily trip file, U.S. Department of Transportation.

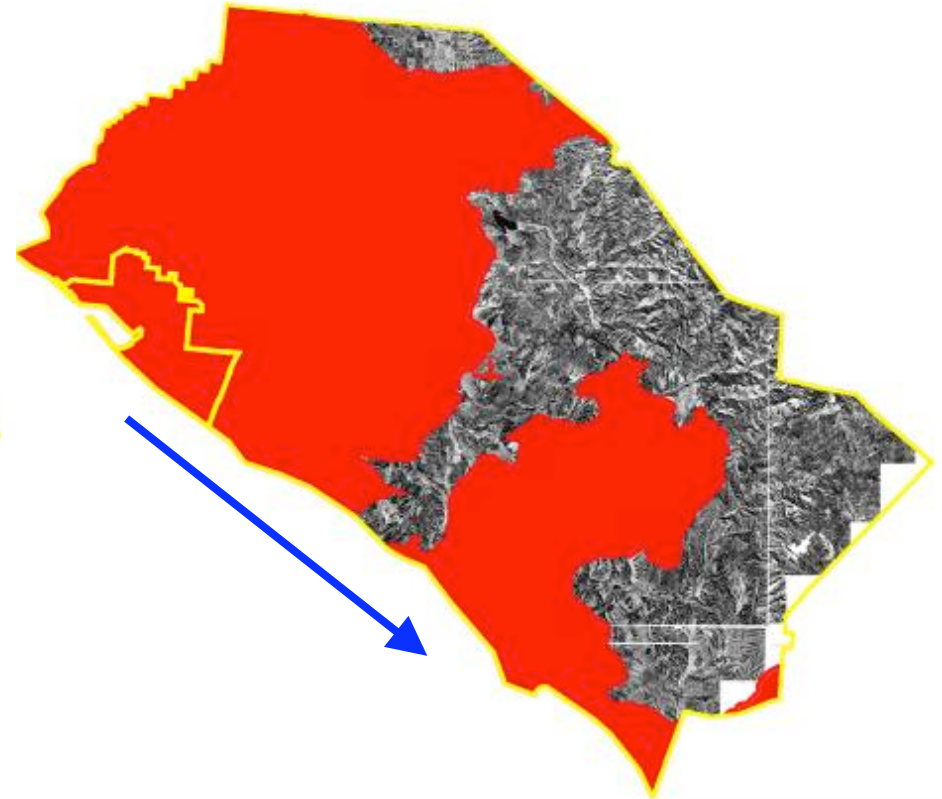
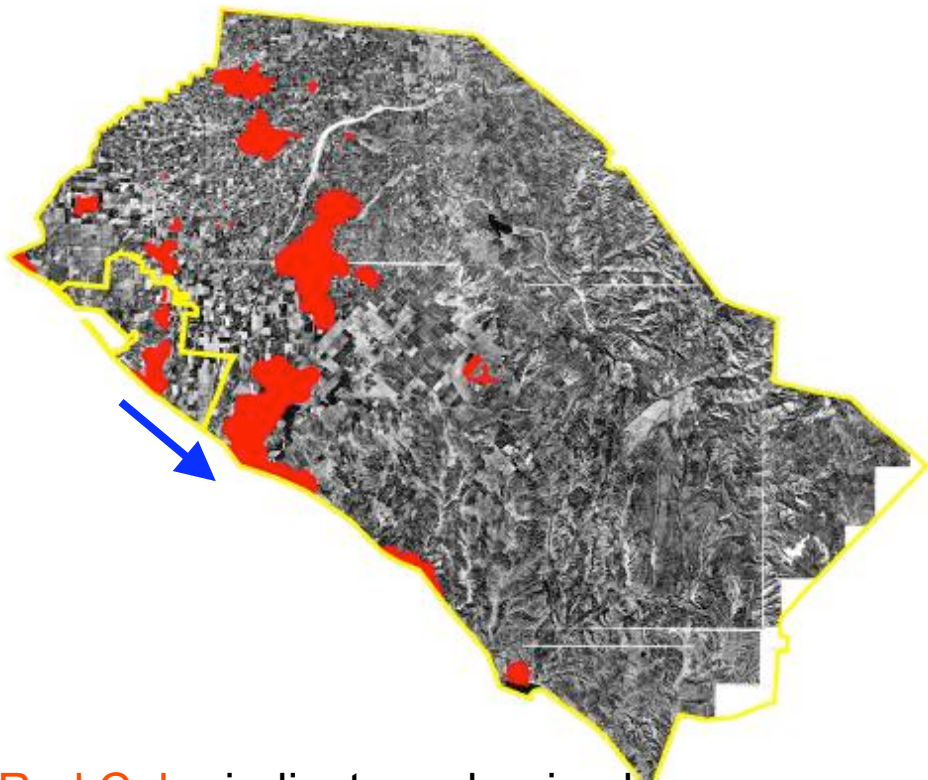


Source – Nationwide Personal Transportation Survey

LONG COMMUTES

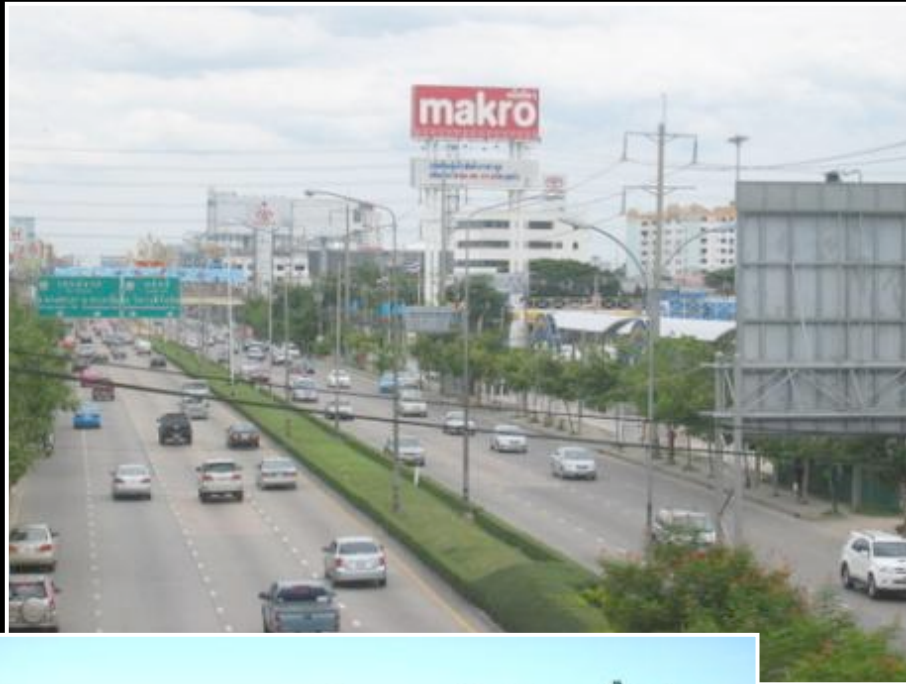
In 1950 People
Traveled Around
10 miles per day

Today People
Travel Over
40 miles per day



Red Color indicates urbanized areas

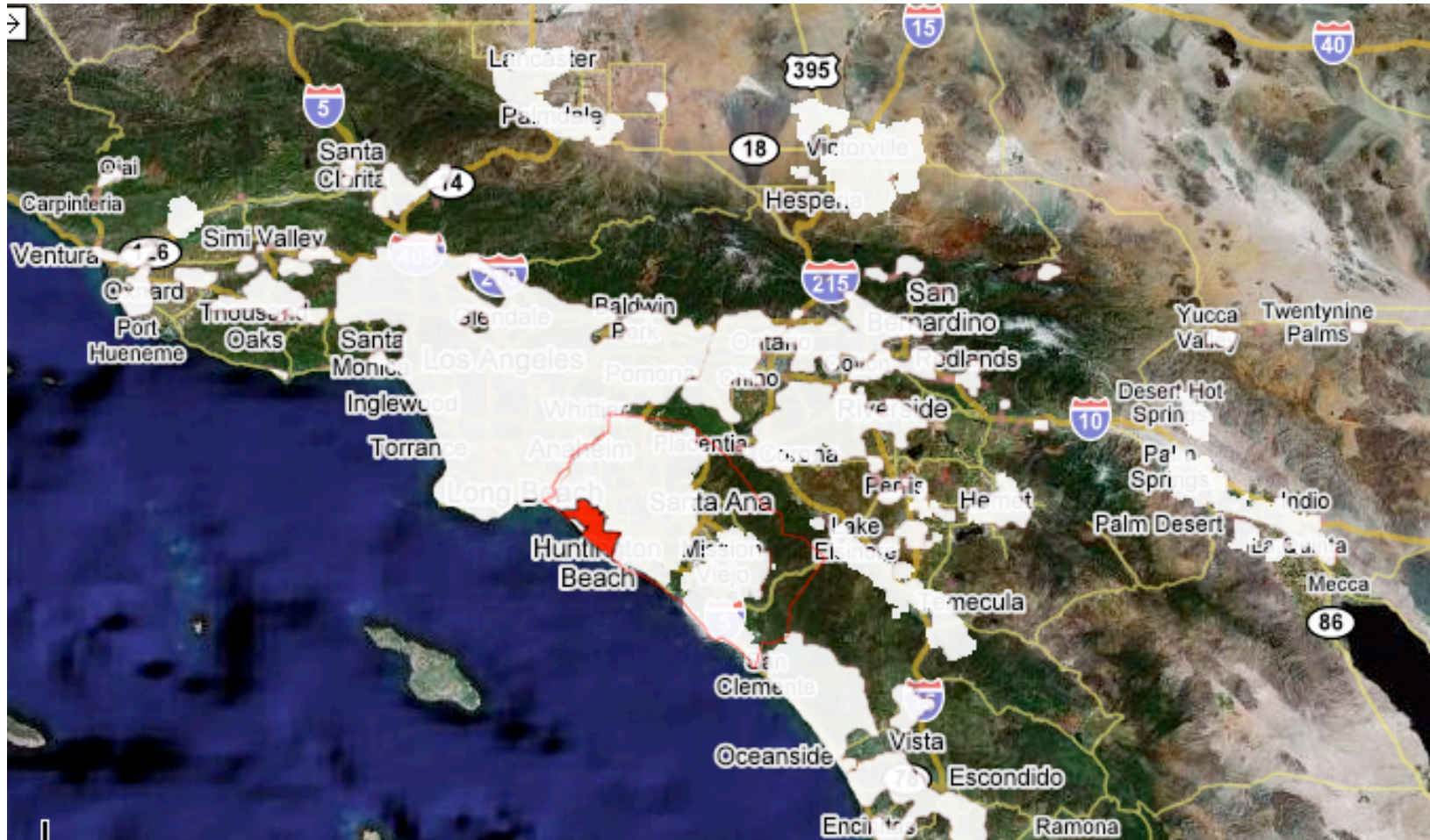
NO CHOICE: The way we design the new areas of our cities forces us to drive to get access to what we need.



Rapid Consumption of Land, Water, Species Habitat

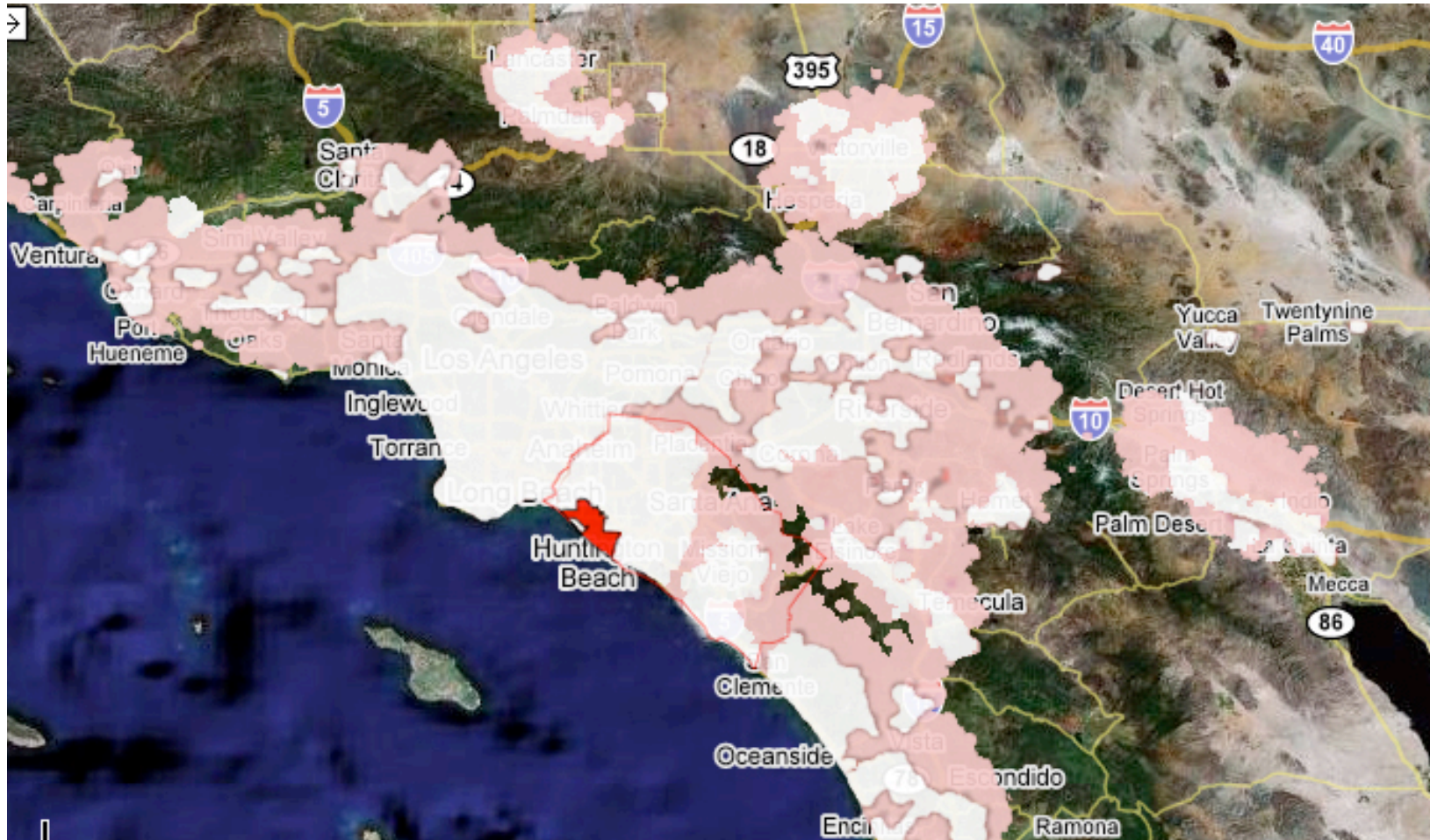


Los Angeles Region 2000 Urbanized Area



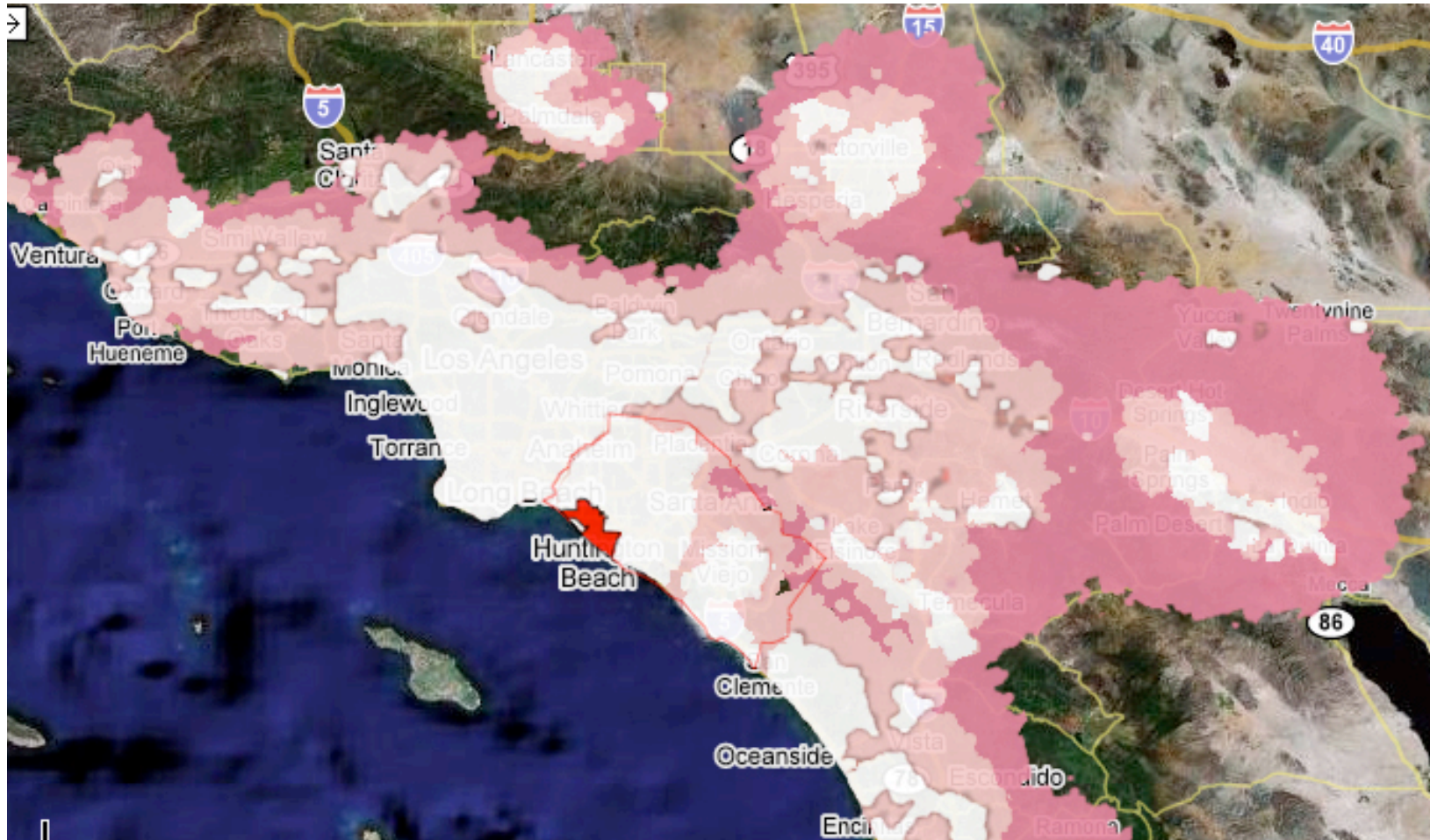
Source – 2000 US CENSUS

Los Angeles Region Projected 2025 Urbanized Area



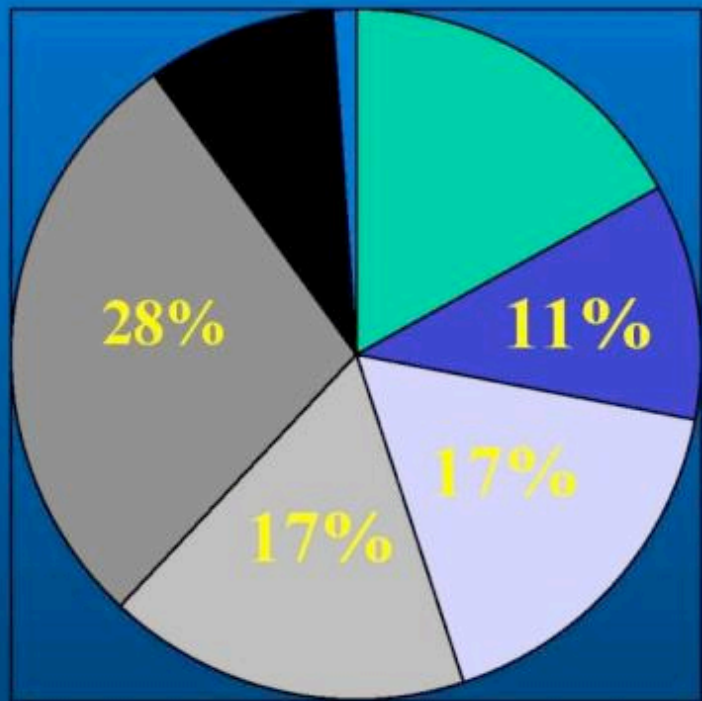
Source – Jonathan Barnett

Los Angeles Region Projected 2050 Urbanized Area



Source – Jonathan Barnett

Role of Built Environment in Green House Gas Emissions



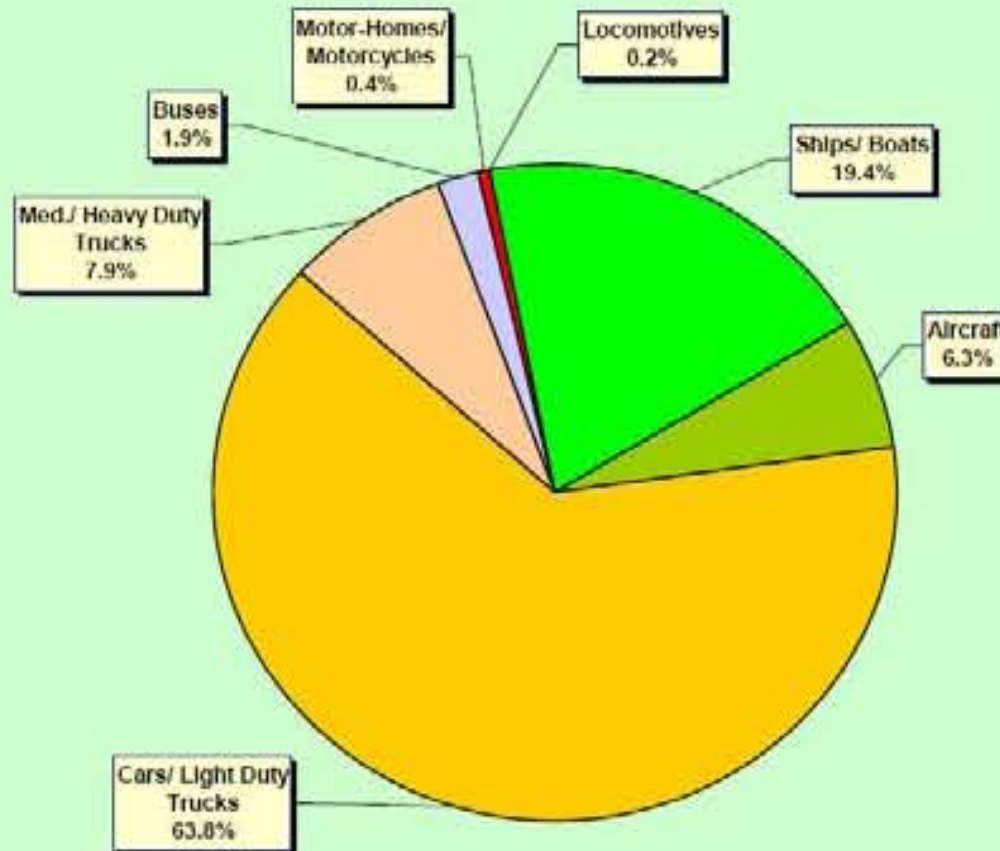
- Ind-Non RE
- Ind-RE related
- Commercial
- Residential
- Transportation
- Agriculture
- Other

Built Env. =
73% of GHG
Emissions in
USA

When we address CO₂ and other GHG emissions, the built environment will play a major role, if not the leading role.

Transportation is 40-50% of our CO2 Problem

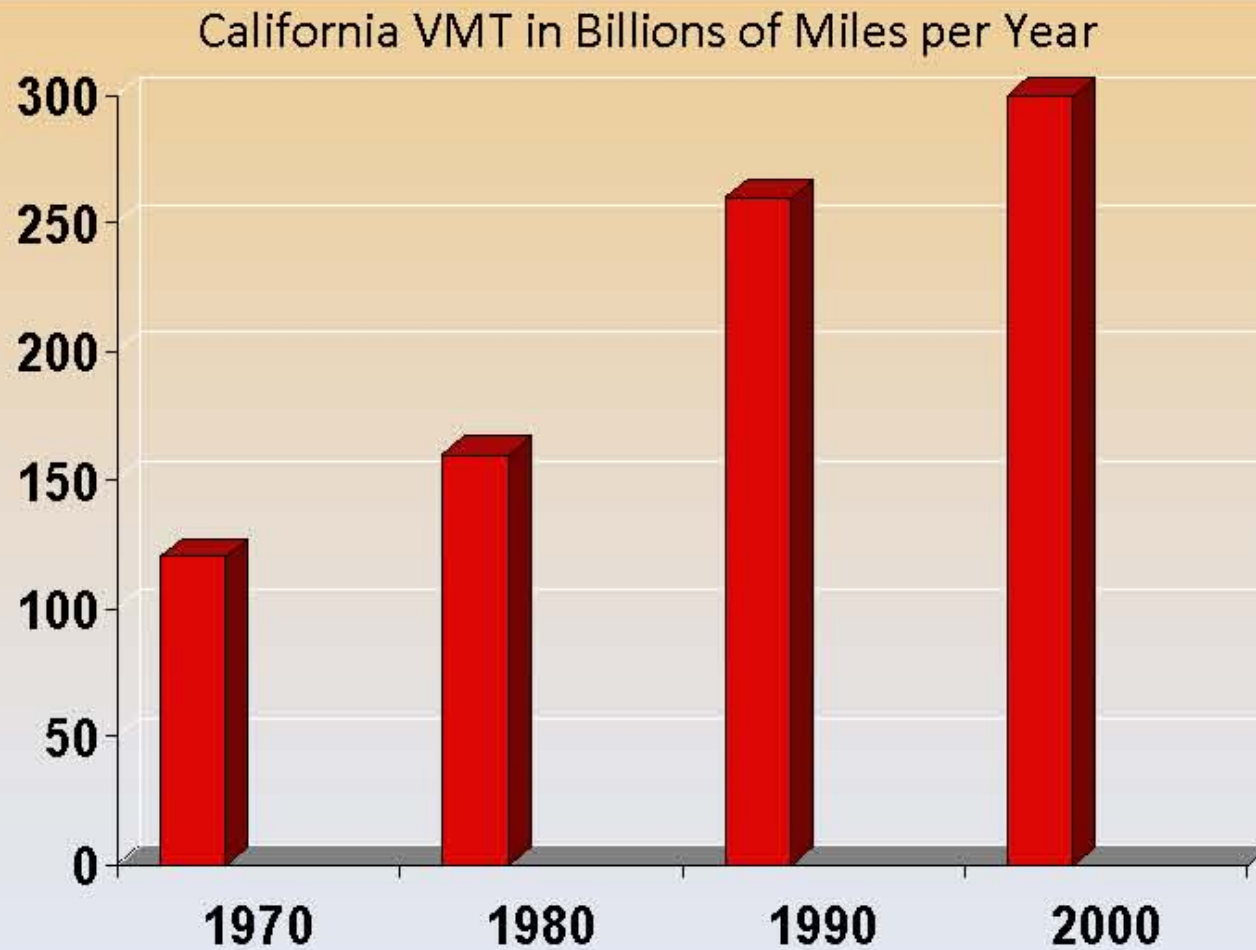
Figure 4: 2007 Transportation Sector Emissions Breakdown



Personal driving is about two thirds of the transport sector CO2

Source: BAAQMD

...and transportation's contribution is getting worse



Source: MTC

The Approach of Peak Oil (Oil Price Volatility)



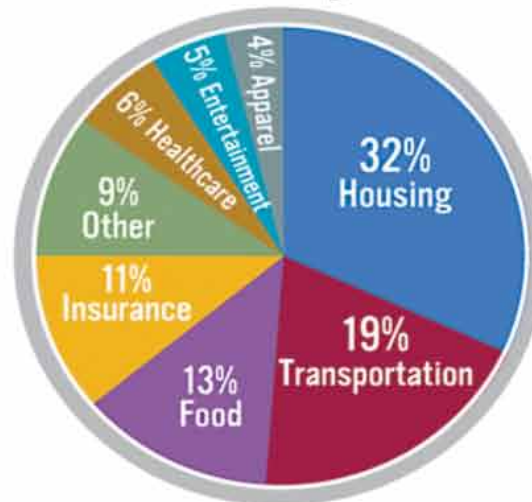
Location Matters!



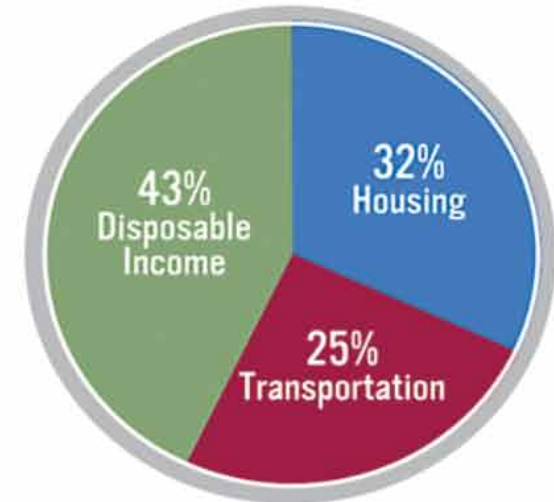
Location Efficient Environment



Average American Family



Auto Dependent Exurbs



Source: Center for TOD Housing + Transportation Affordability Index, 2004 Bureau of Labor Statistics

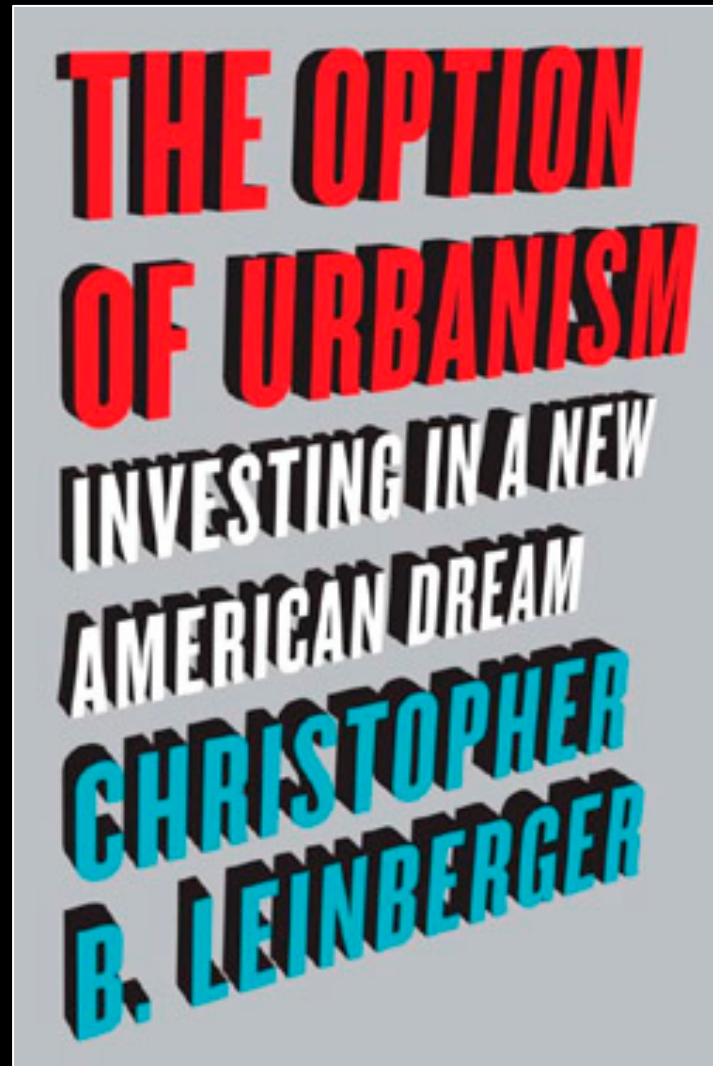
Segregated land uses + arterial roadway system – failing as a habitat



Forces Undermining the Viability of the Modernist City:

- Poor Accessibility
- Rapid Consumption of Farmland, Natural Resources
- Acceleration of Climate Change
- Wasteful of Diminishing Fossil Fuel Reserves
- Increasingly expensive for families

Shifting Market Preferences



Nationally, “housing prices in **walkable urban places** have about a 40-200 percent (three-fold) **premium over drivable single-family housing**. . . .

. . . reflecting the **dramatic shift in values** that has taken place”

DRIVABLE SUBURBAN (SPRAWL)

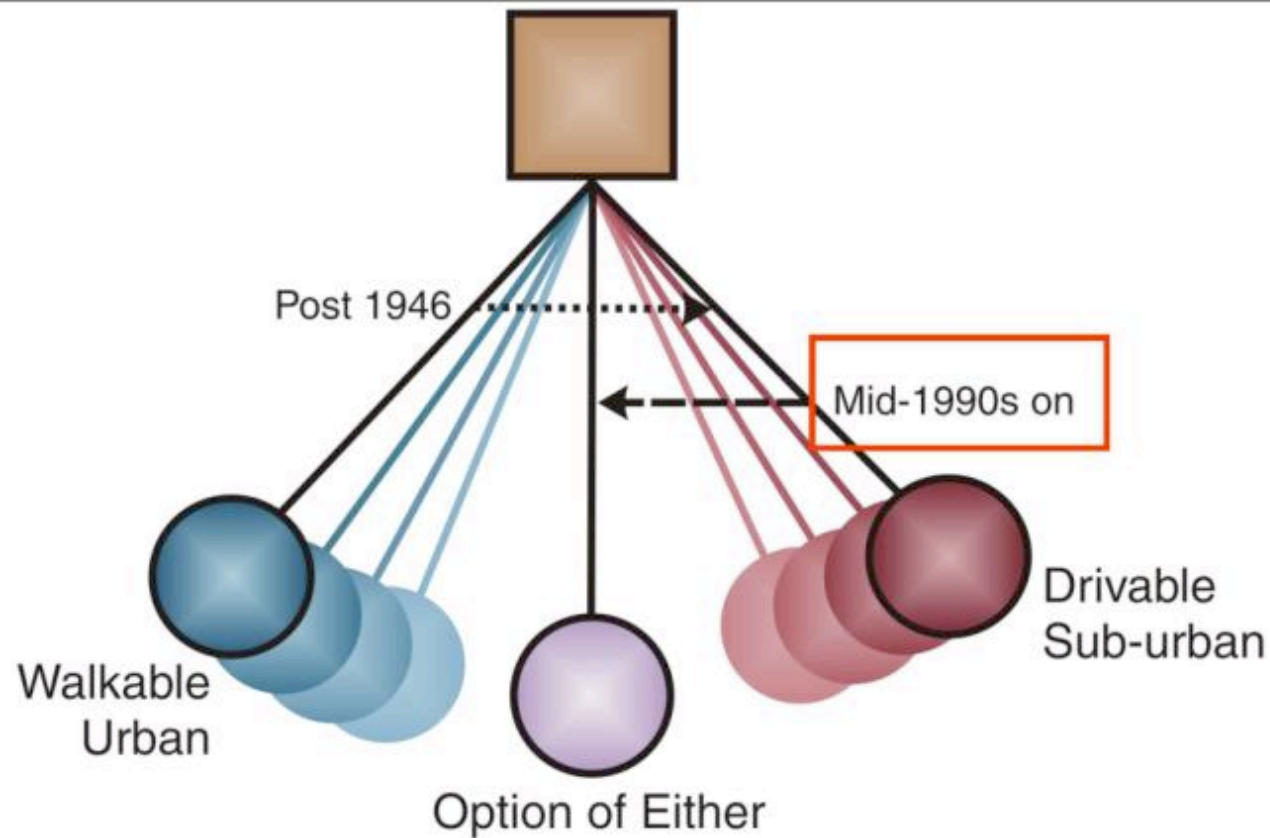


WALKABLE URBAN



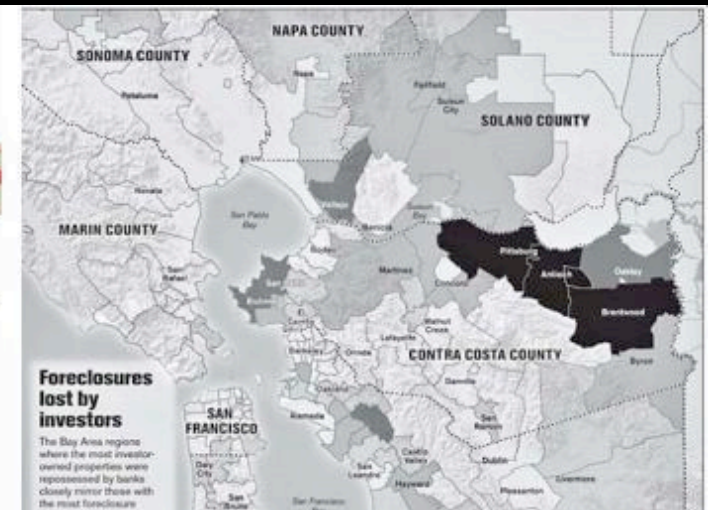
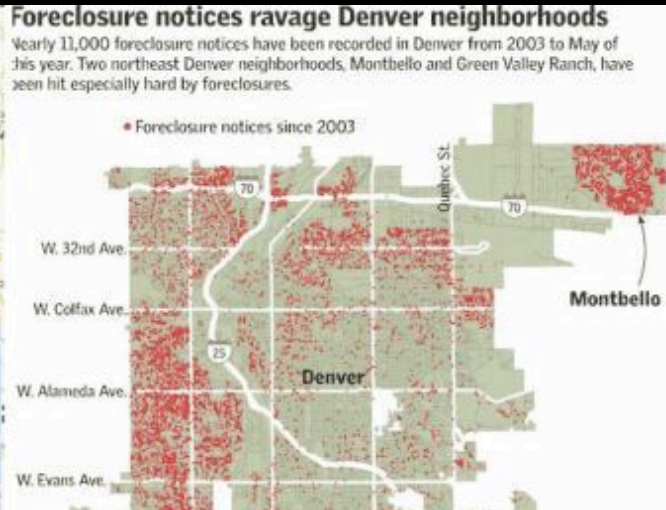
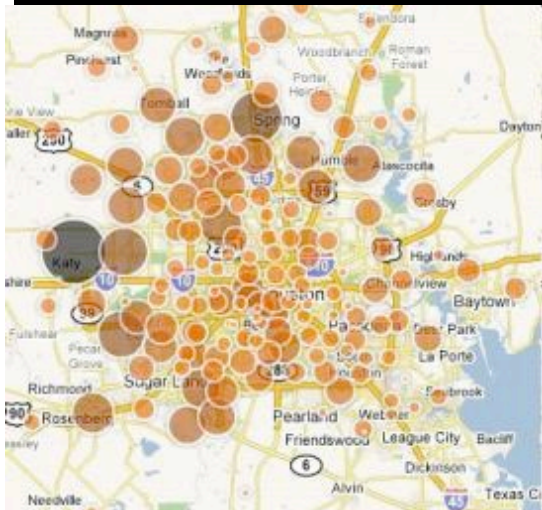
Just as we in real estate got really good at building drivable sub-urban development...the market changes on us

Pendulum Swings in How America Invests



The Beginning of Another Structural Shift

The Current Crisis is accelerating the shift away from the suburban sprawl model of development



The image shows the cover of the 'Emerging Trends in Real Estate' report for 2010. It features a large, stylized 'E' in the top left corner. Below it, the title 'Emerging Trends in Real Estate' is written in a serif font, with 'in Real Estate' in a smaller, gold-colored font. The year '2010' is prominently displayed in a large, white, sans-serif font. The background of the cover is a photograph of a classical building with columns and a pediment. The PricewaterhouseCoopers logo is visible in the bottom left corner.

Emerging Trends in Real Estate®

2010

PRICEWATERHOUSECOOPERS

“Many malls and strip centers will be bulldozed for new town center projects and mixed-use development”

Dream about the Future. Next-generation projects will orient to infill, urbanizing suburbs, and transit-oriented development. Smaller housing units—close to mass transit, work, and 24-hour amenities—gain favor over large houses on big lots at the suburban edge. People will continue to seek greater convenience and want to reduce energy expenses. Shorter commutes and smaller heating bills make up for higher infill real estate costs. “You’ll be stupid not to build green.” Operating efficiencies and competitive advantage will be more than worth “the minimal extra cost.”

To thrive economically and
ecologically **suburban cities must**
be restructured to realign with
these forces of change

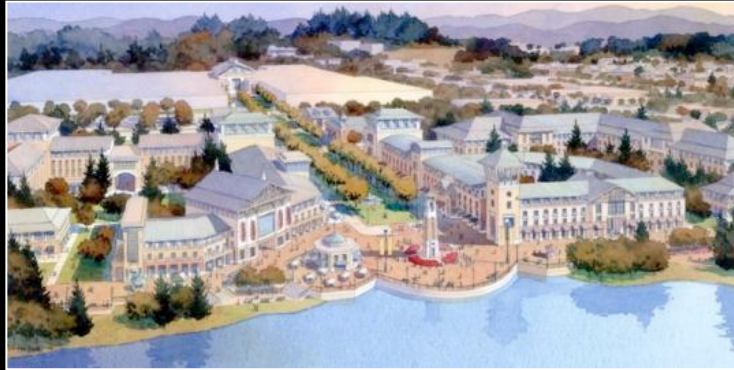
(You would think this would be very obvious by now)

And yet,
despite a devastating breakdown in the
functionality of the Modernist model,
and despite significant consumer demand for
walkable urbanism,

**the Modernist City remains a highly resilient
model for new development.**

**Why does this form of growth
have such a strong hold on us?**





Is it possible to **more rapidly deploy** the kind of real significant restructuring we need now, or are **cities really always very slow to change?**

The Modernist City



The Basis of Our Half-Century Consensus
Codified in 1933 in the Charter of Athens

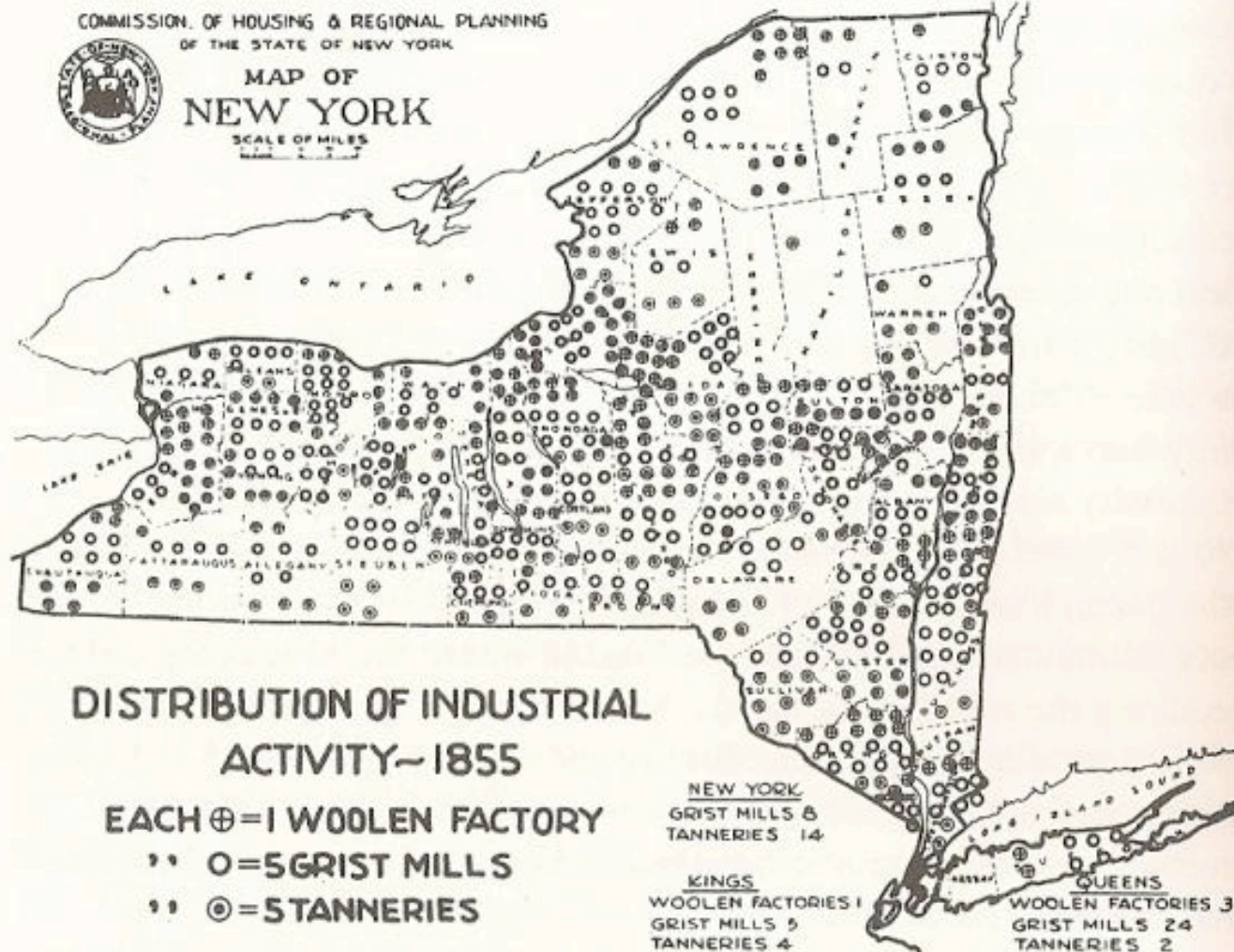


Figure 7. Industrial activity prior to the Civil War was widely distributed. The production and distribution of goods were localized, making each community virtually self-sufficient. (N.Y. State Census, 1855.)





GARRETT BROS.' OLD TANNERY, OAKLEY CREEK, AVONDALE, AUCKLAND.







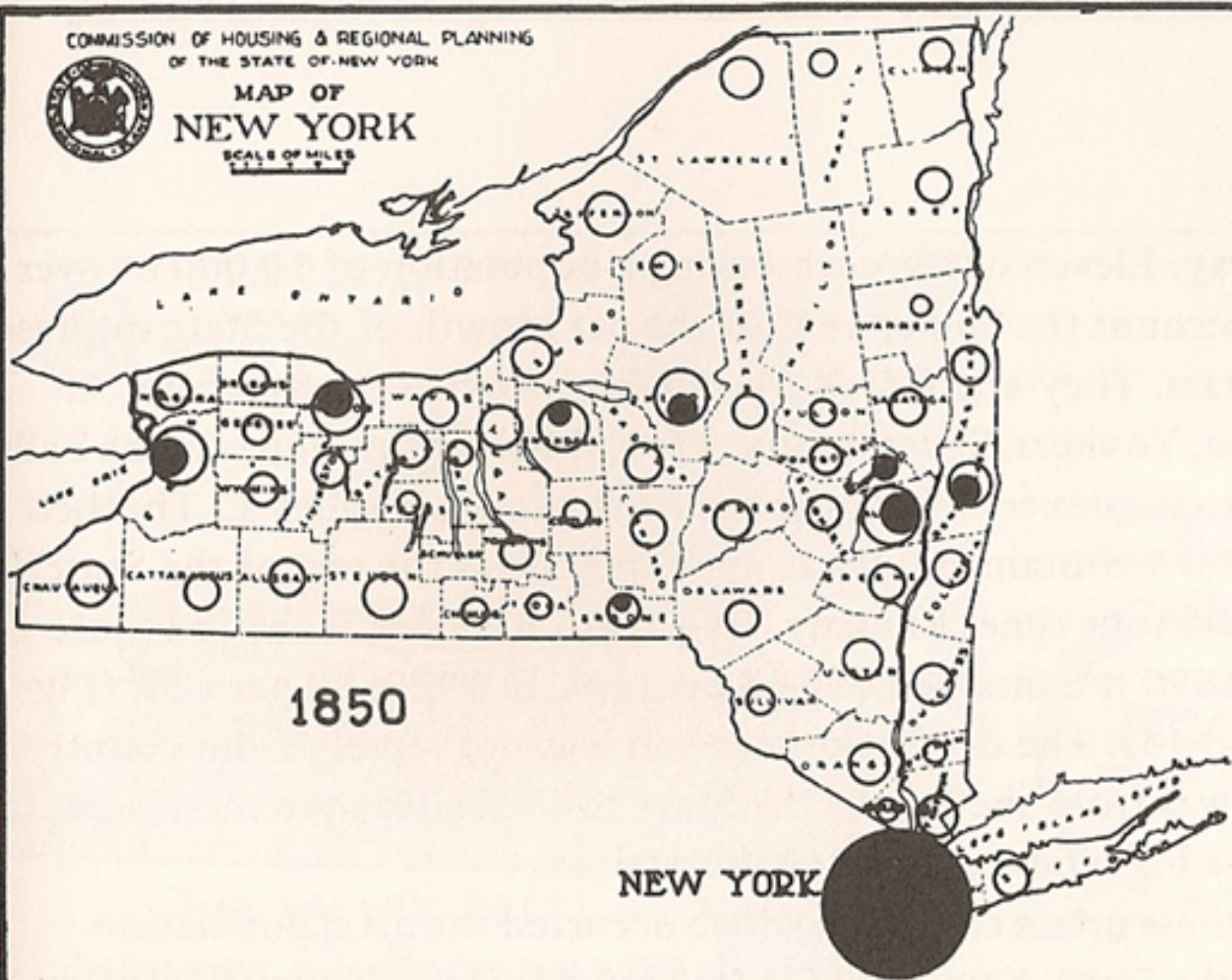


COMMISSION OF HOUSING & REGIONAL PLANNING
OF THE STATE OF NEW YORK



MAP OF NEW YORK

SCALE OF MILES

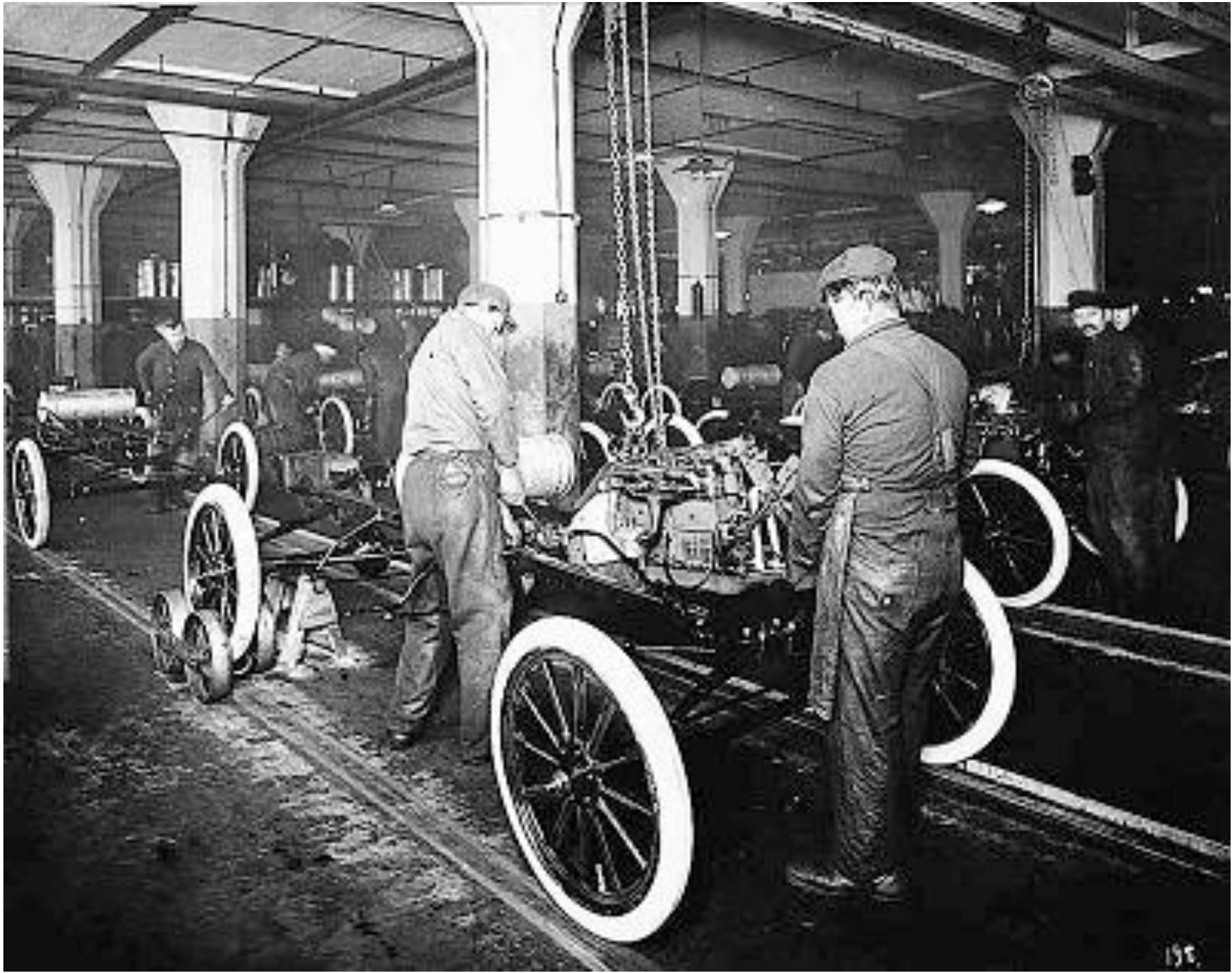


1850

NEW YORK











20th Century: The Assembly Line / Taylorism



Factory work



Office Work

- Low-skill, repetitive work
- Specialization
- Synchronization
- Central control

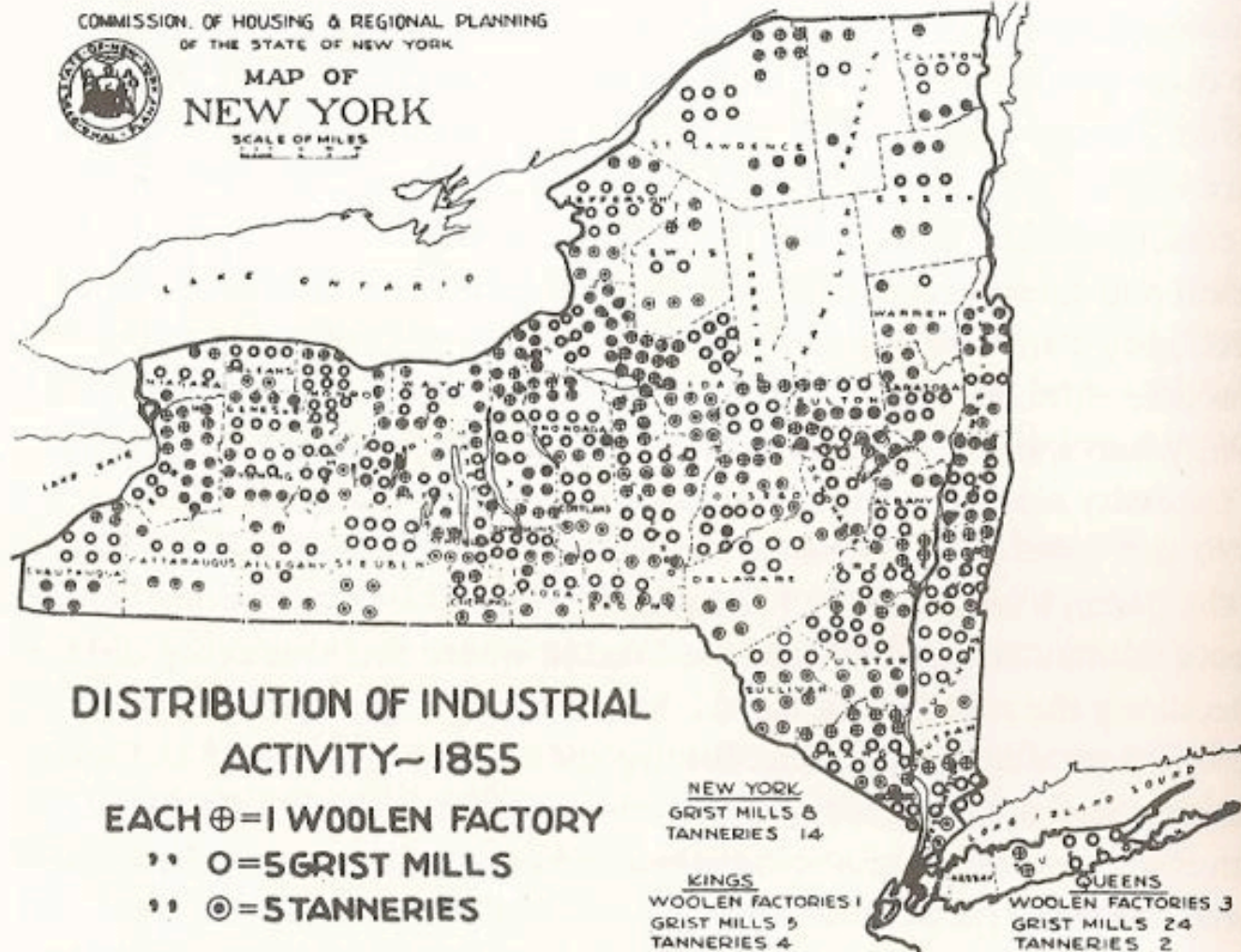
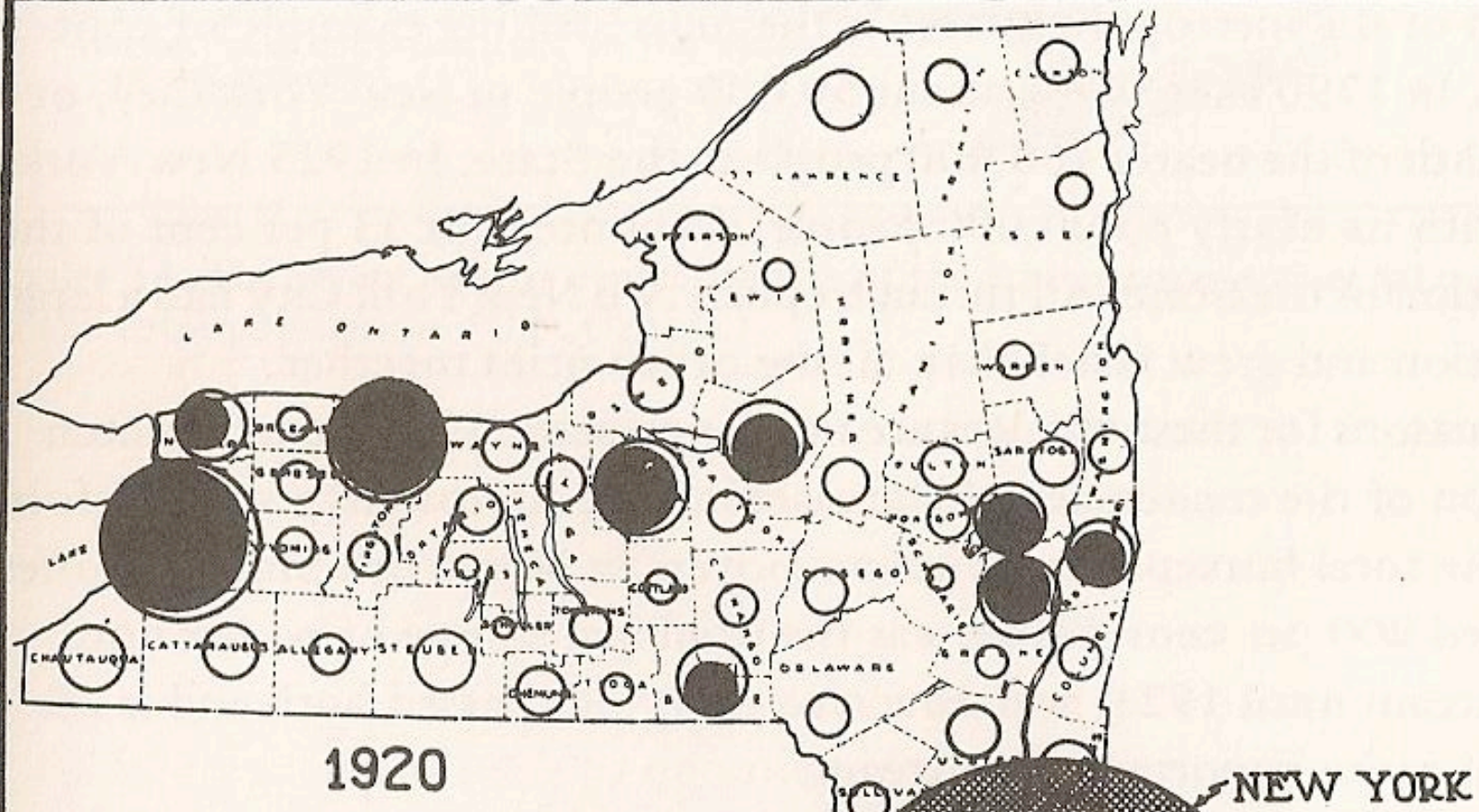


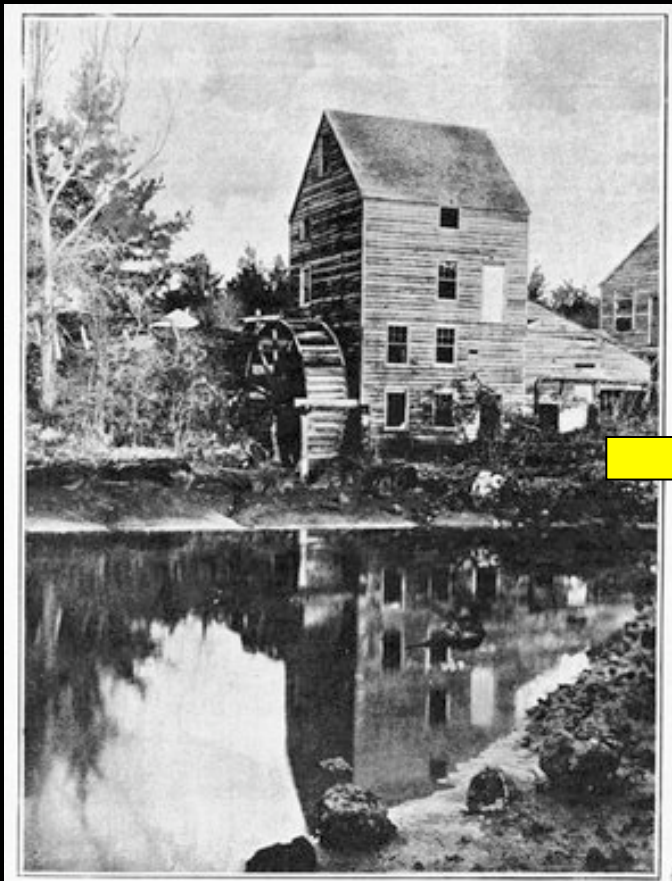
Figure 7. Industrial activity prior to the Civil War was widely distributed. The production and distribution of goods were localized, making each community virtually self-sufficient. (N.Y. State Census, 1855.)



1920

POPULATION OF COUNTIES AND PROPORTION OF TOTAL COUNTY LIVING IN SELECTED CITIES. (50,000 AND OVER IN 1920) - 1850 & 1920.

Work: Agriculture & Crafts to Factories



GARRETT BROS.' OLD TANNERY, OAKLEY CREEK, AVONDALE, AUCKLAND.



The **prosperity machine** of early industrialization grew cities and towns to a never-before-seen scale

**When the nature
of Work changes
the city is entirely
transformed**









1146-2877





Coca-Cola

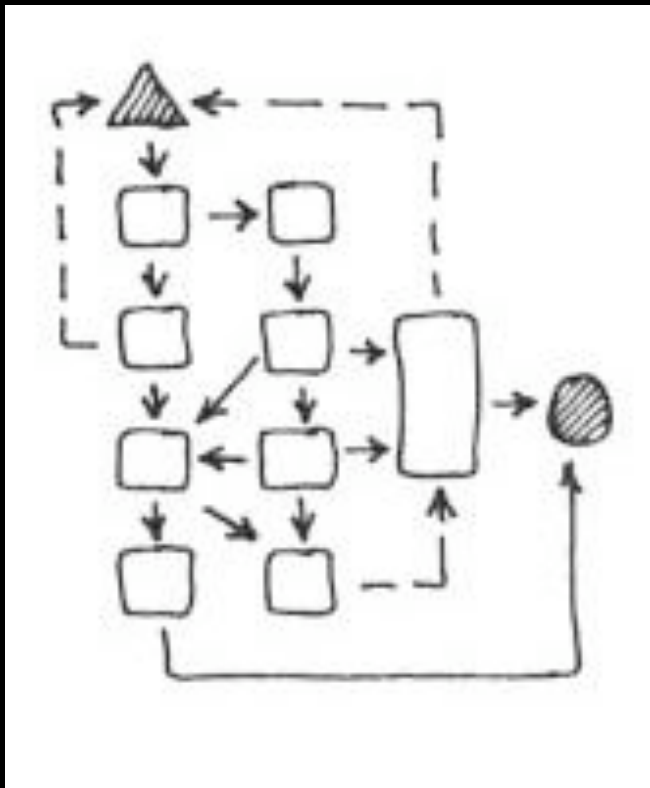
HAVE A COKE

The Modernist City Model

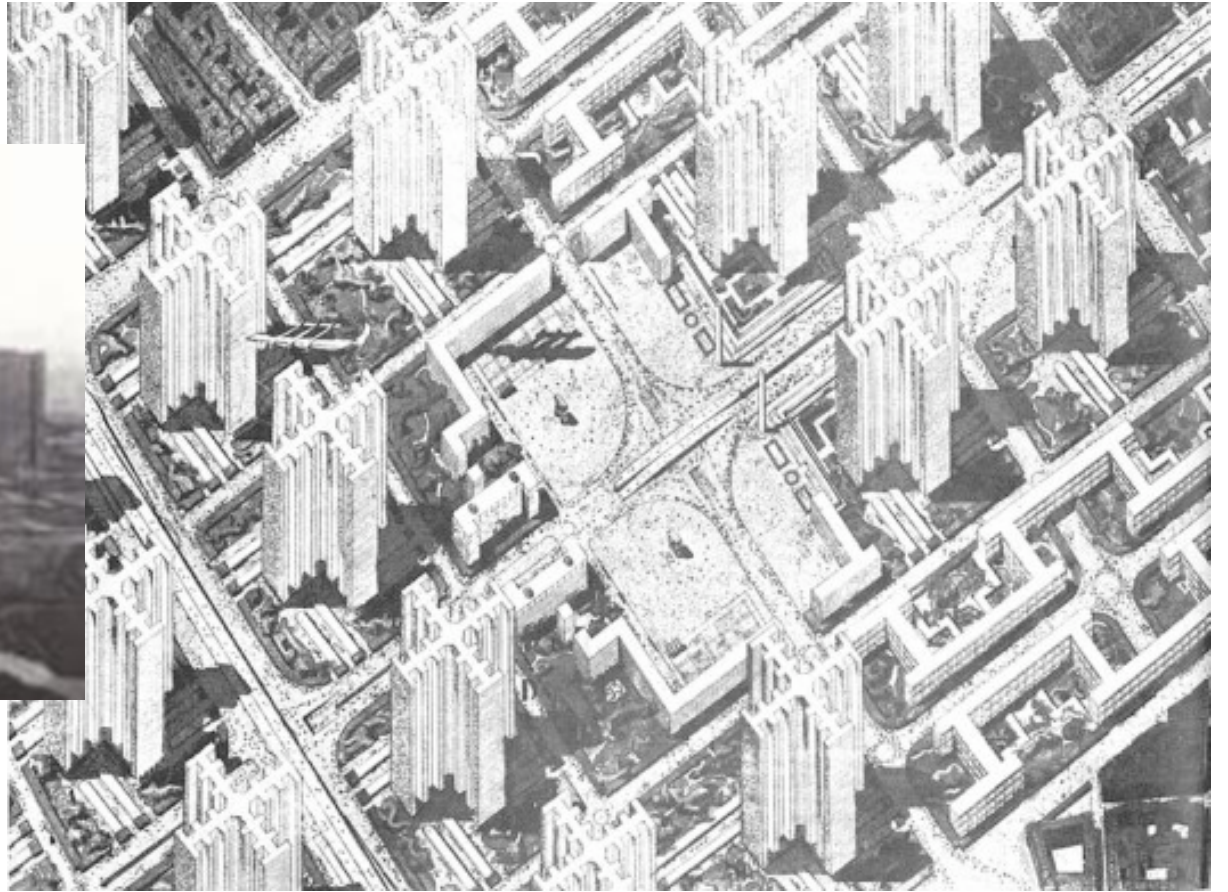


Codified in 1933 in the Charter of Athens

The idea of the Assembly Line City (City as Machine)



- Economy focused on Making and Moving Things.
- Mass production, functional segregation, specialization, top-down hierarchies of control.



CIAM Modernist City Experiment changed urban EVOLUTION to REVOLUTION







First came the homes



Development clustered close to the Train Station



Everything within walking distance: train, shops, homes

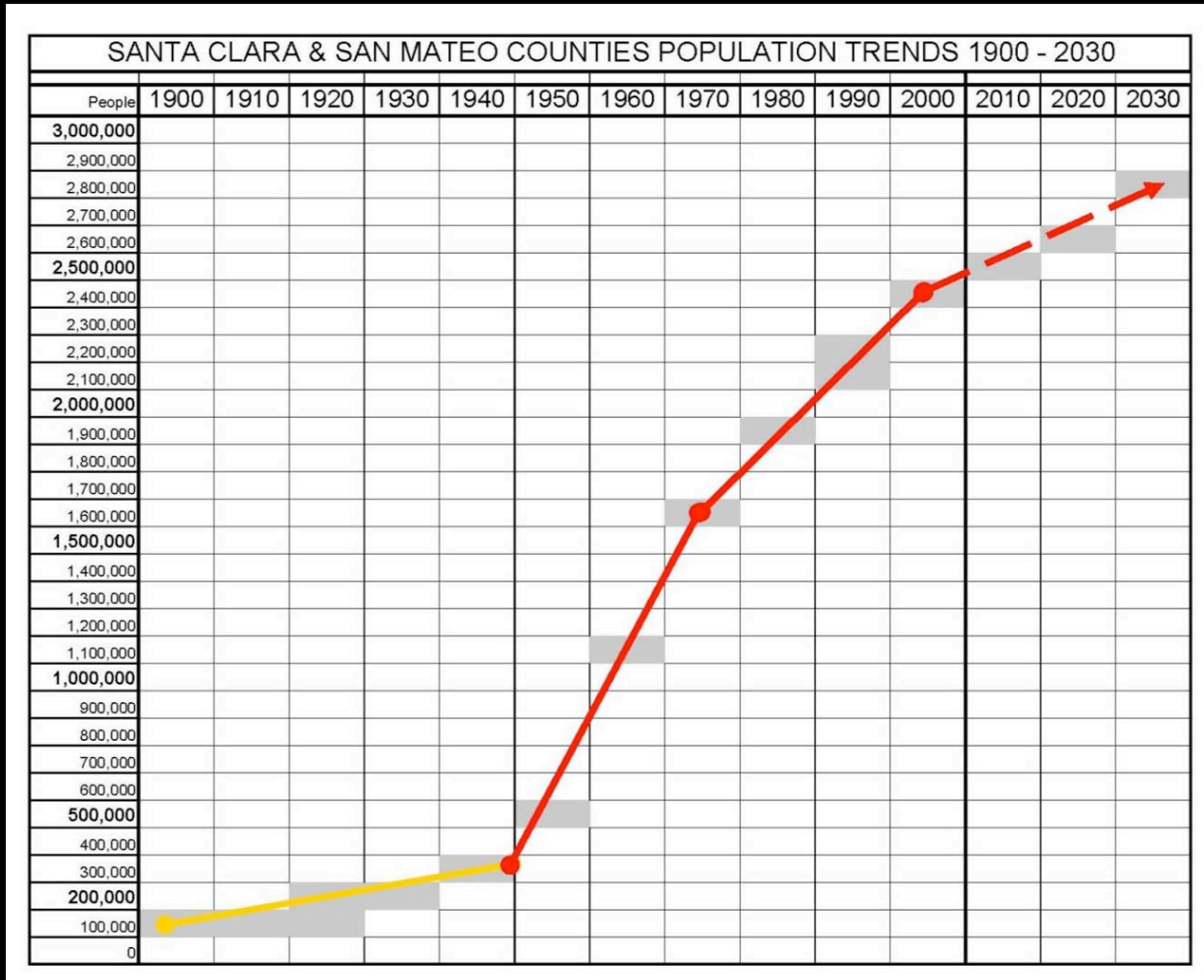








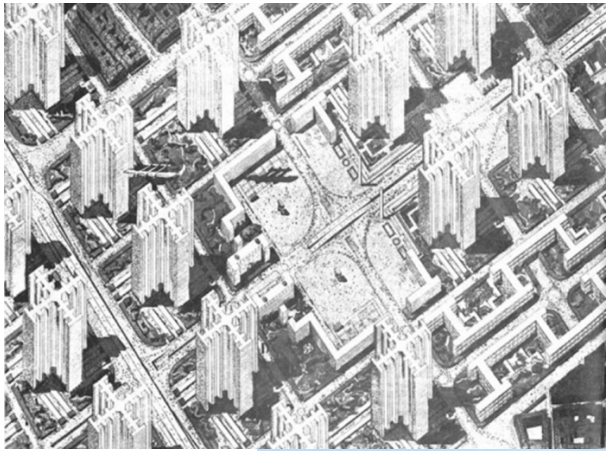
Mid-20th Century: Decentralization of American cities



- After “lid” of Great Depression & WW2 lifted, immense suburban growth and Baby Boom way of life









Roadways and utilities



Miles of Pavement Needed to Connect the Separated Uses

Underground: Miles of Pipe and Conduit to Distribute Municipal Services

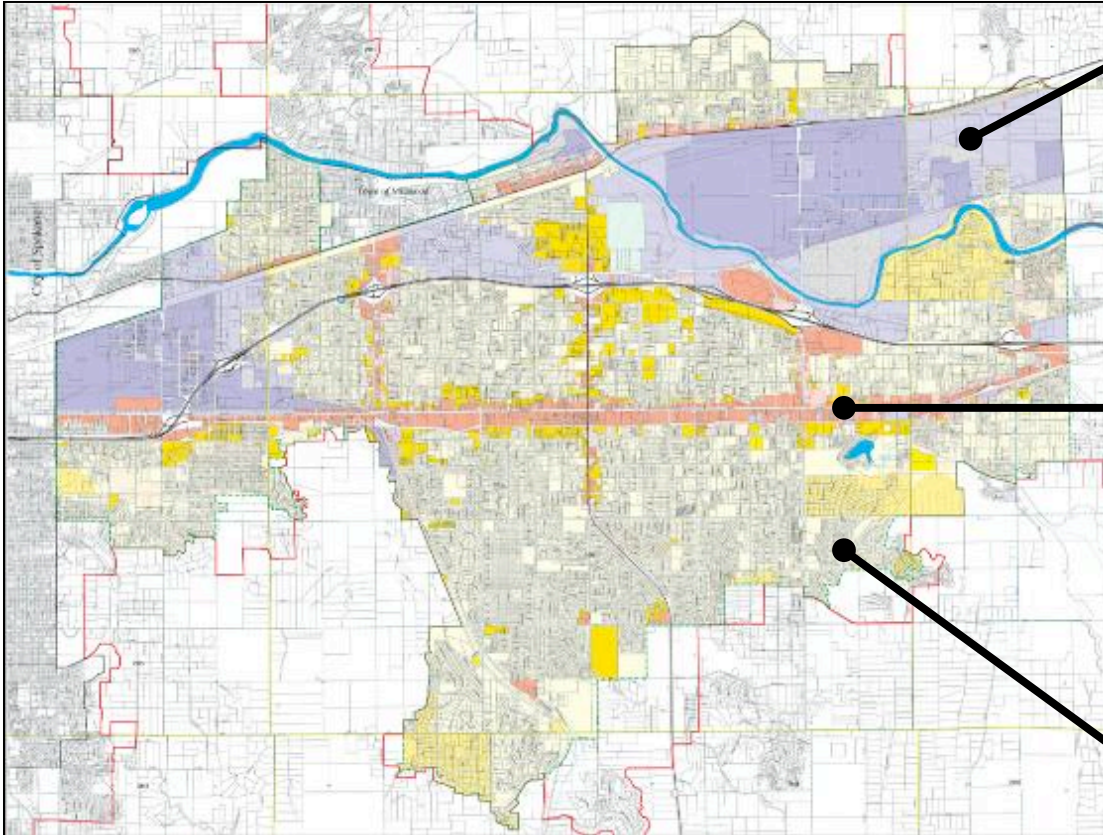
Very Costly Level of Public Expenditure

**When the nature
of Work changes
the city is entirely
transformed**



Image: Adrian Hatfield, from Over Time: Palo Alto, 1947-1980

Cities were reorganized along the industrial principles of specialization and segregation of function.



Institutionalized in 20th
Century City Zoning



The City of Standardized parts



The Modernist Experiment FIT with the new industrial economy of the Era.

New Technologies:

- Cars
- Roads
- Electrification
- Air Conditioning

Taylorism (Fordism):

- Assembly Line
- Mass Production
- Mass Consumption

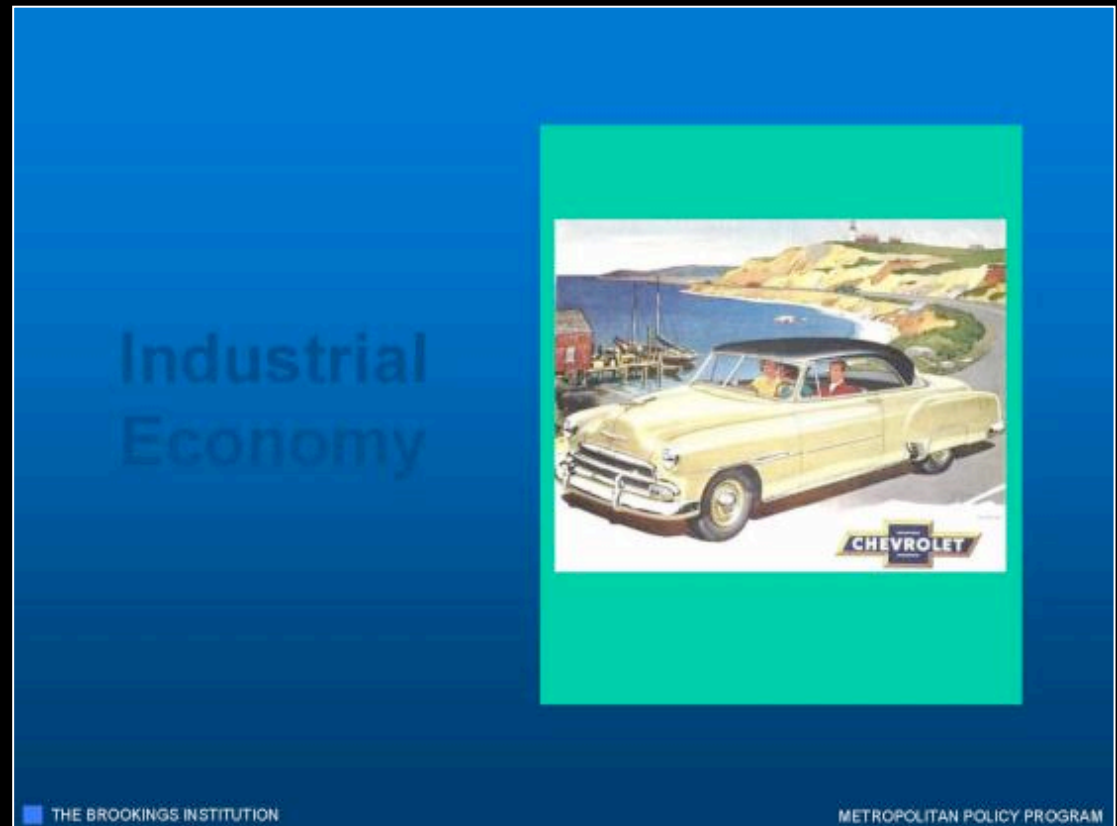
Demographics:

- Uniform H/H Structure

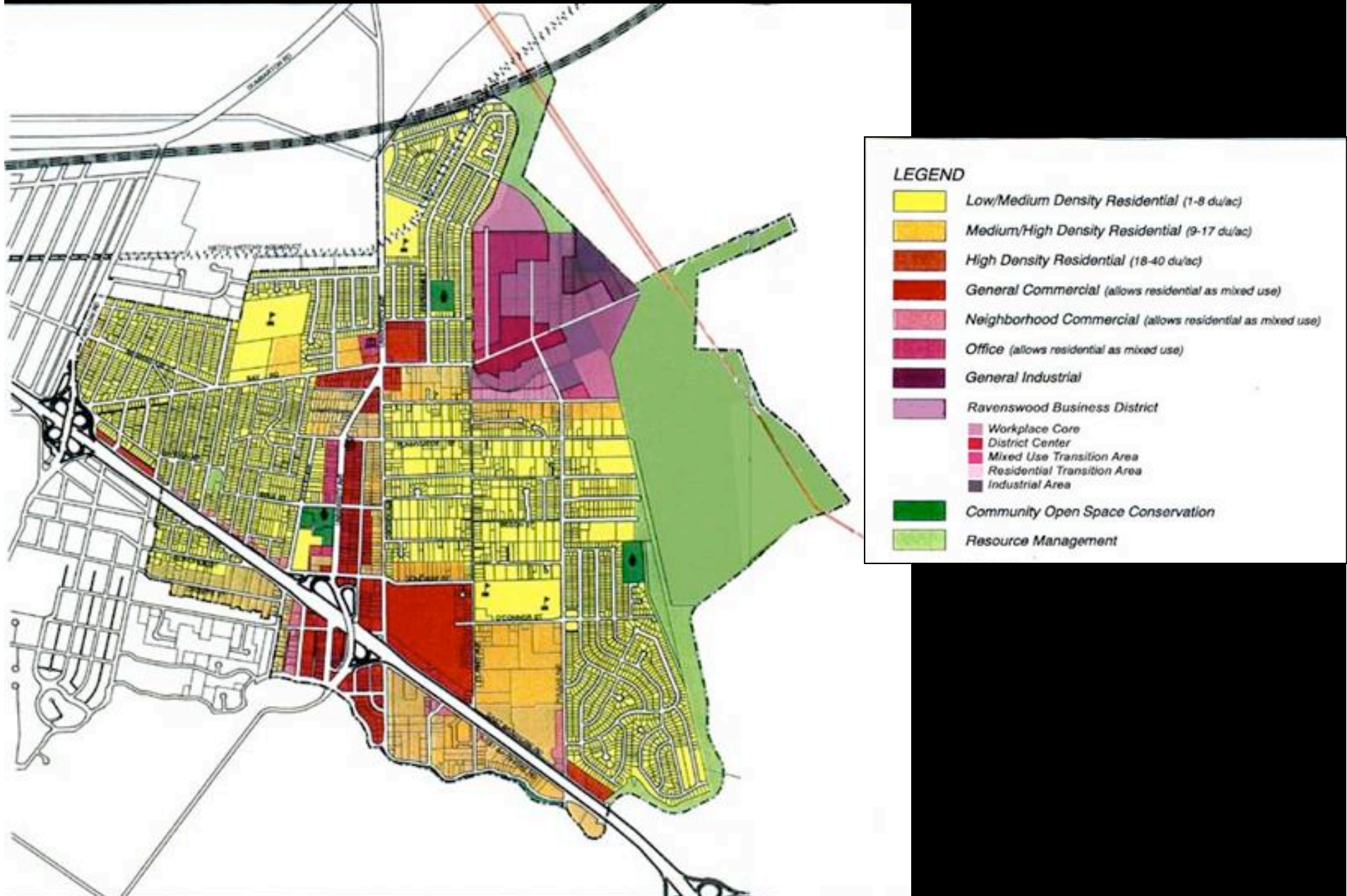
Cheap energy

**Abundant, available,
accessible land.**

**Massive Government
Subsidies**



This way of building cities is now institutionalized.



FOUNDATIONS OF THE RECENT CONSENSUS 1950 - 2007

1. The Open Road
2. Demographics – uniform household structure
3. Cheap energy
4. Abundant, available and accessible land
5. Massive government subsidies - home mortgages, strip construction, highway construction
6. Fordist model of national economic development – based on consuming homes, cars, and home appliances.
7. Nostalgia - Recent generations of Americans learned to associate sprawl with America

FOUNDATIONS OF THE RECENT CONSENSUS 2008 - -

1. The Open Road
2. Demographics – uniform household structure
3. Cheap energy
4. Abundant, available and accessible land
5. Massive government subsidies - home mortgages, strip construction, highway construction & maint.
6. Fordist model of national economic development – based on consuming homes, cars, and home appliances.
7. Nostalgia - New generations of Americans learned to associate sprawl with America



Source: *America Town: Building the Outposts of Empire*, by Mark Gillem

The Modernist Experiment FIT with the new industrial economy of the Era.

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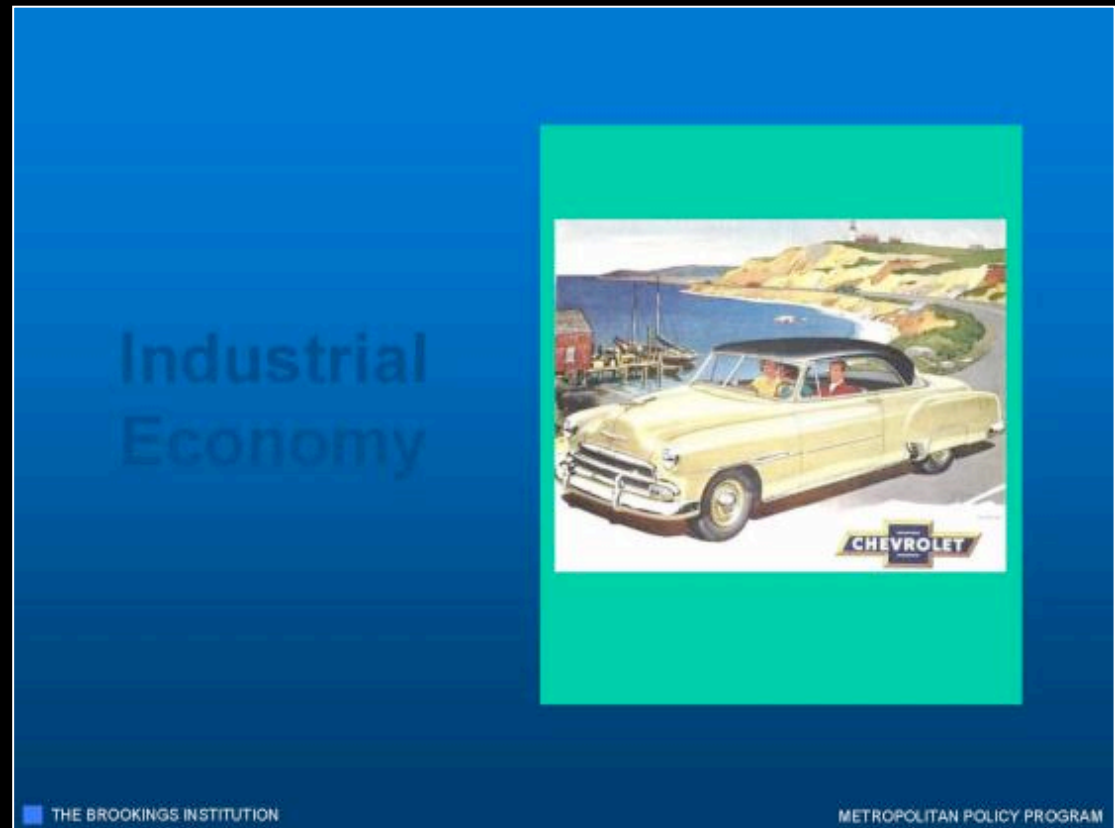
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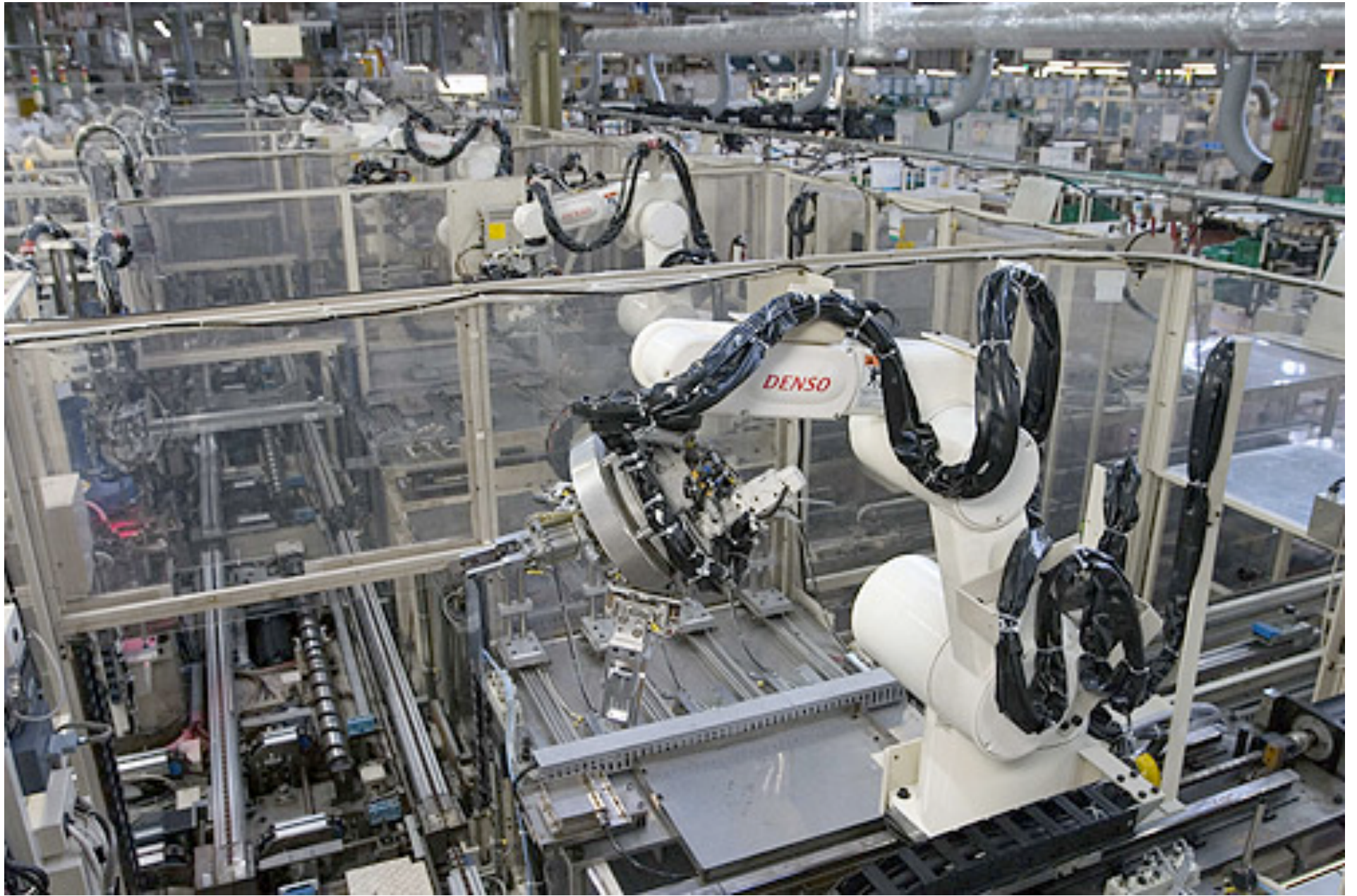


Does the Modernist City
format still fit the needs of
today's economic activity?



GETTY IMAGES









Wanted: Software engineers and food science professionals.

Assembly Line model applied to Offices



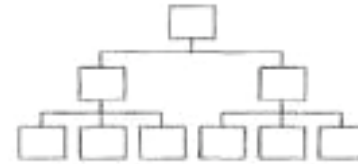


At first, many thought it was just a change in tools
(rather than a complete transformation in how we would work)

... But the mandates of a new kind of work began to manifest fundamental organizational change



Traditional



PeopleSoft



Decentralization, shared decision making, and skilled labor





What is going on?

Creativity & Innovation
have become the primary
wealth-generators in the
new global economy.

(replacing massive mass-production
of identical products and services).

Peter Drucker

on the rise of the “knowledge
economy:”

*“The basic economic resources . . . is
no longer capital, nor natural
resources . . . nor labor. It is and will
be knowledge.”*

NATIONAL BESTSELLER

THE RISE OF THE CREATIVE CLASS

...and how it's transforming work,
leisure, community, &
everyday life

RICHARD FLORIDA

Creative Economy:

Tools: Knowledge,
Information

The Key Driver:

Creativity

(uses knowledge to
develop new forms
of knowledge)

The Product:

Innovation

(e.g. technological
product, business
method, process)

The Creative Economy: Range of Industries

Table 3.1 Core Industries of the Creative Economy
(by market size in billions of U.S. dollars, 1999)

<i>Sector</i>	<i>Global</i>	<i>U.S.</i>	<i>U.S. Share</i>
R & D	\$545	\$243	44.6%
Publishing	506	137	27.1
Software	489	325	66.5
TV and Radio	195	82	42.1
Design	140	50	35.7
Music	70	25	35.7
Film	57	17	29.8
Toys and Games	55	21	38.2
Advertising	45	20	44.4
Architecture	40	17	42.5
Performing Arts	40	7	17.5
Crafts	20	2	10.0
Video Games	17	5	29.4
Fashion	12	5	41.7
Art	9	4	44.4
<i>Total</i>	\$2,240	\$960	42.8%

SOURCE: John Howkins, *The Creative Economy: How People Make Money from Ideas*. New York: Allen Lane, The Penguin Press, 2001, p. 116.

The Creative Economy: Range and Size of Workforce

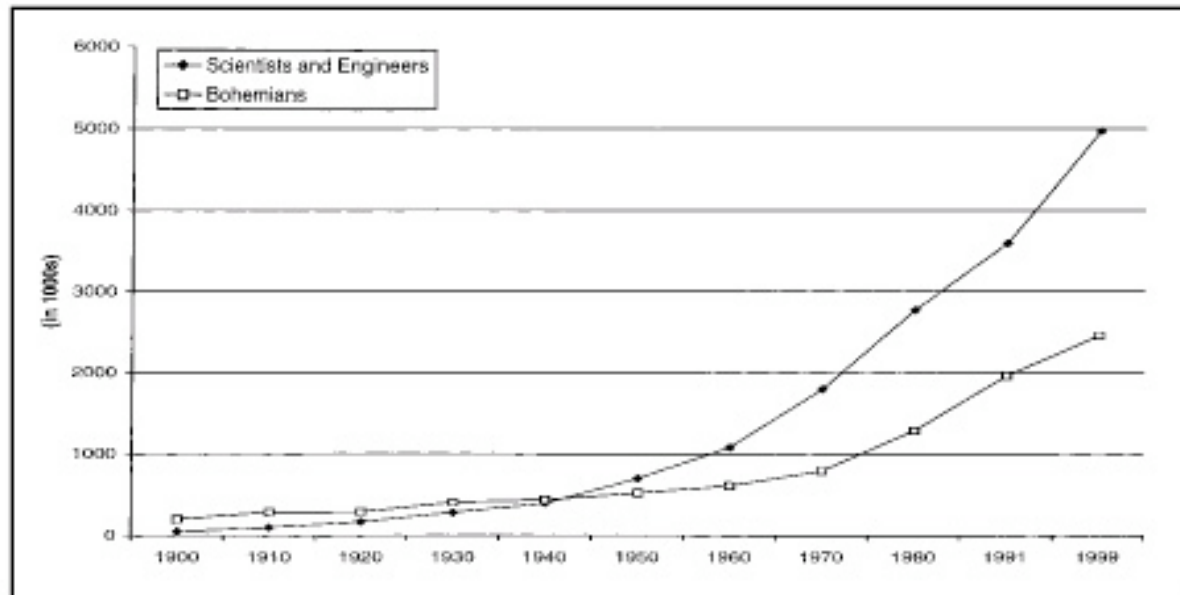


FIGURE 3.3 The Growing Creative Workforce, 1900–1999

(SOURCE: *Historical Statistics*, 1976; *Statistical Abstract*, various years.)

Scientists, Engineers, Professionals AND Artists, Bohemians

Saskia Sassen: this is not just about software and design, but also about mining and agricultural industries, **all industries.**



2011

Lynda Gratton

“We are witnessing now is a break with the past as significant as that in the late 18th and early 19th centuries when parts of the world began the long process of industrialization.

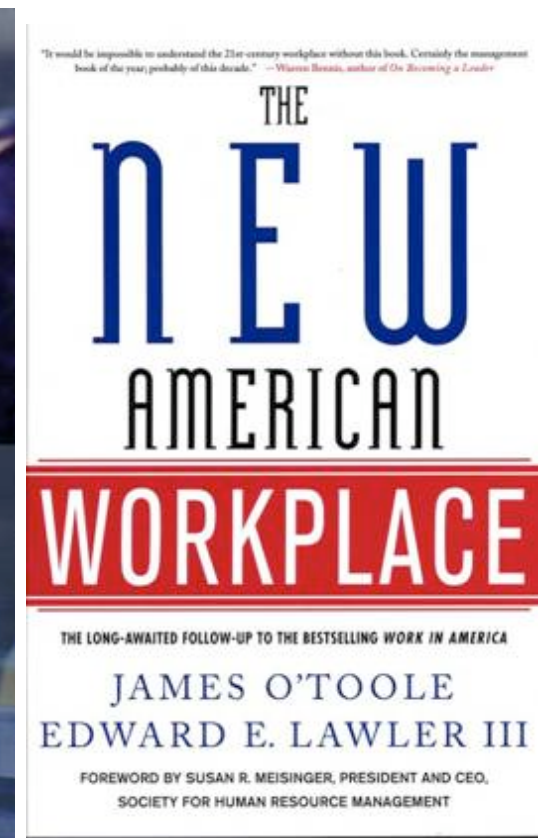
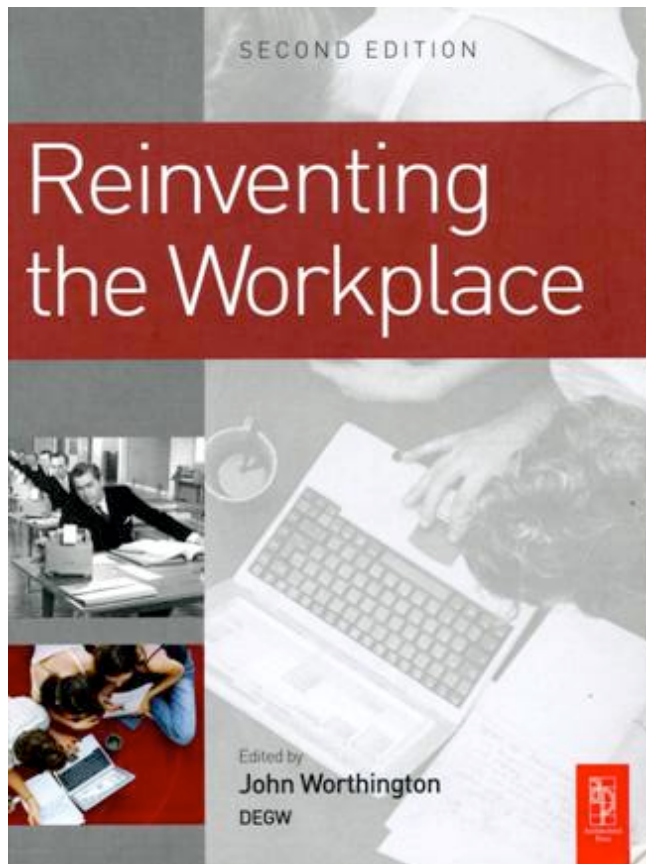
LYNDA GRATTON

THE SH/FT

The future
of work is
already
here

Have you made the crucial shifts for success?

There is a Growing Consensus that we need to substantially improve the Design of the Parts of our Cities that house the Primary Drivers of Our Economy.



How do we
nurture
creativity
and
innovation?



What are the physical characteristics of cities that nurture and support creativity?

- 1) Environments that **foster innovation;**
- 2) Environments that **attract innovators.**

What are the physical characteristics of cities that nurture and support creativity?

- 1) Environments that **foster innovation;**
- 2) Environments that attract the “creative class.”

Investing in the Creative Economy: Focus on Individual Organizations

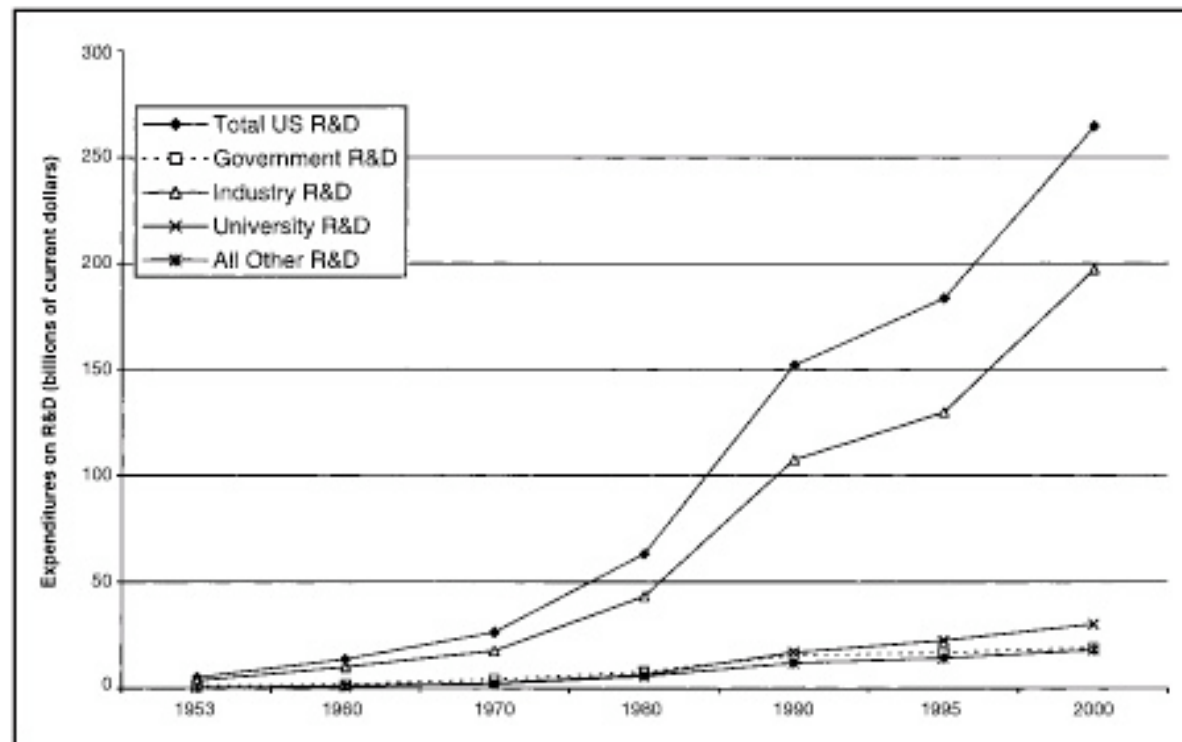
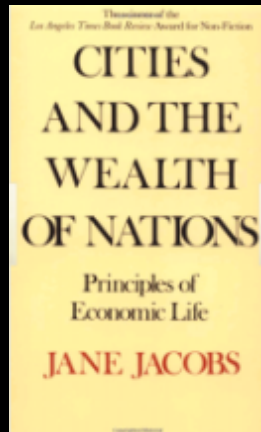
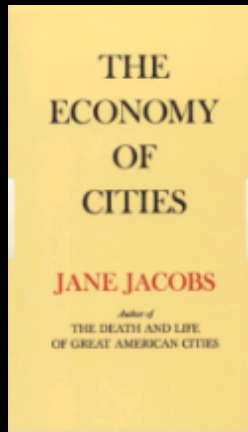


FIGURE 3.1 Investing in Creativity: R&D Spending, by Performer of Research, 1953–2000

(SOURCE: National Science Foundation, Division of Science Resource Studies.)

Cities, not firms, are the wellsprings of innovation



“Whereas companies tend to specialize, cities give rise to a wide variety of talents and specialties, the broad diversity of which is a spur to innovation. The City’s diversity is the true source of innovation and economic growth.”



THE
ECONOMY
OF
CITIES

JANE JACOBS

Author of
THE DEATH AND LIFE
OF GREAT AMERICAN CITIES

**Dense
Clustering of
people,
productivity,
talents and skills
powers
economic
growth**



The dense physical layout of cities gives them a competitive and fiscal advantage



Density contributes to innovation by attracting young educated workers

Average labor productivity increases with employment density

Dense labor markets and high clustering of jobs lead to knowledge spillovers, both within and across industries

Compact development is more cost-efficient



Linking the New Economy to the
Livable Community

APRIL 1998

Collaborative Economics, Mountain View, CA

Research funded by the Irvine Foundation in 1998 has been repeatedly cited as the best source thus far on this question.

Findings:
The new basis of competitive advantage and the new nature of work requires a different kind of urban design

Essential Principle: Provide Settings for Interaction

New Economy values vital centers

The New Economy values the vital centers of regions, towns, and neighborhoods. These centers promote the interaction, accessibility, and creativity on which the New Economy depends. Creativity is encouraged by work and living environments that allow for a lot of interaction among people. Chance encounters in hallways, restaurants, neighborhoods, and conferences lead to new partnerships and solutions to tough problems. The proximity, density, and publicness of vital centers stimulate interaction among people. Vital centers are typically filled with the kinds of places conducive to planned meetings as well as chance encounters—places to eat and drink, conference and meeting facilities, recreation space and facilities, parks and plazas, business service centers.

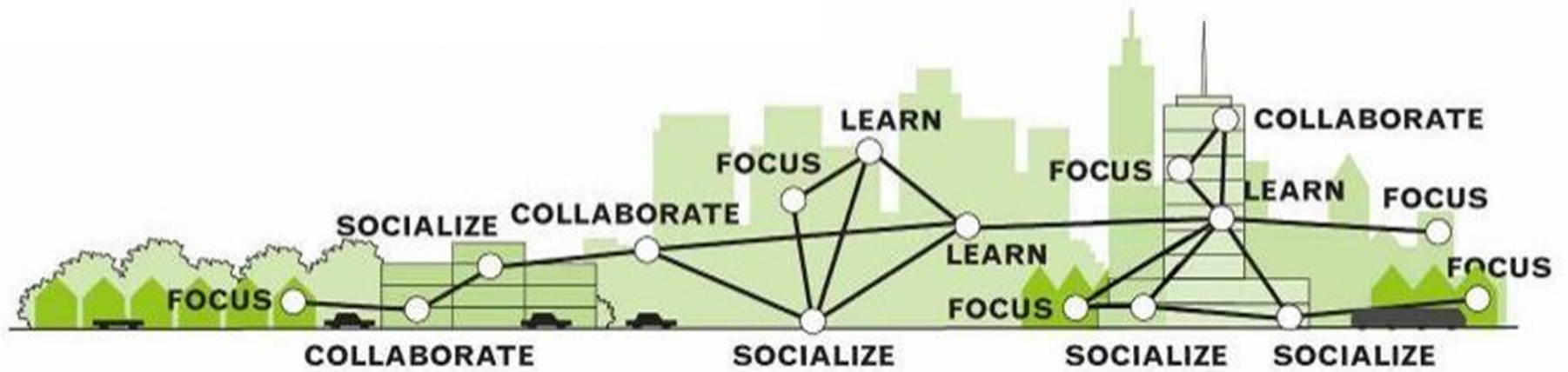
Essential Principal: **Innovation is fostered by providing settings that bring people together** to collaborate and exchange ideas



- In the office and the lab
- In the conference room
- In cafes, bars and restaurants

- During breaks, recreation and leisure
- Especially while socializing

mix



Source: United States General Services Administration

The 20th Century CBD and Business Park models no longer fit the needs of the innovation economy



To foster and to attract creativity & innovation cities must provide “Vital Centers”

Clustering & Density

Synergy & Mix

Public Places



Centerless Workplace



“Vital Center”

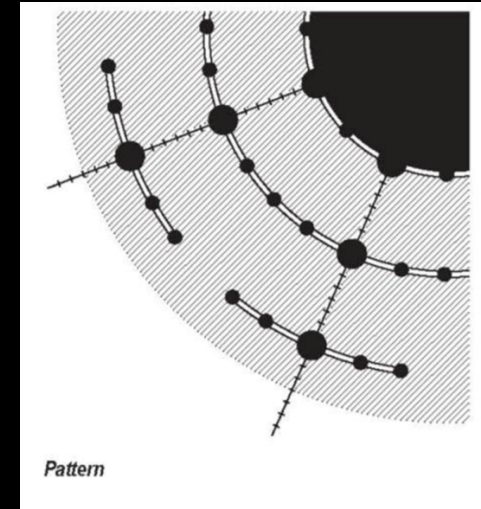
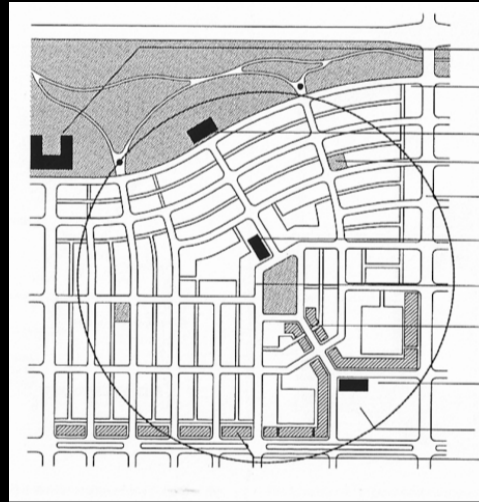
Related problems:

1. Congestion (lack of accessibility)
2. Energy waste (too much fuel use)
3. Land and resource consumption (auto-driven decentralization)
4. Climate Change (burning too much fossil fuel per person)

Critical to Any Solution:

1. **Vastly Reduce Automobile Use** – reduce vehicle miles travelled (VKT)

Simple Solution:



- **Complete Neighborhoods** (walkable, mixed, denser around stations)
- **TOD: Multi-Nucleated Pattern of Development; Integrated with a Transit Network offering modern frequent service.**

What are the physical characteristics of cities that nurture and support creativity?

- 1) Environments that foster innovation;
- 2) Environments that attract innovators.





The New York Times

March 10, 2007

Taking Googlers to Work

One of the many perquisites for Google employees, known as Googlers, is a free shuttle bus service that traverses much of the San Francisco Bay Area to Google's headquarters in Mountain View.

GOOGLE'S SHUTTLE BUS

On the map, dots represent towns in which the service has a stop.

SHUTTLE BUS STATISTICS

32 buses.

1,200 workers bused each way.

132 trips a day.

40 pickup and drop-off locations.

4,400 miles traveled a day.

230 miles of routes; by comparison the Bay Area Rapid Transit System's rail service has 104 miles of track.



Source: Google

The New York Times

Google's Buses Help Its Workers Beat the Rush



Randi Lynn Beach for The New York Times

Google offers shuttle bus service to and from its main office in Mountain View, Calif. About 1,200 employees use the service.

By MIGUEL HELFT

Published: March 10, 2007

MOUNTAIN VIEW, Calif. — The perks of working at [Google](#) are the envy of Silicon Valley. Unlimited amounts of free chef-prepared food at all times of day. A climbing wall, a volleyball court and two lap pools. On-site car washes, oil changes and haircuts, not to mention free doctor checkups.

SIGN IN TO
RECOMMEND

SIGN IN TO E-
MAIL OR SAVE THIS

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SINGLE PAGE



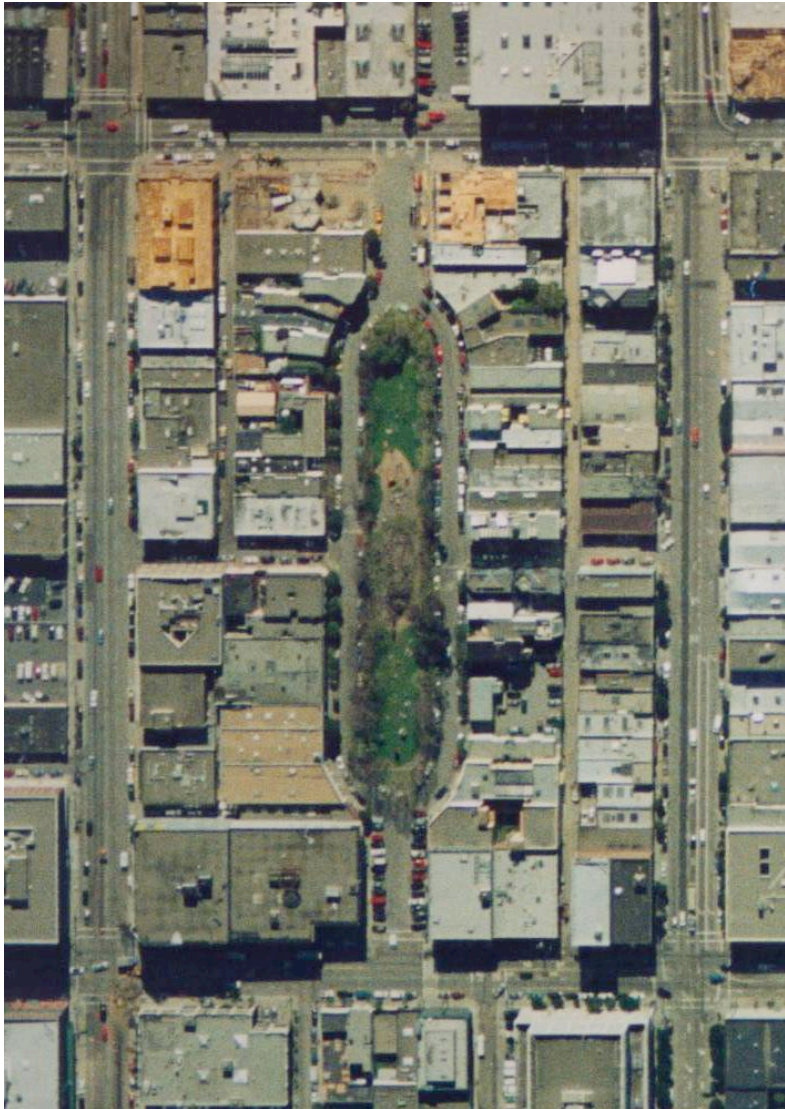




The Mission District,
San Francisco



South Park District, San Francisco







The “creative class” craves centers

Centers are places with: Density - Synergy - Mix



CEOs for Cities is a civic lab of today's urban leaders catalyzing a movement to advance the next generation of great American cities



CEOs for Cities: Young, College-Educated Population Booming in Urban Centers

Number of 24-35 year-olds with a four-year degree living close to metro centers has grown 26% in the last decade

[Chicago, IL – April 1, 2011] – Over the last decade, urban centers have increasingly become the residential destination of choice for young college graduates, according to a new analysis by CEOs for Cities.

In 2000, young adults with a four-year degree were about 61% more likely to live in close-in urban neighborhoods than their counterparts with less education. Now, these well-educated young adults are about 94% more likely to live in these close-in urban neighborhoods.

“The market for America’s downtowns and close-in neighborhoods just keeps getting stronger,” said Carol Coletta, president and CEO of CEOs for Cities. “Even Cleveland and Detroit, which for years have watched their populations dwindle, are seeing increases in the number of well-educated young adults in their close-in neighborhoods.”

Neighborhoods within three miles of central business districts have seen their population of college-educated 25 to 34 year olds grow by an average of 26%, while the outlying neighborhoods saw a 13% growth rate. In two-thirds of the nation’s 51 largest cities, the young, college-educated population grew faster in the three-mile urban core than in the rest of

Creative Class preferences



Streetlife



Density



Transit



Public Spaces





Necessary Elements of an Emerging Consensus

To get out in front of the changes and use
them to consolidate our gains . . .

1. The Business Park is a dead end.
21st Century workplace districts will provide settings to foster innovation and will match the preferences of the most sought-after employees.

Early adopter cities/districts that provide talent-magnet districts will have prime-mover advantage.

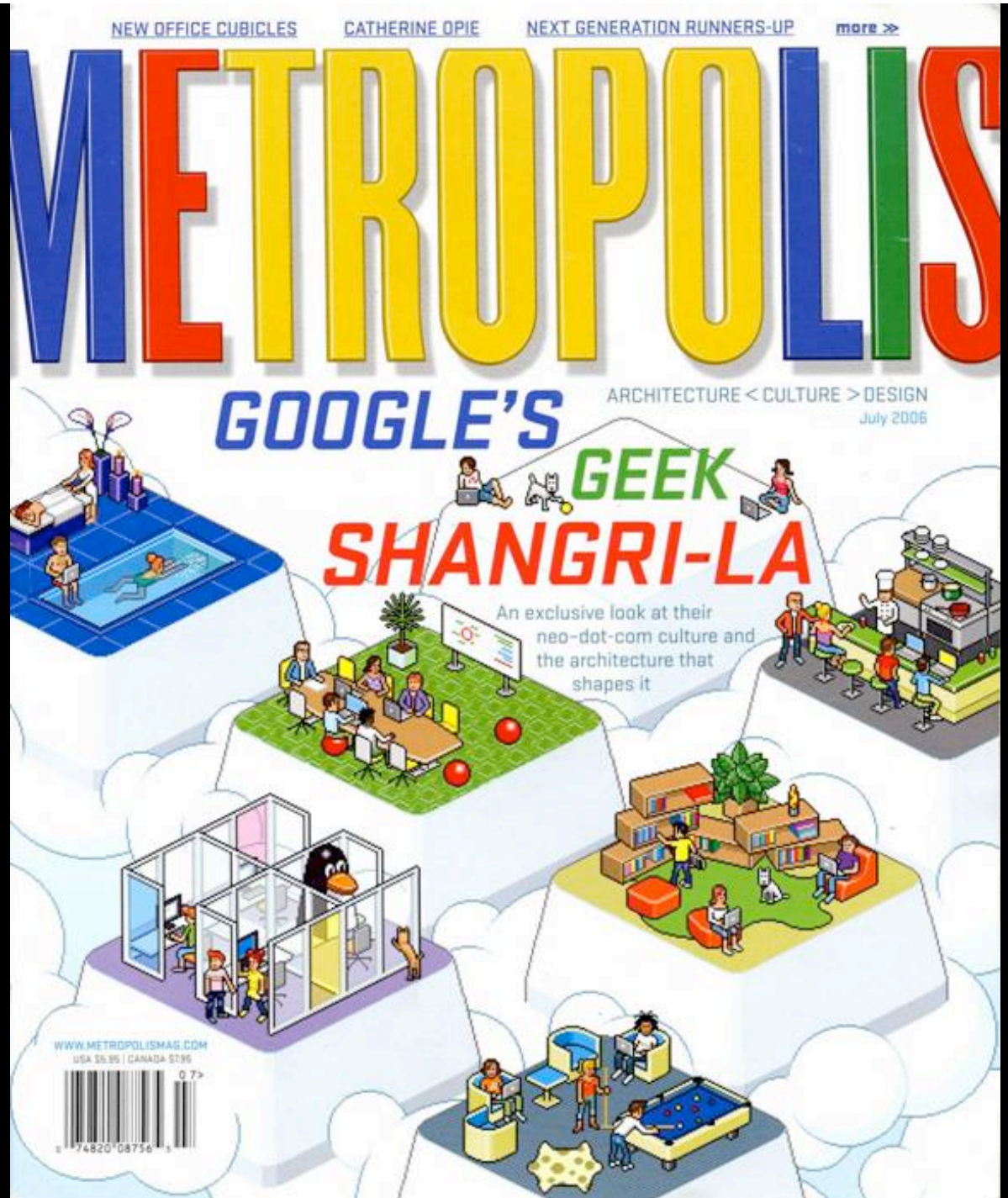


INSIDE THE WORKPLACE, The Old 20th Century Model is already changing . . .

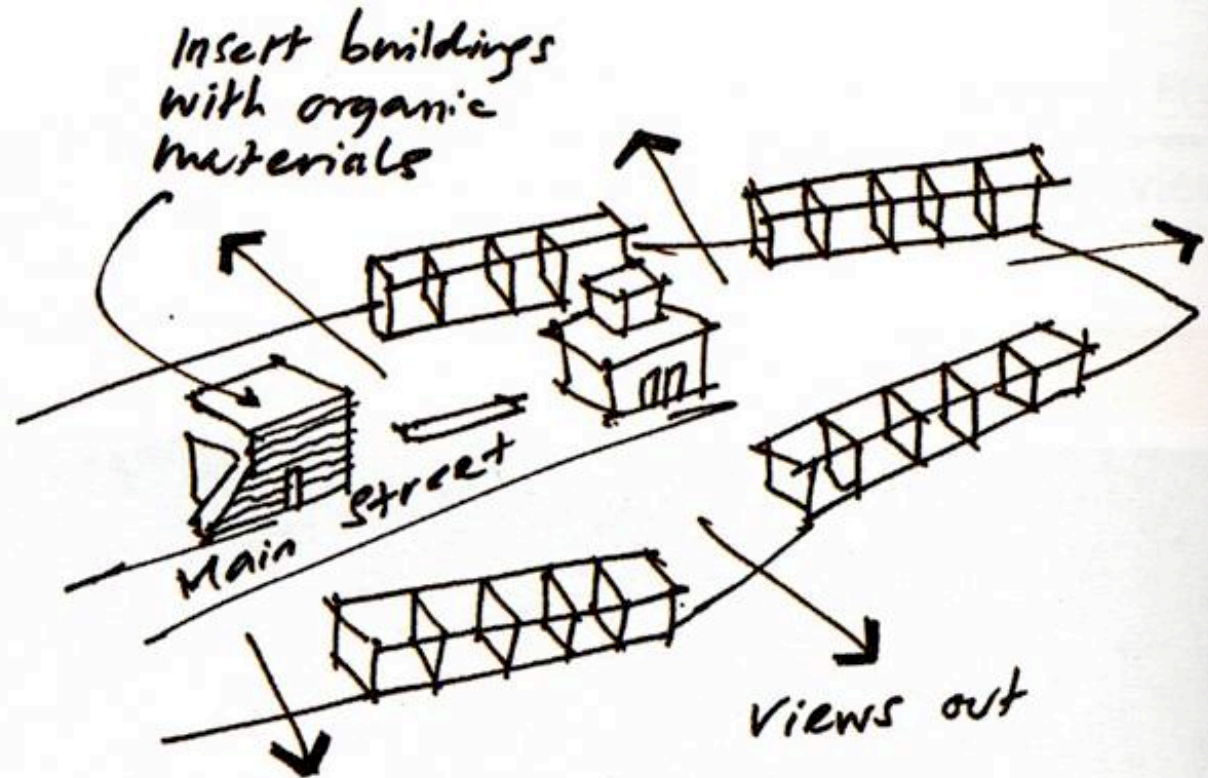


... to new office environments that foster innovation.

21st Century
Knowledge
Workers need
environments
that foster
collaboration to
produce creative
ideas, products
and processes



Clive Wilkinson Architects' proposal for the redesigned Googleplex included sketches illustrating fundamental features of the new interior. Chief among them is the use of a "main street," a central pedestrian corridor lined by "shared-use building blocks" (below) and glass-walled work-rooms along the perimeter (right).



“The development of Urban Typologies and Neighbourhood Planning in office environments is a reaction to the pent-up demand for more meaningful work places...”

Nicola Gillen, DEGW



Imagery Date: 10/1/2009 1948

37°25'08.93" N 122°04'57.83" W elev 17 ft

©2010 Google

Eye alt 4946 ft

Next to the Googleplex: North Bayshore's Business Parks

The Workplace *District* remains out of synch



Separate Precinct





- Usually segregated in *type of work*: office, R+D, manufacturing



- *No activity focus or center* - only auto-oriented



- Fabric of *large blocks* and *wide roads* necessitated by them

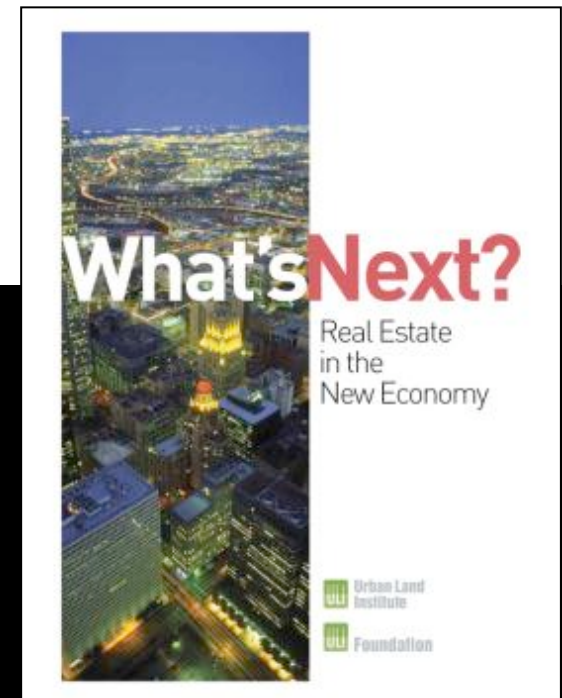


- Buildings surrounded by *parking & landscape* (plenty of open space but no public space).

Urban Land Institute - October 2011

tions. Proximity to anything didn't matter when you could drive easily to almost everywhere. And exhilarating mobility over long distances enabled more people to own more land—and build larger houses—at the ever-expanding suburban fringe. Employers sought to build suburban office islands, set apart from housing, retail, and transit.

That's over. What's next?



To foster and to attract creativity & innovation cities must provide “Vital Centers”

Clustering & Density

Synergy & Mix

Public Places

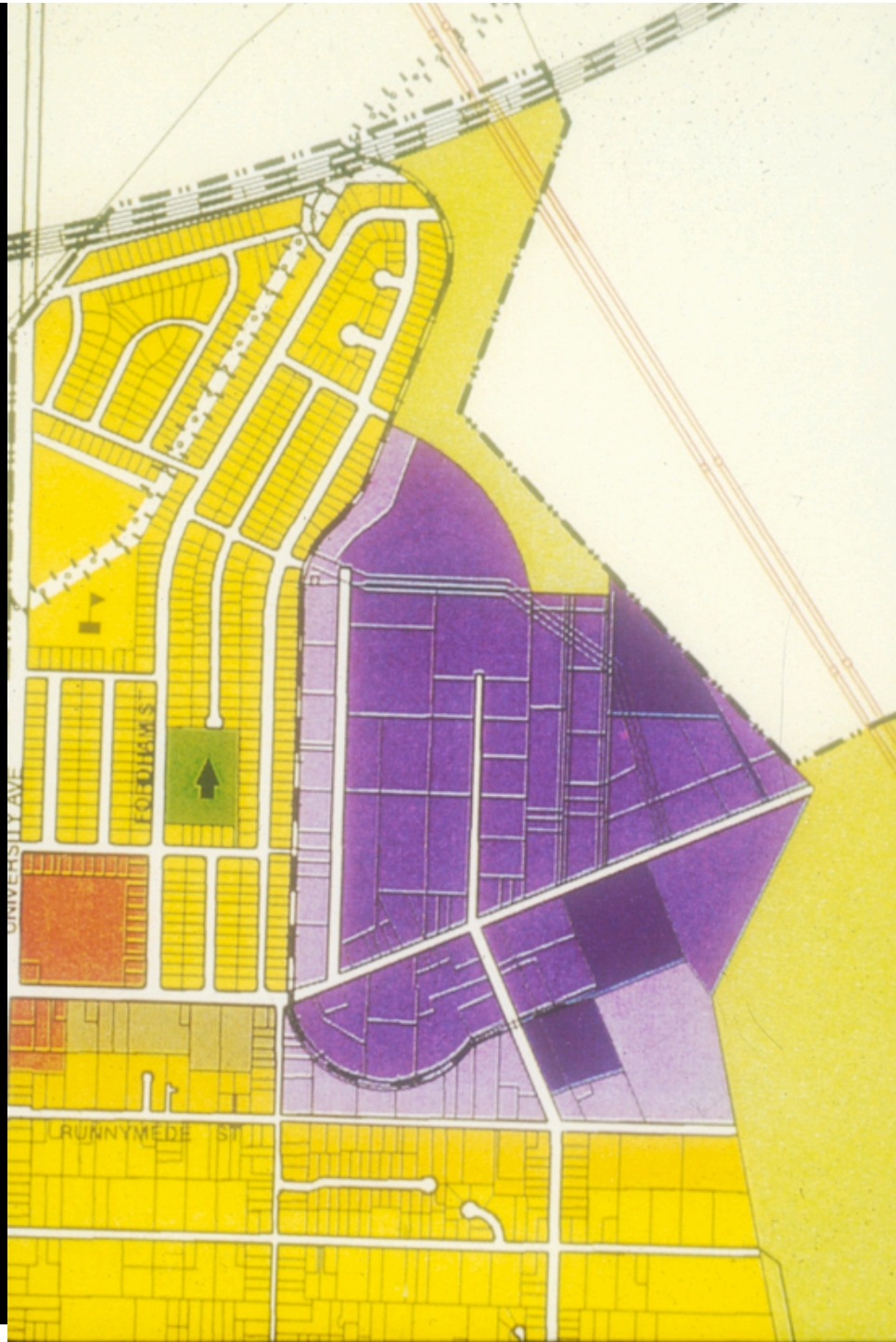


Centerless Workplace



“Vital Center”

The Old Model:
Policy for
Separate
Precinct



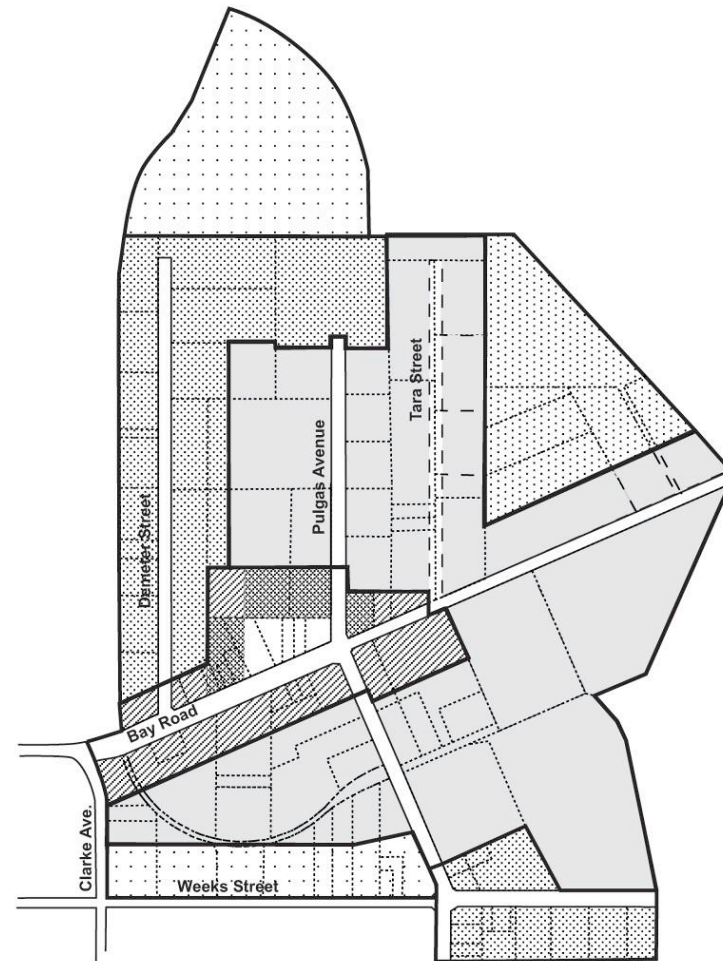
The New Model:







District Center

Workplace Core

Mixed-Use Transition Areas

Residential Transition Areas



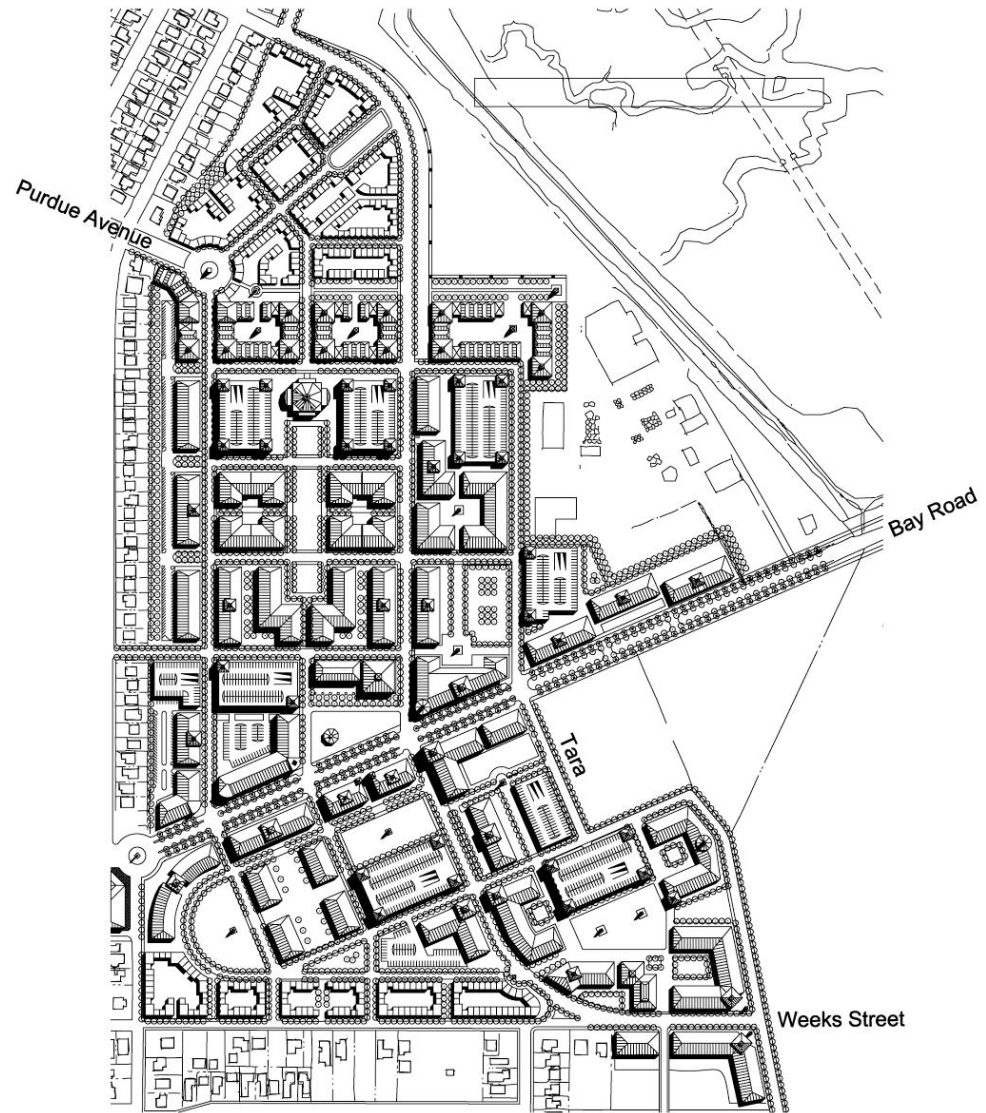
- | | | |
|---|---|---|
|  District Center - Ground Floor Retail Allowed |  Mixed Use Transition Area |  Industrial Area |
|  District Center - Ground Floor Retail Required |  Workplace Core Area |  Residential Transitional Area |

Land Use Plan Areas

Ravenswood Business District



City of East Palo Alto



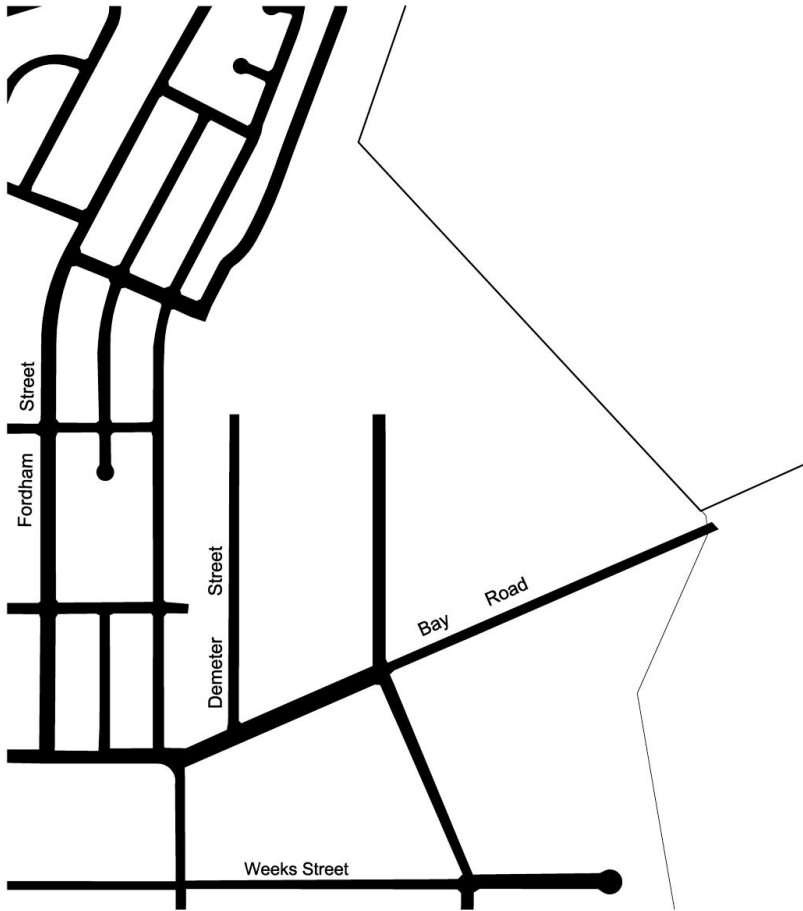
Site Development Concept Plan

Maximum Buildout Potential

Ravenswood Business District



City of East Palo Alto



Existing Street Network

Ravenswood Business District



City of East Palo Alto



Proposed Street Network

Ravenswood Business District



City of East Palo Alto

20th Century: Self-Containment, All Activities “Under One Roof”

SHREDDED WHEAT FACTORY AT WELWYN GARDEN CITY

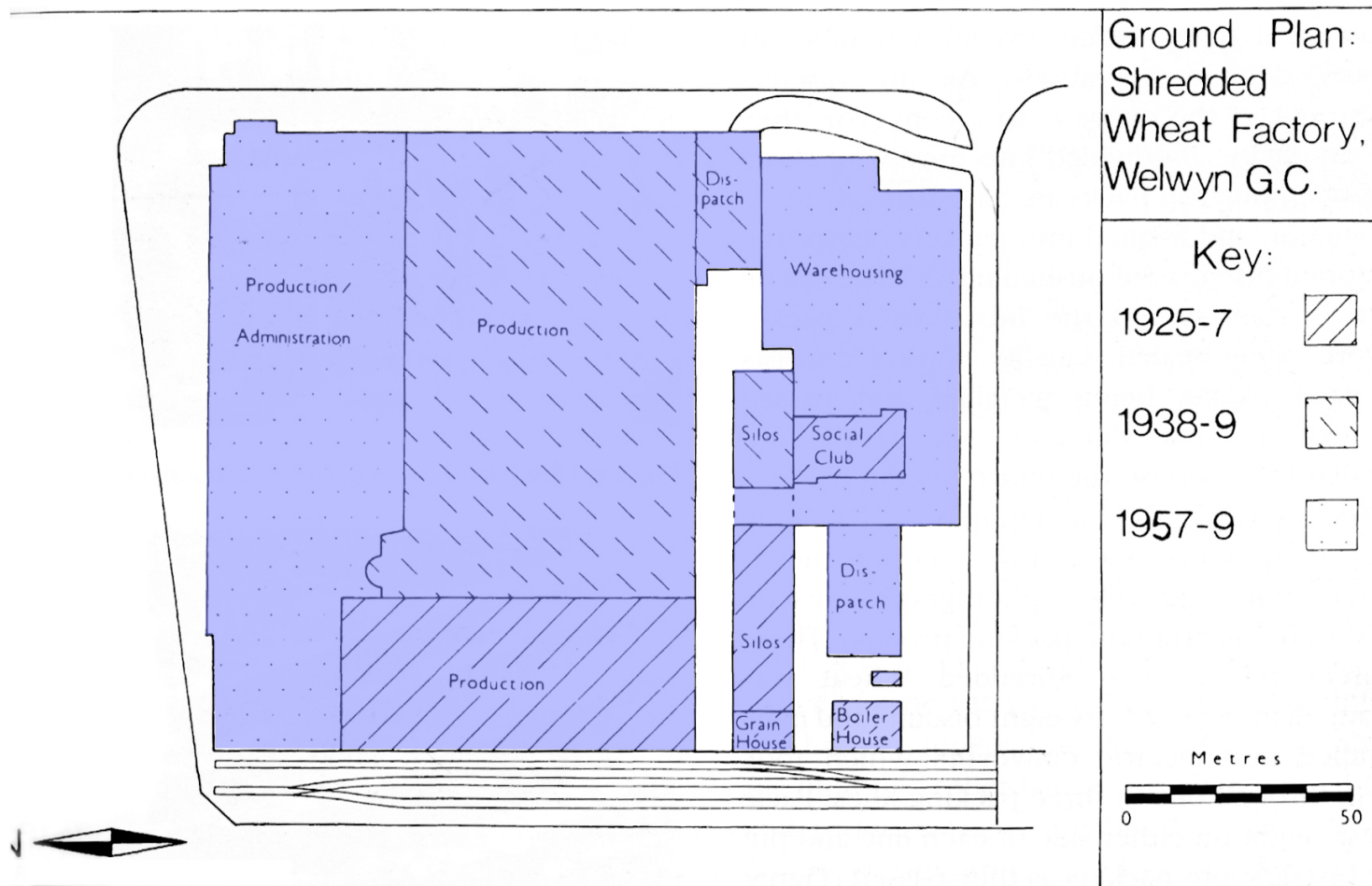
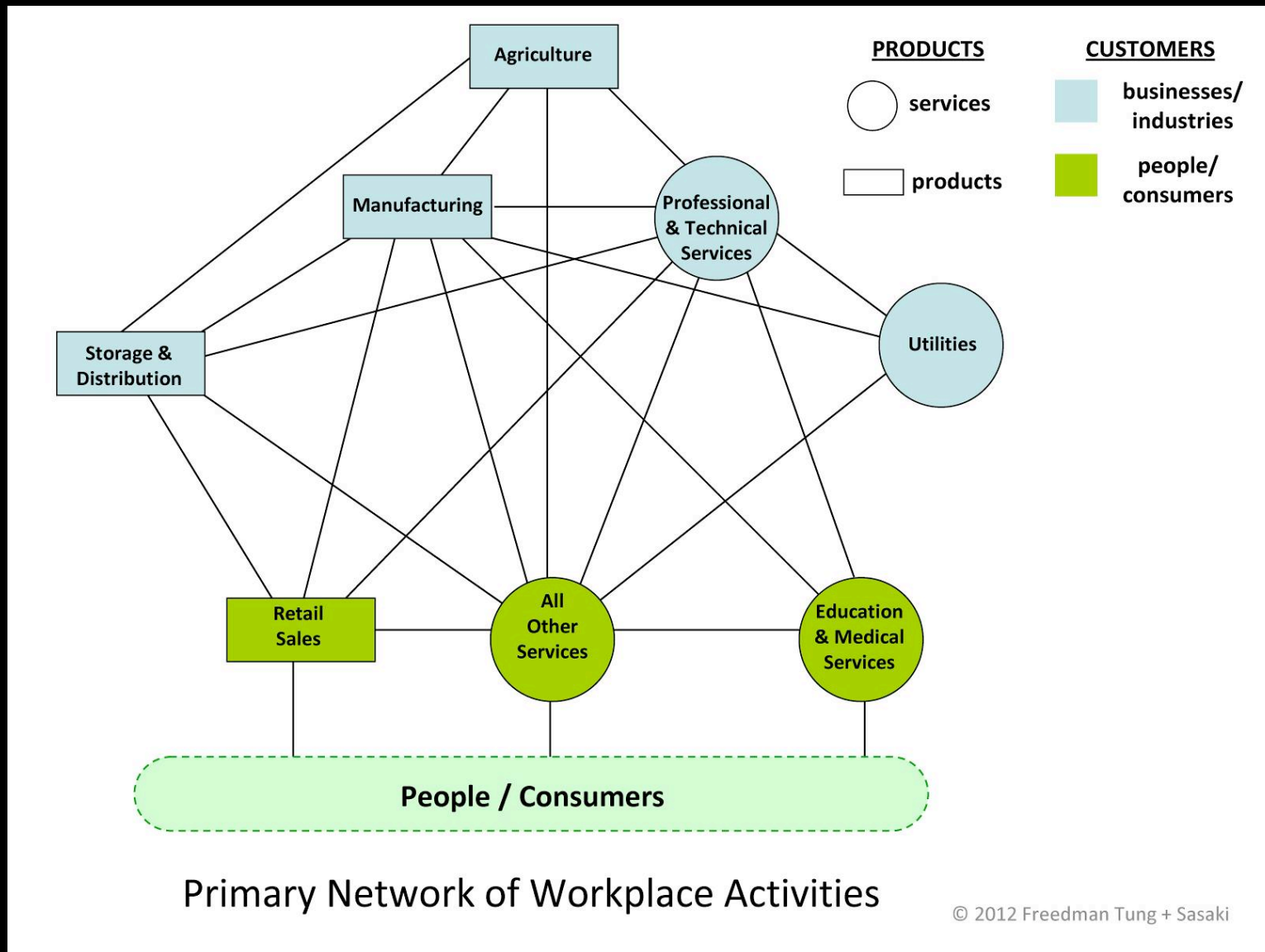


Figure 19.3 Ground plan of the Shredded Wheat factory, showing site development from 1925 to 1959

21st Century: Dense Collaborative Network of Partners, Suppliers, Customers



Typical Business Park: little variation



Range of building types

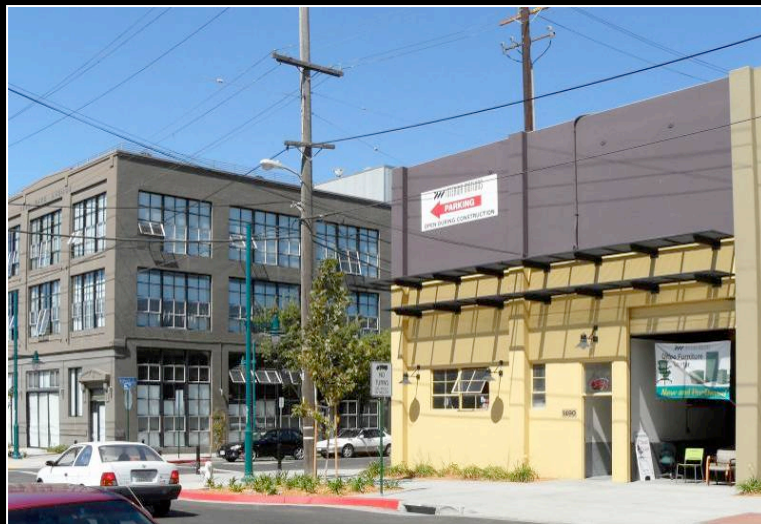
Mixture of workspace types, costs, tenancies, sizes, **in proximity**



Quality Medium Sized Space



New lower cost, small scale space



Creative rehab – lower cost spaces



Established Corporate Space

- Publicness: Activity Core

Traditional Business Park approaches:



No activity core – food use inside buildings, or located incidentally



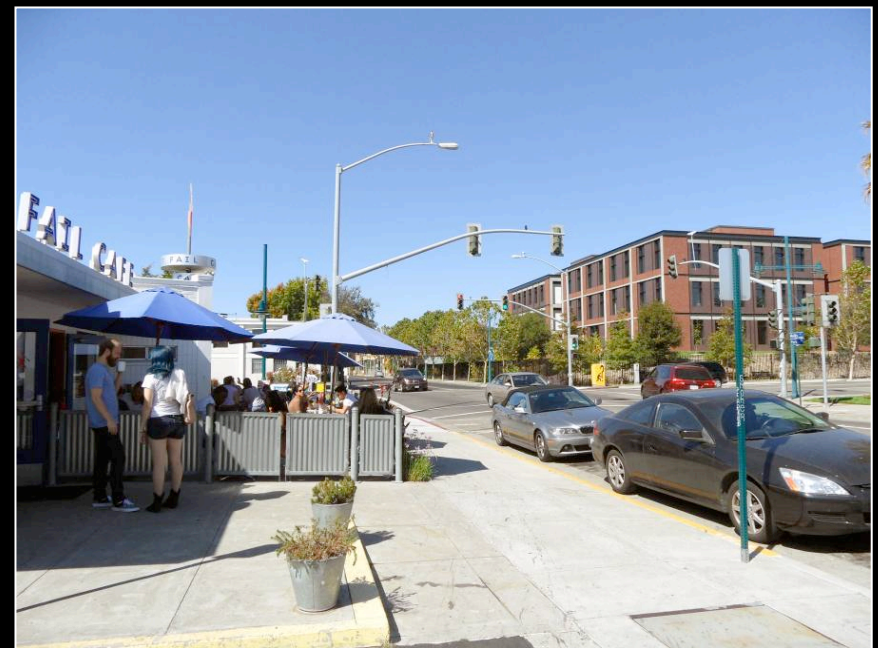
Insertion of a commercial strip center

- Publicness: Activity Core

A workplace district may have a **main Activity Core** and/or a **series of local cores**, depending on its structure.



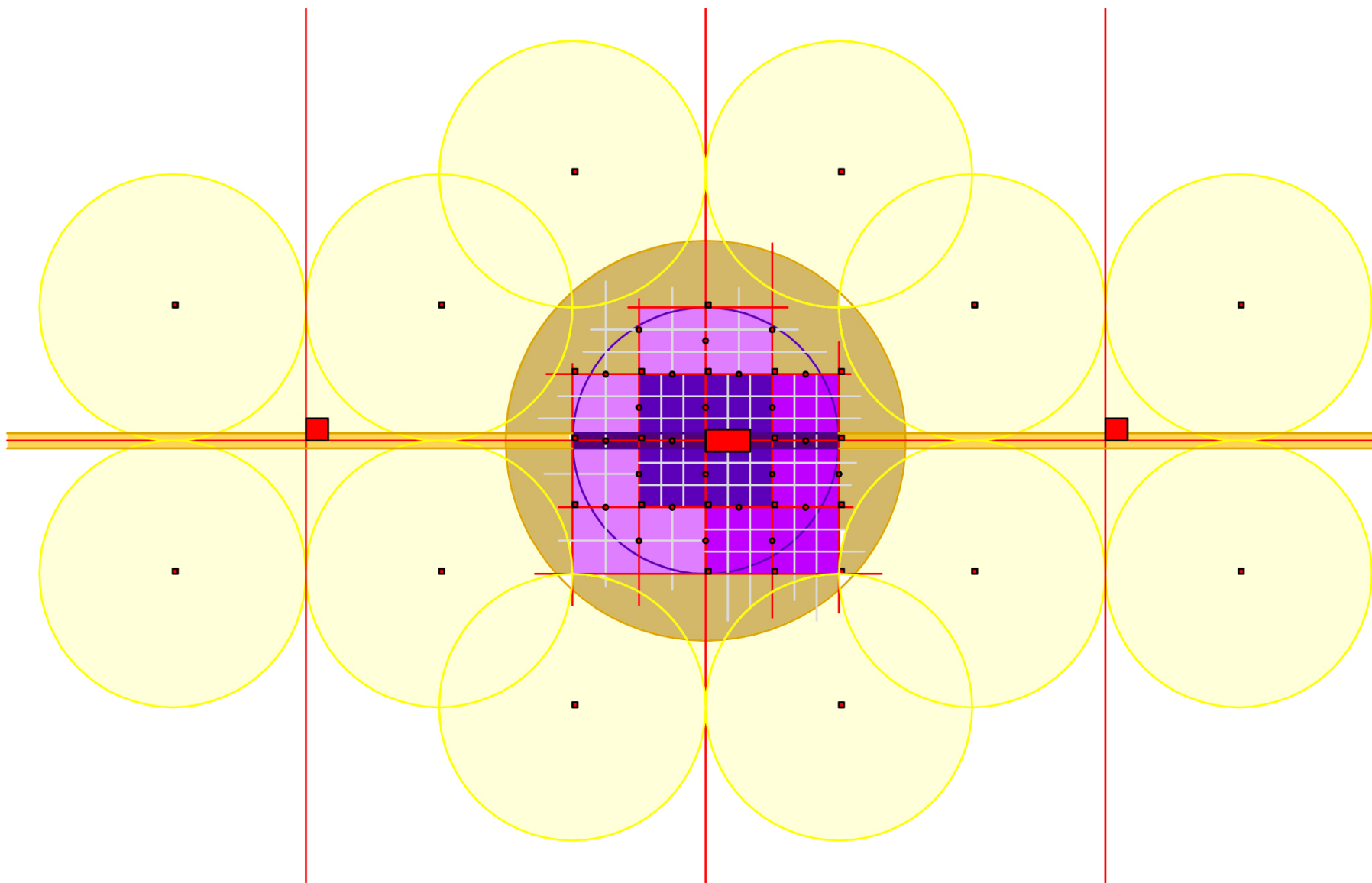
4th Street retail cluster:
District Activity Core for West
Berkeley

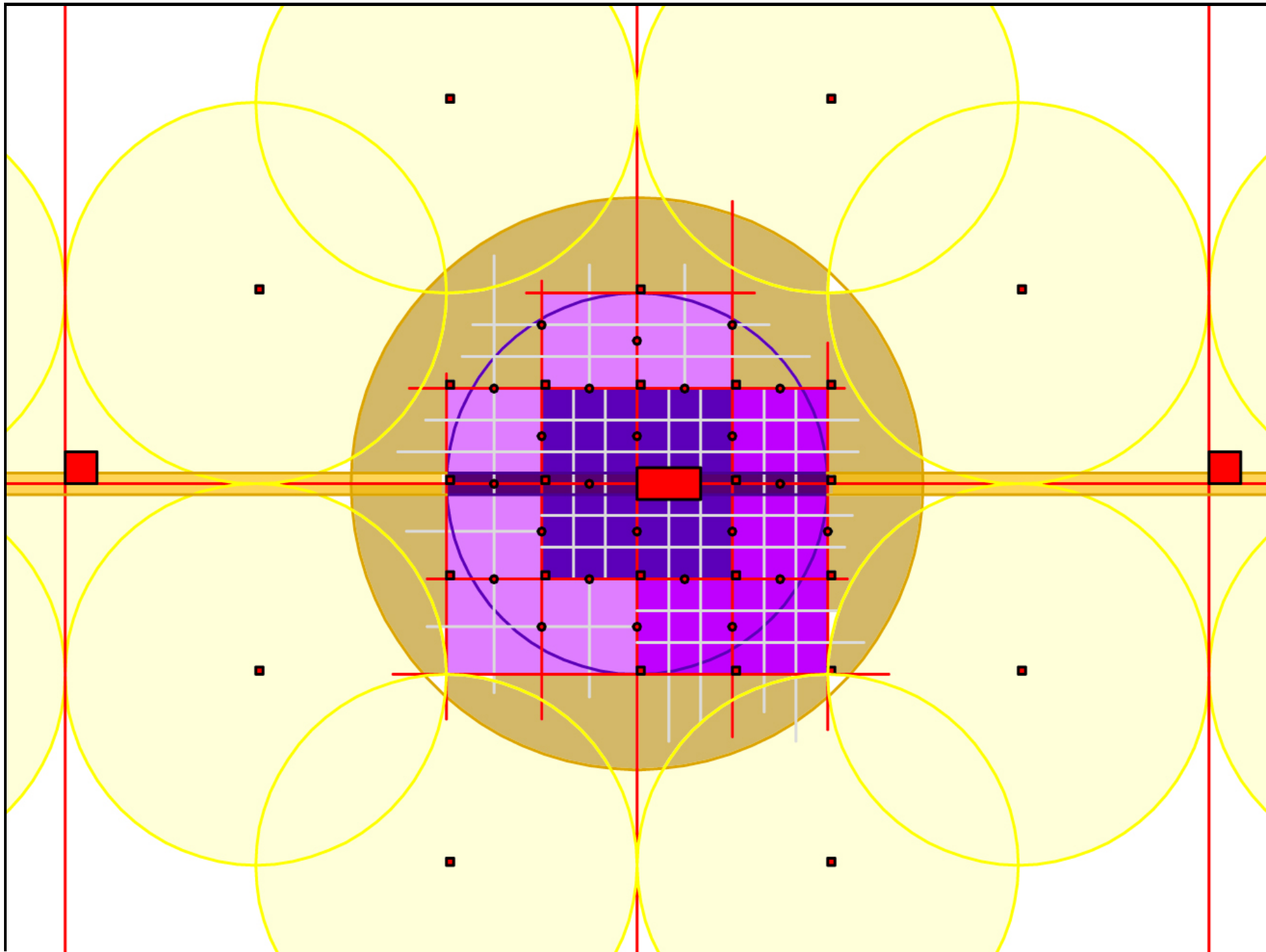


“Can’t Fail Café” across from Pixar
Studios and City Hall in Emeryville:
Local Activity Core

The New Model: Settings for Interaction, Serendipity







Example of incrementally transitioning urban Workplace District: **Emeryville**

● Eating &
Convenience



Existing
Detached
Homes

Hollis and 59th Streets, Emeryville before 1993:
Transitioning heavy industrial area with residential edge

○ Eating & Convenience

EmeryStation:
Infill
Multifamily
Homes

EmeryStation:
Infill High-Tech
Workplace
Buildings
(5-6 stories)

Rehabbed
Workplace
Buildings
(mostly 1 story,
some 2-4
stories)



Mixed Work +
Live / Work in
rehabbed
buildings

Infill Parks &
Plazas

Existing
Detached
Homes

Infill Townhomes

Hollis and 59th Streets, Emeryville today:
Flourishing creative workplace/mixed use infill district

The Business Park Model: Plenty of Open Space but no “Public” Space, no interaction; functions separated



Typical Business Park Setting

The Emerging 21st Century Workplace District Model: Settings for Convenience, Interaction, Serendipity



SOMA near South Park, San Francisco



Adding a few floors to the same model alone will not get us where we need to go

We are starting to see evidence of workplace “Vital Center” evolution in the most innovative districts and cities



Creative Workplace: In urban center, dense, public space, activity & mix at ground level.



Sony's Digital Media City
Seoul, South Korea
(2000 companies expected by 2015)

Redevelopment opportunities are common in Bay Area's old business parks



Business Parks: what would a reorganized format look like?



Existing conditions in a classic Business Park format

Business Parks: what would a reorganized format look like?



At similar intensity, a retrofitted activity-focused concept



© 2007 Europa Technologies

© 2005 Google

Pointer: 37°19'59.71" N 122°00'39.82" W

Streaming: [|||||] 100%

Eye alt: 1489 ft

The Workplace District of the 21st Century



Built example: Central Yuba City



1992: 130 acre vacant cannery site – addressed with a Specific Plan



The design and construction of the workplace district is key to the revitalization strategy and specific plan document. Therefore, the design team prepared a Master Plan to articulate the vision for the new district including important new public spaces - the town square and central boulevard - land uses and composition of buildings.

Instead of a Business Park, workplace buildings define streets and an activity core



From 1985 to 1987, the Rand McNally Livable Cities Survey named the city the “Least Livable City in America” of 329 cities evaluated. A big part of the problem was the 130 acres of underutilized or vacant industrial land located in the heart of the city and pictured here.

The abandoned steel mill in 1990



Sutter Medical Foundation Library

Town Square and Fountain

Multi-tenant Medical Building



Sutter North Medical Foundation & Café – facing Town Square



Sutter North Medical Group – facing Boulevard & Town Square

Today, high value medical employment activates a Town Square and Boulevard

Business Park: Higher intensity, innovation-oriented format

Livermore Labs



Activity cores, mixed uses, walkable blocks, commute transit, structured parking

2. Downtown is no longer peripheral to primary economic activity; the prospects for downtown are greatly enhanced; in fact **urbane town centers are critical to the New Prosperity.**

The emerging “New Workplace” ecosystem:

- City and Regional Centers
(Downtowns)
- Workplace-focused districts
 - Revitalized Business Parks
 - Redeveloped Industrial Districts
- Institution-anchored districts
 - Educational Campuses
 - Medical Districts

Downtowns



SOURCE: City of San Leandro

were once the central place for
office-type work in suburban cities





Downtown Mountain View, CA

Served by Caltrain, VTA Light Rail



Castro Street shops



Civic Center



Fenwick & West (expanded from Stanford Bus. Park)



Parking facilities



Transit & TOD Housing

(Mountain View) Downtown... ..attractive to younger workers and entrepreneurs, the segment that is often on the cutting edge of various tech fields.

...the Downtown is serving as de-facto “incubator” space for the larger Silicon Valley region and thus as a valuable economic development asset for the City.

Downtown Mountain View Economic Study and
Development Strategy (June 2011)
Economic & Planning Systems, Inc.

U.S. NEWS



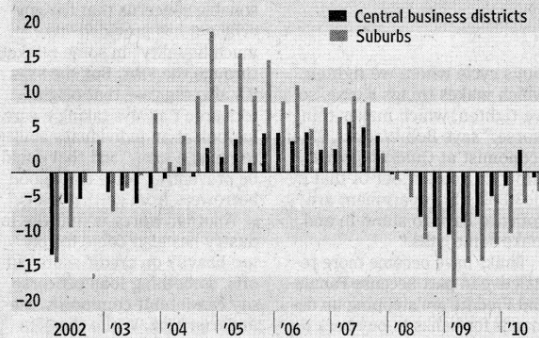
Bloomberg News

A succession of mayors have revitalized downtown Houston, above, persuading companies like BG Group to relocate there from the suburbs.

Downtowns and Suburbs Go Different Ways

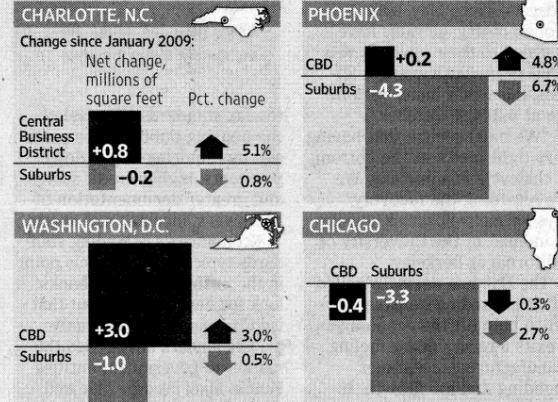
In contrast to the last recovery, suburban office space is still emptying even as downtown markets stabilize.

Quarterly change in occupied office space, in millions of square feet:



Source: Reis, Inc.

The housing bust clobbered the suburban office market while government and big banks have helped downtowns weather the storm.



Downtowns Get a Fresh Lease

Suburbs Lose Office Workers to Business Districts, Reversing a Postwar Trend

By ANTON TROIANOVSKI

As the market for office space shows signs of recovery, the sub-

according to data firm Reis Inc. In the first three quarters of this year, businesses in the suburbs vacated a net 16 million

companies that have recovered more quickly, such as big banks. To be sure, most American office workers continue to work

downtown was a more convenient commuting destination, policy and corporate-affairs vice president David Keane said. BG

The Hottest
Startups of 2011

Build the Ultimate
Mobile Office

Who Killed the
Internet Auction?
(You Did.)

WIRED

APPLY YOURSELF | JUNE 2011

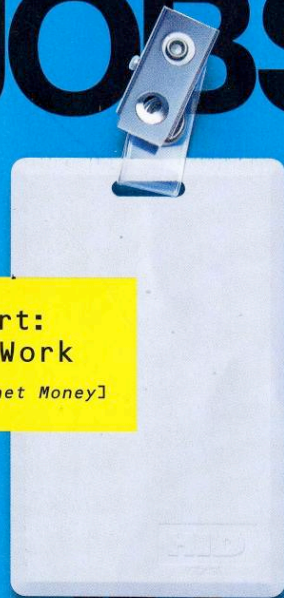
THE SMARTEST JOBS

Special Report:
The Future of Work
[Produced with NPR's *Planet Money*]

WHAT
THEY ARE

WHERE
THEY'RE
GOING

WHO'S
GETTING
THEM



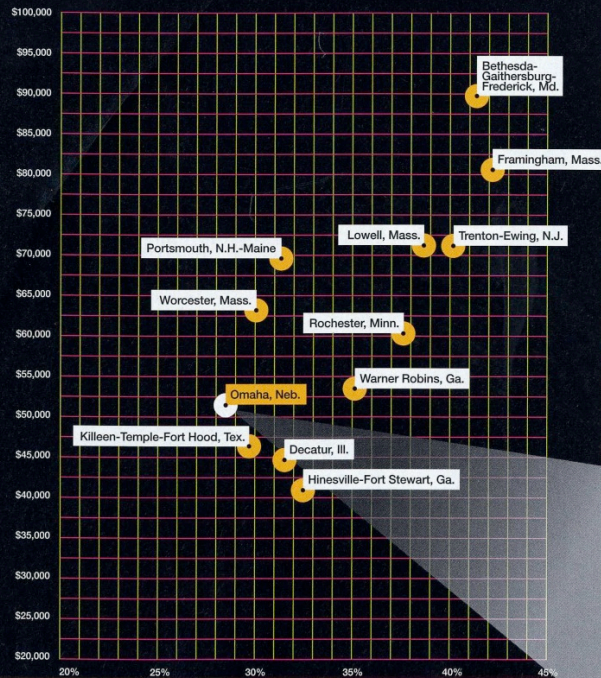
IN AMERICA

The Reviving Downtowns

Smaller cities and towns are remaking themselves as hubs for the knowledge economy.

Map illustration by Bryan Christie

Livable cities draw creative people, and creative people spawn jobs. Some places you'd never expect—small cities not dominated by a university—are learning how to lure knowledge workers, entrepreneurs, and other imaginative types at levels that track or even exceed the US average (30 percent of workers). Here are some surprising destinations from the data of the Martin Prosperity Institute, directed by Richard Florida, author of *The Rise of the Creative Class*.



Median household income (2005-2009)

Projected percentage of creatives per city, 2016

SOURCE: MARTIN PROSPERITY INSTITUTE (MARTINPROSPERITY.ORG) AT THE UNIVERSITY OF TORONTO'S ROTMAN SCHOOL OF MANAGEMENT LOCATIONS BASED ON METROPOLITAN STATISTICAL AREAS.



Midtown Crossing, unveiled in 2010, is the culmination of a five-year effort to revitalize midtown, which had been home to Mutual of Omaha and Berkshire Hathaway but not much good housing. Mutual put up the funds for the project, a million-square-foot bet that upscale condos and retail could lure young professionals.

CASE STUDY:

It's only the 42nd-largest city in the US, but over the past two decades, Omaha has been transformed into one of the Midwest's most vibrant cultural hubs. Here's how the rebirth happened, starting in the '90s.



Downtown for years was a tiny oasis of urban cool; an overstuffed used-book shop, some fancy restaurants, even (starting in 1984) a hopping gay club. But sometime in the early 1990s, new gourmet restaurants like Vivace and the Flatiron Cafe began to draw the suburbanites—and tempt them to consider moving closer in.

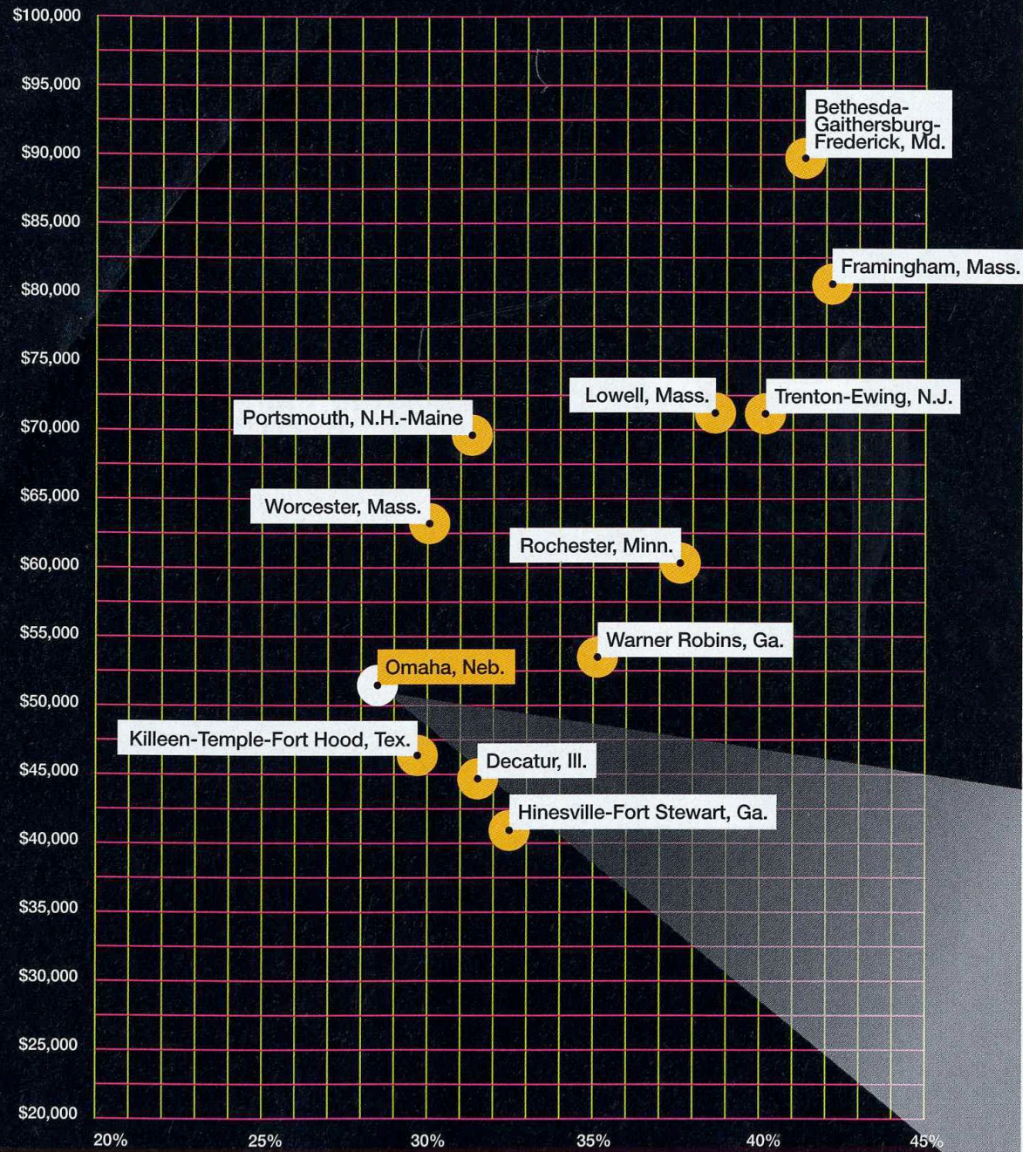
The Slowdown development, as this complex is known—after the indie-rock club that anchors it—was completed in 2007 on an abandoned lot owned by Union Pacific Railroad. Funding for the \$10.2 million project came from Saddle Creek Records and the city; in 2008, *Esquire* called Slowdown the best club in America.

Omaha, Nebraska

PHASE 1	PHASE 2	PHASE 3	PHASE 4
1991-1994 It all started with better food. For decades, Omaha had few gourmet destinations aside from its musty old steak houses. In the early '90s, though, new restaurants—and a revitalized farmers' market—brought foodies back.	1995-2001 This was when the arts really took off downtown. The new permanent home of the Bemis Center, a work and gallery space, helped to draw artists downtown—while west on Leavenworth Street, the Cog Factory became a punk-rock mecca.	2002-2007 Omaha learned to cater to the younger set: North of downtown, an extraordinary collaboration between Saddle Creek Records and the city brought a new infusion of culture, with a club, an art-film theater, and a skate shop.	2008-2010 Lately the city has added more grown-up pleasures, particularly in the Midtown Crossing area: eco-eatery the Grey Plume (which <i>Time</i> called the "greenest restaurant in America") and Jazz on the Green, a summer series in Turner Park.

Smaller cities and towns are remaking themselves as hubs for the knowledge economy.

Livable cities draw creative people, and creative people spawn jobs. Some places you'd never expect—small cities not dominated by a university—are learning how to lure knowledge workers, entrepreneurs, and other imaginative types at levels that track or exceed the US average (30 percent of workers)



Median household income (2005-2009)
Projected percentage of creatives per city, 2018

SOURCE: MARTIN PROSPERITY INSTITUTE (MARTINPROSPERITY.ORG) AT THE UNIVERSITY OF TORONTO'S ROTMAN SCHOOL OF MANAGEMENT. LOCATIONS BASED ON METROPOLITAN STATISTICAL AREAS.

“Highly Urbane Places Conducive to Face-to-Face Interaction”

Table I: Fastest appreciating residential real estate by metro area (September 2007)

		1-YR.	5-YR.
1.	Wenatchee, Washington	25.6 %	70.6 %
2.	Provo-Orem, Utah	19.7	43.9
3.	Grand Junction, Colorado	16.8	60.1
4.	Gulfport-Biloxi, Mississippi	15.2	52.4
5.	Myrtle Beach-Conway, South Carolina	14.9	69.1
6.	Boise City-Nampa, Idaho	14.5	70.9
7.	Corvallis, Oregon	13.9	52.2
8.	Asheville, North Carolina	13.6	56.7
9.	Las Cruces, New Mexico	12.6	60.1
10.	Miami-Miami Beach, Florida	11.4	131.3
11.	Mobile, Alabama	11.2	38.6
12.	El Paso, Texas	11.2	51.4
13.	Lynchburg, Virginia	10.9	46.2
14.	Scranton-Wilkes-Barre, Pennsylvania	10.3	41.3
15.	Baton Rouge, Louisiana	10.2	38.5
16.	Flagstaff, Ariz.-Utah	9.4	100.5
17.	Missoula, Montana	9.1	62.0
18.	Savannah, Georgia	9.0	50.4
19.	Nashville, Tennessee	8.3	33.4
20.	Wausau, Wisconsin	7.8	29.9

Data courtesy of Hanley Wood

Innovation Goes Downtown

From Barcelona to Seoul, urban science parks are being built to lure the best minds and the industries of tomorrow



Say "science park" to most Americans and they probably will think of beautifully landscaped campuses of low-rise buildings on the outskirts of a city, where researchers commute to their cubicles each morning and fight the evening traffic to return home. For 50 years the prototype was Research Triangle Park—an 11-sq.-mile district snuggled into the piney hills outside of Durham, N.C., with such multinational tenants as IBM ([IBM](#)) and GlaxoSmithKline ([GSK](#)).

No longer. Today's high-tech meccas are being constructed deep inside major cities. Michael Joroff, an urban-planning guru at Massachusetts Institute of Technology, dubs them "new century cities." Their goal, says Joroff, an adviser to projects in South Korea, Britain, Sweden, and Abu Dhabi, is to "kick-start high-priority industries with new spaces where companies and universities can work together and develop the next generation of workers."

Planners also hope to tap into the "new urbanism" movement by offering plenty of amenities where scientists, entrepreneurs, and creative types from an array of industries can intermingle and, with a bit of serendipity, cross-pollinate ventures. "To be a neurocenter of the knowledge economy, fiber and telecom are not enough," says Josep Miquel Piqué, 22@Barcelona's chief executive. "You also need things like good food, wine, and aesthetics."

3. Auto-mobility is no longer central. On the other hand, Transit + Density is not enough. Retrofitting central districts to attract innovative people is the critical strategic city planning activity. Think: Transit, Density and Amenity!

.



Cheonggyecheon Restoration Project, Seoul

The 21st Century City must balance transportation infrastructure with enhanced “Place-Making”



Before



After

Seoul: Chongyecheon

To be successful in the 21st century, cities are replacing the old industrial infrastructure with the infrastructure of the creative economy.

New York: The High Line



Leaders of competitive cities know they must work hard to attract and retain talented people with urban and cultural amenities and a high quality of life.

New York: Broadway



The approach reflects the enhanced role of public amenities in growing urban economies to position cities to attract high-value-added growth.

What is Going On?

Leading City Decision-Makers
are Shifting their Priorities to
accommodate the Innovation-
Driven Economy

Creative Class preferences



Streetlife



Density



Transit



Public Spaces



The Creative Economy Requires Spaces of Interaction and Exchange



Cities large and small are shifting away from automobility and towards amenity in public space



An aggressive "Complete Streets" approach: "Transitional" expansion of pedestrian & bike realm outside of curb with colored asphalt topping, striping, signposts, and movable street furnishings: Broadway, New York City (2008)



Downtown Livermore in 2002: underperforming business and community image, low activity, not well connected to surrounding wine country



First Street (CA-84) in 2004

First Street (CA-84) in 2004



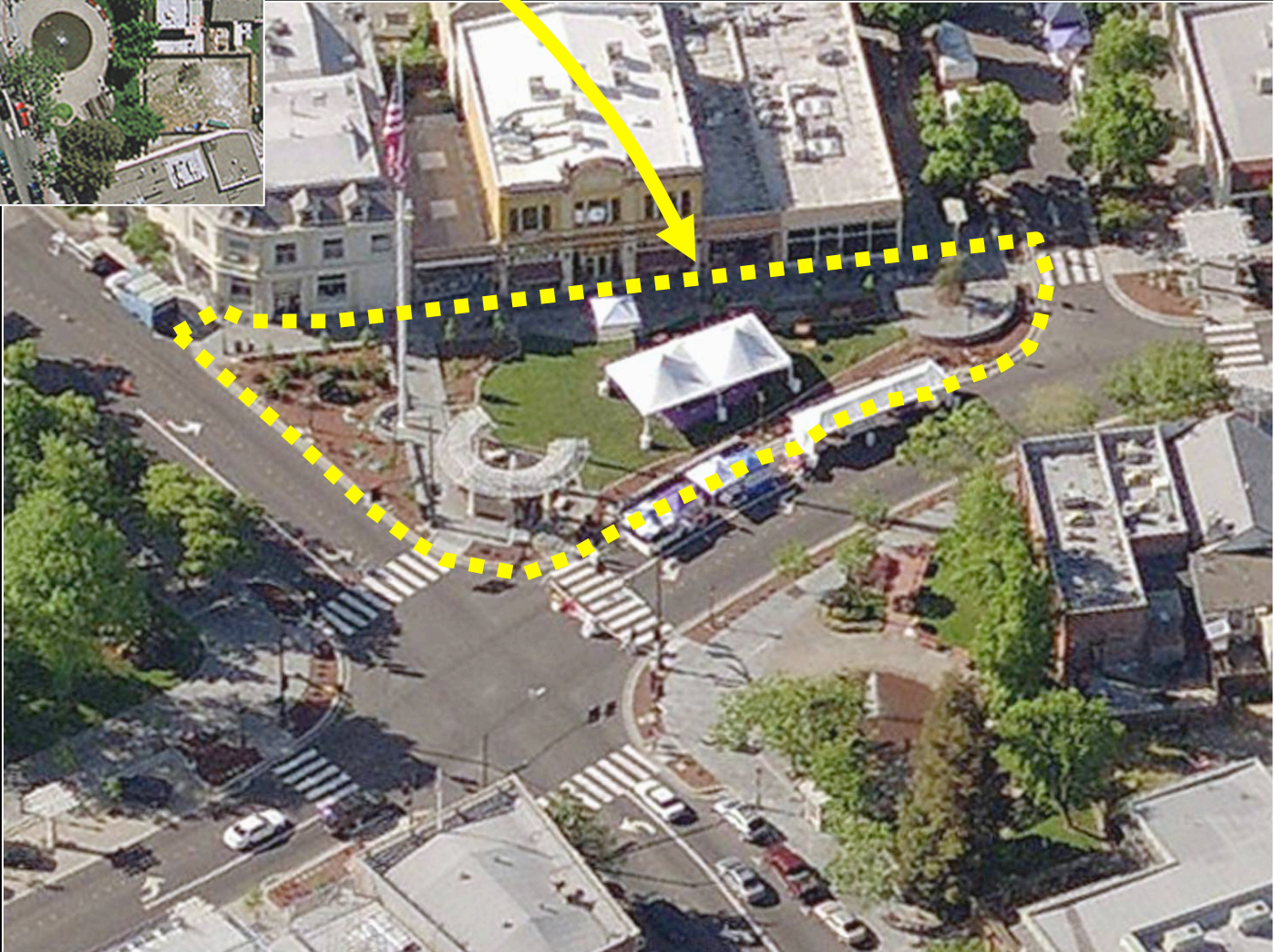
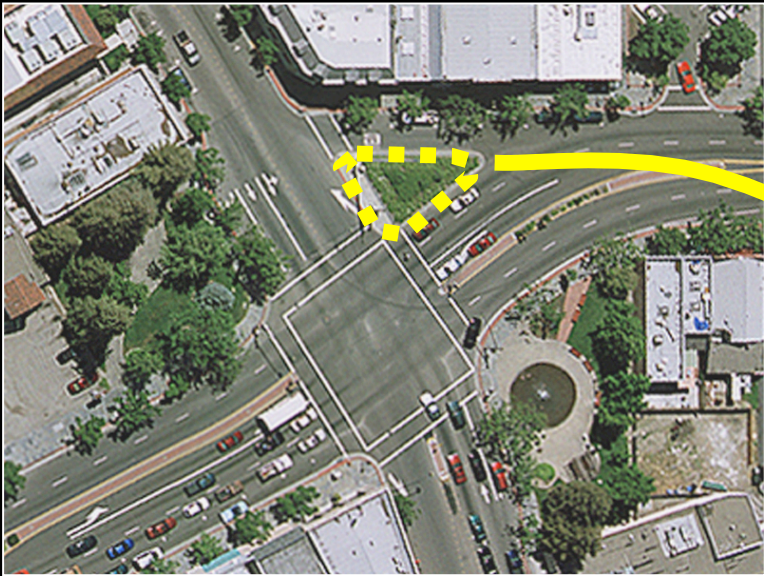
“Flexible Dining Zone” streetscape

First Street sidewalk in 2004

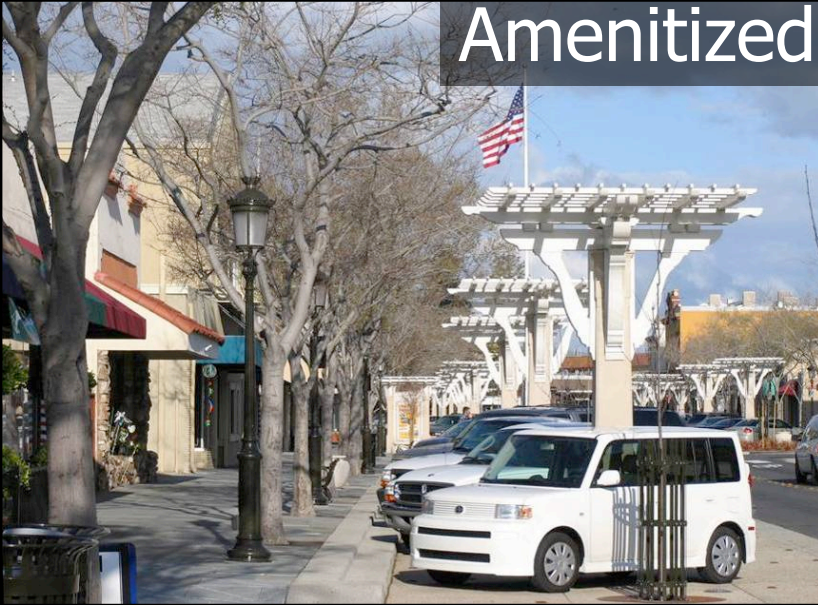


First Street sidewalk today (with flexible zone café space)

1st St. & Livermore Ave:
Traffic island becomes a
town green

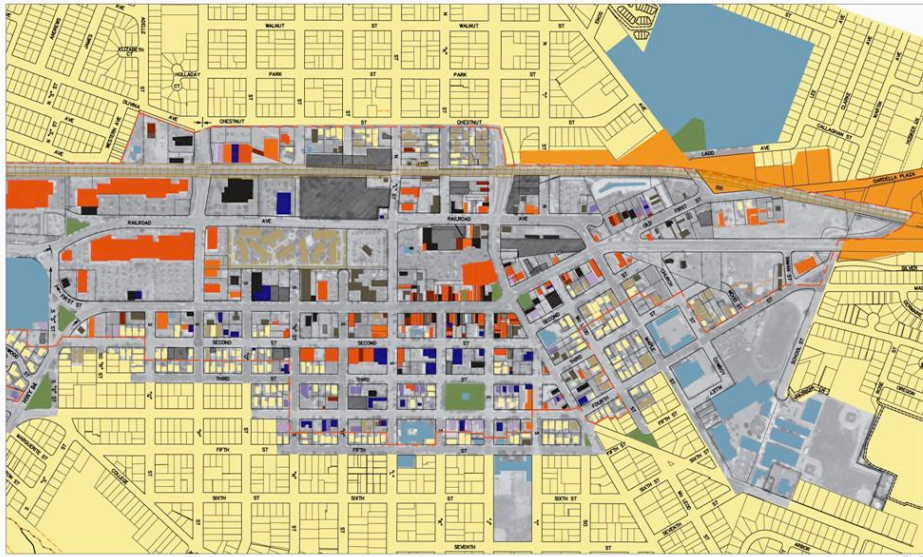


Amenitized public realm:



"Winery Patio" streetscape, new plazas & interactive fountains

Planning process defined locations and types of desired new investment



EXISTING DEVELOPMENT
Livermore Downtown Specific Plan

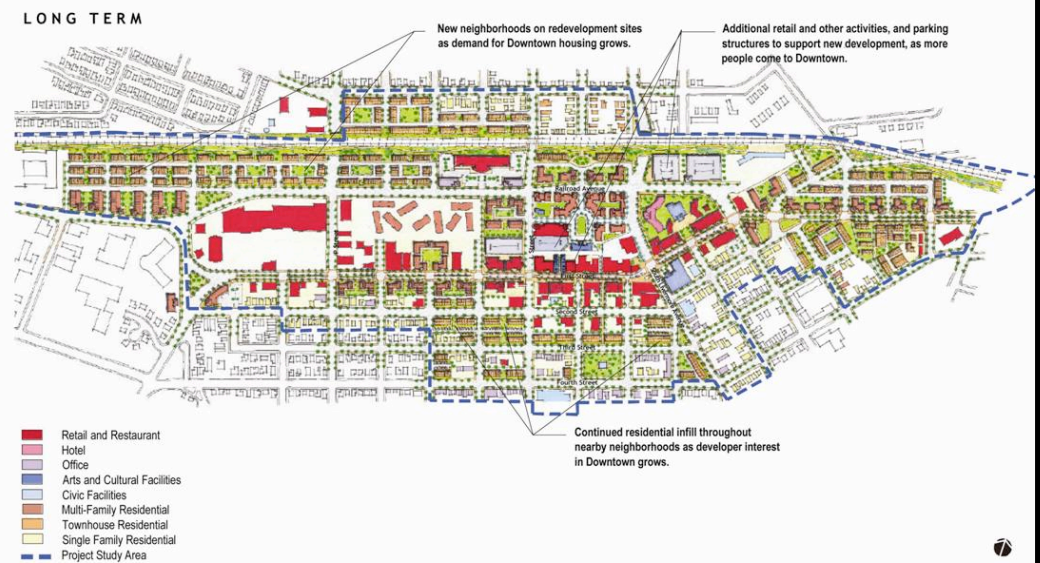
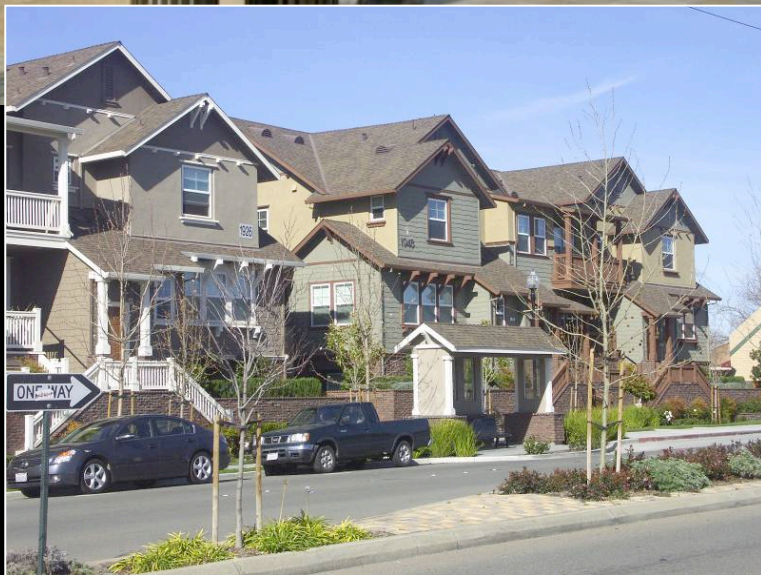


FIGURE 4-4: URBAN DESIGN ILLUSTRATIVE-ENVISIONED CHANGE

Livermore Downtown Specific Plan

New Investment: Shops, Offices, Residences, & Anchors



The Creative Economy Requires Spaces of Interaction and Exchange



Silicon Valley, California

before



after

<http://sanfrancisco.bizjournals.com/sanfrancisco/stories/2010/04/19/story9.html>

Friday, April 16, 2010

YuMe moves to bigger Redwood City HQ

San Francisco Business Times - by [Patrick Hoge](#)



Spencer Brown

This allows “us to continue to attract and retain top talent,” says Mathieu.

YuMe, a video advertising technology company which in February raised \$25 million in venture capital, moved into larger headquarters this week in Redwood City to accommodate growth.

The 6-year-old company is moving into the Foresters Hall of America, a newly renovated downtown landmark built in 1913 that has been a civic center, clubhouse, theater, music hall and wedding pavilion in former days.

“Having a beautiful new headquarters just a few blocks from [Caltrain](#) will allow us to continue to attract and retain top talent from across the Bay Area,” said YuMe CEO Michael Mathieu.

Founded in 2004, YuMe has 100 employees, nearly half of them based in Redwood City, the rest spread among offices in New York, Chicago, Los Angeles, Boston and Chennai, India.

The company has plans to add 26 employees in the United States by the end of the year in varied capacities and locations. The old office in Redwood Shores had just over 8,211 square feet, while the new space has 12,100 square feet.

[Patrick Hoge](#) covers technology for the [San Francisco Business Times](#).

Contact him at phoge@bizjournals.com or (415) 288-4949.

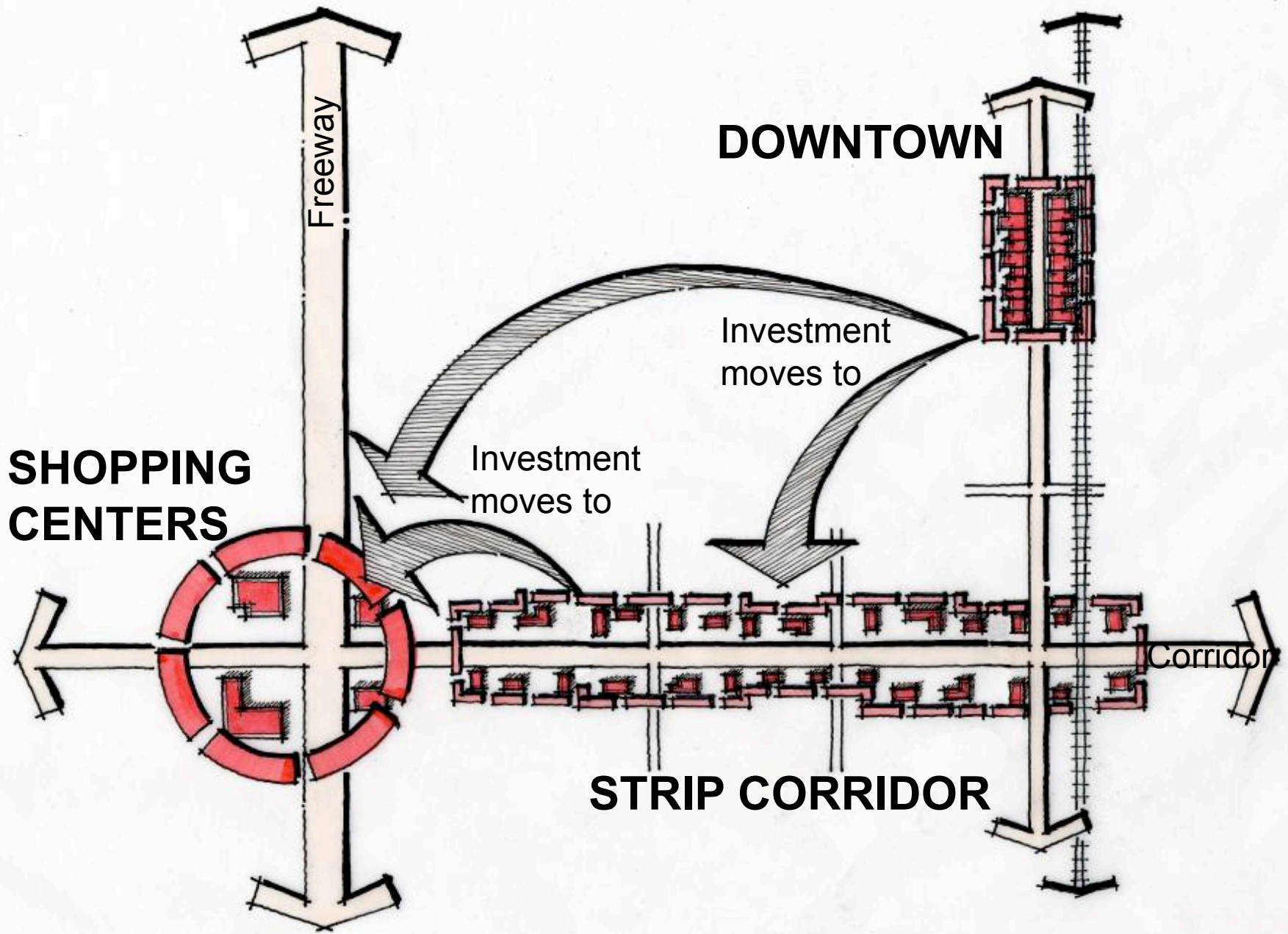
Read his blog postings at [Bay Area BizTalk](#).

4. The retail is the precious city building commodity. Urban vitality is what will sell homes and draw the “talent.” (Re)position the retail strategically.

Wake up to the fact that the most important and most difficult decision in the design of the suburban metro area is where (and how) to build the retail.

Existing Condition/Old Model: The Commercial Strip







These crossroads-located centers have been draining economic vitality from retail properties located everywhere else.

(and there is not much physical value in place)

1986 Tax Reform Act

The primary financial conditions
underpinning strip development
evaporate

*(leaving a huge glut of cheap
commercial buildings in place)*



Retail Market Demand

Q: How much retail can be supported on the corridor?

- 1,124,250 square feet demanded
- 1,645,500 square feet supplied!



Supportable Retail Development

Utilizing the aforementioned household characteristics, the tables presented below summarize supportable retail sales and space on the corridors over the next twenty years. Total supportable retail sales are currently estimated at roughly \$272.5 million annually. Utilizing national average sales support factors by NAICS category, sales are converted to space demand. Current household composition allows the support of approximately 1,531,570 square feet of retail space on the corridors. As previously mentioned, projected household trend reflect a minimal deviation from current trends.

PROJECTIONS OF HOUSEHOLD RETAIL SALES
BEAVERTON HILLSDALE HIGHWAY/CANYON ROAD CORRIDOR
2004-2024

NAICS Category	Per Household Expenditure \$	Household Retail Spending in Millions (Households)				
		2004	2009	2014	2019	2024
4413 Automotive Parts, Accessories and Tire Stores	\$6,746	\$11.9	\$11.9	\$12.3	\$12.7	\$13.1
442 Furniture and Home Furnishings Stores	\$1,377	\$10.5	\$10.4	\$10.7	\$10.8	\$10.8
443 Electronics and Appliance Stores	\$5,238	\$24.7	\$24.9	\$25.1	\$25.3	\$25.5
444 Building Materials and Garden Equipment	\$1,937	\$11.7	\$11.4	\$11.9	\$12.0	\$12.1
445 Food and Beverage Stores	\$6,731	\$11.9	\$11.9	\$12.1	\$12.7	\$13.1
446 Health and Personal Care Stores	\$2,937	\$12.4	\$12.4	\$12.4	\$12.9	\$13.1
448 Clothing and Clothing Accessories Stores	\$4,487	\$14.2	\$14.5	\$14.8	\$15.0	\$15.3
451 Sporting Goods, Hobby, Book and Music Stores	\$2,486	\$10.7	\$10.4	\$10.8	\$10.9	\$11.1
452 General Merchandise Stores	\$108	\$6.9	\$7.0	\$7.1	\$7.1	\$7.2
453 Miscellaneous Store Retailers	\$1,832	\$7.9	\$7.9	\$8.0	\$8.1	\$8.1
722 Foodservices and Drinking Places	\$4,814	\$10.0	\$10.9	\$11.1	\$11.4	\$11.6
Total/Weighted Average	\$15,707	\$272.5	\$274.4	\$276.8	\$278.9	\$281.1

© Chilton, Inc. Average retail sales figures for the trade area in 2004 dollars.

PROJECTIONS OF COMMERCIAL RETAIL SPACE NEED
BEAVERTON HILLSDALE HIGHWAY/CANYON ROAD CORRIDORS
2004-2024

NAICS Category	Sales Support Factor \$'	Retail Space Need (SF) \$'				
		2004	2009	2014	2019	2024
4413 Automotive Parts, Accessories and Tire Stores	0.13	407,218	410,407	411,050	416,878	420,090
442 Furniture and Home Furnishings Stores	0.173	66,822	67,208	67,861	68,387	68,917
443 Electronics and Appliance Stores	0.200	125,918	124,900	126,051	126,102	126,180
444 Building Materials and Garden Equipment	0.128	106,808	101,587	102,275	103,169	103,960
445 Food and Beverage Stores	0.112	181,674	181,058	184,478	185,908	187,250
446 Health and Personal Care Stores	0.230	107,203	108,032	108,870	109,714	110,543
448 Clothing and Clothing Accessories Stores	0.217	173,581	174,933	176,290	177,657	179,024
451 Sporting Goods, Hobby, Book and Music Stores	0.195	115,380	116,272	117,174	118,082	118,988
452 General Merchandise Stores	0.139	54,961	55,286	55,614	56,049	56,485
453 Miscellaneous Store Retailers	0.192	45,124	45,473	45,826	46,181	46,539
722 Foodservices and Drinking Places	0.234	142,790	143,895	145,009	146,134	147,267
Total/Weighted Average		1,531,570	1,543,410	1,555,878	1,567,438	1,579,594

© Based on national averages derived from "Chilton & Co's of Shopping Centers," Urban Land Institute, 2000.

While the trade area demographics are adequate to support a broad range of retail services, many of these will be provided by regional and community-serving retailers. Convenience and Neighborhood shopping centers currently account for approximately 30% of leasable space within the metropolitan area.

Disinvestment *Disadvantageously located properties*



Disinvestment

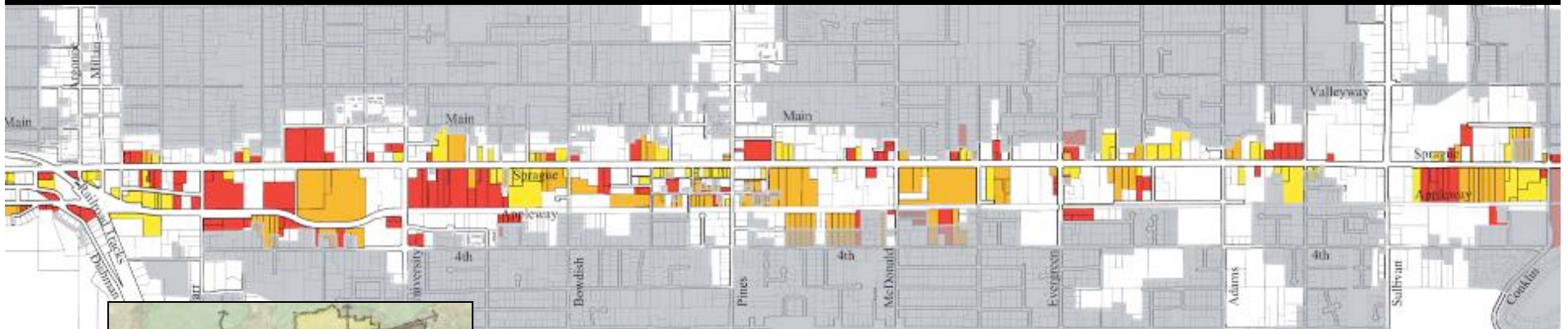
*Disadvantageously
located properties*



Decreasing Reinvestment; Decreasing Rents



Disinvestment along a growing number of suburban strip corridors **is fairly advanced**



Disinvestment: *Map of “Vulnerable Properties”*

2001

“The future of strip
development is becoming less
certain.

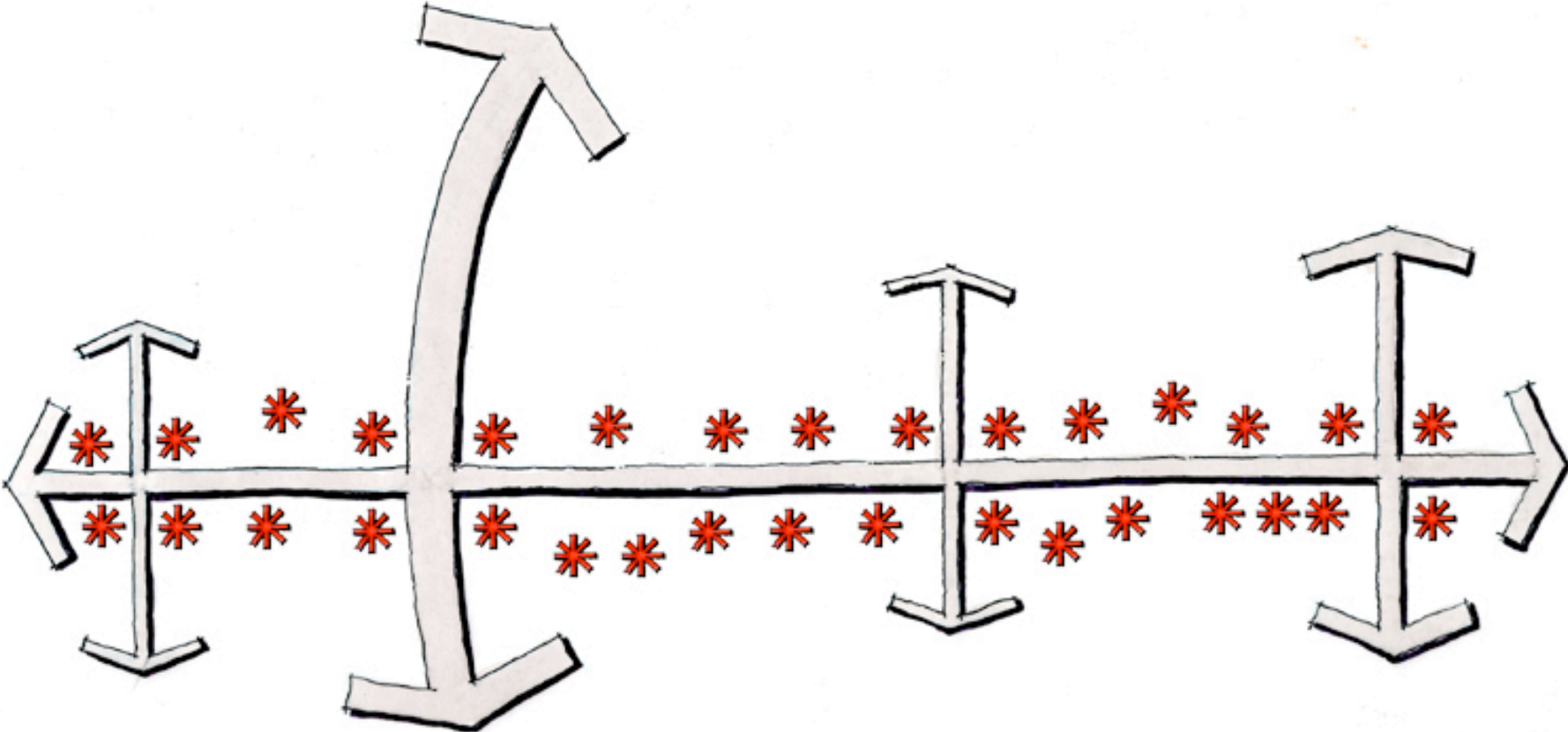
- Urban Land Institute

To realign strip corridors with the
contemporary market:
the community must orchestrate **the**
restructuring of land use & development,
and the design of the thoroughfare . . .

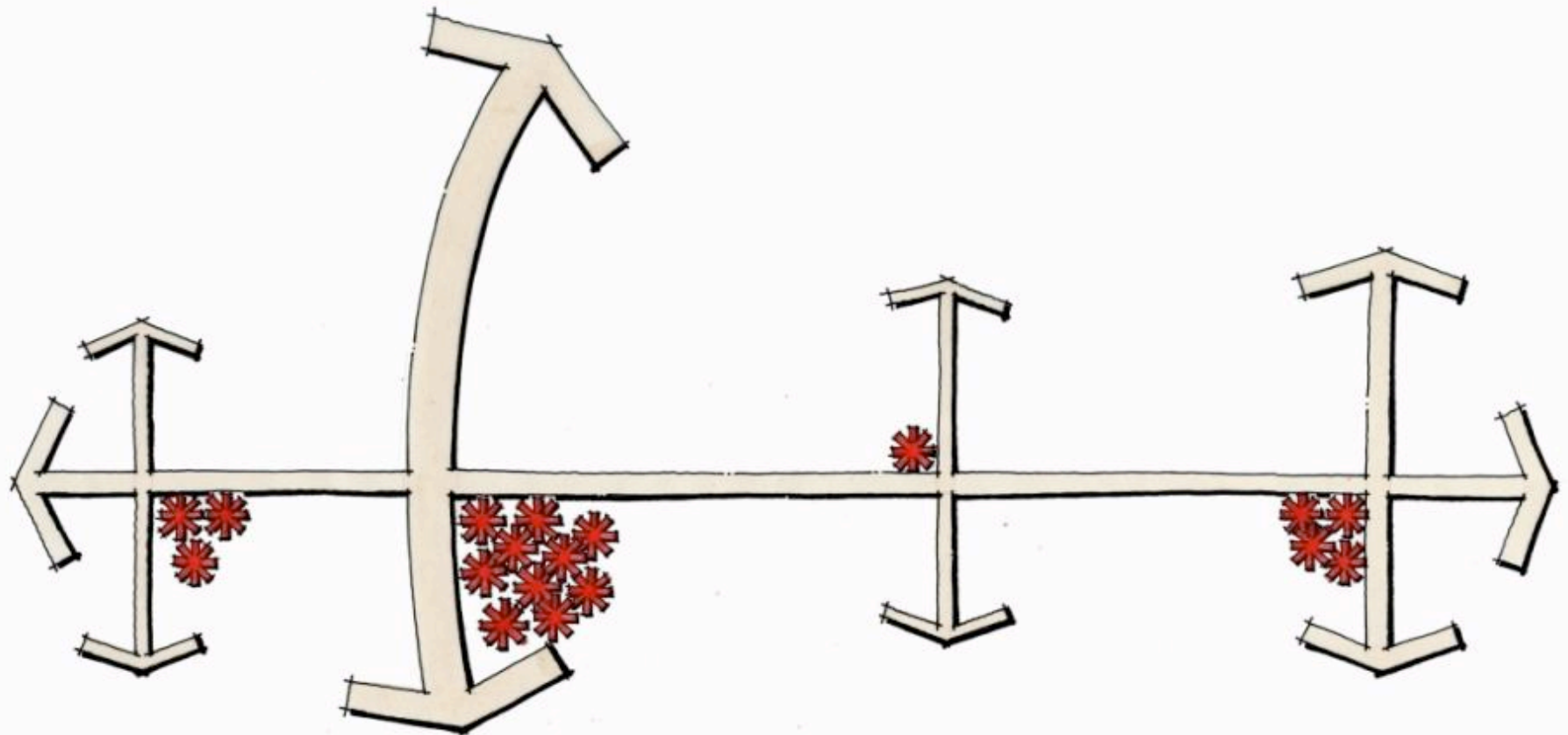


5.2 miles; 832 properties

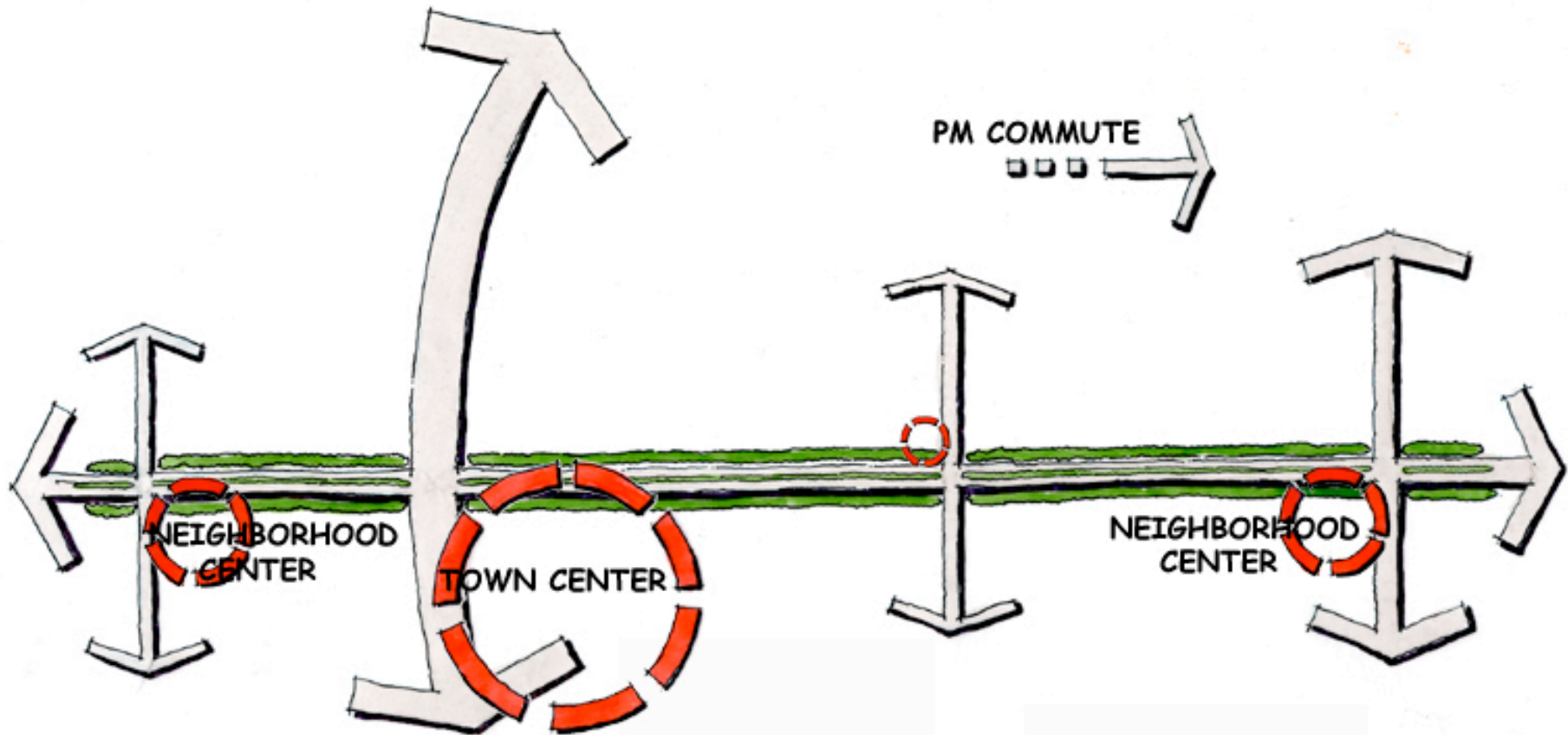
The Old Model: Has Fallen Out of Favor



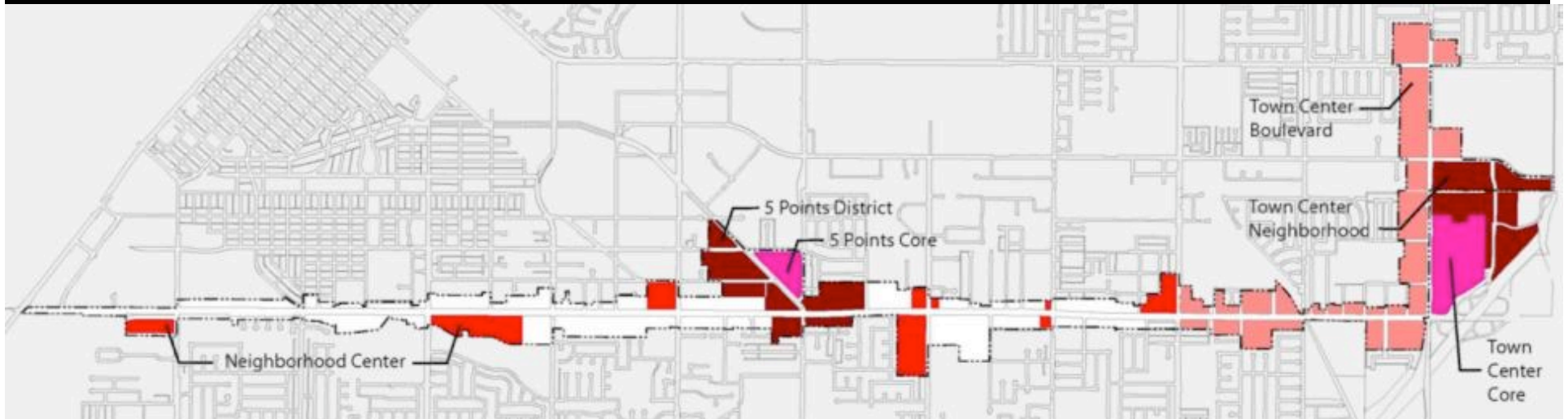
The New Model: Clustered at Primary Crossroads



. . . in combinations and formats to match targeted trade area populations



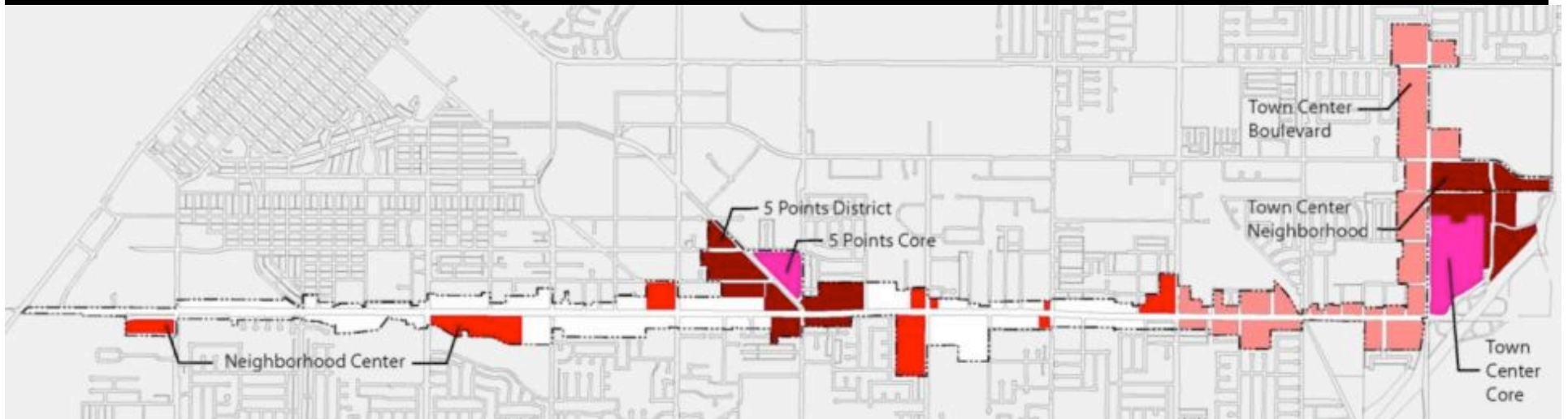
The Optimum Supportable Hierarchy of Centers



The pattern of centers sets up the primary framework for the restructuring plan



Existing Zoning – Retail Entitlements



Supportable Pattern of Centers



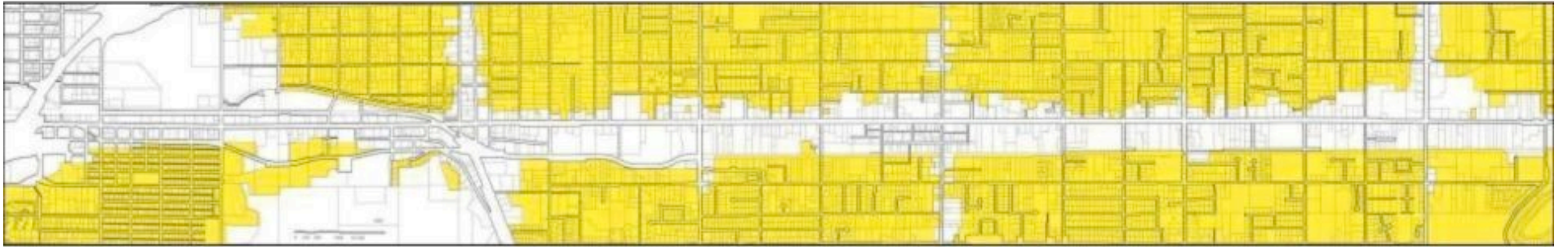
Pre-existing Zoning – retail permitted



Supportable Pattern of Centers



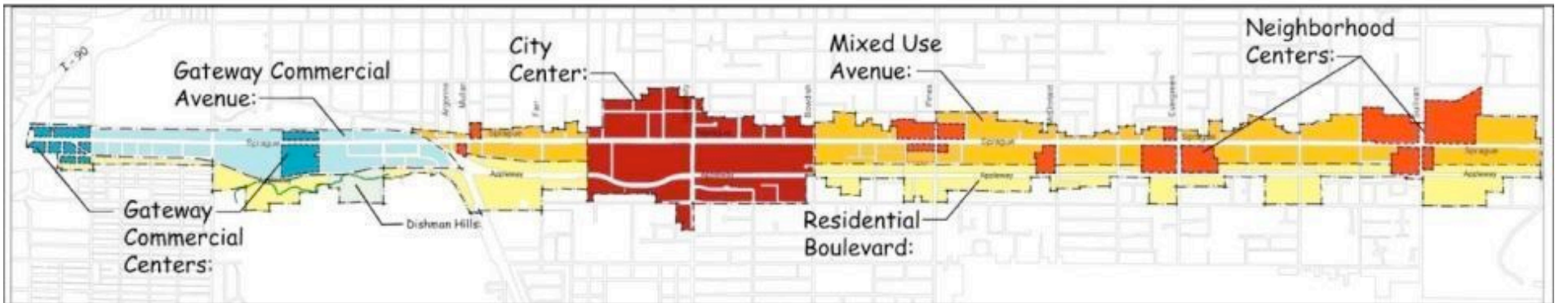
Pre-existing Zoning – residential permitted



Pre-existing Zoning – residential permitted



Pre-existing Zoning – retail permitted



Supportable Pattern of Centers and Segments

Neighborhood Street

Single Family Residential
Development

Neighborhood Alley

Single Family Townhouse
Development

Brentwood Boulevard

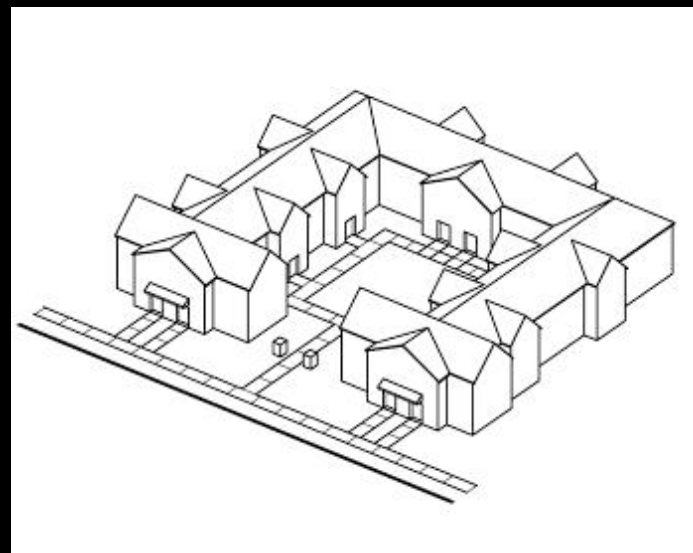
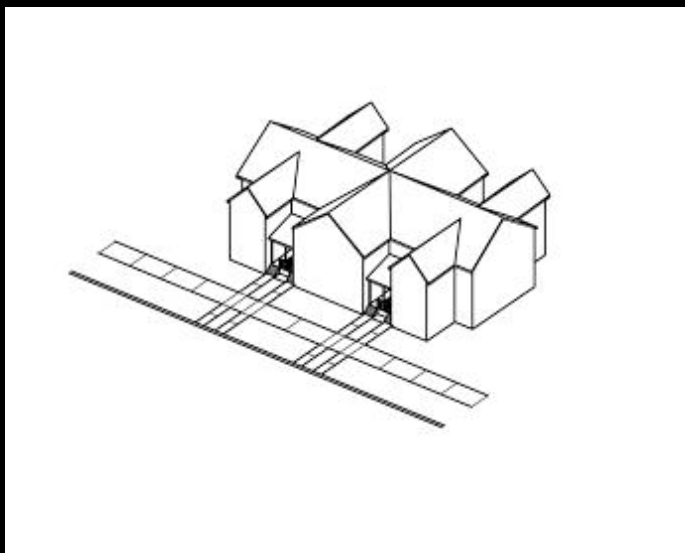
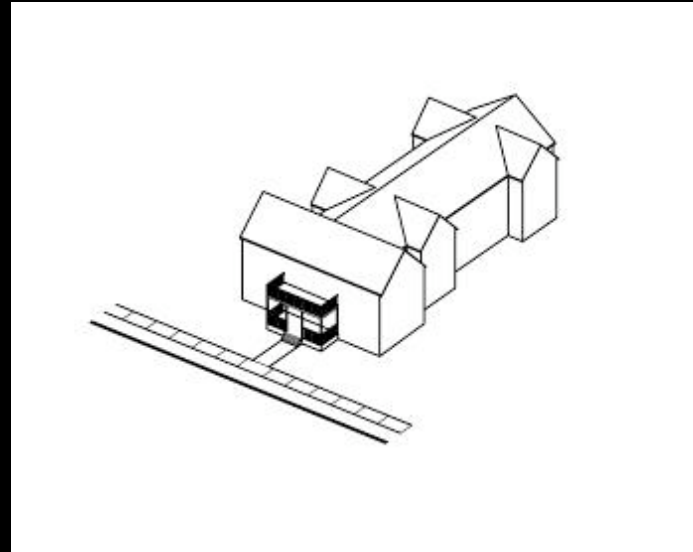
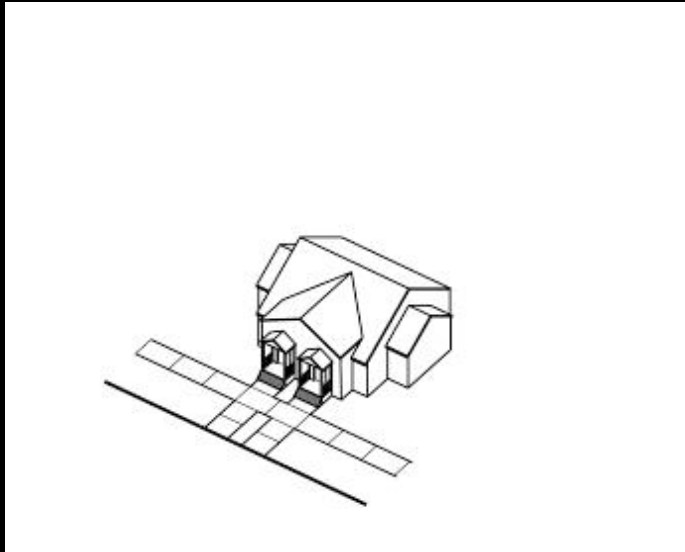


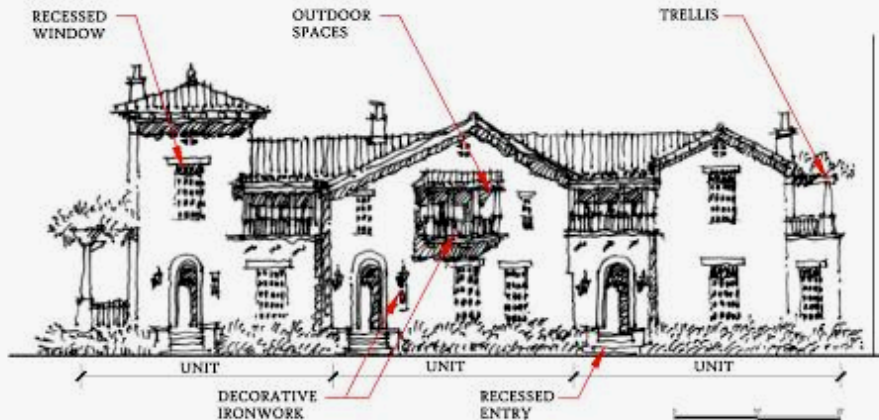
Residential Development Along Brentwood Boulevard

FREEDMAN
TUNG AND
BOTTOMLEY

Wide Range of Development Types

"Grand Buildings on Display"





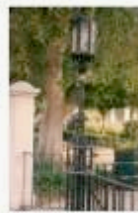
RECESSED WINDOWS PROVIDE SHADE AND EVOKE TRADITIONAL ARCHITECTURE



TOWERS PRESERVE TRADITIONAL ARCHITECTURAL STYLE



TRELLISES AT THE END OF BUILDINGS SOFTEN THE TRANSITION TO LOWER BUILDINGS



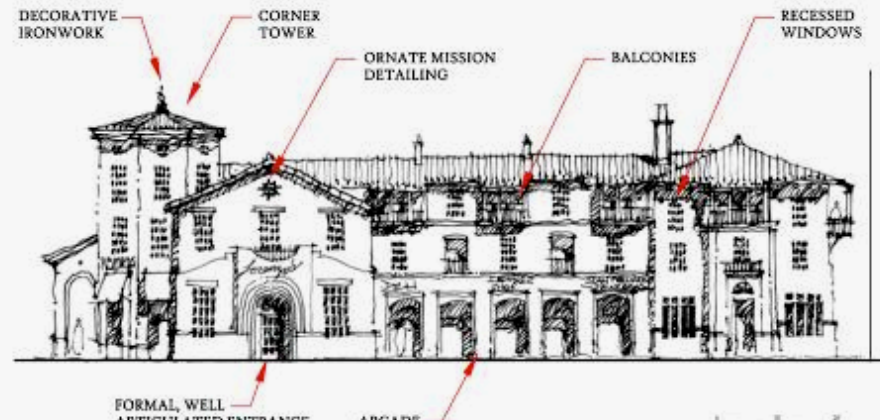
DETAILED IRONWORK RECALLS THE CRAFTSMANSHIP OF HISTORIC SAN FERNANDO ARCHITECTURE



ENTRANCES ARE STEPPED UP AND RECESSED TO INCREASE PRIVACY



DETAILED COLUMNS & BRACKETS ADD TO THE AUTHENTIC LOOK OF A BUILDING



LARGER RETAIL USES HAVE FORMAL, WELL ARTICULATED ENTRANCES



ARCADES PROVIDE SHADE FOR PEDESTRIANS



BALCONIES PROVIDE SHADED OUTDOOR SPACE & ENRICH THE BUILDING'S FACADE



ORNATE MISSION DETAILS USED SPARINGLY ON PROMINENT VOLUMES



THE SAN FERNANDO MISSION



HISTORIC SAN FERNANDO ARCHITECTURE



Things to Avoid: “Too Monolithic”





El Camino Real Today

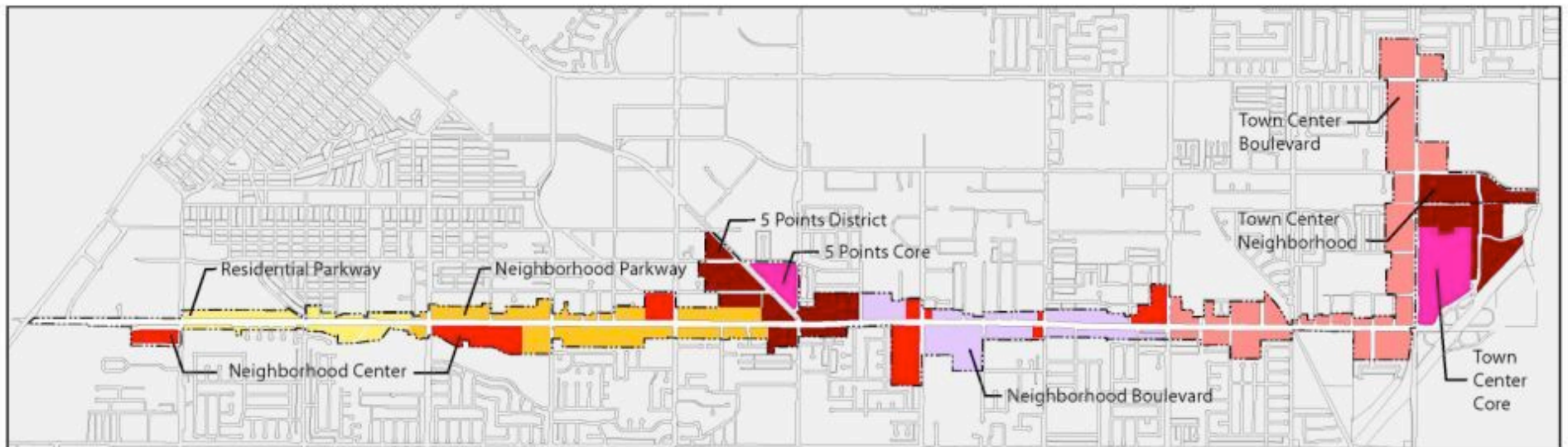




The Future El Camino Real – Downtown Segment

Pattern of Centers & Segments

Land Use and Development Framework



The pattern of centers sets up the primary framework for the restructuring plan

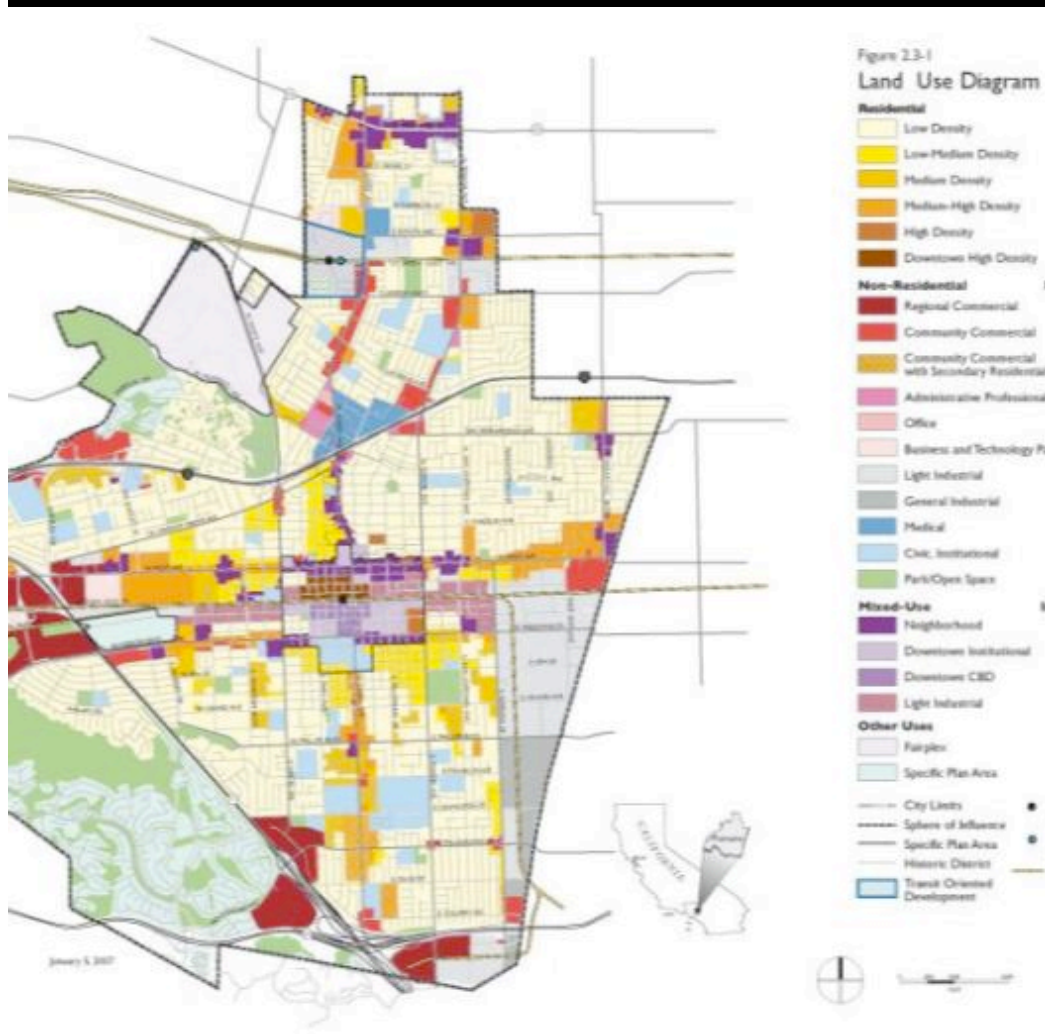
. . . Nodes of accessibility that are exciting urban places of arrival and vitality



Downtown Redwood City Precise Plan - "Depot Circle"

5. The old focus on Land Use and Roadway Capacity are getting us nowhere. The tools we use to think about and plan the growth of our cities are hampering innovation.

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Street Classification System

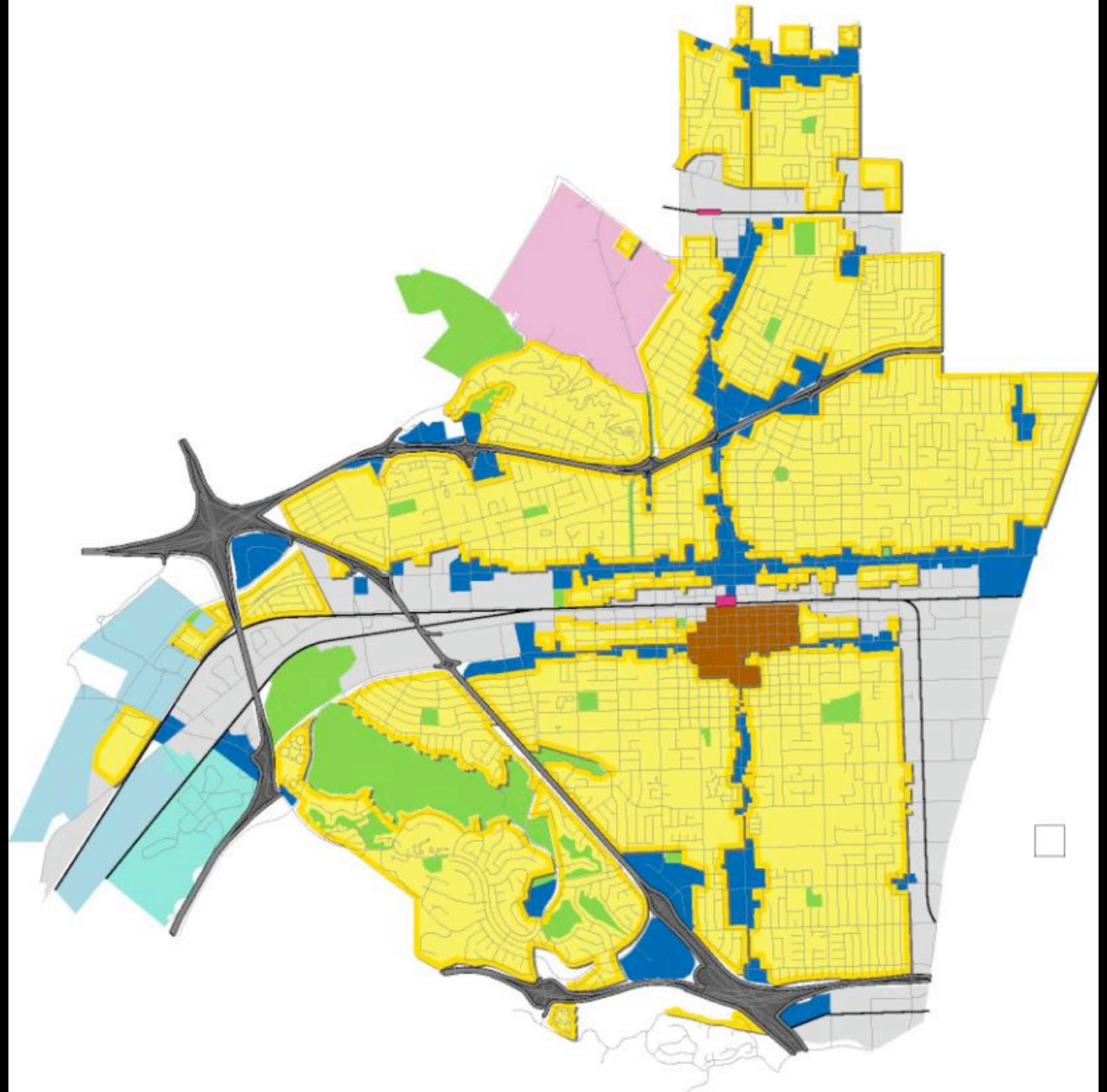
Figure 7.3-1

Pomona General Plan Update



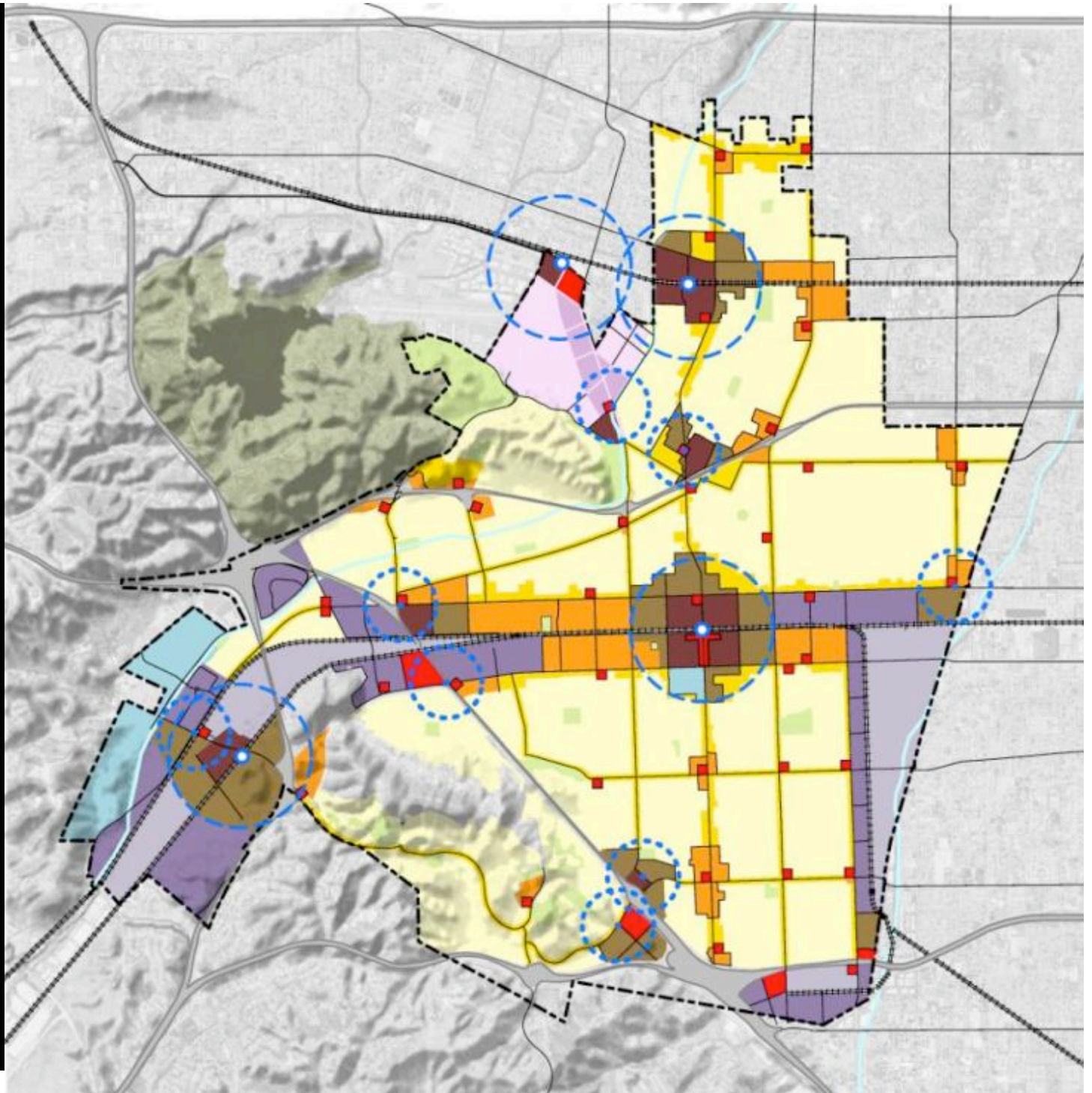
The urban products of the last half century have demonstrated that **eliminating the actual pattern of buildings and spaces from our primary planning considerations** results in very unsatisfying cities.

Develop tools that help us understand the existing pattern of physical urban development – the neighborhoods, districts, strip corridors, and open spaces.



“Pomona Today” –
Pomona draft
General Plan

Planned pattern
of centers,
districts and
open spaces.



“Pomona Tomorrow” –
draft Pomona General
Plan