

Thanks to the following people for their help and support in making this panel possible:

- The Honorable Jean Quan, Mayor
- Deanna Santana, City Administrator
- Gregory Hunter, Office of Neighborhood Investment
- Aliza Gallo, Office of Economic and Workforce Development
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- Ain Bailey, Office of Neighborhood Investment
- Kate White, Xiomara Cisneros, Dana Van Galder, ULI San Francisco



**Urban Land
Institute**

Rose Center for Public Leadership

Oakland, California

Redefining Broadway as Oakland's Main Street



Urban Land
Institute

Rose Center for Public Leadership

What is the Urban Land Institute?

Mission: Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.



30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

ULI expertise:

- Research
- Education
- Best practice
- Advisory panels
- Ideas exchange

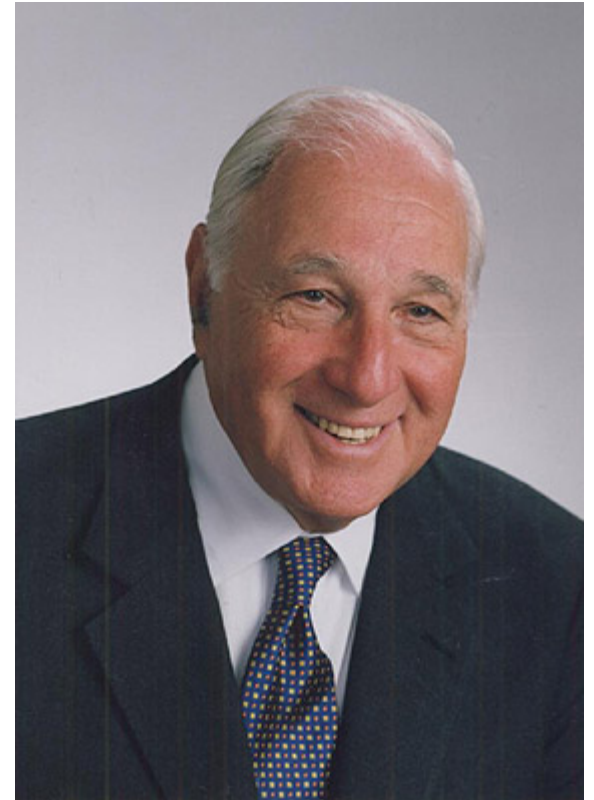




Urban Land
Institute

Rose Center for Public Leadership

Mission: To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

Rose Center Programming

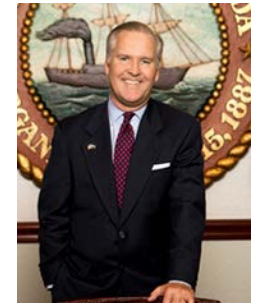
Forums: invitation-only events for public officials

- 2011 Shaw Forum on Future of Redevelopment (June, San Francisco)
- Local leadership and innovation during the financial crises (DC, September with the German Marshall Fund)
- Multifamily Housing Development and Finance (November, Houston with Terwilliger Center)



Workshops and webinars

- Implementing Sustainable Development in Your Community Workshop (Charleston, Fayetteville, Atlanta with Home Depot Foundation, 2011)
- Responding to Multifamily Foreclosure Webinar (June 2011)

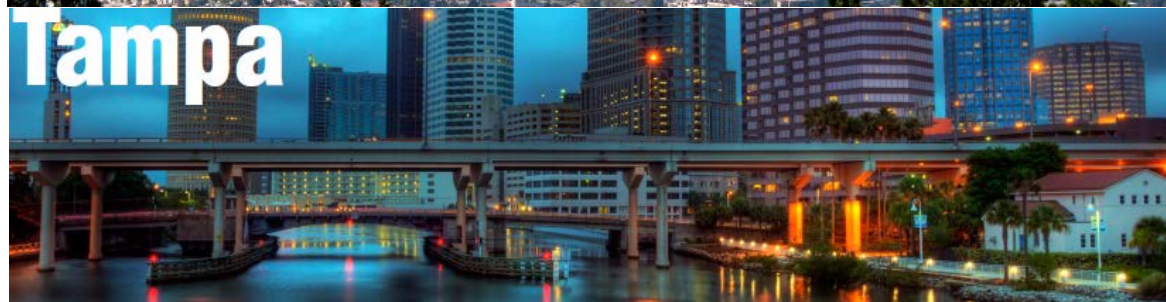


Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Charlotte, Detroit, Houston, Minneapolis, Nashville, Philadelphia, Phoenix, and Sacramento



2011-2012 Class



City Study Visits

- Based on ULI Advisory Services Program
- Assembles experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge



The Panel



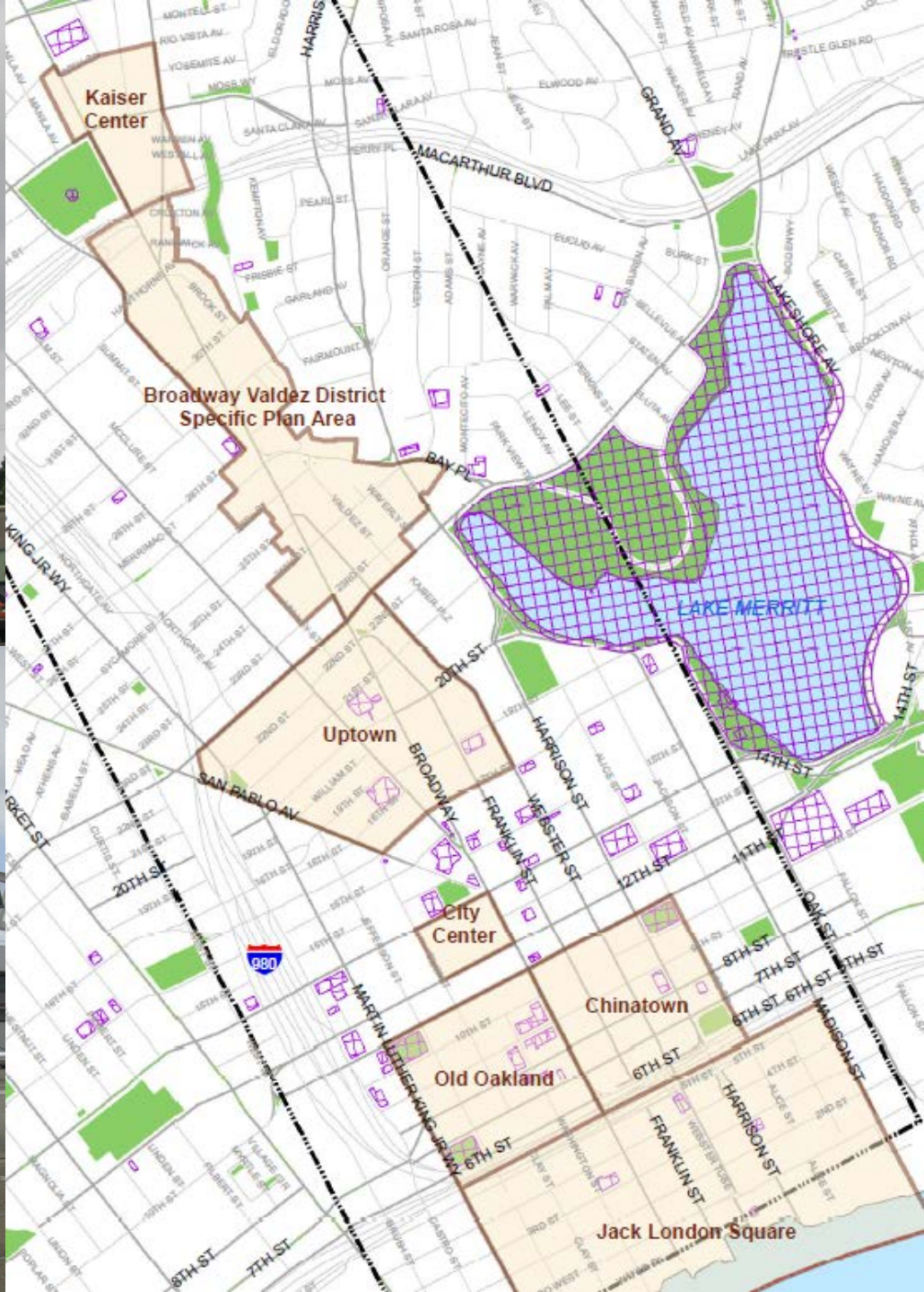
The Panel

- **Co-Chair:** Calvin Gladney, Mosaic Urban Partners, LLC, Washington, DC
- **Co-Chair:** Mark Shapiro, Mithun, Seattle, WA
- Thomas Deller, Planning and Development Department, City of Providence, RI (Daniel Rose Fellow)
- Mami Hara, Water Department, City of Philadelphia, PA
- Con Howe, CityView Los Angeles Fund, Los Angeles, CA (Rose Center Advisory Board)
- Leroy Moore, Tampa Housing Authority, Tampa, FL (Daniel Rose Fellow)
- Paul Moore, AECOM, Atlanta, GA
- Kennedy Smith, Community Land Use and Economics Group, LLC, Arlington, VA
- Roger Williams, RW & Associates, Potomac, MD (Rose Center Advisory Board)

Land Use Challenge



How can Oakland redefine Broadway as its Main Street by strengthening, seeding and connecting its assets?



Presentation Outline

1. **Observations**
2. Corridor-wide Strategies
3. Priority Nodes
4. Concluding Thoughts & Homework



General Observations

- City has strong administrative leadership
- Administration is focused on growing sales tax revenue, job creation, enhancing quality of life
- New residential development has invigorated downtown Oakland
- Emerging arts & entertainment district is creating new energy, identity
- City enjoys an entrepreneurial culture
- Residents and workers desire more convenient shopping choices
- Broadway plays an important role in city's vitality

Broadway Strengths/Opportunities

- Transit infrastructure (BART, AC Transit)
- 180,000 daytime workers (City Center)
- Historic architecture (especially Uptown)
- Connection to waterfront (Jack London Square)
- Emerging arts & entertainment district (Uptown)
- Expansion of medical institutions (Pill Hill)
- Retail leakage offers growth potential
- Relatively low real estate prices could attract investors
- Engaged stakeholders, interested partners

Broadway Challenges

- Gaps in urban fabric, barriers between districts
- Length of corridor
- Real and perceived crime issues
- Tension between land use goals and land economics in Valdez district (Auto Row, retail, housing)
- Few available, suitable sites for comparison retail
- Perception that city approval processes are onerous and unpredictable
- Lack of city coordination on Broadway

New Economic & Political Realities

- 
- Abolition of redevelopment agencies in California necessitates a different role for the city
 - Retail development is a tactic to achieve policy goals, not a goal in itself
 - Demographic changes in retail spending
 - Challenging market will likely continue

Presentation Outline

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Corridor-wide Strategies

- Articulating a Vision
- Integrating Policies & Programs
- Strengthening Linkages
- Enhancing Safety
- Branding Broadway



Articulating a Vision

- Need for an enduring place-based vision that spans administrations
- Must be clear and concise

Broadway is Oakland's Main Street.



Integrating Policies & Programs

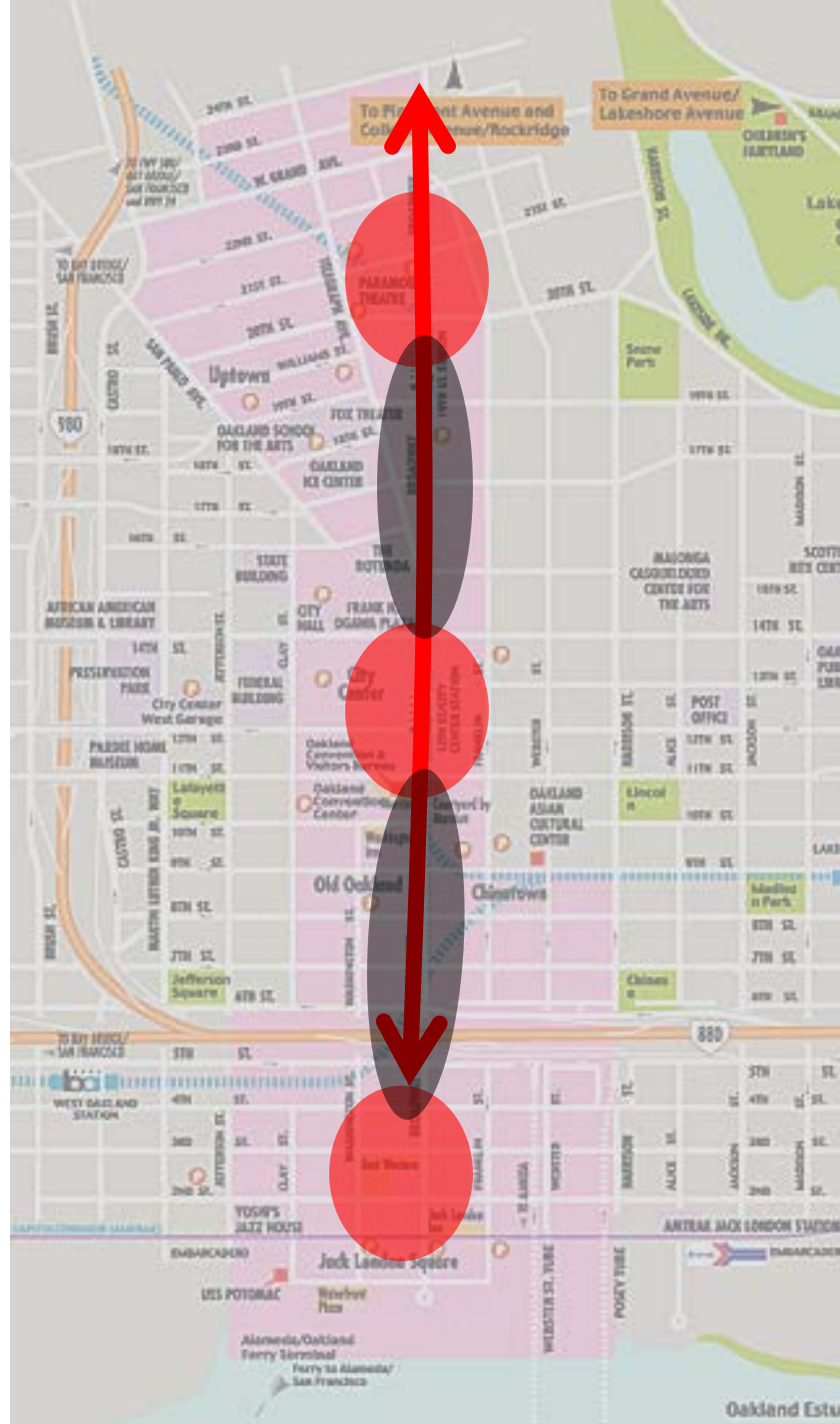
- Better align public resources to achieve desired vision (e.g., landscape, public art, transportation, façade improvements, public safety)
- Create position in city government to facilitate business access to city services for predictability
- Expand retail development tool kit
- Leverage public investments with private
- Collaborate with community and business partners in developing and implementing strategies and actions

Strengthening Linkages

- Sense of discontinuity
- Physical barriers
- Use barriers
- Quality of streets and sidewalks
- Systems (Bike – Transit – Car – Walk)
- Recognize diversity
- Create interim uses for vacant parcels and stores



Linkages





Lee Myles

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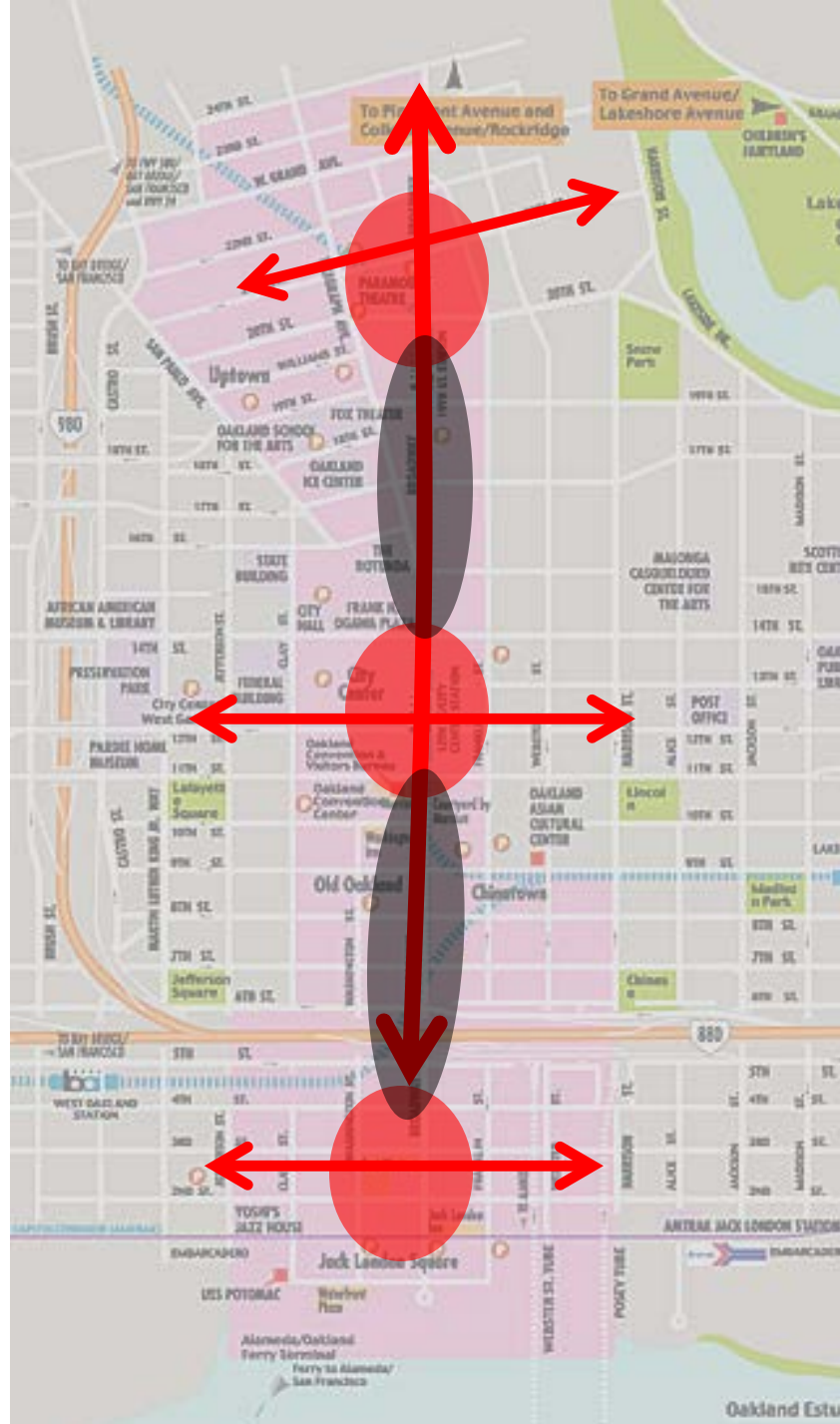








Linkages





© 2011 Google

Harrison

27th Street

Bikes

Transit

Pedestrians

Cars



Enhancing Safety

- Craft Broadway public safety strategy, coordinated with BIDs and business community
- Promote and expand use and coverage of ambassadors through BIDs
- Enter cooperative agreements with BID to include areas like arts district, both sides of boundary streets
- Improve infrastructure including lighting, wayfinding
- Coordinate parking resources with needs
- Market safety successes and facts

Safety

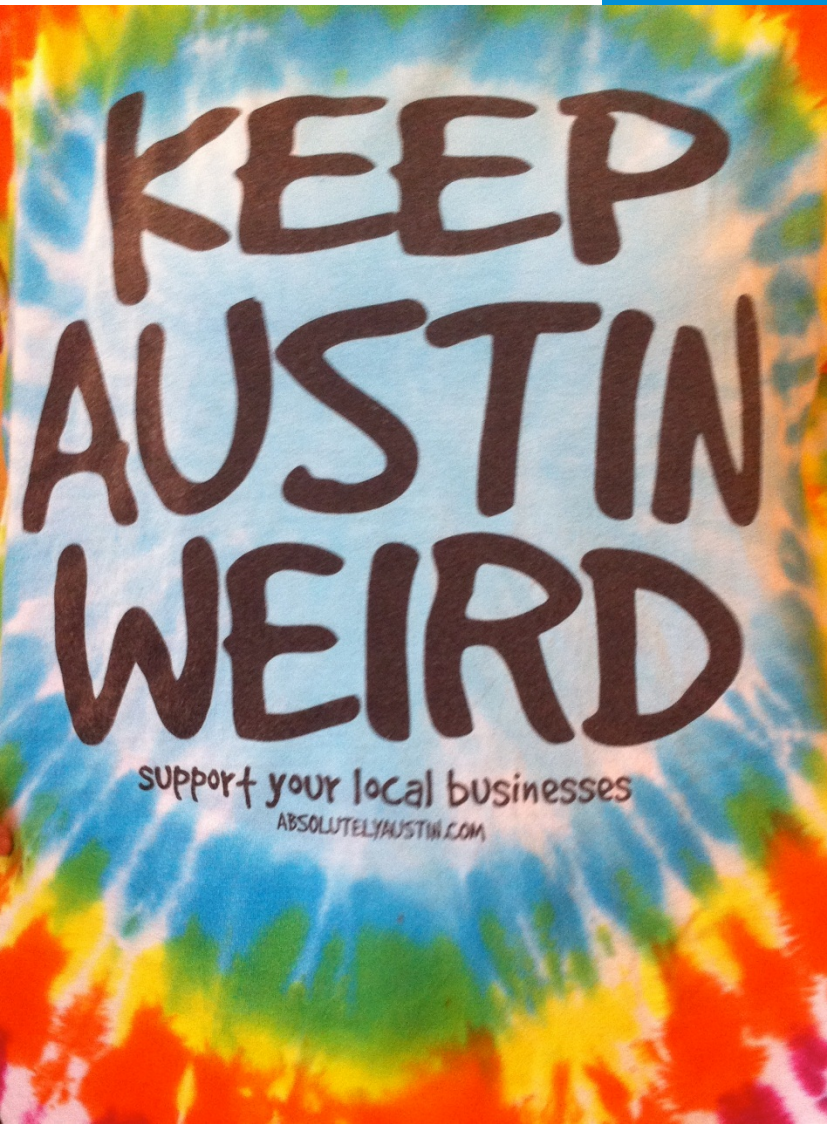


Branding Broadway

Define the identity of Broadway to reflect its various characteristics by:

- illuminating existing assets
- emphasizing experiences
- inviting multiple communities
- assisting other corridor investments
- supporting locally grown businesses

be out **FRONT**



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Priority Nodes

- Maximize impact of limited public resources
- Focus on 3 to start: Uptown, Broadway/Valdez, connectivity to Jack London Square
- City Center is well defined as employment center and will benefit from improvements in other districts
- Pill Hill is stable and attracting large-scale investment

Uptown



Uptown: *Observations*

- Distinctive physical and cultural identity
- New housing development in the neighborhood has created a critical mass to support new retail development
- Fox and Paramount Theatres have created strong anchors to support future development
- Strayer College and School of the Arts provide activity
- Ice rink, theatres, schools, and restaurants provide activity throughout the evening

Uptown: *Observations*

- Sears could be a great anchor with animated store windows to enhance neighborhood presence, or could provide a significant redevelopment opportunity
- Crime in the area has a negative impact on business activity
- Strong public- and private-sector development investment and interest

Uptown: *Challenges*

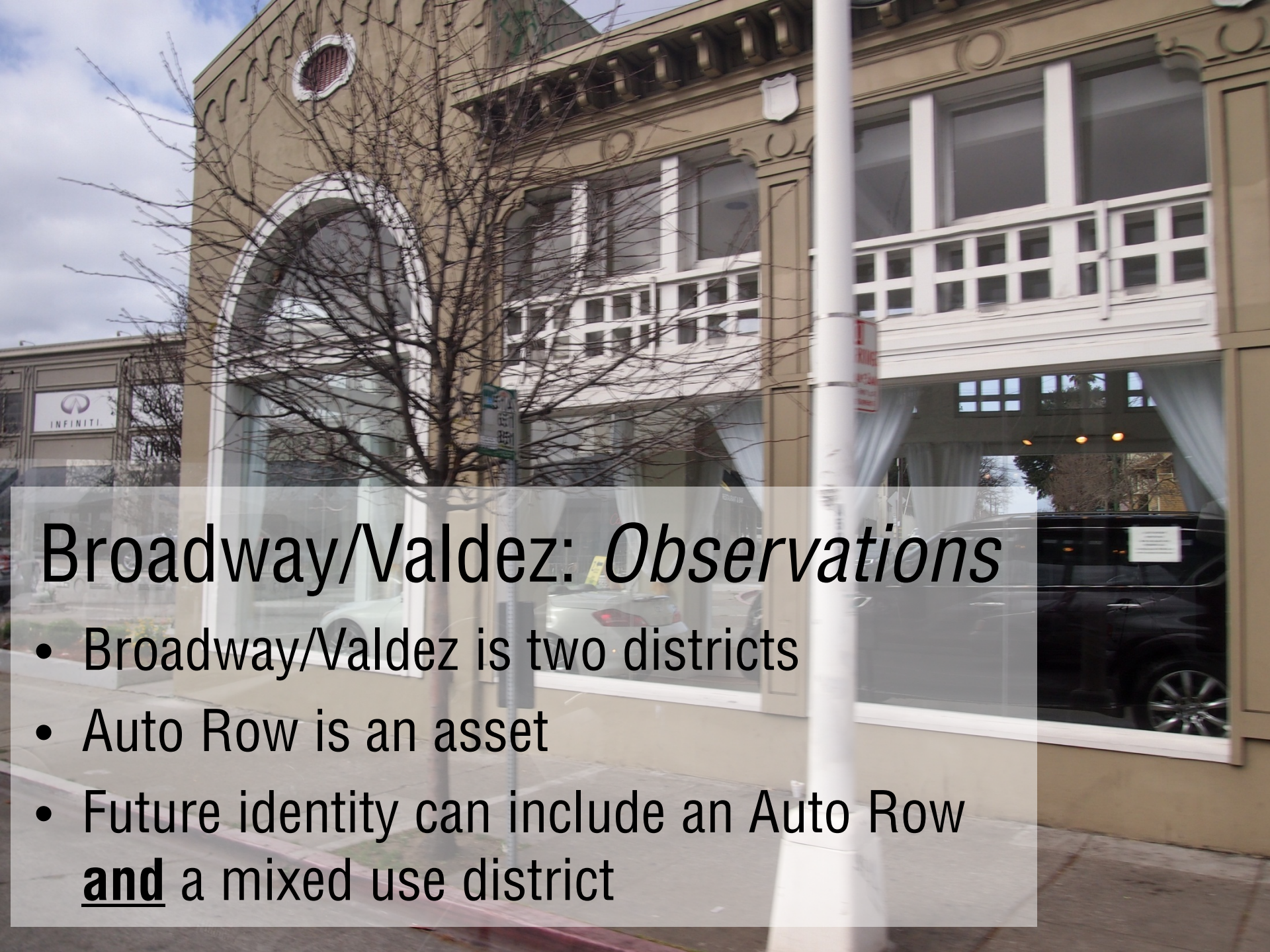
- Vacant parcel adjacent to Fox Theatre is significant gap, chain-link fence treatment is unattractive
- Sears' uninviting storefront windows and closed BART access convey a sense of abandonment
- Limited daytime pedestrian traffic hurts retail potential

Uptown: *Recommendations*

- Animate Sears display windows to make the store more visibly appealing
- Aid development of convenience-oriented businesses to meet needs of neighborhood residents
- Continue developing the district's cultural and entertainment assets
- The uncertainty of Sears' future could create attractive new development opportunities







Broadway/Valdez: *Observations*

- Broadway/Valdez is two districts
- Auto Row is an asset
- Future identity can include an Auto Row **and** a mixed use district

Different Characteristics of the Street

- Northern Portion (institutional/medical and auto uses)
- Southern Portion (Valdez Triangle – compatible auto uses)

Auto Row is an Asset

- Tax revenue
- Jobs
- Future auto uses can respect urban environment
- Aesthetically attractive
- Cool and funky



Future Identity

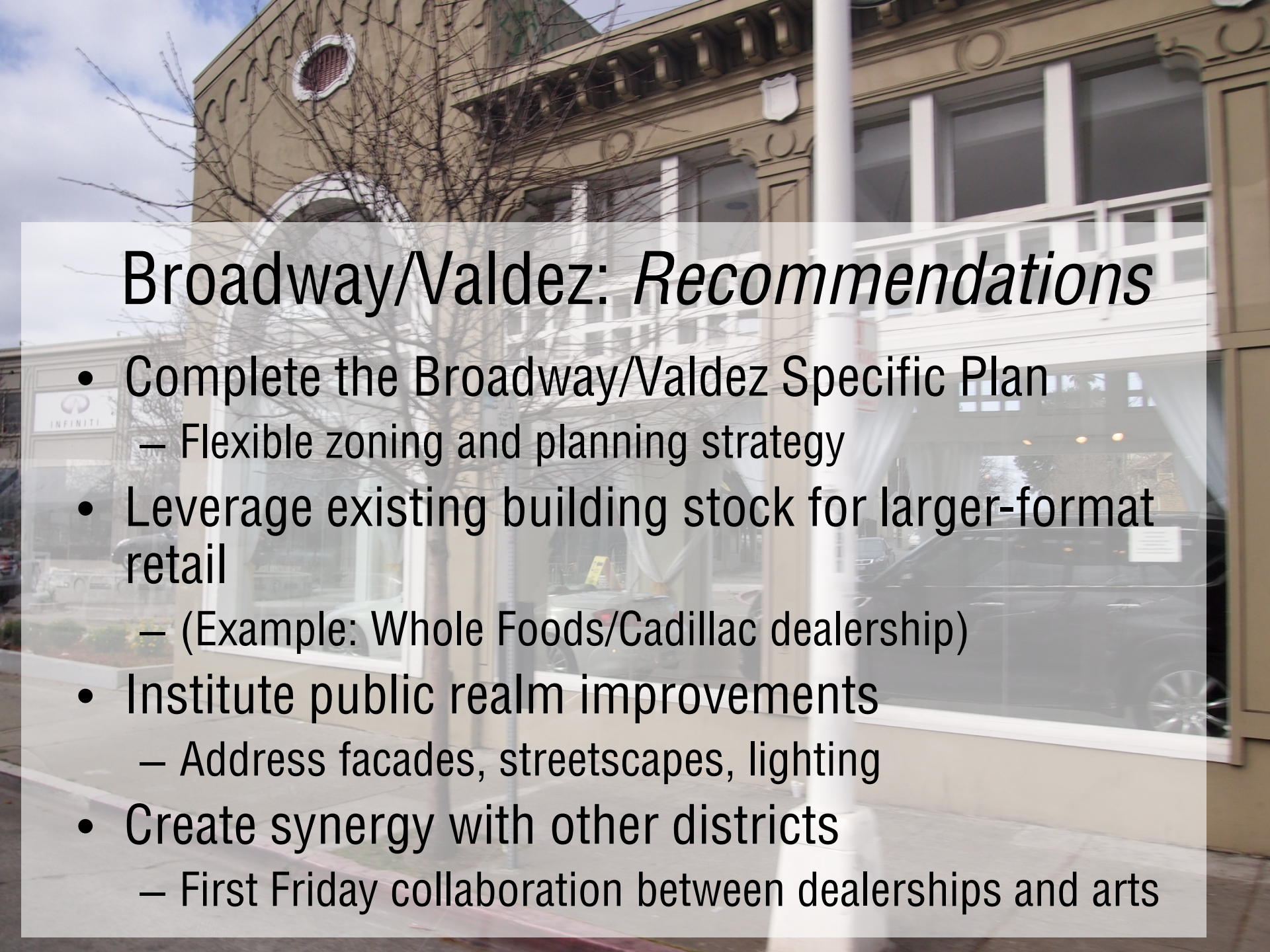


- Auto Row and mixed-use retail district are not mutually exclusive
- Residential uses can co-exist with Auto Row and new retail and arts uses

Broadway/Valdez: *Challenges*



- Poor pedestrian experience
- Limited connectivity
- Non-ideal land use

The background image shows a street scene. On the left, there's a modern storefront with large glass windows and an 'INFINITI' logo. To the right, a historic building with ornate architectural details like arched windows and decorative moldings is visible. Bare tree branches are in the foreground, and a white street pole stands on the sidewalk. The overall scene is in a city setting.

Broadway/Valdez: *Recommendations*

- Complete the Broadway/Valdez Specific Plan
 - Flexible zoning and planning strategy
- Leverage existing building stock for larger-format retail
 - (Example: Whole Foods/Cadillac dealership)
- Institute public realm improvements
 - Address facades, streetscapes, lighting
- Create synergy with other districts
 - First Friday collaboration between dealerships and arts



Jack London Square: *Observations*

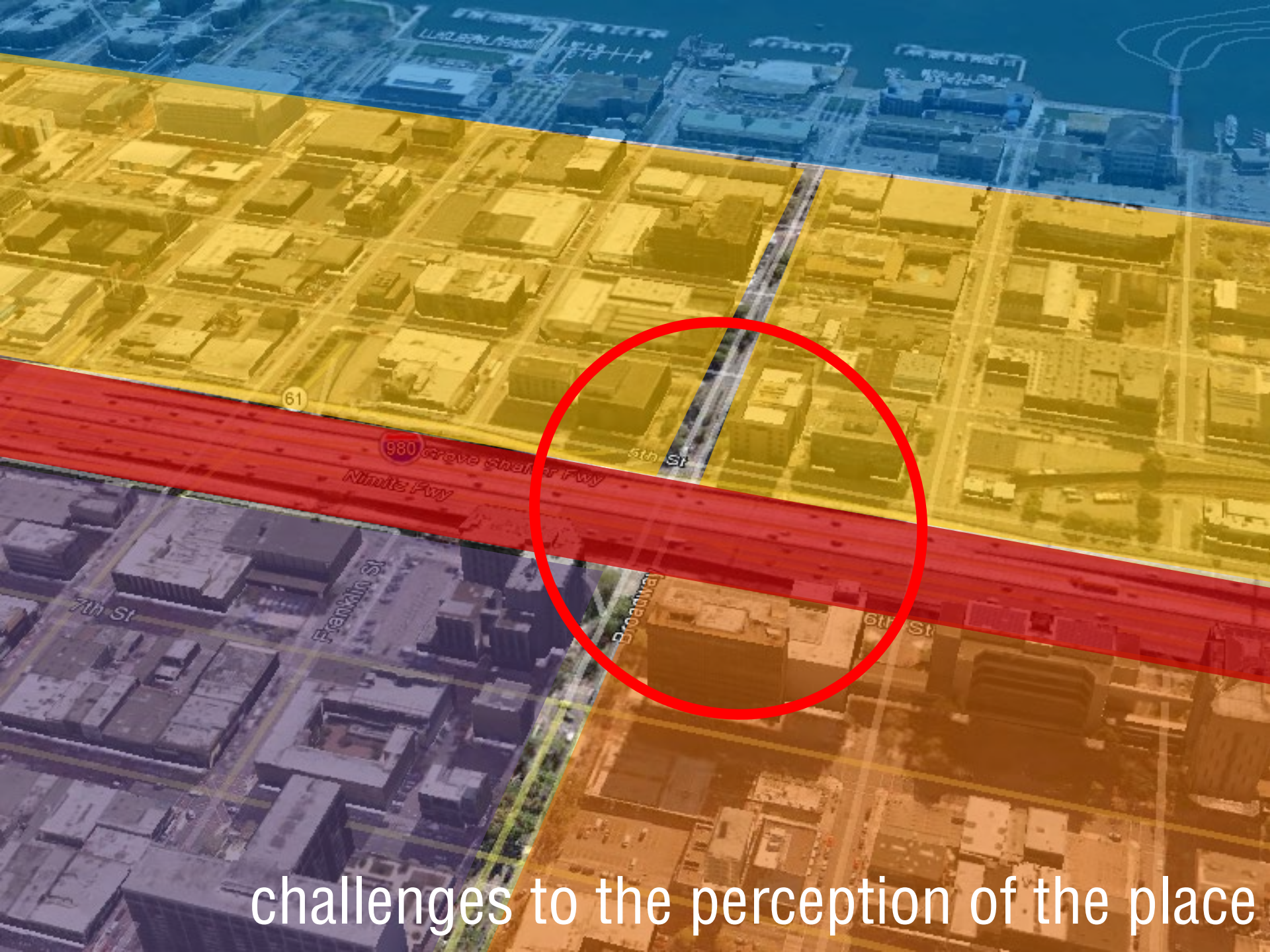
A regional gateway



Comprised of opportunities and
under-leveraged assets

Jack London Square: *Challenges*





challenges to the perception of the place

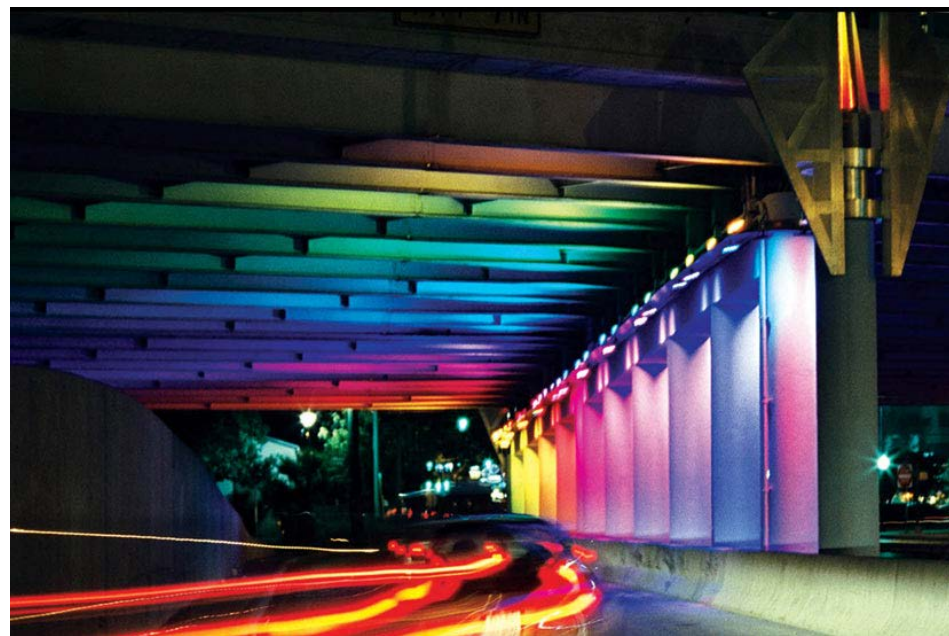


that may be addressed through enhancement of
connecting corridors and key areas



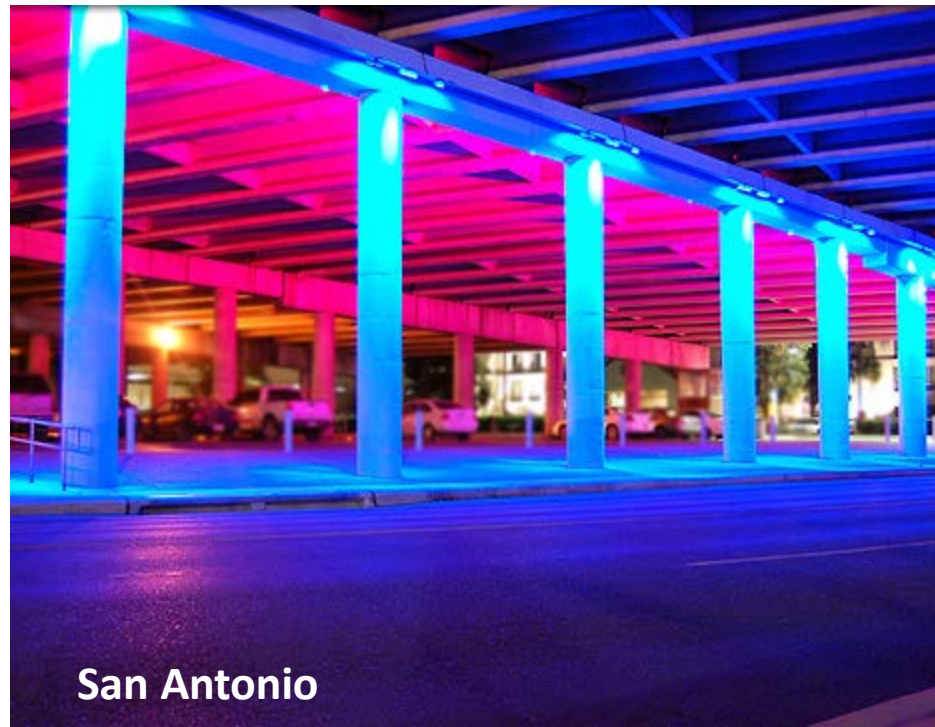
Jack London Square: *Recommendations*

Amsterdam



Light

San Antonio



Oakland Experience



Oakland's experience applied to Broadway



Presentation Outline

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4. **Concluding Thoughts & Homework**



Concluding Thoughts

- A corridor-wide strategy for Broadway as Oakland's Main Street requires articulating a vision, integrating policies & programs, strengthening linkages, enhancing safety, and branding
- Retail is just one facet of successful community and economic development
- City should initially focus its efforts on 3 of the nodes
- City needs to attract developers and new businesses through coordinated, leveraged public investment and predictable processes

	Uptown	Broadway/Valdez
Housing		
Office/industry		
Retail		
Partnerships		
Marketing		
Safety		
Mobility		
Jobs + education		
Environment		
Arts		

Homework Assignment

- Articulate an initial place-based vision for Broadway
- Collaborate with BIDs to outline a public safety strategy for Broadway
- Convene a committee with the business community to develop a job description for an ombudsman for Broadway
- Refocus ongoing studies to reflect the corridor-wide strategies

Progress report at working retreat in April 2012

Thank you to the following people; their assistance was essential to the panel's work:

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