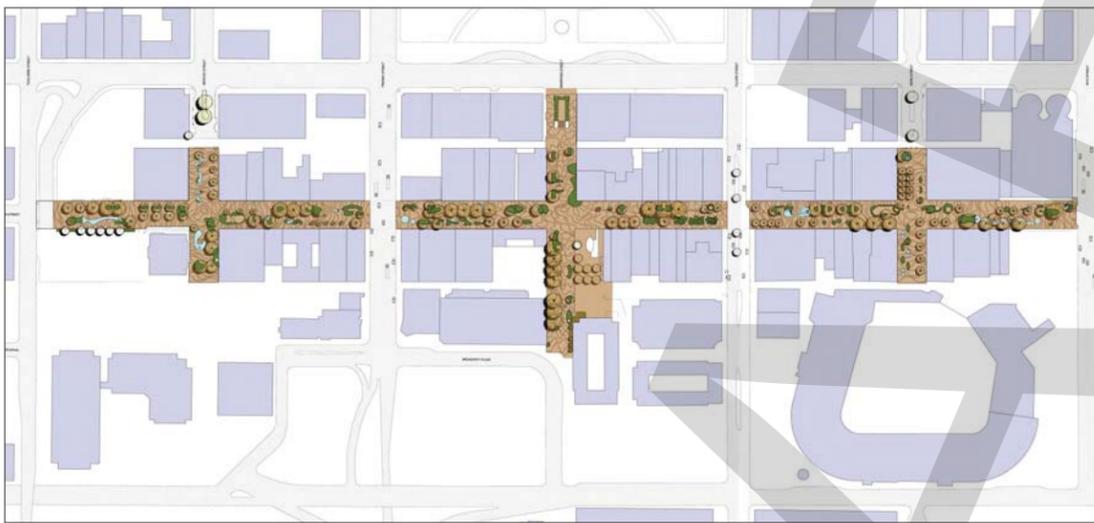


## APPENDIX A - FULTON MALL

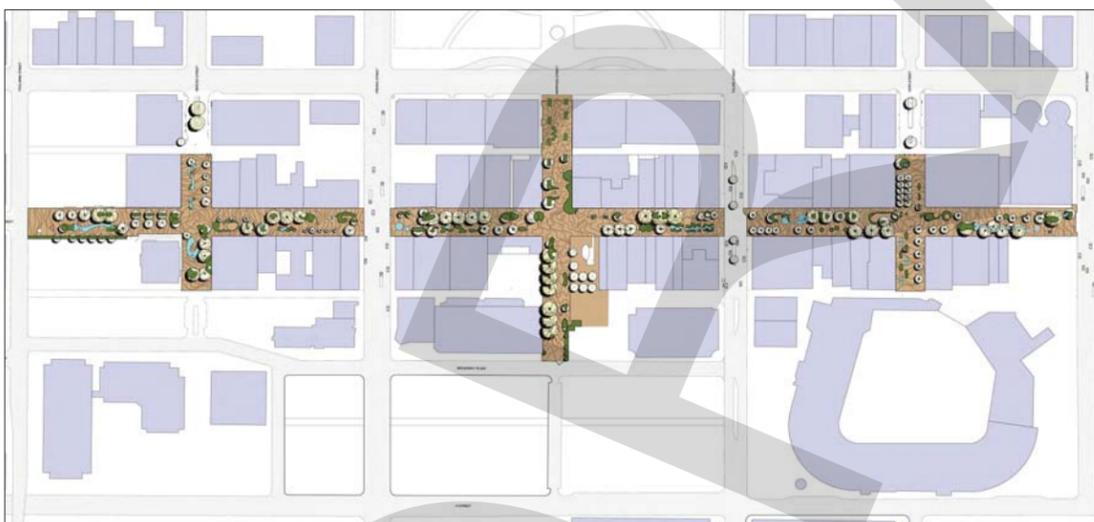
### 1. FULTON MALL OPTIONS

A number of options have been presented and discussed for the Fulton Mall. Eight options were presented to the community during the Fulton Corridor Design Workshop in late September, 2010. In response to community input, two more options – variations of two of the original eight options – were later added and presented to the Fulton Corridor Specific Plan Community Advisory Committee (FCSPCAC) in mid-October, 2011. The ten options are shown below with summary descriptions.



#### **Option 1 Do Nothing Different**

Leave the Mall in its current condition.



#### **Option 2 Restoration and Completion**

Keep the Mall pedestrian-only. Renovate the malls, including all Eckbo features (fix fountains, repair pavement, etc.). Restore existing artwork, accommodate outdoor dining, and introduce more lighting, new restrooms, and better way-finding signage.



#### **Option 3 Restoration and Completion with Open Cross Streets**

Open Merced Street, Mariposa Street, and Kern Street to vehicular traffic. Renovate the Fulton Mall, including all remaining Eckbo features (fix fountains, repair pavement, etc.) and restore existing artwork, moving it elsewhere within the Fulton Corridor where necessary (between Van Ness Avenue, Inyo Street, Broadway Street, and Tuolumne Street). Facilitate outdoor dining, introduce more lighting, new restrooms, and better way-finding signage, and revamp the Mariposa Plaza to better accommodate events (including a new stage).

**APPENDIX A - FULTON MALL (continued)**



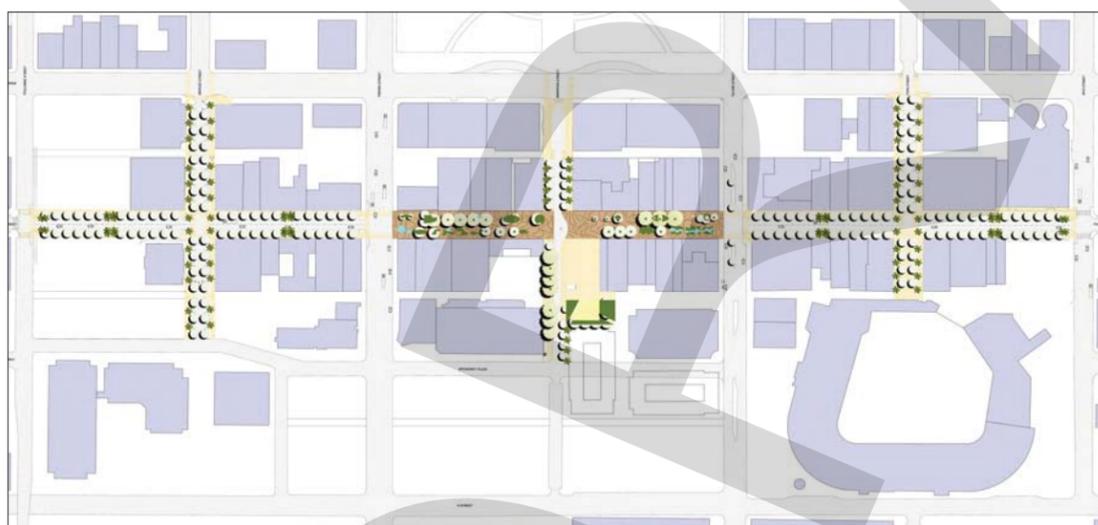
**Option 4A  
Keep Four Center Blocks Closed**

Keep the Fulton Mall between Merced Street and Kern Street and Kern Street between Fulton Street and Chukchansi Park pedestrian-only. Transform Kern Street between Van Ness Avenue and Fulton Street, all of Mariposa Street, and all of Merced Street into standard streets. Open Fulton Street's northern- and southern-most blocks to vehicular traffic along the eastern side of the right-of-way in order to preserve the two prominent water elements. Renovate the remaining Eckbo features and restore all existing artwork, moving it elsewhere within the Fulton Corridor where necessary.



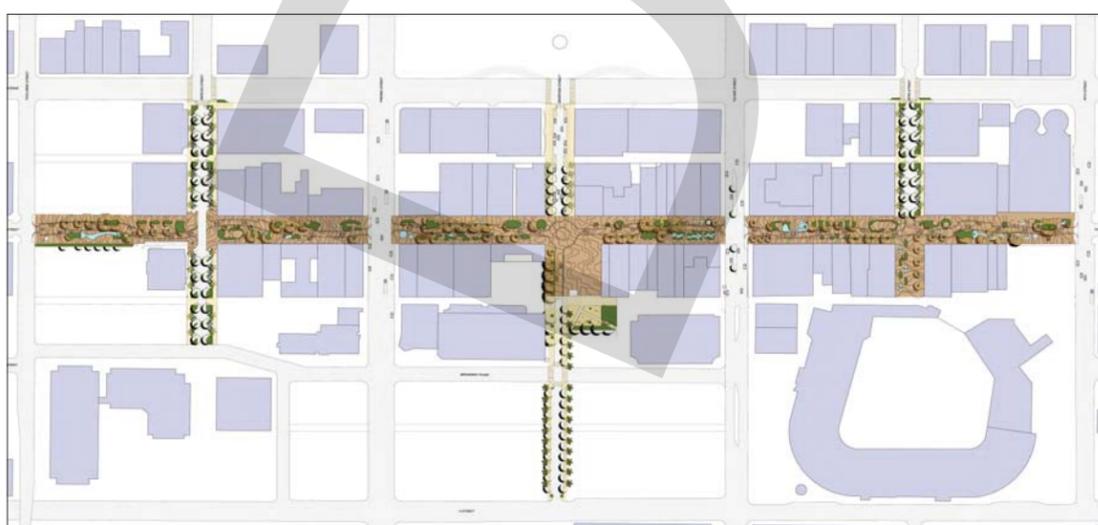
**Option 4B  
Keep South and Center Closed**

Keep the Fulton Mall between Fresno Street and Kern Street pedestrian-only. Transform Kern Street, Mariposa Street, Merced Street, and Fulton Street's two northern blocks into standard streets (alternatively, the Fulton Street blocks open to vehicular traffic could be configured according to Options 6A or 6B). Restore the remaining Eckbo features and restore existing artwork, moving it elsewhere within the Fulton Corridor where necessary. Revamp the Mariposa Plaza, facilitate outdoor dining, and introduce more lighting, new restrooms, better way-finding signage, and new streetscape and artwork in selected locations.



**Option 5  
Keep Center Closed**

Keep the Fulton Mall between Tulare Street and Fresno Street pedestrian-only. Transform Kern Street, Merced Street, and Fulton Street's two northern and two southern blocks into standard streets (alternatively, the Fulton Street blocks open to vehicular traffic could be configured according to Options 6A or 6B). Restore the remaining Eckbo features and restore existing artwork, moving it elsewhere within the Fulton Corridor where necessary. Revamp Mariposa Plaza, facilitate outdoor dining, and introduce more lighting, new restrooms, better way-finding signage, and new streetscape and artwork in selected locations.



**Option 6A  
Reconnect the Grid 1 with One-way Street**

Weave a one-way road with parking through the Fulton Mall keeping as many Eckbo features as possible. Open Merced Street, Mariposa Street, and Kern Street to vehicular traffic. Renovate the remaining Eckbo features and restore all existing artwork, moving it elsewhere within the Fulton Corridor where necessary. Revamp Mariposa Plaza, facilitate outdoor dining, introduce more lighting, new restrooms, better way-finding signage, and new streetscape and artwork in selected locations. Fulton Street may be closed to traffic for specific events or on weekends as desired. It may also accommodate transit.



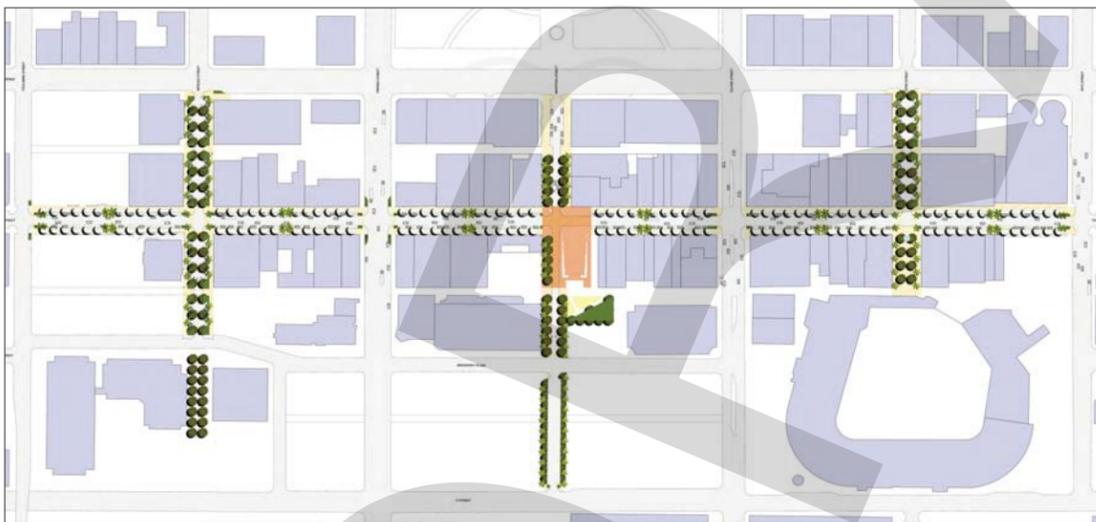
**Option 6B**  
**Reconnect the Grid 1**

Weave a two-way road with parking through the Fulton Mall keeping as many Eckbo features as possible. Open Merced Street, Mariposa Street, and Kern Street to vehicular traffic. Renovate the remaining Eckbo features and restore all existing artwork, moving it elsewhere within the Fulton Corridor where necessary. Revamp Mariposa Plaza, facilitate outdoor dining, introduce more lighting, new restrooms, better way-finding signage, and new streetscape and artwork in selected locations. Fulton Street may be closed to traffic for specific events or on weekends as desired. It may also accommodate transit.



**Option 7**  
**Reconnect the Grid 2**

Introduce a street through the Fulton Mall, keeping selected Eckbo features, in a manner that provides improved retail visibility and more on-street parking. Open Merced Street, Mariposa Street, and Kern Street to vehicular traffic. Renovate the remaining Eckbo features and restore all existing artwork, moving it elsewhere within the Fulton Corridor where necessary. Revamp Mariposa Plaza, facilitate outdoor dining, introduce more lighting, new restrooms, better way-finding signage, and new streetscape and artwork in selected locations. Fulton Street may be closed to traffic for specific events or on weekends as desired. It may also accommodate transit.



**Option 8**  
**Reconnect the Grid 3**

Introduce a standard street through the Fulton Mall with wide sidewalks and on-street parking. Open Merced Street, Mariposa Street, and Kern Street to vehicular traffic. Restore existing artwork, interspersing it throughout the Fulton Corridor, revamp Mariposa Plaza, and introduce new streetscape and artwork. Fulton Street may be closed to traffic at the end of each block and may also accommodate transit.

## APPENDIX A - FULTON MALL (continued)

### 2. OPINION OF PROBABLE COSTS FOR EACH OPTION

#### Known Existing Conditions and Assumptions

- Paving has a 5 1/2" cross section thickness, with 2 linear joints and transverse joints at waves
- About 75% of Paving is relatively good shape
- Concrete walls generally in good shape with some patching needed for smooth textured walls
- Concrete walls with rough form board finish cannot be easily patched
- Light fixtures are not original; will require replacement to Title 24 specifications
- Power for light fixtures is 3 phase, of which only 1 phase works
- 1/3 of fixtures currently work
- Conduits are rusted and cannot feed wires through
- Power rooms flood and controls are damaged
- Speaker systems do not work
- Wood materials have rotted (benches, trellis, railings)
- Fountains leak
- Fountain mechanical is generally inoperable except in a few fountains, but all need new systems
- Irrigation system is inoperable and outdated
- Some fountains have been transformed to planters
- Trees require pruning; some improperly pruned
- Shrub landscaping is not original and needs repair
- Vines are overgrown

#### Option 1 – Do Nothing Different

No cost

#### Option 2 – Restoration and Completion

Cost Range:	Square footage cost
Low \$8,000,000	\$25.00
High \$16,000,000	\$50.00

Replace light fixtures to original and replace light fixture infrastructure, replace with new uprights and electrical outlets in planters, replace irrigation mainline and piping, replace fountain mechanical equipment, replace sound system and speakers patch paving at all trenching areas due to lighting, fountains, drinking fountain and irrigation needs, surface coat fountains for water proofing with elastomeric coating in lieu of demo and re-pour concrete, replace wood items and benches and trellis tops, replace ground plane landscaping, restore/paint fountain art that has faded, restore fountains that are now planters and replace existing drinking water fixtures with original custom design.

Pricing does not include repairs to drainage infrastructure, sewers, gas lines and fire hydrant water supplies, repairs to art objects or bases, potable water needs water or other infrastructure needs, ADA slope requirements, General Contractor overhead and profit and items deleted from the original contract documents (i.e. domed canopies).

Higher cost range numbers are based on replacement vs. patching for paving, fountain replacement vs. elastomeric coating, etc.

#### Option 3 – Restoration and Completion with Open Cross Streets

#### Option 4a – Keep Four Center Blocks Closed

Cost Range:	Square footage cost
Low \$10,222,500.00	\$30.07
High \$13,822,500.00	\$40.65

(Cross streets open and Fulton Street pushed towards the east between Tuolumne and Merced and Kern and Inyo in order to preserve Eckbo's sinuous fountains).

Replace light fixtures to original and replace light fixture infrastructure, replace with new uprights and electrical outlets in planters, replace irrigation mainline and piping, replace fountain mechanical equipment, replace sound system and speakers patch paving at all trenching areas due to lighting, fountains, drinking fountain and irrigation needs, surface coat fountains for water proofing with elastomeric coating in lieu of demo and re-pour concrete, replace wood items and benches and trellis tops, replace ground plane landscaping, restore/paint fountain art that has faded, restore fountains that are now planters and replace existing drinking water fixtures with original custom design.

Pricing does not include repairs to drainage infrastructure, sewers, gas lines and fire hydrant water supplies, repairs to art objects or bases, potable water needs water or other infrastructure needs, ADA slope requirements, General Contractor overhead and profit items deleted from the original contract documents (i.e. domed canopies).

Higher cost range numbers are based on replacement vs. patching for paving, fountain replacement vs. elastomeric coating, etc.

#### Option 4b – Keep Three Center Blocks Closed

Cost Range:	Square footage cost
Low \$10,700,000.00	\$31.47
High \$13,390,000.00	\$39.38

Replace light fixtures to original and replace light fixture infrastructure, replace with new uprights and electrical outlets in planters, replace irrigation mainline and piping, replace fountain mechanical equipment, replace sound system and speakers patch paving at all trenching areas due to lighting, fountains, drinking fountain and irrigation needs, surface coat fountains for water proofing with elastomeric coating in lieu of demo and re-pour concrete, replace wood items and benches and trellis tops, replace ground plane landscaping, restore/paint fountain art that has faded, restore fountains that are now planters and replace existing drinking water fixtures with original custom design.

Demolish 2 blocks of mall and replace with new street with +/- 20 foot sidewalks with incorporated art from original mall and new light fixtures.

Pricing for new and cross streets includes, demolition, new lighting, new curbs, new asphalt roads, drainage inlets to existing storm drain system, new side walks, new Mariposa Plaza, Mariposa Plaza Fountain and lighting, excludes liner buildings and parking garage retrofit at Mariposa and Van Ness Avenue.

Pricing does not include repairs to drainage infrastructure, sewers, gas lines and fire hydrant water supplies, repairs to art objects or bases, potable water needs water or other infrastructure needs, ADA slope requirements, General Contractor overhead and profit items deleted from the original contract documents (i.e. domed canopies).

Higher cost range numbers are based on replacement vs. patching for paving, fountain replacement vs. elastomeric coating, etc.

**Option 5 – Keep Two Center Blocks Closed**

Cost Range:	Square footage cost
Low \$11,162,500.00	\$32.83
High \$12,905,000.00	\$37.96

Replace light fixtures to original and replace light fixture infrastructure, replace with new uprights and electrical outlets in planters, replace irrigation mainline and piping, replace fountain mechanical equipment, replace sound system and speakers patch paving at all trenching areas due to lighting, fountains, drinking fountain and irrigation needs, surface coat fountains for water proofing with elastomeric coating in lieu of demo and re-pour concrete, replace wood items and benches and trellis tops, replace ground plane landscaping, restore/paint fountain art that has faded, restore fountains that are now planters and replace existing drinking water fixtures with original custom design.

Demolish 4 blocks of mall and replace with new street with +/- 20 foot sidewalks with incorporated art from original mall and new light fixtures.

Pricing for new and cross streets includes, demolition, new lighting, new curbs, new asphalt roads, drainage inlets to existing storm drain system, new side walks, new Mariposa Plaza, Mariposa Plaza Fountain and lighting, excludes liner buildings and parking garage retrofit at Mariposa and Van Ness Avenue.

Pricing does not include repairs to drainage infrastructure, sewers, gas lines and fire hydrant water supplies, repairs to art objects or bases, potable water needs water or other infrastructure needs, ADA slope requirements, General Contractor overhead and profit items deleted from the original contract documents (i.e. domed canopies).

Higher cost range numbers are based on replacement vs. patching for paving, fountain replacement vs. elastomeric coating, etc.

**Option 6a – Reconnect the Grid 1 with One Way Street**

Cost Range:	Square footage cost
Low \$9,406,500.00	\$27.67
High \$14,798,800.00	\$43.53

Replace light fixtures to original and replace light fixture infrastructure, replace with new uprights and electrical outlets in planters, replace irrigation mainline and piping, replace fountain mechanical equipment, replace sound system and speakers patch paving at all trenching areas due to lighting, fountains, drinking fountain and irrigation needs, surface coat fountains for water proofing with elastomeric coating in lieu of demo and re-pour concrete, replace wood items and benches and trellis tops, replace ground plane landscaping, restore/paint fountain art that has faded,

restore fountains that are now planters and replace existing drinking water fixtures with original custom design. Pricing includes ADA warning tile at introduction of street in mall.

Pricing for cross streets includes, demolition, new lighting, new curbs, new asphalt roads, drainage inlets to existing storm drain system, new side walks, new Mariposa Plaza, Mariposa Plaza Fountain and lighting, excludes liner buildings and parking garage retrofit at Mariposa and Van Ness.

Pricing does not include repairs to drainage infrastructure, sewers, gas lines and fire hydrant water supplies, repairs to art objects or bases, potable water needs water or other infrastructure needs, ADA slope requirements, General Contractor overhead and profit items deleted from the original contract documents (i.e. domed canopies).

Higher cost range numbers are based on replacement vs. patching for paving, fountain replacement vs. elastomeric coating, etc.

**Option 6b – Reconnect the Grid 1 with Two Way Street**

Cost Range:	Square footage cost
Low \$9,406,500.00	\$27.67
High \$14,798,800.00	\$43.53

Replace light fixtures to original and replace light fixture infrastructure, replace with new uprights and electrical outlets in planters, replace irrigation mainline and piping, replace fountain mechanical equipment, replace sound system and speakers patch paving at all trenching areas due to lighting, fountains, drinking fountain and irrigation needs, surface coat fountains for water proofing with elastomeric coating in lieu of demo and re-pour concrete, replace wood items and benches and trellis tops, replace ground plane landscaping, restore/paint fountain art that has faded, restore fountains that are now planters and replace existing drinking water fixtures with original custom design. Pricing includes ADA warning tile at introduction of street in mall.

Pricing for cross streets includes, demolition, new lighting, new curbs, new asphalt roads, drainage inlets to existing storm drain system, new side walks, new Mariposa Plaza, Mariposa Plaza Fountain and lighting, excludes liner buildings and parking garage retrofit at Mariposa and Van Ness Avenue.

Pricing does not include repairs to drainage infrastructure, sewers, gas lines and fire hydrant water supplies, repairs to art objects or bases, potable water needs water or other infrastructure needs, ADA slope requirements, General Contractor overhead and profit items deleted from the original contract documents (i.e. domed canopies).

Higher cost range numbers are based on replacement vs. patching for paving, fountain replacement vs. elastomeric coating, etc.

**APPENDIX A - FULTON MALL (continued)**

**Option 7 – Reconnect the Grid 2**

Cost Range:	Square footage cost
Low \$11,374,500.00	\$33.45
High \$12,830,800.00	\$37.74

Demolish all 6 blocks of mall except 6 carpets of historical mall and replace with new street with +/- 20 foot sidewalks with incorporated art from original mall and new light fixtures.

Pricing for new and cross streets includes, demolition, new lighting, new curbs, new asphalt roads, drainage inlets to existing storm drain system, new side walks, new Mariposa Plaza, Mariposa Plaza Fountain and lighting, excludes liner buildings and parking garage retrofit at Mariposa and Van Ness. For new carpets of existing mall; replace light fixtures to original and replace light fixture infrastructure, replace with new uprights and electrical outlets in planters, replace irrigation mainline and piping, replace fountain mechanical equipment, replace sound system and speakers patch paving at all trenching areas due to lighting, fountains, drinking fountain and irrigation needs, surface coat fountains for water proofing with elastomeric coating in lieu of demo and re-pour concrete, replace wood items and benches and trellis tops, replace ground plane landscaping, restore/paint fountain art that has faded, restore fountains that are now planters and replace existing drinking water fixtures with original custom design.

Pricing does not include repairs to drainage infrastructure, sewers, gas lines and fire hydrant water supplies, potable water needs water or other infrastructure needs, General Contractor overhead and profit items deleted from the original contract documents (i.e. domed canopies).

Higher cost range numbers are based on replacement vs. patching for paving, fountain replacement vs. elastomeric coating, etc.

**Option 8 – Reconnect the Grid 3**

Cost Range:	Square footage cost
Low \$12,022,500.00	\$35.36
High \$12,824,000.00	\$37.72

Demolish all 6 blocks of mall and cross streets and replace with new street, curbs, with +/- 20 foot sidewalks with incorporated art from original mall and new light fixtures.

Pricing does not include repairs to drainage infrastructure, sewers, gas lines and fire hydrant water supplies, potable water needs water or other infrastructure needs, and General Contractor overhead and profit.

**Table A.1 - Fulton Mall Options Summary Cost Comparison**

Alternative	Construction Costs (1)			Maintenance Costs Over 30 Years (2, 3)	Parking Revenue Over 30 Years (4, 5)
	High	Low	Average		
1 Do Nothing Different	\$ -	\$ -	\$ -	\$ 3,230,248	\$ 234,826
2 Restoration and Completion	\$16,000,000	\$ 8,000,000	\$ 12,000,000	\$ 7,805,528	\$ 234,826
3 Restoration and Completion with Open Cross Streets	\$ 14,747,500	\$ 9,297,500	\$ 12,022,500	\$ 6,686,938	\$ 1,962,470
4a Keep Four Center Blocks Closed	\$ 13,822,500	\$ 10,222,500	\$ 12,022,500	\$ 6,109,699	\$ 2,834,679
4b Keep Three Center Blocks Closed	\$ 13,390,000	\$ 10,700,000	\$ 12,045,000	\$ 5,035,036	\$ 3,572,702
5 Keep Two Center Blocks Closed	\$ 12,905,000	\$ 11,162,500	\$ 12,033,750	\$ 4,560,035	\$ 4,109,446
6a Reconnect Grid 1 - with One Way Street	\$ 14,798,800	\$ 9,406,500	\$ 12,102,650	\$ 6,305,707	\$ 2,767,586
6b Reconnect Grid 1 - with Two Way Street	\$ 14,798,800	\$ 9,406,500	\$ 12,102,650	\$ 6,606,197	\$ 3,069,505
7 Reconnect Grid 2	\$ 12,830,800	\$ 11,374,500	\$ 12,102,650	\$ 4,202,278	\$ 4,092,673
8 Reconnect Grid 3	\$ 12,824,000	\$ 12,022,500	\$ 12,423,250	\$ 3,702,555	\$ 6,189,329

**Notes:**

- (1) See Attachment A for construction cost assumptions for each alternative.
- (2) Present value of 30 year cost based on 2% inflation rate and 5% discount rate
- (3) Maintenance costs for each alternative are derived from three sources:  
 The actual 2010 PARCS Department budget (see Attachment B), the ideal PARCS Department budget (Attachment C), and the current cost to maintain Kern Street between Van Ness Avenue and N Street (Attachment D).  
 These three maintenance cost sources are applied to each alternative as follows:
  - Alternative 1 (Do Nothing Different): 100% actual 2010 PARCS budget
  - Alternative 2 (Restoration and Completion): 100% ideal PARCS budget
  - Alternative 3 (Restoration and Completion with Open Cross Streets): Closed blocks based 100% upon ideal PARCS budget;  
Cross streets based 100% upon current Kern Street (between Van Ness and N) costs
  - Alternative 4a (Keep Four Center Blocks Closed): Closed blocks based 100% upon ideal PARCS budget;  
Cross streets based 100% upon current Kern Street (between Van Ness and N) costs  
Fulton Street between Tuolumne and Merced and between Kern and Inyo based 50% upon ideal PARCS budget and 50% Kern Street (Van Ness to N) budget
  - Alternative 4b (Keep Three Center Blocks Closed): Closed blocks based 100% upon ideal PARCS budget;  
Cross streets and open portions of Fulton Street based 100% upon current Kern Street (Van Ness to N) budget
  - Alternative 5 (Keep Two Center Blocks Closed): Closed blocks based 100% upon ideal PARCS budget;  
Cross streets and open portions of Fulton Street based 100% upon current Kern Street (Van Ness to N) budget
  - Alternative 6a (Reconnect Grid 1 - with One Way Street): Fulton Street based 100% upon ideal PARCS budget and 0% Kern Street (Van Ness to N) budget;  
Cross streets based 100% upon Kern Street (between Van Ness and N) costs
  - Alternative 6b (Reconnect Grid 1 - with Two Way Street): Fulton Street based 90% upon ideal PARCS budget and 10% Kern Street (Van Ness to N) budget;  
Cross streets based 100% upon Kern Street (between Van Ness and N) costs
  - Alternative 7 (Reconnect Grid 2): Fulton Street based 20% upon ideal PARCS budget and 80% Kern Street (Van Ness to N) budget;  
Cross streets based 100% upon Kern Street (between Van Ness and N) costs
  - Alternative 8 (Reconnect Grid 3): Fulton Street and cross streets based 100% upon current Kern Street (Van Ness to N) budget
- (4) Parking revenue costs derived from City of Fresno Public Works Department, Parking Division (see Attachment E)
- (5) Present value of a 30 year income stream based on 2% inflation rate and 5% discount rate

**Table A.2 - Maintenance Cost Assumption - Pedestrian Mall**  
**Current Year Actual Costs (current PARCS department budget)**

	<i>per employee</i>	<i>Rate x # employees</i>
PMWII (70%)	\$52,666.00	\$ 36,866.00
Irrigation Specialist (10%)	\$44,700.00	4,470.00
Supervisor (10%)	\$71,830.00	7,183.00
Blower (10 hours per week)	2.15/hour	1,118.00
Hedge Trimmers (5 hours per week)	1.63/hour	424.00
Truck (1)	annual cost (\$7,900)	5,530.00
Irrigation Supplies	annual cost	250.00
Herbicides	annual cost	150.00
Chlorine	annual cost	2,197.00
Tree Trimming	annual cost	2,500.00
Minor Repairs & Supplies	annual cost	2,500.00
Utilities - Water	annual cost	45,515.12
Utilities - Electric	annual cost	44,713.12
Music Service	annual cost	
Art Cleaning	City portion of annual cost shared w/DTA	5,465.00
<b>based on 264 workdays</b>	<b>Total*</b>	<b>\$ 158,881.24</b>

**Notes:**

\* Does not include costs of services provided by other City Departments (aka ISF's) such as Purchasing, Facilities, Attorney's Office, Finance, Budget, etc. in support of Fulton Mall operations.

Annual maintenance cost does not include the significant amount of deferred maintenance on the Mall.

Source: City of Fresno PARCS

**Table A.3 - Maintenance Cost Assumption - Pedestrian Mall**  
**Ideal Fulton Mall costs (ideal PARCS department budget)**

	<i>per employee</i>	<i>Rate x # employees</i>
PMW1's(4)	\$ 37,416.00	\$ 149,664.00
Services Aides (2)	27,664.00	55,328.00
Irrigation Specialist (30%)	44,700.00	13,410.00
Supervisor (10%)	71,830.00	7,183.00
Blower (10 hours per day)	2.15/hour	5,676.00
Hedge Trimmers (2 hours per day)	1.63/hour	860.64
Pressure Washer (20 hours per week)	3.50/hour	3,640.00
Sweeper (15 hours per week)	15.00/hour	11,700.00
Trucks (3)	annual cost	23,700.00
Irrigation Supplies	annual cost	500.00
Herbicides	annual cost	150.00
Chlorine	annual cost	2,197.00
Tree Trimming	annual cost	5,000.00
Minor Repairs & Supplies	annual cost	5,000.00
Utilities - Water	annual cost	45,515.12
Utilities - Electric	annual cost	44,713.12
Music Service	annual cost	-
Art Cleaning	City portion of annual cost shared w/DTA	5,465.00
<b>based on 264 workdays</b>	<b>Total*</b>	<b>\$ 379,701.88</b>
	<b>Total Lineal Feet</b>	<b>4,187.84</b>
	<b>Total Cost Per Lineal Foot</b>	<b>\$ 90.67</b>

**Notes:**

\* Does not include costs of services provided by other City Departments (aka ISF's) such as Purchasing, Facilities, Attorney's Office, Finance, Budget, etc. in support of Fulton Mall operations.

Annual maintenance cost does not include the significant amount of deferred maintenance on the Mall.

Source: City of Fresno PARCS

**APPENDIX A - FULTON MALL (continued)**

**Table A.4 - Maintenance Cost Assumption - Street  
Current cost to maintain Kern Street between Van Ness Avenue and N Street**

<b>Work Description</b>	<b>Notes</b>	<b>Annual Cost</b>
1 Pavement markings, curb paint, sign maintenance, striping	Estimated	\$1,000
2 Traffic signal maintenance, inspection, and repair	Assumes 4 signalized intersections like those on Kern at Van Ness and M	\$1,530
3 Lighting electric bill	Traffic signals and street lights	\$2,809
4 Street Sweeping	\$19.64 per curb mile; 350 days/year	\$1,406
5 Street Trees	\$6,000 every 4 years	\$1,500
6 Trash receptacle servicing by truck (1)	Twice weekly; 6 cans per block;	\$23,746.31
7 Art Cleaning	Art is not present on Kern Street between Van Ness and N Street. This work item has been introduced into the cost figures in order to account for the presence of art in the Fulton Mall alternatives. Art cleaning costs are based upon the ideal PARCS Department cost estimate for Fulton Mall maintenance (Attachment C).	\$5,465.00
8 Sidewalk Pressure Wash	Sidewalk pressure washing is not currently done on Kern Street, but has been introduced into the cost figures in order to include it should it be done along sidewalks of the Fulton Mall alternatives. Sidewalk pressure washing costs are based upon ideal PARCS Department cost estimate for Fulton mall maintenance (Attachment C) with the assumption that sidewalks are 50% of the right of way.	1,820.00
9 Irrigation, blower, Plant maintenance	Included in above work items.	-
<b>Total</b>		<b>\$39,276</b>
<b>Total Lineal Feet</b>		<b>1,080</b>
<b>Total Cost Per Lineal Foot</b>		<b>\$ 36.37</b>

**Notes:**

(1) Assumes truck serviceable receptacles, accessibility by truck, and parking restrictions at servicing times.

Source: City of Fresno Public Works Department, Street Maintenance Division; City of Fresno Public Utilities Department, Solid Waste and Community Sanitation Divisions.

**Table A.5 - Park Revenues - Street**

	<b>Notes</b>	<b>cost/meter</b>
1 Installation Cost		\$850
2 Annual Fare Revenue	10 hours/day x 80% use x 0.75/hour x day/weeks x 52 weeks/year	5 \$1,560
3 Annual Citation Revenue	20,540 citations from all meters in FY10 x \$30/citation x 50% collection rate / 1750 meters	\$176

Source: City of Fresno Public Works Department, Parking Division

### 3. FULTON MALL: ASSESSMENT AS A CULTURAL LANDSCAPE

Prepared by:

Charles Birnbaum, FASLA, FAAR

October 15, 2010

This memorandum serves to document initial thoughts and impressions from my trip to Fresno on September 25-27. As background, some of these ideas were captured in the 15-minute public presentation made on September 27, while others were included in a Birnbaum Blog that was published on *The Huffington Post*, titled, “Modernism, Fresno and the Future of a City’s Heart” (October 8). Finally, a detailed summary is included that weighs the opening and closing of both cross streets and three blocks of the Mall.

#### Background

The face of US Post War urban planning was irrevocably changed with the pedestrian mall – among the earliest, Fresno, California’s Fulton Mall in 1964. This pioneering attempt at revitalizing a city’s center was one of more than 200 urban pedestrian malls constructed in North America from 1959 to the mid-1980s. Midway through this period, educator, author and landscape architect Harvey Rubenstein, in his comprehensive 1978 survey “Central City Malls”, buoyantly declared, “Pedestrian malls have become an exciting part of the revitalization of downtown business districts.”

Thirty-two years later, some malls, such as that in Virginia’s city of Charlottesville remain economically viable, while others in Sacramento, CA, Minneapolis, MN, Allentown, PA, and elsewhere have been reopened to vehicular traffic. In Fresno, where the mall was determined eligible for listing on the National Register of Historic Places on August 20, it is a classic case of *high integrity* and *poor condition* from a historic preservation perspective.

So, what are the options today for balancing historic values, design, and economic stability for the Fulton Mall? Pioneering landscape architect Garrett Eckbo’s design unified the original architecture and planning by Victor Gruen Associates – it was the centerpiece of Gruen’s master plan ... and an initial hit. Like other pedestrian malls, Fulton has seen its share of decline. Because of demographic and population shifts, the mall’s only real usage is during business hours. After 5PM, it’s largely dormant. This is bad for retail, revenue and city spirit.

Since the big issue is how to integrate or re-integrate this pioneering modernist work into Fresno’s broader revitalization efforts, this white paper will attempt to avoid the trap of complaining about the poor state of the mall’s historically-significant landscape features such as planters and fountains (though collectively, these are important and unique, in the overall design). The reality is that as a designed landscape, Fulton Mall still has great bone structure, and I would suggest it’s a potential National Historic Landmark. In addition, it is worth noting that before the recent determination of eligibility to the National Register and California Register of Historic Places, there were no Eckbo designations.

#### Preservation Issues and Considerations

The issue of how to preserve and manage the Mall’s significant historic design while balancing critical economic and programmatic requirements is the core question. To this end, it is worth noting that what’s happening in Fresno is playing out elsewhere in towns and cities with modernist urban landscape architecture. The nation’s rich and diverse legacy of modernist landscape architecture is still struggling for visibility that will result in change and continuity in equal measure. For example, two of Eckbo’s designs – Ambassador College in Pasadena and the Tucson Convention Center – are in serious trouble and in the end may meet the wrecking ball. And, as

we have all heard at one time or another, city planning and design decisions about the fate of such places are frequently made under unusual, sometimes secretive circumstances. Occasionally, the actual outcome isn’t clear until the first bulldozer shows up. Clearly based on the response and the comments made at the public forum on September 27, Fresno’s approach is different and Fresnoans know the mall is important. This was echoed in Mayor Swerengin’s spirited opening, when she noted that unlike previous attempts at revitalizing the mall that had thwarted Fresnoans, this time is different: “There is something powerful going on here,” she declared to a boisterous crowd. “We are going to be moving mountains as a community. This is monumental.”

During that evening there were 8 alternative designs presented by the consulting team which ranged from “do nothing” to “restoration” or “opening the street to vehicles” with variations on these themes. Foundational to this planning process was a mission statement crafted by the community, which notes that “Fulton will be a destination for the region due to the vibrancy and vitality that exists. At the core, Fulton is built upon commerce, community, culture and connectedness and uses the values of the past in a manner that authentically resonates with the opportunities of the future.”

Following on that meeting I have had adequate time to reflect on the eight original alternatives as well as a ninth alternative which opens three of the six blocks of the Mall. Here are my broader recommendations and considerations:

#### On the Significance of the Mall:

- The Mall is a masterwork of Garrett Eckbo’s professional career and is potentially significant as a National Historic Landmark, both as the work of a master and a rare surviving example with a high degree of design integrity;
- In addition to Eckbo’s contributions, the Mall is significant for the visionary leadership of the Downtown Mall Art Selection Committee, chaired by O. J. Woodward II, and the public display of modern art that grew out of that committee’s patronage. The art was fully funded by private citizens, with the intent to provide “an outdoor museum of art.” The combination of sculpture, mosaics (drinking fountains and benches), and clock tower, which cost over \$200,000 in 1964, is an early if not the first large-scale display of contemporary art by both internationally-recognized and local artists – *and not physically attached to a museum as a sculpture garden*. Therefore, the placement of the work and their integrity of setting are of great significance.

#### On the Need for Detailed Economic Analysis and Metrics for Success:

- During the charrette process I had the opportunity to spend time with Bob Gibbs, consulting economist for the Fulton Mall visioning project. It is clear from our conversations that there is much we do not know about the economics and exactly how many streets to open. How is success measured? What are the economic models for leveraging the value of an “authentic” modernist mall? In fact, during one of several site walks, Gibbs noted that the opening of Kern Street between Van Ness and Fulton Street had done little to affect retail and street life. So what does this mean? It does not seem reasonable or possible to opine about the number of streets that require opening without solid, defensible, quantifiable economic analysis. To this end there may also be the prospect of phasing this work. For example, what about phasing the work so that selected cross streets are open first, then the two blocks – one at the south end and one at the north end - are opened. Following those efforts, evaluating and measuring the impact at these critical junctures could take place.

## APPENDIX A - FULTON MALL (continued)

### On the Alternatives:

Cross Streets - As discussed during the charrette, the idea of opening some of the cross streets to vehicular traffic has great merit. For example, in Charlottesville, VA, two of the cross streets along the eight block mall have successfully been opened in recent years. Here in Fresno, the most critical cross street to be opened is the central spine of the mall at Mariposa. As I suggested in the public forum, the idea of viewing the Mall and Courthouse Park as “one campus” is critical - after all, they are of the same period and Modernist in their designs. This is also timely with the light-rail proposed just west of the mall as a justification for pulling folks through the Mall.

As part of opening Mariposa between Van Ness and Fulton, the underground connection should be abandoned and the street-level cross reinstated. With the two arcaded buildings flanking this street just south of Van Ness there is a tremendous opportunity to energize the street, which is wide enough for outdoor dining. As part of this work *La Grande Laveuse* (Washer Woman) will need to be relocated.

The block moving south on Mariposa, between Fulton and Broadway, should also be reopened. As part of this work the *Clock Tower* by Jan de Swart should remain in place with the road moving around it and the *Big A* by Peter Voukos may be re-sited in this southernmost block.

Moving north, the two blocks of Merced between Van Ness and Broadway may also be opened. Further study should be undertaken as to how such sculpture/fountain compositions as the *Rite of the Crane* by Bruno Groth and *Talos* by Lee Hansen may actually remain as part of a new road construction.

Moving south, the block of Kern between the Fulton Mall and the Stadium requires further research. Since the building envelope and the sculptural ensemble of *Spreading, Leaping and Smoldering Fire* by Clare Falkenstein have such a high degree of integrity of design and setting, every effort should be made to protect these character-defining landscape features while still acknowledging that a strong visual relationship between the Stadium and the Mall is desired.

Fulton Mall - In general, by opening the Mall to moving/parked vehicles there is a diminished integrity of design. In addition, the size and character of most of the fountains and sculpture is at a pedestrian scale and is therefore diminished when there are contiguous parked vehicles adjacent to the art and fountains. Parking bays have a significant impact on a street's appearance, making it look like any other street. These changes to accommodate vehicles will need to be viewed on a case-by-case basis, ideally guided by a set of overarching design principles that balance use, design and historic preservation. For example, “no cars will be parked within X feet of a human scale sculpture; every effort will be made to preserve canopy trees when...”

Following the development of agreed-upon principles, the following general comments regarding the ninth alternative, which opens three blocks of Fulton Mall, should be considered:

North and South Perimeter Blocks - The two blocks at either end of the Mall have suffered the greatest losses to their building envelopes, and are today surrounded by parking or buildings which ignore the original setbacks, and therefore it can be suggested that they have greater potential to absorb change. With that stated, these two end-blocks are also the locations for two unique signature linear fountain/art features that run the longest horizontal lengths of the Mall. They bookend and/or bracket the Mall while serving as gateways with *The Visit* by Clement Renzi to the north and *Obos* by George Tsutakawa to the south. As gateways, the recommended treatment in Alternative Nine of having parking flanking both sides

at the entrance to the Mall at Tuolumne and Inyo is the wrong arrival statement; it suggests “Street” and not “Mall.” At Inyo, this situation is even less desirable because the small-scale fountain on the north side of the street has been given over to parking and ideally should be preserved.

In sum, I think that the idea of “arrival experience” is important in the historic design and should be considered in this and any other rehabilitation solution when opening these two critical perimeter blocks. I think that opening the northernmost block at Tuolumne is extremely desirable not just for accommodating a more attractive development proposal but also for connecting with the neighborhood immediately to the north, which seems to be moving towards the Mall.

In general, as stated above, when significant landscape features are surrendered to parking there should be a unified series of guidelines established that balance use, design and historic preservation concerns.

Beyond these two blocks, Alternative Nine also proposes opening an additional block between Merced and Fresno Streets. I believe that if that block was also opened the Mall may reach its tipping point and the adverse affect would severely compromise its integrity. It is important to remember that this is a very balanced design, with Mariposa and its associated plaza space in the middle, serving as the central spine. To open the block at either end of the mall and to open an additional one to north upsets the balance and is not recommended.

Finally, a note about vegetation: Due to time limitations and available information during the charrette, an in-depth analysis of trees and plant materials was not possible. However, although it is clear that many trees are in decline, some have outgrown their design intent, and other inappropriate plant materials have been introduced, a richer and deeper understanding of Eckbo's design intent should be undertaken to guide change. For example, I believe that in much the same way that Lawrence Halprin was abstracting nature during this same period with his design for Lovejoy Park in Portland (his palette was abstracting nature with concrete and water), Eckbo was interpreting the regional plant palette through his purposeful tree selections. This historic design intent is essential in assessing which trees remain and which can be replaced as part of any rehabilitation plan.

### Closing

Today, just one month before the 100-year anniversary of Eckbo's birth, it seems fitting that a vibrant community-based exercise regarding the future of this nationally significant Modernist landscape is underway. Eckbo would have embraced such a public process, as part of a plea for well-organized and well-planned landscapes, from garden to nature, stressing our relationship with the land without apologizing for the human presence.

I look forward to working with the consulting team and the city as this process advances and to participating in this exciting balancing act of guiding this National Historic Landmark into the future, to become a more fully-integrated, economically-viable community asset for all Fresnoans.

#### 4. FULTON MALL ALTERNATIVE PLAN ECONOMIC IMPACT ANALYSIS

Prepared by :  
Gibbs Planning Group, Inc. for PBID Partners of Downtown Fresno,  
June 24, 2011



##### Executive Summary

This study finds that the original premise for the creation of the Fulton Street Pedestrian Mall to serve as a regional shopping destination is fundamentally flawed and cannot be supported by Fresno's current market conditions. The 1964 closure of Fulton Street and removal of its on-street parking assumed that the downtown would retain enough critical mass of retailers and department stores to offer the visitor several hours of exciting shopping. In exchange, parking in remote decks and hiking to the shops could be acceptable, just as it is in today's modern malls.

This business model is dependent on at least 500,000 square feet (sf) of proven retailers, competitive centralized management, marketing and extended common shopping hours. It was also based on the traditional two-parent, stay at home mom - working dad, household of the mid-twentieth century.

By every shopping center industry metric, the Fulton Mall is underperforming. Presently, Fulton Mall has the following existing conditions:

- **High Vacancy Rate:** The Fulton Street Mall's ground level retail suffers from an overall 26 percent vacancy of ground floor commercial (120,700 sf vacancy of the 472,200 sf gross ground level). This represents more than twice the City of Fresno's overall retail vacancy rate of 11.2 percent and nearly triple the national regional center vacancy rate of nine percent.
- **Low Sales:** The Fulton Street Mall has average annual retail sales of only \$92 per sf (\$32.1 million). This represents only 25 percent of the national annual average of \$372 per sf for regional centers.
- **Low Rents:** The Fulton Street Mall's rents are reported in the \$0.50 to \$0.60 per sf/month, or less than half of the region's average rates of \$1.20. Many of the buildings are reportedly owner occupied.

##### Fulton Challenges

Cosmetic enhancements alone will not significantly improve Fulton's economic sustainability and commerce. The pedestrian mall could potentially approach full market potential with the oversight of a qualified third-party shopping center developer and the deployment of multiple department stores and entertainment anchors that are unique to the region. However, similar public-private implementation strategies are risky and often require tens of millions of dollars of public subsidies.

On the other hand, opening the street to vehicular traffic, lined with managed parking, has proven to quickly revitalize similar pedestrian malls across the United States (see attached studies).

GPG concludes that the Fulton Street Mall's existing economic underperformance is primary due to the following factors:

- **Lack of Vehicular Traffic:** The existing businesses along Fulton do not have any vehicular traffic and must rely on advertising or pedestrian traffic to attract commerce. This disadvantage could be minimized if Fulton had multiple department store anchors and an overall tenant mix of over 500,000 sf.

## APPENDIX A - FULTON MALL (continued)

- **Inadequate Parking:** The Fulton Mall has an overall parking ratio of one stall per 460 sf of gross commercial area. This equals less than two cars per 1000 sf, less than half of the industry standard for similar shopping districts (2788 parking stalls for 1,281,310 sf gross commercial area excluding basements).
- **Inconvenient Parking:** 75 percent of Fulton’s 2788 parking spaces are located in structures. While structured parking is acceptable for office and regional shopping centers, they are inconvenient for downtown workers, young families and visitors seeking an impulse purchase or with little time to shop.
- **Minimal On-street Parking:** Presently, Fulton only has 14 metered on-street parking stalls. Managed on-street stalls are essential for competitive shopping districts and offer convenient parking for an impulse visit. Research led by Norman Garrick of the University of Connecticut in 2007 concluded: *“We found that on-street parking plays a crucial role in benefiting activity centers on numerous levels...users of downtowns consistently valued on-street parking spaces over and above off-street surface lots and garages”.*
- **Poor Tenant Mix:** Fulton lacks any department store anchors or leading regional or national retailers.
- **Young Families:** Fresno has a high ratio of young family and single parent households, with over 80,000 children under age nine living within the downtown’s primary trade area (per GPG’s market research). These households are defined as the Industrious Urban Fringe and NeWest tapestry lifestyles (source ESRI Research). These young families are time-stressed and prefer convenient shopping destinations.
- **New Consumer Trends:** Today’s households are frequently single parents or two-income families that accomplish more shopping in less time than was common in the early 1960’s. As a result, modern shoppers frequently have purpose-driven shopping, rather than recreational browsing. They prefer to park directly in front of their destination store, make a quick purchase, and continue with their other responsibilities.
- **Strong Competition:** Fresno has numerous well-managed, state of the art shopping centers that offer leading brands, extended hours, convenient surface parking and effective operations. These centers are frequently located adjacent to many of Fresno’s densely populated areas. Many of Fulton’s visitors will need to drive past several of these competitive centers en-route to the downtown pedestrian mall.
- **Daytime Office Workers:** Fresno has a strong daytime employment base of 40,000 workers in the downtown, and 60,000 within a five minute drive. Office workers are more time-stressed due to the recession, leaving little time for casual dining and shopping during the workday. While daytime office workers make an average of \$157 in retail and restaurant purchases weekly, most of these are made while driving to and from work. While their annual spending totals \$81.2 million, Fulton does not receive its share of this worker spending because of its lack of a street and convenient on-street parking.
- **Limited Management:** Similar to most historic shopping districts, Fulton is made up of numerous individually owned properties and lacks central management essential to compete with other commercial centers.
- **Site Constrains:** Although the Fulton Pedestrian Mall has a market demand for over 300,000 sf of additional retail and strong demographics, it does not meet the minimal site selection criteria for most leading regional and national retailers. These challenges could potentially be overcome with a third-party qualified shopping center developer and a public-private partnership similar to Santa Monica’s Third Street Promenade and Miami Beach’s Lincoln Road. Alternatively, opening Fulton Street to vehicular traffic with managed on-street parking (individual parking meters) could unleash pent-up market demand and significantly improve the commerce for many of its existing businesses.

### Alternative Impacts

The six proposed alternative plans (prepared by Moule-Polozides Architects) each have various levels of economic impact on the performance of Fulton’s retail sales. GPG finds that sales can range from a decrease of \$3.9 million with the “Do Nothing” alternative to an increase of \$47 million by reopening the street to two-way traffic lined with parking.

Please find below a summary of this study’s findings:

Alternative	Fulton On-Street Parking	Cross Street Parking	Projected Overall Ground Floor Vacancy	Projected Ground Floor Occupancy	Projected Ground Floor Sales Change	Projected Total Gross Retail Sales Revenue	Projected Change from 2011
2011 Existing Conditions	N/A	14	26% existing 122,700 sf	74% 350,000 sf	N/A \$92.00 sf	\$32.1 million	N/A
Alt 1: Do Nothing Different	0	14	35% 165,300 sf	65% 307,000 sf	N/A \$92.00 sf	\$28.2 million	- \$3.9 million
Alt 2: Restoration & Completion	0	14	20% 94,400 sf	80% 377,800 sf	+10% \$101.20	\$38.2 million	+ \$6.1 million
Alt 4a: Open the Outer Blocks & Cross Streets	52	117	20% 94,400 sf	80% 377,800 sf	+ 12% \$103.00 sf	\$38.9 million	+ \$6.8 million
Alt 6a: Reconnect the Grid-One Way Street	48	117	20% 94,400 sf	80% 377,800 sf	+ 12% \$103.00 sf	\$38.9 million	+ \$6.8 million
Alt 7: Reconnect the Grid with Vignettes	127	117	15% 70,800 sf	85% 401,300 sf	+ 50% \$138.00 sf	\$55.4 million	+ \$23.3 million
Alt 8 Reconnect the Grid on Traditional Street	252	117	9% 43,500 sf	91% 430,000 sf	+ 100% \$184.00 sf	\$79.1 million	+ \$47 million

### Background

Designed by noted architect Victor Gruen and landscape architect Garrett Eckbo, the Fulton Street Pedestrian Mall opened in 1964 and replaced a once-vibrant shopping street. Like most other pedestrian malls, Fulton quickly deteriorated into a mostly vacant city center and many of its leading retailers and department stores moved to suburban shopping centers. Gibbs Planning Group Inc. (GPG) has been retained by the PBID Partners of Downtown Fresno, California to conduct an economic impact analysis for six alternative master plans for the Fulton Street pedestrian mall. These plans have been designed by Moule Polyzoides Architects.

### Methodology

To address the above issues, GPG conducted a review of published research prepared by third-party groups on the economics of American pedestrian malls, modern shopping trends and the impacts of on-street parking. GPG has not conducted primary research or tested the existing data for Fresno’s current conditions. This evaluation was conducted during the month of June, 2011.

For the purposes of this study, GPG has assumed the following:

- **On-street Parking:** Each metered on-street parking stall will receive a minimum of four user turns per day (actual turns can be as high as 20 per day), equating to twice the usage of off-street surface and structured parking spaces. This equates to each parking stall directly supporting 500 sf of gross retail space. Average U.S. annual regional retail sales are \$372 per sf (2008 Dollar & Cents of Shopping Centers, ICSC & ULI). Therefore, each managed (individually metered) on-street Fulton parking stall will conservatively generate \$186,000 in annual gross retail sales. Meters located along cross streets are assumed to produce \$62,000 in sales because of their distance from Fulton's retailers.
- **Comparative Studies:** Research has indicated that the opening of similar pedestrian malls to vehicular traffic and adding on-street parking has been *"an unqualified success,"* resulting in a significant reduction of vacancy and an increase in sales (see attached research). Eugene, Oregon reported: *"retailers were thrilled by the (pedestrian mall) opening; people are coming back by the thousands."* Numerous case studies indicate that returning cars to pedestrian malls increased sales of existing businesses by 25-30 percent and cut vacancies in half, typically to five to ten percent. (See attached case studies for Covington, Kentucky; Eugene, Oregon; Oak Park, Illinois; South Bend, Indiana; Waco, Texas.)
- **Reduced Vacancies:** Based on similar case studies (attached), GPG assumes that the reopening of Fulton and adding on-street parking will reduce the existing vacancy rates from 26 percent to nine percent, equaling the overall Fresno retail vacancies. This represents leasing 72,200 sf of the existing 120,700 vacant ground floor space (20 - 30 new retailers producing \$29 million in additional sales revenue).
- **Increased Sales:** Based on similar case studies (attached), GPG assumes that overall existing businesses will increase sales by 10 to 100 percent, depending on the street design and numbers of parking stalls. As a result, the reopening of the mall would generate an additional \$6.1 to \$47 million in annual retail sales. Fulton's 2010-2011 sales are reported at \$32.1 million.
- **No New Competition:** No major regional retail centers will be developed within the trade area of this study through 2016 except as noted below. Other major community retail centers may be planned or proposed (Fancher Creek Town Center), but only the existing retail is considered for this study. The quality of the existing retail trade in the study area is projected to remain constant. Gains in future average retail sales per sf reflect higher sales per sf in newly developed retail and selected increases in sales per sf by individual retail categories.
- **Population Growth:** Annual population growth for the primary trade area is estimated to be 0.79 percent throughout the five-year period of this study.
- **Employment:** Employment distribution is projected to remain constant, without a spike or decline in employment by NAICS categories.
- **Reported Lease Data:** The projected lease and vacancy rate model is based on our proprietary econometric model of the relationship between changes in employment and changes in vacancy and lease rates. Data was gathered from the US Census Bureau, Experian, ESRI, CBRE, COSTAR Group, Inc., LOOPNET, and local brokerage services.
- **Regional Economy:** The region's economy will continue at normal or above normal ranges of employment, inflation, retail demand, and growth.
- **Implementation:** Any new construction of the Fulton Street Pedestrian Mall will be planned, designed, built, and managed to the best practices of The American Planning Association, The Congress for the New Urbanism, The International Council of Shopping Centers, and The Urban Land Institute.

#### Limits of Study

The findings of this study represent GPG's best estimates for the potential economic impacts of the above Fulton Pedestrian Mall alternatives. Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible and are believed to be reliable. This study is based on estimates, assumptions, and other information developed by GPG independent research effort, general knowledge of the industry, and consultations with the client and its representatives.

No responsibility is assumed for inaccuracies in reporting by the client, its agent and representatives or in any other data source used in preparing or presenting this study. This report is based on information that was current as of June 24, 2011, and GPG has not undertaken any update of its research effort since such date.

This report may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time, but such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a specific price will be offered or accepted. Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved.

GPG does not endorse or recommend that any or all of the subject alternatives be implemented. GPG further acknowledges that the Gruen-Eckbo design and sculptural elements have historical and cultural value that cannot necessarily be quantified for their economic or cultural value to the community. This study should not be the sole basis for programming, planning, designing, financing, or development of any individual property, commercial center or the Fulton Mall. This study is for the use of the City of Fresno for general planning purposes only, and is void for other site locations or developers.

#### Downtown Retail Market Demand

GPG has recently completed a retail market study for The City of Fresno's PBID, and concluded that Fresno's downtown can presently support an additional 313,000 sf of retail and restaurant development, generating over \$83.7 million in new sales. By 2016, the downtown can support a total of 353,000 sf of new commercial growth, generating \$105.7 million in sales. The demand could partially be absorbed by existing businesses, or with the opening of 40 to 60 new restaurants and retailers. Downtown Fresno's commercial offerings are under-serving its consumer base, both residential and employees. The greatest categories of supportable retail growth are department and discount department stores, grocery/supermarket, apparel & shoe stores, full service restaurants, and general electronics.

Although there is strong retail competition to the north along the Shaw Avenue corridor, daytime employee expenditure will supplement evening and weekend residential consumer expenditure, creating the base for community-scale retailers to enter the market, or expand their local presence. The existing retail, limited to mostly neighborhood goods and services, but

## APPENDIX A - FULTON MALL (continued)

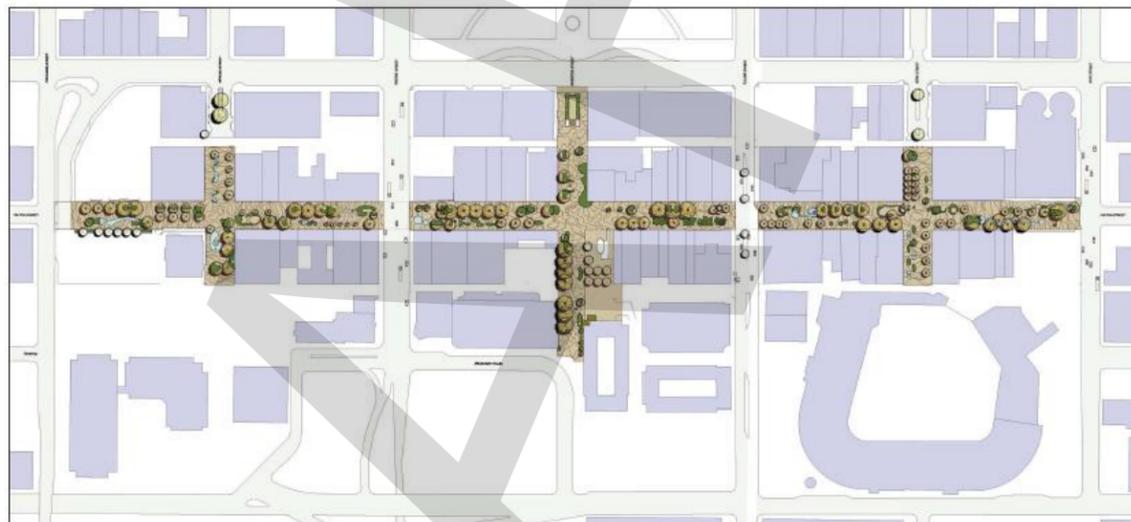
exceptional freeway and local artery access, along with significant consumer expenditure leakage from the trade areas, offers the potential to expand the scale to include community and regional retailers.

This study further finds that the Fresno study area has a primary trade area population of 395,000 persons, increasing to 410,000 persons by 2015. The projected annual growth rate is 0.79 percent, slightly exceeding both the state and national levels. Average household income in the primary trade area is \$44,400, lower than both the state and national averages. The district's per capita income (\$13,400) is also less than the city and state levels. The primary trade area has a labor base of 155,900 employees, with 50.8 percent holding white-collar positions.

The supportable 2011 retail stretches across the spectrum of retail categories including:

- 98,600 sf of General Merchandise
- 65,400 sf of Food & Beverage
- 57,800 sf of Apparel, Shoes & Accessories
- 37,400 sf of Food & Restaurants
- 23,700 sf of Electronics, Appliances, & Computers
- 11,500 sf of Home Furnishings
- 10,400 sf of Sporting Goods, Hobby, Books & Music Stores
- 4,900 sf of Miscellaneous Retailers
- 1,700 sf of Jewelry, Luggage & Leather Goods
- 1,400 sf of Hardware, Lawn & Garden Stores
- 700 sf of Health Care & Personal Services.

### I. Alternative 1: Do Nothing Different



FULTON CORRIDOR SPECIFIC PLAN  
FULTON MALL ALTERNATIVES  
19 OCTOBER 2010  
© MICHAEL B. POLYZOIS, ARCHITECTS AND URBANISTS

ALTERNATIVE 1  
DO NOTHING DIFFERENT

MICHAEL B. POLYZOIS  
ADMINISTRATIVE DRAFT

#### Alternative 1 Description & Assumptions:

- Existing pedestrian mall to remain unchanged.
- Maintenance of public realm to remain at present levels.
- All public and private parking to remain in existing locations; only 14 parking meters along the cross streets.
- Existing surrounding shopping centers to continue current operations.
- The majority of the existing unmet demand for 313,000 sf of additional retail yielding \$83.7 million in sales will be absorbed outside of the Fulton Mall in existing businesses or with the development of a new retail center.

#### Alternative 1 Projected Economic Impact

- The existing 26 percent (120,700 sf) of ground floor vacancies will increase to 35 percent (165,300 sf).
- Approximately 307,000 sf of the total existing ground floor space (472,200 sf) will be occupied.
- Overall annual gross sales revenues will decrease by \$2-\$3 million, from \$32.1 million to \$29 to \$30 million.
- Average sales per sf will remain at \$92/sf per year.
- Average rents will remain flat or slightly decline.

#### Alternative 1 Rationale

- Fulton will appear tattered and neglected while the surrounding shopping centers continue to upgrade their physical plant and implement proven management, leasing and marketing practices.
- New businesses and some existing Fulton businesses will be attracted to surrounding better managed centers.
- Downtown workers, families and visitors will continue to find Fulton inconvenient, and lacking the retailers and restaurants that they desire.

## II. Alternative 2: Restoration & Completion

### Alternative 2 Description & Assumptions

- The Fulton Pedestrian Mall will be restored and completed per original Gruen and Eckbo plans.
- Maintenance of public realm will increase to private sector shopping center industry standards.
- All public and private parking to remain in existing locations; no additional on-street parking along Fulton and only 14 parking meters along cross streets.
- Existing surrounding shopping centers to continue current operations.



FULTON CORRIDOR SPECIFIC PLAN  
FULTON MALL ALTERNATIVES  
19 OCTOBER 2010  
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### ALTERNATIVE 2 RESTORATION AND COMPLETION

MOULLE & POLYZOIDES  
ADMINISTRATIVE DRAFT

### Alternative 2 Projected Economic Impacts

- Ground floor vacancies will decrease from 26 percent to 20 percent with 377,800 sf of occupied ground level space.
- Overall annual gross sales revenues will increase by ten percent from \$32.1 million to \$38.2 million (+\$6.1 million).
- Average annual sales will increase by ten percent from \$92.00/sf to 101.20/sf.
- Average rents will increase by five to ten percent.

### Alternative 2 Rationale

- Fulton will regain its national attention and become a must-visit destination for visitors and local residents.
- Some businesses will be attracted to deploy new stores along Fulton.
- Some existing businesses and property owners will invest in store upgrades in response to the renovated public realm.
- Shoppers will continue to find Fulton inconvenient, and lacking many of the retailers and restaurants that they desire.
- While the novelty of the improved mall will bring more visitors and tourists, it will not translate into significantly stronger sales because of the lack of major anchors, coordinated management, business hours and its inconvenient parking.

## II. Alternative 4A: Keep Four Center Blocks Closed



FULTON CORRIDOR SPECIFIC PLAN  
FULTON MALL ALTERNATIVES  
19 OCTOBER 2010  
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### ALTERNATIVE 4A KEEP FOUR CENTER BLOCKS CLOSED

MOULLE & POLYZOIDES  
ADMINISTRATIVE DRAFT

### Alternative 4A Description & Assumptions

- The middle four blocks of the pedestrian mall will be restored and completed per original Gruen and Eckbo plans.
- The outer two blocks will be opened to vehicular traffic.
- Maintenance of public realm will increase to private sector shopping center industry standards.
- 52 additional on-street parking spaces installed along the outer two blocks and 117 metered on-street stalls will be added along the cross-streets.
- The existing surrounding shopping centers to continue current operations.

### Alternative 4A Projected Economic Impacts

- Ground floor vacancies will decrease from 26 percent to 20 percent with 377,800 sf of occupied ground level space.
- Overall annual gross sales revenues increase from \$32.1 million to \$38.9 million (+\$6.8 million).
- Average annual sales will increase by 12 percent, from \$92.00/sf to 103.00/sf.
- Average rents will increase by five to ten percent.

## APPENDIX A - FULTON MALL (continued)

### Alternative 4A Rationale

- Fulton will regain its national attention and become a must-visit destination for visitors and local residents.
- Some new businesses will be attracted to deploy a new store along the restored Fulton Pedestrian Mall; however, some existing mall businesses will seek to relocate to the newly opened outer blocks.
- Some existing businesses and property owners will invest in store upgrades in response to the renovated public realm.
- Shoppers will continue to find the middle four blocks of Fulton inconvenient, and lacking many of the retailers and restaurants that they desire.
- The opened outer blocks will not have enough critical mass of retail to create a destination. The middle four-block pedestrian mall will disrupt vehicular flow and add to the district's inconvenience.
- The 52 additional Fulton on-street parking stalls will only directly support 26,000 sf of the mall's 472,165 sf.
- Most of the 117 cross-street parking stalls are too far removed from Fulton businesses to have a significant impact on their sales.
- While the novelty of the improved mall will bring more visitors and tourists, it will not translate into significantly stronger sales because of the lack of major anchors, coordinated management, business hours and inconvenient parking.

### IV. Alternative 6A: Reconnect the Grid With One-Way Street



FULTON CORRIDOR SPACING PLAN  
FULTON MALL ALTERNATIVES  
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ALTERNATIVE 6A  
RECONNECT THE GRID 1 WITH ONE WAY STREET

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ADMINISTRATIVE DRAFT

#### Alternative 6A Description & Assumptions

- The pedestrian mall will be partially restored and a one-way street installed for the entire length.
- Maintenance of public realm will increase to private sector shopping center industry standards.
- 48 on-street parking spaces will be installed along the Fulton and 117 metered on-street stalls will be added along the cross-streets.
- The existing surrounding shopping centers to continue current operations.

#### Alternative 6A Projected Economic Impacts

- Ground floor vacancies will decrease from 26 percent to 20 percent, with 377,800 sf of occupied ground level space.
- Overall annual gross sales revenues increase from \$32.1 million to \$38.9 million (+\$6.8 million)
- Average annual sales will increase by 12 percent, from \$92.00/sf to 103.00/sf.
- Average rents will increase by five to ten percent.

#### Alternative 6A Rationale

- Some new businesses will be attracted to deploy a new store along the restored Fulton Pedestrian Mall.
- Some existing businesses and property owners will invest in store upgrades in response to the renovated public realm.
- Shoppers will appreciate the opportunity to easily drive Fulton and view stores and businesses. However, they will continue to find access to the middle eight blocks of Fulton inconvenient due to limited on-street parking.
- The one-way street orientation will frustrate visitors and potential shoppers.
- Overall, Fulton will continue to lack the necessary critical mass of retailers and restaurants to attract the surrounding daytime workers and young families.
- While the novelty of the improved mall will bring more visitors and tourists, it will not translate into significantly stronger sales because of the lack of major anchors, coordinated management, business hours and its inconvenient parking.

### V. Alternative 7: Reconnect the Grid 2 (Two-Way Street)

#### Alternative 7 Description & Assumptions

- The pedestrian mall is replaced with a two-way street and smaller groupings of the original Gruen and Eckbo design features and sculpture.
- Maintenance of public realm will increase to private sector shopping center industry standards.
- 127 on-street parking spaces will be installed along Fulton Street, and 117 metered on-street stalls will be added along the cross-streets.
- The existing surrounding shopping centers to continue current operations.

## V. Alternative 7: Reconnect the Grid 2 (Two-Way Street)

### Alternative 7 Description & Assumptions

- The pedestrian mall is replaced with a two-way street and smaller groupings of the original Gruen and Eckbo design features and sculpture.
- Maintenance of public realm will increase to private sector shopping center industry standards.
- 127 on-street parking spaces will be installed along Fulton Street, and 117 metered on-street stalls will be added along the cross-streets.
- The existing surrounding shopping centers to continue current operations.



FULTON CORRIDOR SPECIFIC PLAN  
FULTON MALL ALTERNATIVES  
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### ALTERNATIVE 7 RECONNECT THE GRID 2

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### Alternative 7 Projected Economic Impacts

- Fulton will experience a significant increase of pedestrian and shopper traffic, including daytime workers, families and visitors, many for the first time.
- Ground floor vacancies will decrease from 26 percent to 15 percent, yielding 401,300 sf of occupied ground level space.
- Overall annual gross sales revenues increase by 50 percent, from \$92.00/sf to \$138.00/sf, representing approximately 37 percent of the national average of \$372/sf.
- Combined sales for the eight-block Fulton district will grow by \$23.3 million, from \$32.1 to 55.4 million. Average annual sales will increase by 12 percent, from \$92.00/sf to 103.00/sf.
- Average rents will increase to approximately eight to ten percent of gross sales (per industry standards).

### Alternative 7 Rationale

- Many new businesses will be attracted to deploy a new store along the opened Fulton Street.
- Some existing businesses and property owners will invest in store upgrades in response to the renovated public realm.
- Shoppers will appreciate the opportunity to easily drive and park along Fulton. However, parking will be less than desirable due to the limited on-street stalls.
- These 127 Fulton Street parking stalls will directly support only 13 percent or 65,000 of the mall's 472,000 sf of ground level commercial area.
- The one-way street orientation will frustrate visitors and potential shoppers.
- Overall, Fulton will continue to lack the necessary critical mass of retailers and restaurants to attract the surrounding daytime workers and young families.
- While the novelty of the improved mall will bring more visitors and tourists, it will not translate into significantly stronger sales because of the lack of major anchors, coordinated management, business hours and inconvenient parking.

## VI. Alternative 8: Reconnect the Grid 3

### Alternative 8 Description & Assumptions

- The pedestrian mall is replaced with a two-way street and smaller groupings of the original Gruen and Eckbo design features and sculpture.
- Maintenance of the public realm will increase to private sector shopping center industry standards.
- 252 on-street parking spaces will be installed along Fulton Street, and 117 metered on-street stalls will be added along the cross-streets.
- The existing surrounding shopping centers to continue current operations.



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FULTON MALL ALTERNATIVES  
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ALTERNATIVE 8  
RECONNECT THE GRID 3

MICHELE & POLYZOISDES  
ADMINISTRATIVE DRAFT

### Alternative 8 Projected Economic Impacts

- Fulton will experience a significant increase of pedestrian and shopper traffic, including daytime workers, families and visitors, many for the first time.
- Ground floor vacancies will decrease from 26 percent to 9 percent, with 430,000 sf of occupied ground level space.
- Overall annual gross sales revenues increase from \$32.1 million to \$79.1 million (+\$47 million)
- Average retail sales will double from \$92.00/sf to \$184.00/sf. Some new retailers will likely generate sales equal to or greater than the industry standard of \$372/sf.

### Alternative 8 Rationale

- Fulton's combination of quality urbanism, numerous historic buildings and convenient accessibility and parking will attract many retailers to deploy a new store in Fresno.
- Many existing businesses and property owners will invest in store upgrades in response to the renovated public realm.
- Shoppers will appreciate the opportunity to easily drive and park.
- The new 252 Fulton Street parking stalls, if properly metered and managed, will directly generate up to \$48.9 million in new retail sales, supporting 126,000 sf of retail space or 42 stores.
- Overall, Fulton will eventually gain the necessary critical mass of retailers and restaurants to attract the surrounding daytime workers and young families.

## Background Research Summary

### 1.0 Introduction

The first pedestrian mall in the United States opened in 1959 in Kalamazoo, MI, part of a much larger plan by Victor Gruen Associates—otherwise never realized—to revitalize that city's downtown area<sup>1</sup>. The concept spread throughout the country in the following decades, and it is estimated that more than 200 communities of varying sizes had installed pedestrian malls by the early 1990s<sup>23</sup>. By this time, however, many communities had already begun to reevaluate their malls' effectiveness; at least 15 malls had reopened to some form of vehicular traffic by 1977, and dozens more did so during the 1980s. This trend continued unabated into the 1990s and beyond, with Kalamazoo reopening its Burdick Street Mall to traffic in 1998<sup>4</sup>. By 2005, less than 25 pedestrian malls remained in place<sup>5</sup>.

Those communities who have reintroduced vehicular traffic to their pedestrian malls—either completely or partially—have on the whole seen a positive economic impact after doing so. Two major studies commissioned in 1989, by the cities of Eugene, Oregon and Poughkeepsie, New York, were catalysts for proponents of 'de-malling' in the 1990s and beyond: of the 10 cities studied in the latter survey completed by the firm HyettPalma, five had reopened their malls to traffic, and all reported "an increase in property values, sales, and number of businesses<sup>6</sup>." As more communities de-malled, later surveys of greater sample size<sup>78</sup> confirmed the same results: taken together, of 72 communities surveyed nearly 80 percent had reintroduced some form of vehicular traffic on their pedestrian malls, and 10 percent of them had the idea under consideration in 2009. Of those malls reopened to vehicular traffic, 90 percent reported "significant improvements in occupancy rates, retail sales, property values, and private sector reinvestment in the downtown area<sup>9</sup>."

The following case studies aim to provide more specific details relating to the economic impacts of pedestrian mall conversions where retail sales, occupancy or rent data were made available.

## 2.0 Case Studies

### 2.1 Kalamazoo, MI

As mentioned previously, Kalamazoo was home to the country's first pedestrian mall. After a protracted battle<sup>1011</sup>, the mall on Burdick Street was reopened to traffic in 1998. By this time, one major retailer remained on the street, only to leave within nine months of the reopening<sup>12</sup>. While the reopening coincided with a low point for downtown retail, new investment came quickly: by early 2000, three major projects were under development<sup>13</sup>: two redeveloped the large spaces previously occupied by the last major retailers to leave into mixed-use spaces with first floor retail and upper story residential and office space. 2011 marked a milestone for the former mall when it was announced that every storefront was occupied or under agreement to be filled within two years—the first time in four decades retail vacancy had seen such levels<sup>141516</sup>.

### 2.2 Oak Park, IL<sup>17</sup>

Oak Park Center Mall was built in 1967 along four blocks of Lake Street, the traditional main street in this suburban Chicago community. By 1987, one major retailer—who had direct access to a parking structure—remained, though overall vacancy along the mall was 25%. Retail sales had been cut in half from a high of \$50 million annually in 1972. Three of the four blocks were reopened to traffic in November 1988, and within the next year vacancies dropped to 19% while retail sales increased 6.3%<sup>18</sup>. In the decades since reopening, new redevelopment of the corridor—including two "unobtrusive" parking structures—has taken place, resulting in a 15 to 20% overall increase in sales from the time of reopening, and a vacancy rate that today is around 5%<sup>19</sup>.

<sup>1</sup> Cheyne, Michael. "No Better Way? The Kalamazoo Mall and the Legacy of Pedestrian Malls." *Michigan Historical Review* 36, no. 1 (Spring 2010): 103-28.

<sup>2</sup> Rubenstein, Harvey M. *Pedestrian Malls, Streetscapes, and Urban Spaces*. New York: Wiley, 1992. 17-22.

<sup>3</sup> This figure includes fully-pedestrianized streets, as well as streets open only to transit, and 'semimalls' which allowed all motor vehicles, albeit with severely reduced capacity and parking.

<sup>4</sup> Cheyne, pp. 116-128.

<sup>5</sup> Smith, Kennedy L. *Pedestrian Malls*. Report. Accessed June 10, 2011.

<http://www.cluegroup.com/Downloads/Pedestrian%20Malls%20%28Kennedy%20Smith%29.pdf>.

<sup>6</sup> Cheyne, p. 116; Vizard, Mary M. "Some Downtown Areas Are Coming Full Circle." *The New York Times*, December 29, 1991.; Bressi, Todd. "Retrofits." *Planning*, June 1990.

<sup>7</sup> West, Amanda B. *An Information Brief on Downtown Pedestrian Malls, April 1995*. Issue brief. Accessed June 10, 2011.

<http://weblink.cityofdubuque.org/WebLink8/1/doc/40005/Page124.aspx>. Included as an attachment in the memorandum, "Streetscape Improvements - Main Street from 5th Street to 9th Street", City of Dubuque, IA.

<sup>8</sup> City of Buffalo, NY. *City of Buffalo Main Street Multi-Modal Access and Revitalization Project Environmental Assessment*. Report. April 2009.

[www.nfta.com/pdfs/Appendix%20A.pdf](http://www.nfta.com/pdfs/Appendix%20A.pdf).

Appendix A, "Experience of Other Communities with Pedestrian Malls"

<sup>9</sup> City of Buffalo, NY. *City of Buffalo Main Street Multi-Modal Access and Revitalization Project Environmental Assessment*. Report. April 2009.

[www.nfta.com/pdfs/COBMulti-Modal%20Access.pdf](http://www.nfta.com/pdfs/COBMulti-Modal%20Access.pdf). p. 1-5.

<sup>10</sup> Cheyne, pp. 119-128.

<sup>11</sup> Steinhauer, Jennifer. "When Shoppers Walk Away From Pedestrian Malls." *The New York Times*, November 5, 1996.

<sup>12</sup> Flisram, Greg. "Post Modern or Post-Mortem? The Kalamazoo Mall Revisited." *American Planning Association/Viewpoints*, March 2000.

<sup>13</sup> LoBianco, Dan. *Other Plaza Research Findings, January - May 2000*. Report. Dubuque Main Street.

<http://weblink.cityofdubuque.org/WebLink8/1/doc/40005/Page124.aspx>. Included as an attachment in the memorandum, "Streetscape Improvements - Main Street from 5th Street to 9th Street", City of Dubuque, IA.

<sup>14</sup> Nixon, Alex. "Kalamazoo Mall: Retail Is Making a Comeback in City's Core Shopping Area." *Kalamazoo Gazette*, March 18, 2011.

[http://www.mlive.com/news/kalamazoo/index.ssf/2011/03/kalamazoo\\_mall\\_retail\\_is\\_makin.html](http://www.mlive.com/news/kalamazoo/index.ssf/2011/03/kalamazoo_mall_retail_is_makin.html).

<sup>15</sup> Nixon, Alex. "Kalamazoo Mall: After Loss of Department Stores, Companies Step Forward to Fill Empty Spaces." *Kalamazoo Gazette*, March 19, 2011.

[http://www.mlive.com/news/kalamazoo/index.ssf/2011/03/kalamazoo\\_mall\\_after\\_loss\\_of\\_m.html](http://www.mlive.com/news/kalamazoo/index.ssf/2011/03/kalamazoo_mall_after_loss_of_m.html).

<sup>16</sup> Nixon, Alex. "Kalamazoo Mall: Every Storefront May Be Filled in 2 Years as Prominent Developers Rehab Buildings." *Kalamazoo Gazette*, March 20, 2011. [http://www.mlive.com/news/kalamazoo/index.ssf/2011/03/kalamazoo\\_mall\\_every\\_storefront.html](http://www.mlive.com/news/kalamazoo/index.ssf/2011/03/kalamazoo_mall_every_storefront.html).

<sup>17</sup> Lang, Jon. "Case Study: Oak Park Center Mall, Oak Park, Illinois, USA: a Mall Built and Demolished (1967, 1989)." In *Urban Design: a Typology of Procedures and Products*, 81-83. Oxford: Architectural Press, 2006.

<sup>18</sup> Vizard, 1991.

<sup>19</sup> City of Buffalo, NY, Appendix A.

2.3 Poughkeepsie, NY

In 1973, when Poughkeepsie’s Main Street Mall was completed, more than 70 businesses operated along the four-block stretch of street, which contained “over one hundred trees, numerous benches and six fountains, [...] a pavilion and playground equipment<sup>20</sup>.” These features were not enough to prevent the loss of the street’s anchor stores—and subsequently other retailers—to new regional malls in the ensuing years; by 1991, vacancy rates were around 30%. When the street was reopened to one lane of traffic that year, vacancies dropped to 10.7% as buildings were sold or tenanted<sup>21</sup>. The street was converted to two lanes of traffic with on-street parking in 2001<sup>22</sup>.

2.4 South Bend, IN

Michigan Street, South Bend’s main thoroughfare had lost its two department stores and movie theatre to regional malls by 1987, the year it decided to reopen the street to two-way traffic. Retail sales increased by 20% after the reopening of the street to traffic, prompting new development including the reopening of the State Theater. Less than ten years after the reopening, the street had become a revitalized area for restaurants and entertainment<sup>23</sup>.

2.5 Pittsburgh, PA

East Liberty Mall opened in 1969, restricting three streets to buses and taxis while directing auto traffic around a perimeter ring road. In 1986, the streets were reopened to all vehicles and on-street parking was added. A retail study undertaken at the time determined that shoppers were not willing to navigate the ring road system to find perimeter parking. Where the vacancy rate along the malled streets had been at 60% in 1983, the six years after their reopening saw \$80 million in development of both new and restored buildings. By 1992, 200 new businesses had opened in the area<sup>242526</sup>.

2.5 Further Case Studies

Eugene, OR	7-block, H-Shaped pedestrian mall opened in 1971. Several blocks were reopened in 1985; retail vacancy on those blocks was reduced from 25% to 6% by 1989. All but two blocks had been reopened by 2000, due to the previous successes <sup>272829</sup> .
Louisville, KY	3-block River City Mall opened in 1973 <sup>30</sup> . When reconverted to two-way traffic in 2000, vacancy rate was 80%, but decreased to 50% the following year <sup>3132</sup> .
Waco, TX	Austin Avenue reopened to traffic in 1986; ground-floor vacancies fell by 50% <sup>33</sup> .
Covington, KY	Old Town Plaza was reopened to two-way traffic with parallel parking prior to the 1993 Holiday shopping season. Retailers immediately reported year-over-year sales gains of 30% <sup>34</sup> .
Burlington, IA	Two separate blocks converted to pedestrian mall in the late 1970s, one adjacent to the Mississippi River and the other was the historic retail block. Within a decade, retail vacancy on the latter block was close to 80%. Both blocks were reopened in 1990; by 1992 all retail space on the latter block was filled <sup>3536</sup> .

<sup>20</sup> Longo, Gianni, and Virginia Dzurinko. *American Urban Malls: A Compendium*. By Roberto Brambilla. Washington, DC: US Government Printing Office, 1977. 86-87. Institute for Environmental Action in association with Columbia University Center for Advanced Research in Urban and Environmental Affairs.

<sup>21</sup> Vizard, 1991.

<sup>22</sup> City of Buffalo, NY, Appendix A.

<sup>23</sup> West, 1995.

<sup>24</sup> Longo et al, pp. 46-47.

<sup>25</sup> West, 1995.

<sup>26</sup> LoBianco, 2000.

<sup>27</sup> City of Buffalo, NY, Appendix A.

<sup>28</sup> LoBianco, 2000.

<sup>29</sup> West, 1995.

<sup>30</sup> Longo et al, pp. 80-81.

<sup>31</sup> Center City Commission (Memphis, TN). *Pedestrian & Transit Malls Study*. Report. June 2008. [www.indydt.com/Pedestrian\\_and\\_Transit\\_Malls\\_Study.pdf](http://www.indydt.com/Pedestrian_and_Transit_Malls_Study.pdf).

<sup>32</sup> City of Buffalo, NY, Appendix A.

<sup>33</sup> West, 1995.

<sup>34</sup> LoBianco, 2000.

<sup>35</sup> Ibid.

<sup>36</sup> Smith, Kennedy L.