

AN ADVISORY SERVICES PANEL REPORT

Downtown Fresno, California



Urban Land
Institute

Downtown Fresno, California

Strategies for Redevelopment

December 5–10, 1999
An Advisory Services Panel Report

ULI—the Urban Land Institute
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About ULI—the Urban Land Institute

ULI—the Urban Land Institute is a nonprofit research and education organization that promotes responsible leadership in the use of land in order to enhance the environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on this research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has some 15,000 members and associates from 50 countries, representing the entire spectrum of the land use and development disciplines. Professionals repre-

sented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academicians, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President

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About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day and a half of hour-long interviews of typically 80 to 100 key community representatives; and a day and a half of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and

stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance our environment.

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The panel also would like to recognize the city of Fresno; the Community Medical Centers; the Downtown Association; the Economic Development Corporation Serving Fresno County; the *Fresno Bee*; the Fresno Business Council; the Fresno Revitalization Corporation; Great Valley

Center, Inc.; Howe Electric; Lance Kashian and Associates; Patton Air Conditioning; the Redevelopment Agency of the City of Fresno; and the Uptown Executive Committee for their contributions and sponsorship.

The panel is grateful for the extensive briefing materials (as well as the exceptional on-site support) provided by Dan Fitzpatrick, Marlene Murphey, Karri Hammerstrom, and the redevelopment agency staff.

The panel members appreciate the hospitality extended to them by the citizens of Fresno and thank the community members for their time and participation in the interviews. The involvement of more than 90 interviewees permitted the panel to base its recommendations on balanced, local information.

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The panel was asked to identify ways in which Fresno could maximize its opportunities and improve the linkages among its diverse neighborhoods.



in advance to all the panel members, who studied the material before their arrival.

Once in Fresno, the panel members received briefings from the Fresno Redevelopment Agency and toured the study area on foot and by bus. The panel then interviewed (in person and by telephone) more than 90 people, including representatives from the public sector; community, cultural and special interest groups; and the business and real estate community. Panel members met continuously throughout the week, both formally and informally, to discuss their findings and to reach a consensus on their conclusions and recommendations.

This report records the findings, conclusions, and recommendations of the ULI panel. These results were presented to the sponsors on December 10, 1999. The Urban Land Institute and the panel hope that the recommendations presented here will contribute to the successful redevelopment of downtown Fresno.

The Study Area

The panel's efforts focused on a 2,500-acre area of downtown Fresno, bordered by Freeways 99, 41, and 180. The study area contains a mix of commercial, residential, and light industrial uses.

The core of the study area is the Fulton Mall, an open-air, pedestrian-only shopping center comprised of mostly small, locally owned, convenience-oriented stores. The mall is outdated, underutilized, and pocked with empty storefronts. The city has developed several plans for the mall area's revitalization; however, lack of both consensus and a comprehensive marketing program have left this core area vacant and without an identity. The panel believes that the Fulton Mall and the surrounding blocks can become the heart of a new downtown Fresno and suggested ways both to better accommodate those working and residing downtown and to bring more people into the downtown for shopping and entertainment purposes. The panel divided the study area into three areas of concentration, each with different levels of urgency and types of public involvement. (See the map on page 18.)

Overview and Summary of Recommendations

The sponsors asked the panel to assess their redevelopment goals and the validity of the already adopted redevelopment plans. Specifically, the sponsors sought the panel's advice on how to implement these plans and how to convince the private sector to invest in downtown Fresno. The panel has characterized the question more directly: How can the private and public sectors of Fresno revitalize the downtown urban core, given the redevelopment accomplishments to date, the plans in place, and the information available?

This report comments on several specific projects and offers direct and candid comments concerning the city's redevelopment planning, process, and implementation (and lack of it), and the existing political and economic climate. It also assesses the components of public and private entities that can either enhance or impede the revitalization of downtown Fresno.

The current redevelopment agency leadership has done an effective job of apportioning the available assets. Generally, each of the redevelopment agency's projects will (if and when implemented) help the downtown. Able planners and experts have studied Fresno repeatedly but no comprehensive plan linking, leveraging, and implementing their recommendations and projects has ever been prepared.

Fresno has many economic, social, and physical assets upon which to build a thriving, revitalized downtown. Although job growth remains slow, a wealthy regional economy exists. Downtown real estate prices appear to have bottomed out and there is considerable evidence that the cycle is finally ready for an upturn. Significant historic assets exist, as does a pride in the valley's rich agricultural heritage. There is ethnic diversity and energy, and a significantly higher number of residents who grow up in Fresno stay in the area than in most similar size cities. Significant public



Panel Chair Charlie Kendrick stands at the Fulton Mall's center, which has the potential to become the reinvigorated heart of downtown Fresno.

Redevelopment Agency Director Dan Fitzpatrick leads the panel on a tour of downtown Fresno.



Fresno possesses a significant stock of physical assets, including several historic theaters, the Fresno Convention Center, and the Fresno Metropolitan Museum of Art.



assets and jobs already are in place downtown and a high level of community collaboration exists with respect to culture and the arts. The downtown area possesses a significant stock of physical assets upon which to build a new vibrancy, including the Fulton Mall, Kern Street Mall, the Regional Medical Center complex, the Cultural Arts District (Uptown), the Mariposa Mall, the Fresno Convention Center, and Exhibit Hall. Land and existing buildings are available for entrepreneurial development. Freeway access, sound infrastructure, and adequate—if not ideal—parking capacity are in place for the reasonably foreseeable future.

Some physical challenges to revitalization exist. These challenges, which can be overcome but must be kept in mind, include:

- Neglected railroad corridors;
- A perception of crime;
- Deteriorated commercial and housing stock;
- Scattered, single-purpose urban renewal projects;
- Streets that are not pedestrian friendly;
- A disconnected open space system;
- A generally low level of cleanliness and maintenance;

- Poor signage, lighting, and an overabundance of tall fences; and
- Some vacant, boarded-up building facades.

Most disheartening to the panel and detrimental to successfully revitalizing downtown is an obvious polarization among and between the private, political, and public sectors with respect to implementing plans and accomplishing goals. Local expectations for a significant revitalization of the downtown appear to be low. The panel senses a lack of vision and focus where the urban core redevelopment is concerned. Committed leadership is lacking on both the public and private levels; there are too many overlapping organizations, all with good intentions but without cooperation or collaboration among them. No effective community-driven development process exists and the panel questions whether all of the important players are even at the table. There is little reason to go downtown and no positive sense of downtown identity. All of these factors have contributed to the following problems and missed opportunities:

- Downtown movie theaters could have been built at the north end of the Fulton Mall.
- A University of California campus could have been sited downtown.
- The Valley Children's Hospital moved from downtown to Madera.
- The multipurpose stadium has yet to be built.
- The design of the existing convention center is disjointed.
- Nothing has been done to stop professional flight (particularly lawyers) from downtown, where the justice complexes are located.
- There appears to have been little or minimal effort to utilize available institutional and aca-



The pedestrian experience in Fresno offers mixed signals—welcome signs are overshadowed by rules, a water fountain is left in disrepair, and a fountain and seating area are not maintained.

demographic resources, such as Fresno State University.

This situation is by no means terminal and the process can be reversed with strong community will and vision. Cities such as Cleveland, Denver, Portland, and Phoenix are recognizing the importance of their downtown assets; they are creating “places,” new reasons for their downtowns to exist. Downtown revitalization anywhere in the United States is a difficult and lengthy process that requires leadership and a proactive, committed partnership among the varied interest groups that have a stake in the downtown’s future.

The following is a summary of the panel’s recommendations. (Each of these is discussed in greater detail in the remaining sections of this report.)

- Develop a clear, compelling, and overarching vision linking Fresno’s four main downtown nodes: the Regional Medical Center campus, the Cultural Arts District (Uptown), the convention center, and the Fulton Mall.
- Redesign the Fulton Mall by restoring part of the street grid, developing people-oriented attractions (such as a new and improved farmers market), updating street furniture, and implementing a stricter maintenance program.
- Introduce more housing choices, such as live/work units and mixed-income residential developments.
- Update codes and regulations, which will in turn ensure a smoother development process.
- Include all stakeholders in downtown development discussions and strive towards consensus.
- Agree on a prioritization scheme for development projects and work to improve connections among those projects.



- Take a fresh yet decisive approach to the proposed stadium project and maximize the associated opportunities.
- Establish mutually beneficial partnerships with local universities.
- Pursue an aggressive marketing campaign for the downtown.

Linkages and Leverages

A number of initiatives are being advanced in downtown Fresno. All are important to its revitalization. They will provide places of employment, cultural attractions, and destinations for visitors and local residents alike. Most of these efforts, however, involve single-purpose, freestanding development projects that are not connected to each other or to existing major developments. Moreover, few attempts have been made to leverage public investment to capture private investment. The panel's market-based recommendations suggest ways of both linking these projects and treating them strategically to achieve a larger objective.

Previous planning for downtown recognized the merits of creating districts with individual character and purpose. The panel agrees with this basic philosophy. Public and private investments should be made to distinguish and differentiate these districts:

- Commercial core;
- Government District;
- Cultural Arts District (Uptown);
- Events District (the area that would include the proposed stadium and farmer's market);
- Chinatown;
- Both Fresno Street gateways;
- Hospital District; and
- Northern Residential District.

Adjacent districts should be linked together by strategic connections, streetscape improvements, and design guidelines that address compatibility in scale and appearance. But the city also must formulate a clear, compelling, and over-arching vision for downtown.

The Overall Vision: An Urban Design Framework

Anchors

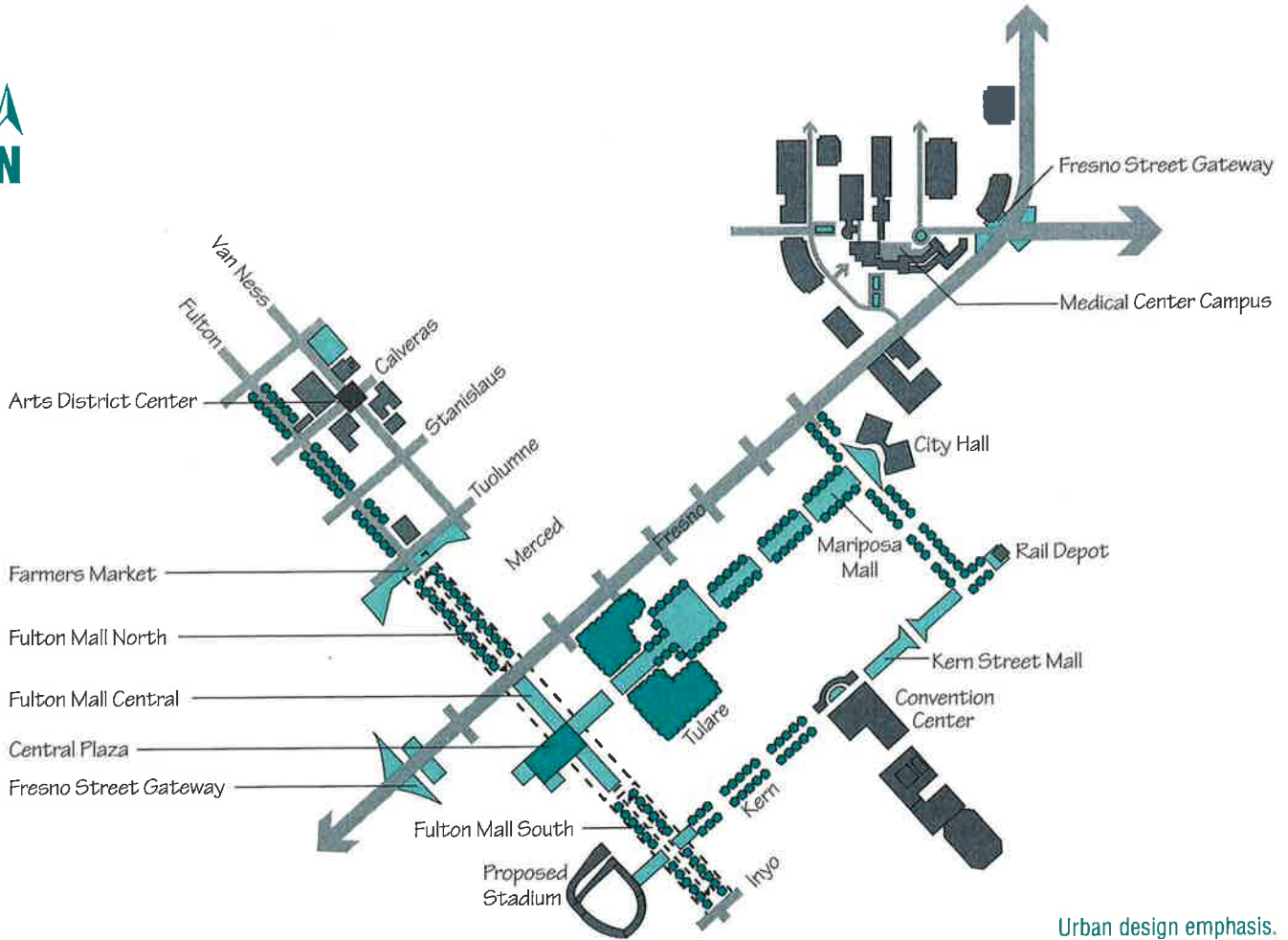
The overall urban design framework suggests linking four downtown nodes—the medical center campus, the Cultural Arts District, the convention center, and the Fulton Mall. Streetscape improvements should be emphasized on corridors that create connectivity and reinforce relationships between anchors. Each anchor should contribute to the overall image of downtown while establishing its own distinct identity. Complementary activities and projects should be clustered around each of the anchors. The result should be a downtown that offers a wide variety of choices to both residents and visitors.

The Mariposa Mall

The Mariposa Mall provides a continuous, attractive link between the Fulton Mall, county buildings, and City Hall. It is a well-landscaped, open, visually strong corridor along which many different types of activities and services are found. While portions of it might be strengthened even more, it clearly helps organize buildings and public spaces. These same principles should be applied to two streets that tie together existing and emerging destinations.

Fresno Street

Once Divisadero Street is reconfigured to prevent through traffic, as a result of the planned hospital expansion, Fresno Street will take on a greater role as a cross-town connector. Its image and role could be strengthened through a major streetscape project providing regularly spaced street trees, distinctive street lights, enhanced sidewalks, and directional signs. The city should continue its tradition of public art by asking artists to design aspects of the streetscape—perhaps with artwork that reflects Fresno's cultural



Urban design emphasis.

diversity and the importance of agriculture to the community.

Kern Street

Portions of this street already have been improved with recent development and public action. It offers an excellent model for how to provide pleasant, interesting, and elegant visual features that are easy to maintain. Although portions are closed to vehicular traffic, the street also includes parking and serves circulation and access needs. The movement of vehicles is not intrusive and it is an ideal street for walking. Kern Street should become a key spine, linking the train station, Civic Center Square, the con-



Panelists interviewed more than 90 community residents, government officials, and development professionals.



The panel recommends restoring part of the original street grid in the north segment of the Fulton Mall so that everyone can share the space equally and have greater access to stores.

vention center, the Fulton Mall, and the proposed stadium. The southwest end should be expanded and redesigned as a grander space, with a more organized and formal treatment associated with the stadium.

The Fulton Mall

One of the first downtown pedestrian malls in the United States, the Fulton Mall is mature in character and performs a number of useful purposes as a centerpiece of downtown. However, other communities that installed similar malls have learned that providing a large amount of space devoted only to pedestrians does not create enough intensity of activity and exposure to support commercial uses. Consequently, most such malls have been redesigned to allow some vehicular traffic to occur. This does not mean that people on foot are dismissed; indeed, redesign can create a stronger, more vital place for pedestrians. The key lesson that the experimentation with pedestrian malls provided was that public spaces, in order to be safe, appealing, and lively,

must be multipurpose and ever changing. This involves the programming of events, the management of parking, and ongoing maintenance as much as it does design.

A fundamental challenge here is how to reduce the Fulton Mall's present attribute as a "divider" by better stitching it back into portions of downtown to the west. The panel believes that three segments of the mall offer different opportunities and challenges, and should be redesigned and redeveloped separately, but in complementary ways.

The north segment of the mall—between Tuolumne and Fresno streets—should be redesigned to allow for the limited movement and parking of cars. Vehicular lanes should be introduced, along with pockets of parking stalls designated for short-term use. This redesign should not involve a wholesale tearing up of all of the mall's present physical features—the traffic lanes and parking can be largely woven through the existing space. Automobile traffic should be slowed through various devices such as textured paving, bollards, and a twisting alignment of lanes. The result should be that vehicles and people move about in a way that allows everyone to share the space equally and enables potential customers to see the stores clearly.

All of the lighting on the mall should be replaced with fixtures that provide higher levels of light and that are bolder in appearance and scale and richer in detail. The loudspeakers posted around the mall should be removed, as they are unnecessary and a maintenance burden.

A "street to nowhere" (the Broadway Diagonal) currently curves from Broadway to Van Ness Avenue. This redundant street consumes valuable land and offers no connections that could not also be achieved through normal intersections with Tuolumne. The panel recommends closing this roadway (from Van Ness to Fresno Street) and converting the long, arcing alignment to a farmers market, which could offer ethnic foods and some of the produce for which Fresno is famous. The market would serve as a lively anchor to the north end of the Fulton Mall and create a much-needed link to the Cultural Arts



District to the north. It could be relatively modest in size but should allow for considerable expansion over time. Initially, this might not require much more than closing the ends of the Broadway Diagonal with barricades and allowing merchants to park trucks and set up stalls there. Eventually, more permanent pavilion structures could be built.

This area also might be a good location for a large-scale, visually striking monument to the globally important agricultural role of the valley. The panelists asked some of the interviewees, “If you were going to meet someone at a landmark in Fresno, where would you meet?” None could answer with any certainty, leading the panelists to believe that the downtown core needs a central, contemporary landmark relating to the history of Fresno.

In the Fulton Mall’s central segment—between Fresno and Tulare streets—the mall should remain free of vehicular traffic, but here it should function as a grand town square. This area provides a great termination to Mariposa and offers enough space for events and festivals. A number of physical changes should be made, however. First, the pavement surfaces should be thoroughly (and frequently) cleaned by pressure washing. Second, the raised seating areas should be removed and replaced with benches placed on the pavement. Third, the dated clock tower should be removed. Fourth, the stage should be enlarged and a band shell should be added. Fifth, vendors should be allowed to sell food and beverages within the area. Finally, the city should adopt a set of design guidelines for storefronts, vending carts, and signage. The intent of these guidelines should not be to enforce uniformity, but to create a consistent and compatible liveliness.

The mall’s south segment—south of Tulare Street—should be redesigned much like the north segment, but these changes should be accomplished in a subsequent phase, after the north end is complete. This area would be an excellent location for ethnic restaurants serving people attending events in the proposed stadium and at the convention center, as well as local residents. Even with traffic lanes, the sidewalks will be

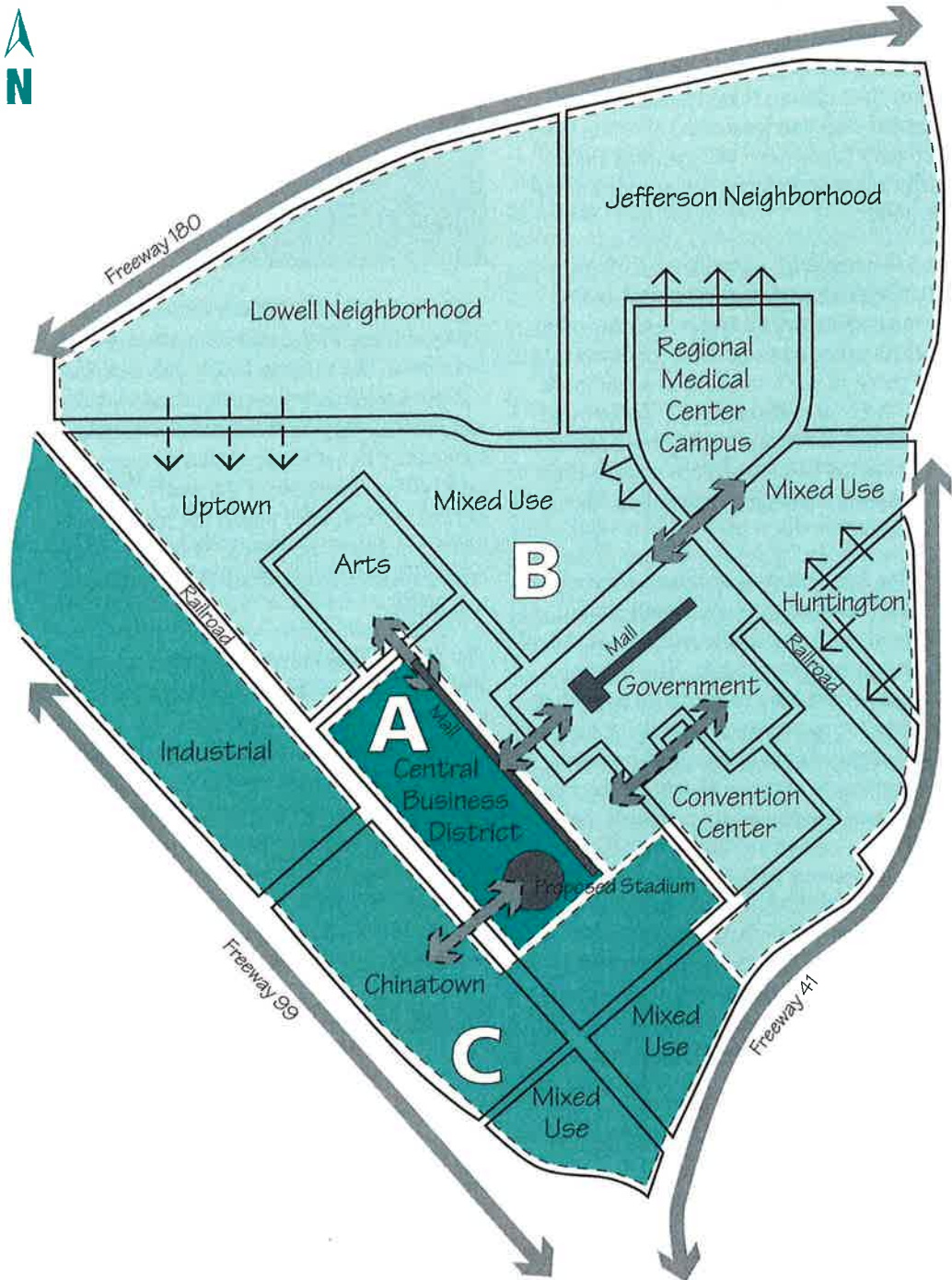


wide enough to allow tables and chairs for alfresco dining. This could be a great *paseo* or *ramblas* in the evening hours and on weekends—a place where people spend time with friends and family, enjoying the cultural diversity of the community in a manner similar to many sophisticated cities elsewhere in the world. These kinds of rich, vibrant, busy places are increasingly popular throughout the United States because they offer experiences not available in typical suburban malls.

The Fulton Mall is intersected by a number of streets. The crossing areas are too wide and feel unsafe and intimidating. Several techniques could make these crossings much more pedestrian friendly. The unused center medians should be raised and planted with specimen trees, low shrubs, and ground cover. The crosswalks should be kept level with the roadbed, but given a textured paving to create a “safe haven” for walkers. The curb lines at the crosswalks should be extended by the width of the parking lanes to

As part of the revitalization process, the city should adopt a set of design guidelines for stores, vending carts, and signage, not to enforce uniformity but to create a compatible liveliness.





Suggested districts within the study area.

reduce the perceived distance across the pavement. Bollards should be installed along the new curb to mark the crossing zones.

Circulation and Parking

Downtown Fresno is made up of a system of primary and secondary streets. Converting one-way streets to two-way ones can enhance the sense that downtown is a destination rather than a through-route. The panel believes that most, if not all, of downtown Fresno's streets can accommodate on-street parking. The city must provide a common pool of shared, short-term parking for customers and visitors. (Whether such parking is angled or parallel is much less important.) A vigorous enforcement program may be needed to prevent all-day parkers from occupying prime short-term stalls.

Downtown already contains numerous parking lots and garages. Many of the surface lots represent good development sites for infill housing and commercial uses. Some lots, particularly those west of the mall, should be heavily landscaped (if they are not already) to provide an attractive visual edge to downtown.

The city does not appear to have a parking problem at present. Ample parking exists, although it may not be located directly in front of every potential destination. Healthy downtowns depend upon a system in which people park once and then walk between destinations, thereby fueling demand for goods and services. The provision of safe, well-lighted walkways and corridors leading from parking facilities to various destinations could improve the public's use of the existing parking.

The amount and distribution of parking needed in the future will be driven by the nature of new development, which likely will create a need for more parking. A number of mid-sized structures (500–1,000 spaces) should be located in various places around downtown so that both daytime and evening use are encouraged. Larger garages produce long queues, both inside and outside, that are not desirable; large structures are also harder to fit comfortably into a downtown setting.



Additional Issues

Housing

The panel sees downtown housing as a necessary ingredient that currently is missing from close-in locations. Downtown living could be enhanced by strengthening existing perimeter neighborhoods, by directing housing to infill sites, and by adapting older buildings to lofts and apartments. In specific locations, such as around the edges of the hospital campus, housing could be leveraged from other investments. The types of housing feasible for the study area are discussed later in this report.

Enclaves

The panel has observed that Fresno's existing development pattern tends to create enclaves, setting projects apart from their surroundings. The medical center, for example, is surrounding itself with a moat of parking. Encouraging allied medical and professional services to locate to the south, toward the downtown core, would better weave the medical center into the fabric of downtown.

This enclave mentality also shows up in other subtle ways. A number of developments have surrounded themselves with tall metal fencing. One site is bordered by sharp, curved spikes that make it seem more like a detention center than an educational institution. Over-zealous security fences send out the wrong message about down-

The panel encourages Fresno to keep its tradition of installing public art, but suggests that it improve maintenance and include works that reflect Fresno's ethnic diversity and its role in California's economy.

Tall fences and barbed wire surround too many properties in downtown Fresno.



town and should be removed or softened with landscaping.

Codes and Permitting

The zoning regulations for downtown were put in place in 1960. Throughout the United States over the past several decades, land use regulations have evolved to address new standards of design, incentives, and pedestrian orientation. New regulations tend to be simpler and to clearly express expectations. Moreover, many revised building codes encourage adaptive use of older buildings as housing. Developers respond to this kind of

enlightened regulatory framework. It is not enough to say “Anything is allowed.” Investors look to local ordinances to assure quality, stability, and predictability.

Codes and regulations play an important role in economic development. The city needs to make sure that its permitting procedures welcome development into the community rather than throw hurdles in its path. The organizational attitude should be one of collaboration and seeking solutions, rather than confrontation and finding problems.

Development Strategies

Prioritization

The Fresno community has invested many years, much money, and a tremendous amount of human capital in examining the downtown area, planning for its future and, in some instances, taking the initial steps toward implementation of that planning. With the expanse of land and diversity of stakeholder interests in the downtown area, this understandably has led to an ambitious list of projects, programs and initiatives. While the panel generally believes that the planning and project preparation work has yielded many effective answers to downtown's revitalization challenges, the panel is concerned that the sheer scope and breadth of the task at hand and the community's inability to prioritize and concentrate resources on a few key stimulus projects continues to be the major factor holding back the overall revitalization effort.

The panel thus has concluded that the planning work and land acquisition efforts should be considered largely complete and the key projects already identified. The panel recommends that the next step in this process must be the community's concurrence on, and embracing of, a prioritization scheme for several key action items. The panel has grouped these projects into three areas of concentration. (See the map on page 18.)

Area A

Area A includes the southwest end of downtown covering the Fulton Mall and the proposed multi-purpose stadium site. Projects in this area represent the highest possible impact on overall downtown revitalization, providing a much-needed focus and a foundation for ongoing redevelopment. Recent private investment in this area has taken place, but to date has been relatively small, inadequate, and ineffective as a stimulus to additional private investment. Area A requires major public initiative, some financial stimulus, proac-

tive government facilitation, cohesive public sector support, and major business leadership.

Area B

Area B covers existing activity centers where revitalization activity is already evident: the Lowell residential and Uptown arts and entertainment districts to the north, the Jefferson residential and Regional Medical Center districts to the east, the convention center to the south, and the government corridor in the middle.

As with Area A, projects have been identified and readied for implementation. Unlike Area A, however, each of the activity centers in Area B represents fairly well-established, active anchors to the downtown. Jobs are in place, significant public and/or private investment has taken place, and physical assets are evident. The medical center district, a major player with significant non-municipal funding, is moving forward with its development plans.

Public involvement in Area B must be no less active than it has been to date, but it must take the form of facilitation, leadership, technical sup-

Panelists and city staff tour the study area.





Circulation and parking.

port, and strong, unequivocal support for existing plans. The public sector should de-emphasize additional land assembly. The panel does not encourage any further planning, although incomplete planning must be concluded as quickly and expeditiously as possible. The key driver in Area B must be private capital that, on a market-driven basis, seeks to leverage the significant public investment already in place.

Area C

Area C projects represent both past and future downtown activity centers. Significant investments have been made in retail and industrial development, particularly in Chinatown and in adjacent areas west of downtown. In the panel's opinion, many good project ideas and initiatives have been planned or proposed for the areas west of the railroad tracks and south of Ventura. However, with the investment that has taken place to date and the need to concentrate the redevelopment activities on the more central core areas of the city, the panel does not believe that further redevelopment planning and investment in Area C is appropriate at this time. The panel believes that the ultimate course of activity in Area C will be dictated by the shape, success, and vitality of renewal in Area A.

However, the panel believes that overall revitalization does require that Area C ultimately will need the same level of attention as the remainder of downtown. It is thus essential for the community to continue to work with landowners, business owners, residents, and other stakeholders to identify concerns and potential solutions. In the short term, relatively minor, neighborhood-driven initiatives to make the area clean and safe and to enhance its streetscape and infrastructure should be facilitated. More ambitious projects should be put on hold for the time being.

Housing

Influencing the entire redevelopment effort and expected outcomes is the issue of housing. A diverse mix of high-quality housing stock—in single-family, multifamily, attached, detached, new, and restored classic forms and neighborhoods, and in varying price ranges suitable for all



Panel Chair Charlie Kendrick with Downtown Fresno Task Force Chair Anne Speake and *Fresno Bee* Publisher Keith Moyer.

economic strata of the Fresno population—is essential not only to the successful revitalization of downtown but to the continued vitality of the entire city of Fresno. The panel recommends that much of the city's major efforts in meeting housing needs take the form of minor land acquisition, project facilitation and support, technical assistance, infrastructure upgrading, and code enforcement, rather than major land assembly and planning. The city's emphasis on installing curbs and gutters and repaving roads in the Lowell District is an excellent example of how a specific focus and a concentrated expenditure of funds can generate positive results and pave the way for future private interest and investment.

Creating mixed-income housing opportunities will improve the potential for sustainable development. People of all income levels are moving back into inner-city areas across the country that are much like the neighborhoods in and around downtown Fresno, to reduce their commutes and live closer to urban amenities. By revitalizing urban core neighborhoods such as the Lowell and Jefferson districts with a mixture of housing



Fresno's historic train station is a powerful symbol and an asset that should not be underestimated.

The panel suggests that Fresno create more and better housing options through technical assistance, rehabilitation, and project facilitation. Abandoned buildings could be converted to live/work space for artists or lofts for single people.



types and price points, Fresno can create environments that will help attract services back to these disinvested areas. These neighborhoods then will become an asset to the downtown central business district.

Revitalizing the Fulton Mall

The Fulton Mall is important to the community and must be the central focus of the revitalization effort. As part of the phased reopening of the mall's north and south ends, the panel recommends relocating the farmers market to the northernmost end of the mall, just south of Tuolumne, to link the mall to the museum area. The city also should consider adding food vendors or an outdoor, ethnic food court.

The center portion of the mall, from Fresno to Tulare streets, should remain a pedestrian mall and become the setting for regularly scheduled events. These can range from "Jazz on the Mall" to children's events and holiday happenings. The events should be diverse enough to attract everyone in the community back to the downtown at least once or twice a year.

This center area also should be used as a small retail incubator, like the old Rouse model, where vendors with pushcarts sell everything from souvenirs to jewelry, clothing, and local art. (Once these vendors have proven successful, they can be moved into ground-floor retail space on the mall.) The city should offer ground-floor restaurants incentives to create outdoor dining, perhaps concentrated at the south end of the mall to capitalize on traffic from the proposed stadium and from the convention center. Ideally, the city should be able to control the space like a shopping mall; however, the number of property owners makes that difficult. The panel therefore recommends that a property-based business improvement district (PBID) be put in place. This would provide funds to hire professional staff to stage events, work with property owners on recruitment, address tenant issues, develop a public relations and marketing campaign, and work with city departments to keep the mall clean and safe. It is important that only one group be in charge,

and that this group be representative of the stakeholders.

The city already has developed standards for store facades, including the types of signage, awnings, and lighting that are acceptable. A store facade improvement program is needed, and should offer matching grants for property owners and forgivable loans for tenants (those who cannot interest their landlords in investing). This effort should start in the center portion of the mall and work outward, rather than upgrading random storefronts in any block.

Above ground level, many opportunities exist for creative reuse of underused or vacant buildings. Office buildings will need to be brought up to Class A quality to compete. The city should explore the possibility of collaborating with Fresno State University and/or Fresno City College to create a high-tech incubator program and, perhaps, a downtown campus with an MBA program or other offerings that would appeal to the downtown workforce and central city residents. (Many cities have successfully enticed universities to locate a school of continuing education downtown, to help address workforce development issues and provide outreach services to the community.)

To maximize the results of this plan, the current set-up of the U.S. Department of Immigration and Naturalization Services (INS) office should be reconsidered. Ideally, the current use, which requires clients to wait in line outside the building for hours at a time, will be moved to another location when the existing lease expires. In the meantime, the city should require INS to better manage the operation. Upon arrival at the building, clients could be given a number that would allow them to come back to be served at a specific hour. This also could encourage INS clients to patronize the mall while they wait.

To support these revitalization efforts, the city should undertake a detailed marketing program. This should include:

- A shopping and dining guide, coded to a map and available at either an information booth or in kiosks along the mall.



Long lines and crowds gather outside the INS office. The panel believes that the current system could be reworked, allowing more efficient use of the mall.

- A walking tour of the mall that would include details on the art, architecture, and history of the buildings along it.
- A simple, inviting message telling people why they should come to the Fulton Mall, including how easy it is to park there. Banners should be installed to direct people to parking entrances. If parking is not free, the mall should institute a uniform validation program.

As the ultimate centerpiece of activity in the city, the mall should be used 24 hours a day. That will happen only if housing is developed as a component of the area's redevelopment. The mall is lined with historic structures, such as the Bank of Italy and the Guarantee Savings Building, that



Panelist Margaret Mullen (right) and Task Force Chair Anne Speake talk during the tour.

All is quiet on the Fulton Mall, which is underused during the day and empty at night. The panel suggests around-the-clock uses that could tie the mall to the proposed stadium project.



lend themselves to adaptive use as loft apartments. These buildings could be redeveloped with the use of historic tax credits, incentives that can be used to create an equity base for private developers of up to 30 percent of a project's total development costs. Historic tax credits

require that the use remain intact for five years. (The potential exit strategy for the initial developer therefore is conversion to condominiums at the end of the five-year period.)

Loft apartments will attract a new population to the mall area, including young “techie” types, empty nesters, artists, and single people who wish to live near their downtown offices. These urban pioneers will be followed by small food shops, bakeries, and restaurants along the mall.



The Proposed Stadium

The panel believes that this project has been under discussion and in negotiation for far too long. Those involved should take a new approach and complete the deal. It cannot wait for a change in political leadership; negotiations should begin afresh immediately. An independent team of outside negotiators—including a financial expert and someone with experience in public/private sports partnerships—should be brought in with the charge to produce a deal within 30 days. This effort must produce a win-win situation for the community.

To enable both sides to take a fresh approach to the deal, the panel believes some key issues must be considered. The contribution of land rarely is enough to make the economics of a



This building sits abandoned on the edge of downtown. The panel suggests Fresno emphasize its agricultural importance by relocating the farmers market and creating a monument to Fresno's agricultural history.

public/private sports facility deal work. The overriding approach must be that the public will get as much economic benefit as it puts into the deal. Options to consider include a shared-risk deal that would allow both sides to participate in any profits as well as in any risk. The potential to renegotiate the deal in three to five years should be considered. (This could become particularly important if increased taxes, job generation, and new economic development do not materialize).

Ideally, the stadium should be owned by the city and operated by an outside entity with experience in booking other types of events. Only the limited dedicated parking required should be built with the stadium. This will allow revenues to be maximized. However, successful models exist for alternative scenarios and those issues should not get in the way of getting the deal done.

To ensure that Fresno's citizens benefit from the stadium, over and above the public investment, a small ticket tax should be added for each event held there, and the proceeds dedicated to the revitalization of the Fulton Mall and the area around the stadium. Funds generated from this tax should be set aside by the city, and agreements on how these funds are to be expended should be reached by a public/private body that

includes property owners and tenants from the mall, the stadium operation and the city government. The proposed store facade improvement program for the Fulton Mall could benefit from these proceeds.

The panel believes enough parking already is available for stadium patrons. If additional parking is needed in the future, the market will dictate it. When simultaneous events are held downtown, traffic control and parking management should direct people to open parking. However, to maximize the spinoff benefits of the stadium, parking should continue to be dispersed throughout downtown.

An immediate benefit of the stadium will be the addition of small sports product shops, restaurants, and sports bars. Over time, bookstores, coffeehouses, and other new businesses will spring up, probably on the Fulton Mall. When the stadium and the mall provide enough entertainment options, housing options will become even more viable.

Getting the deal done and starting construction will begin a new spirit of collaboration and start to rebuild confidence that Fresno is a "can-do" community. In addition to the new economic vitality created, community pride will swell as the perception of downtown improves.

The Cultural Arts District (Uptown)

The Fresno community has done a very good job establishing the Uptown District as its arts and cultural center. The Fresno Metropolitan Museum, the African-American Museum, and the Artes Americas Museum all are established, important downtown draws. The planned expansion of the Fresno Metropolitan Museum facilities and the collaborative programming already taking place are important projects that will bring more Fresnoans downtown and enhance the downtown's image. Celebration of the city's agricultural heritage and ethnic diversity needs to be added to the mix, enabling expanded use of historic buildings and underused property in the district. The district also represents an opportunity to improve educational opportunities for Fresno's youth. The redevelopment agency should put a high priority on completing the area's general plan and securing its approval.

With the museum complex at the south end of the district and the single-family housing stock in the Lowell District on the rebound, the Uptown District could develop into a mix of arts-associated live/work space in adaptive use projects, provid-

ing an appropriate and vital mixed-use transition between these two neighborhoods. The city should encourage rezoning that would favor residential and mixed-use over pure commercial uses in this area. Other than minor streetscape and infrastructure expenses, further public investment is discouraged. Private investment should be the primary driving force in this area.

The Lowell District

The Lowell District offers a perfect opportunity to create the type of mixed-income neighborhood described earlier. A community-led group is in place and some urban pioneers already have begun investing in owner-occupied homes in the area. The city should use code enforcement aggressively to force property owners to either fix or sell dilapidated properties. The community group must take well-established steps to access the redevelopment agency's 20 percent set aside (administered through the city's housing department) of federal funds for housing. The city also should use its Community Development Block Grant (CDBG) funds for land acquisition and HOME Investment Partnership funds for devel-



opment, creating a few quick successes for the area. With a modest investment from the city in the form of land acquisition and technical assistance, this neighborhood will become part of a contiguous stream of viable neighborhoods leading into the downtown core.

The Regional Medical Center Campus and Jefferson Districts

The creation of the Regional Medical Center campus—with nearly 2 million square feet of development over 58 acres and nearly 5,000 employees—represents a significant anchor for the northeastern portion of downtown Fresno. The project represents a magnet that will drive additional commercial and residential redevelopment and investment in the entire downtown area. The project is an excellent example of how Fresno can leverage existing assets and address blighted conditions. The positive image for Fresno and the general economic development draw from throughout the Central Valley cannot be overstated.

The panel strongly encourages the Regional Medical Center leadership to enhance and pursue additional strategic alliances with the University of California, the California State University, the U.S. Department of Veterans Affairs, and other public and private healthcare providers to concentrate as many activities as possible on the new campus. Magnet schools for Fresno's public school system should be incorporated into the planning as well. Development of medical office buildings, clinics, classrooms, and laboratories to support such a comprehensive healthcare campus not only will generate jobs and private investment in and of itself, but also will support the investment necessary to attract additional retail, dining, and office development and jobs into the downtown core.

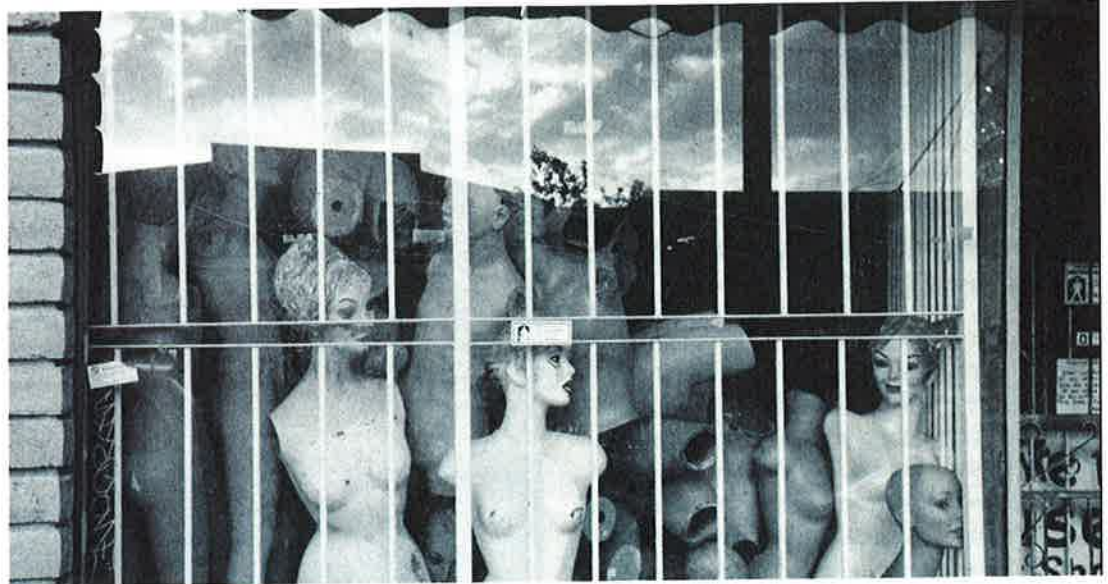
The panel believes that southern and western alternatives for siting the expansion would have been preferable, enabling creation of a stronger and more diverse set of housing alternatives in the Jefferson District. The panel urges the medical center leadership to carefully consider the appropriate integration of the campus into the



Jefferson neighborhood. It needs to be part of the fabric, with a scale and design that embrace its surroundings and create places for the neighborhood to be a part of the campus.

The adjacent Jefferson District is a residential area that currently contains more than 70 percent rental housing, numerous vacant lots, and a severely deteriorated housing stock. For the hospital to deliver fully on its potential for downtown revitalization, this must change. The hospital will need affordable housing for nurses, aides, and other support staff, as well as for students in its various training programs. The redevelopment agency currently has a surplus of housing

Although this ornate and colorful movie theater occupies a prime corner spot near downtown Fresno, it has fallen into disrepair and only a small part of its eye-catching neon marquee lights up during the evening.



funds for the Jefferson Redevelopment Area (administered by the city's housing department) and should work with appropriate community development corporations and other housing developers, investing its housing dollars to acquire a limited number of strategically concentrated vacant lots, with the condition that affordable housing be part of any new development.

The Convention Center District

Like the medical campus, the recently completed Exhibit Hall expansion represents a major economic development draw for downtown Fresno and for the southeastern section of downtown. This project also represents a major image enhancement and regional market growth opportunity for the city. However, the panel believes that the current economic gap is too great at this time for the construction of additional hotels and such projects will be more viable after portions of the panel's recommendations are successfully implemented.

The panel believes that public activity and interest in this portion of downtown need to shift from investment to facilitation. Newly completed commercial offerings present ample evidence that the private sector is interested in this part of downtown and that it is time for market forces to take over. The panel believes the specific office,

mixed-use, and cultural developments that have been proposed and are in the planning stage are important projects that will have definitive and quantitative impacts on the revitalization and economic development of downtown. The appropriate public role at this point is to ensure that planning, zoning, and infrastructure issues are addressed adequately, and that permit review and other approval processes are as streamlined as possible. The panel strongly discourages any further investment in land assembly and similar public financial incentives and subsidies.

Government Project Areas

The addition of new federal, state, county, and local office projects, including a new county building, the new federal courthouse, and a proposed new CalTrans headquarters, represent significant job growth for the downtown core that will support additional private sector development in the office, retail, dining, and residential sectors. These new projects reinforce downtown Fresno's role as the government center for the city as well as for the entire Central Valley. As in the Convention Center District, public sector facilitation rather than public investment is the priority. The panel strongly urges the city to be on the lookout for additional government users as federal, state, and county operations expand.

Implementation

Where to Go from Here

This report comprises the panel's recommendations concerning what to do next and how to do it. Those recommendations are based on the assets the city already has. The panel advocates a focused, practical set of actions, generated from over a decade of studies and plans. The panel's final recommendation is its shortest one: *Just do it!* The city has been very thorough and thoughtful about planning, but to give those plans—and the panel's recommendations—credibility now requires action in the following ways:

Change the Community's Self Image by Pursuing an Aggressive Marketing Campaign

Aggregate real statistics. Form databases on crime (or the lack thereof), economic output, jobs, and ethnic diversity. Be sure to include data on all of the community's positive aspects. Replace anecdotes, false perceptions, rumors, and fuzzy thinking with hard data; what data the panel saw seemed confusing and/or inaccurate.

Then make Fresno's rebirth a constant image in the lives of its citizens. Raise the money, hire marketing expertise, and create the material for a sustained campaign about community pride.

Change the Way the Community Approaches Downtown Redevelopment

Somehow, over the years, Fresno has developed a plethora of overlapping organizations involved in revitalization. At the same time, much of the leadership seems to be almost insular. Factions have coalesced around single-purpose projects without effective linkages to each other or to the community that actually lives in the central city. (Why, for example, hasn't a neighborhood non-profit group in Fresno built 250 homes over the last five years?) Leaders should invite into key organizations new members who represent constituencies not included in those organizations and get fresh perspectives. The community

should reduce the number of organizations responsible for revitalization and should give each organization broader representation.

Create and Sustain Effective Leadership

The key to the possibilities the panel has explored is effective leadership. Fresno has plenty of leadership talent; it just needs to be focused, and individual and collective responsibility should be assigned. What follows are some simple action steps.

- **Define the mission.** Collect the stakeholders, hire a facilitator, and find a venue. Impel the leaders to agree on a mission statement for the whole downtown revitalization effort. Everyone must sign on in order to create a vision.
- **Develop strategies.** Take this report—or any other report that works—and arrange it into strategies that support and fulfill the mission. Assemble a small, diverse group to do this so that it can be done in days—not weeks or months.
- **Assign tasks, create accountability, insist on performance.** Every strategic effort—

Although Fresno has increased patrols downtown, the perception of crime remains. The panel suggests that the city create an aggregate of statistics, including crime rates, for the downtown.



Panel Chair Charlie Kendrick encourages Fresno to “just do it.”



every project—needs a champion. The rest of the leadership must support that champion, which may be an individual or half a dozen people.

- **Execute strategies.** Always check with the mission and with the progress of the other champions and strategies. The public sector needs to supply the special kind of leadership

only it can supply, political leadership that goes beyond individual elected officials and political jurisdictions. The downtown belongs to everyone. The public sector should obliterate bureaucratic barriers and find special sources of capital not available to the private sector.

The private sector needs to supply voluntary commitment and real capital. It should put its money behind its statements and develop real projects downtown, in addition to those in the suburbs. It also, absolutely, should expect a reasonable return on its downtown investment.

The two sectors need to pursue these strategies in a spirit of real collaboration, a public/private partnership. Deals that include both private and public capital—neither, incidentally, invested without an expected return—need to be made over and over again. Outright grants, other than land writedowns or affordable housing subsidies, should be truly rare. The sustainable relationship between the sectors is what really matters; individual deals will flow from that relationship.

Conclusion

In 1964, Fresno enjoyed a special moment in time. The nation's economy was in the midst of a long boom. Prosperity was all around, and Fresno's leadership was able to focus on what was an even more ambitious project than it appears today—the Fulton Mall.

As Fresno faces the new millennium, the conditions are even more propitious than they were when the Fulton Mall effort began. The economic boom in which the nation—and the region—now finds itself is even longer and stronger than the post-World War II boom. Much of this boom is more than cyclical. It is structural, and one of those structural changes is the end of the long decline of America's central cities. Cities throughout the nation are being reborn and Fresno, with the right amounts of will and leadership, can join in this rebirth.

About the Panel

Charles R. Kendrick

*Panel Chair
Boston, Massachusetts*

Kendrick is a real estate investment banker and urban redevelopment expert. He has acted as a financial advisor to the Port Authority of New York and New Jersey, as a strategic advisor to the Bank of America and to the Local Initiative Support Corporation, and as a redevelopment advisor to the St. Louis Development Corporation. His firm, Clarion Ventures, LLC, currently is marketing a secondary market fund for Community Reinvestment Act (CRA) loans, in cooperation with Fannie Mae and the U.S. Conference of Mayors, and is providing strategic advice to various private clients. The U.S. Department of Housing and Urban Development (HUD) continues to seek advice from Kendrick on various HOPE VI (Home Ownership for People Everywhere) issues, including expediting work on troubled projects and programmatic advice on commercial development associated with HOPE VI projects. Kendrick is a member of the boards of directors of the Initiative for a Competitive Inner City and of Access Capital Strategies, LLC. He is a former trustee of ULI—the Urban Land Institute, current chair of ULI's Inner-City Council, and a member of ULI's Revitalization Forum. He holds a BA in architecture from Princeton University and an MBA from George Washington University.

James H. Callard

Alexandria, Virginia

Callard currently serves as executive vice president and chief operating officer of American Apartment Communities, a private real estate investment trust that owns and manages more than 11,000 apartments located in nine states. Callard is responsible for operations and acquisi-

tion, investment portfolio management, and disposition and merger activities. American Apartment Communities was formed from the Klingbeil Company, a domestic and international real estate firm recognized as a market innovator in all aspects of real estate development. At Klingbeil, Callard had responsibility for the firm's international and domestic (East Coast and Midwest) operations. He structured acquisitions, coordinated lending relationships, and created private and public capital market investment vehicles. Callard is also the principal of the Executive Club Management Company, which operates three all-suite apartment hotels in Rosslyn, Arlington, and Alexandria, Virginia.

Allan Folks

San Francisco, California

Folks is a principal with the planning and landscape architecture firm EDAW. He is a licensed landscape architect and urban designer with experience in the master planning of public and private institutions, community revitalization, new town planning, and land use planning in California, the western United States, the Asia Pacific region and the Middle East. As director of EDAW's planning and design studio, he oversees projects from concept through implementation.

Folks's current work involves the preparation of specific plans for downtown Walnut Creek, California, and downtown Milpitas, California; preparation of a master plan for Moffett Field, a former military base now under the control of NASA Ames in Sunnyvale, California; site implementation services for a new campus for Microsoft in Mountain View, California; development of a new urban village in Cairo, Egypt; and site planning services for several major landowners in the North Livermore Valley in Livermore, California. All of his projects involve collaboration

between the public and private sectors and extensive community participation programs to solicit vision and consensus among all parties. He typically directs subconsultants (from economists and engineers to biologists and transportation planners) to identify innovative and implementable solutions.

Folks is a graduate of the University of Pennsylvania with a degree in landscape architecture and urban design. He is a member of ULI—the Urban Land Institute, the American Society of Landscape Architects, and the American Planning Association.

Mark Hinshaw

Seattle, Washington

Hinshaw is principal at LMN Architects in Seattle, Washington, and has more than 27 years experience as an architect, city planner, and urban designer. He has provided urban design and community planning services to local governments, prepared master plans for public facilities, developed design guidelines and streetscape improvements for public agencies, and created comprehensive commercial district plans. Hinshaw also has served on the Seattle Design Commission and the Downtown Seattle Design Review Board and is a past president of the Washington Chapter of the American Planning Association and the Seattle Chapter of the American Institute of Architects.

Hinshaw is a regular columnist on architecture and planning for the *Seattle Times* and is the author of *CitiState Seattle: Shaping a Modern Metropolis*, published in 1999 by the American Planning Association. He is a fellow of the American Institute of Architects and a member of the American Planning Association and the American Institute of Certified Planners. Hinshaw received his bachelor of architecture from the University of Oklahoma and a master's degree in urban planning from Hunter College, City University, New York.

Raymond L. Kuniansky, Jr.

Atlanta, Georgia

Kuniansky is chief operation officer (COO) at the Atlanta Neighborhood Development Partnership (ANDP), a private, not-for-profit organization involved in neighborhood revitalization activities in metropolitan Atlanta. He joined ANDP in 1994 after ten years in the banking industry, where he was involved in commercial real estate lending activities. Prior to banking, Kuniansky spent two years in the insurance business and five years as a team teacher in a Title I mathematics program at Bass High School for the Atlanta public schools.

As COO, he is responsible for fostering a professional corporate atmosphere, helping the CEO motivate the staff to achieve the ANDP's mission, and managing the day-to-day administration of the office. Kuniansky has direct oversight of ANDP's programs, which include grant making, technical assistance, training, lending, equity investments, development, and accounting.

He is a native of Atlanta and earned a bachelor's degree in business administration—finance from Georgia State University. Kuniansky has completed numerous continuing education courses through Robert Morris Associates, Mortgage Bankers Association, the Enterprise Foundation, the Community Development Institute, and others. He presently serves as a board member for Interconnections, Inc., the Community Housing Resource Center; Families First; the ULI Atlanta District Council's Inner City Committee; and the Berkshire Neighborhood Association.

Gary London

San Diego, California

London is president of the London Group, Realty Advisors, Inc., a full-service real estate investment and development consulting, capital access, and publishing firm. The company's clients have included major corporations, financial institutions, small businesses, individual developers, investors, and public agencies.

He is also a columnist with *San Diego Metropolitan Magazine* and an instructor at the University of California, San Diego State University, and the New School of Architecture. London is a member of the ULI—the Urban Land Institute, Lambda Alpha International, and the Building Industry Association. He holds degrees from the University of California at Berkeley and San Diego State University.

Margaret Mullen

Phoenix, Arizona

Mullen recently left her position as executive director of the Downtown Phoenix Partnership to join Urban Realty Partners as president and COO. Mullen's responsibilities include overseeing planning and zoning negotiation with municipalities, development and contract negotiations with municipalities, and operations management for the company's real estate interests.

Since founding the Downtown Phoenix Partnership in 1990 as a public/private partnership between the city of Phoenix and downtown property owners and tenants, Mullen has been instrumental in the rebirth of Phoenix's downtown. Projects developed during her tenure include the downtown street beautification project, Bank One Ballpark, the artists' studios on Jackson, America West Arena, the Orpheum Theatre, the Arizona Science Center, the Phoenix Museum of History, and the continued expansion of Arizona Center.

Mullen's accomplishments have earned her recognition from the International Downtown Association, the Distinguished Achievement Award from Arizona State University College of Extended Education, and the prestigious Athena Award for businesswoman of the year in 1997. She is a past chairman of the International Downtown Association and serves on the founding board of Home Base Youth Services and on the board of Home-ward Bound. She served for six years on the city of Phoenix Village Planning Committee and also has served on numerous other boards and com-

missions. A lawyer by education, she has more than 25 years marketing and development experience.

Alex J. Rose

El Segundo, California

Rose is director of development for Continental Development Corporation of El Segundo, California. He is responsible for managing all construction and development activities for commercial real estate, including 2.5 million square feet of southern California research and development, retail, and restaurant holdings. Rose oversees the planning and execution of all tenant improvements, core and shell renovations, and new construction; major facilities maintenance and upgrades; project budgeting and cost control; internal project management; architect, engineer, and contractor management; and new project development.

Over the past four years, Rose has overseen the physical transformation of over 1 million square feet of single-tenant R&D facilities into multi-tenant office space, restaurants, retail establishments, and entertainment uses. Before taking over construction and development responsibilities, Rose served as director of property management. He also has extensive experience in title insurance and general civil and bankruptcy litigation.

Rose received an MBA from the University of Southern California (USC), a law degree from the Southwestern University School of Law, and a bachelor of arts degree in political science from the University of California, Los Angeles. He is a member of ULI—the Urban Land Institute, USC Real Estate Alumni and Friends, the California and federal bars, and several community groups.