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June 3, 2020 12:30 - 1:30pm  
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# THE *COVID* POST-RETAIL CITY

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*Boor Projects*

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*Fillmore Merchants Association*

*Hosted by*

**CHRISTINA CHO**  
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**CHRISTOPHER ROACH**  
*CCA / Studio VARA*

Even before the pandemic struck, the fate of retail and “main street” activity in our cities was unclear due to the rise of e-commerce, the cost of labor and other trends. This year, an advanced studio course at California College of Arts tackled this question, which has become even more poignant in the COVID-19 era. Join us to examine the studio’s proposals — which have evolved from the nascent forms unveiled at SPUR in February — in a roundtable discussion with experts and stakeholders as we consider the future of neighborhood public life in cities.

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# Apocalypse Now! – Project for the Post-Retail City



Keiichi Matsuda, *Hyper-reality*

## ABSTRACT

This advanced urban studio will investigate the “Retail Apocalypse” as both an opportunity to rethink current models of commercial environments and their relationship to the public sphere, as well as an alibi to question contemporary preconceptions in urban planning and real estate that have shaped the footprint of the modern city.

Bricks-and-mortar retail faces an existential crisis precipitated by the explosive growth of Amazon and other direct-to-consumer retail, calling into question retail’s global presence in the urban fabric as it undergoes a drastic transformation away from a place simply for the purchase of commodities. Simultaneously, as shopping becomes disembodied from the city, the city itself is increasingly mediated by mobile technology and its surfaces appropriated by augmented reality, and this creates an opportunity to investigate the place and spaces of commerce in the urban fabric. By focusing instead on the commercial corridor as a site for the production and support of public life, this studio attempts to answer the question: what do we want the ground floor of our city to be?

Our response will emerge from an investigation of global retail complexes, analyzed through the lenses of property, governance, finance, infrastructure, technology and physical form. Through this research phase, we will investigate how these salient retail entities or commercial complexes integrate with the flows of people, vehicles, goods, resources, and capital. How do they respond to the specific ways people and communities can be engaged in a particular location or culture? What were the catalytic historical events or practical needs that spurred such retail centers? How is the inherent tension between the market and the commons expressed through the spatial management of public and private?

We will investigate these market environments through the disciplinary tools of architecture and urban design, specifically their abstraction through both conventional and novel forms of representation. We will adopt a critical stance toward representation, and consider the inherent biases, limitations, and forms of agency of various representational types, graphic conventions, and methodologies. This discerning approach will inform the selection of a few highly specific and intentional drawing types which will be instrumentalized as analytical tools and yield a

## 5 LENSES OF ANALYSIS

This studio is at its core *issues-based*; we will use design research to investigate a series of issues, develop a thesis around how architects have agency in engaging with them, and construct a visual argument or proposal for how architecture can address them. We will focus our inquiry into retail and its relationship to the ground floor of the city by developing research into issues that fall into what we are calling our **5 lenses of analysis**:

1. **Ownership/Capital**- The city is fundamentally a territory of land, and thus the concept of property and regimes of ownership are necessarily at the heart of any urban **problematic**. Specifically, commercial space (which is mostly privately held) must be understood both in juxtaposition with public space (the “commons”), and in terms of its particular geographies and mechanisms of ownership and control. For example, the fragmentation of property typical of most neighborhood commercial corridors presents both opportunities for diversity and fine-grained fabric to produce vibrant pedestrian experiences, but also challenges for the coordinated production and programming of commercial space necessary for retail to endure in the current climate. As well, the various structures of ownership (fee simple, condominium, leasehold, etc.) and financial control of property (lease structures, bank financing, taxation, capital markets) play an invisible but significant role in determining what uses and spaces occupy the ground floor of the city.
2. **Governance/Programming** - The market alone doesn’t determine what our cities are; land use decisions are equally controlled by regulation by the public trust. This can occur at any level of government, but generally is entrusted to the city or municipal level, in the forms of zoning or other ordinances, but also through taxation, statutory law, and even civil rights legislation. Zoning and municipal ordinances regulate commercial space through both punitive and incentive strategies, which operate at multiple scales (city wide, districts, corridors, streets, and individual properties). However, property is also regulated in the private realm through deed restrictions, covenants, design controls, homeowners’ associations (HOAs), and other legal mechanisms tied to property ownership. In between the public and private realms are entities such as Business Improvement Districts (BIDs), Community Benefits Districts (CBDs), Green Benefits Districts (GBDs), Merchants’ Associations, and other “District Managers” or organizations that are quasi-governmental entities that exist at a scale between property and the city. All of these have the ability to influence or control what programs are offered and what uses or activities are allowed in the ground floor of our city, and are important in both channeling market forces as well as providing a counterbalance between the “local” and the “global.”
3. **Access/Infrastructure** - The value of property, and specifically the success of commercial space, are directly dependent on the infrastructures of the public realm, both in terms of providing the *physical infrastructure* of streets, sidewalks, transit lines, utilities, lighting and other physical systems, but also on the *social infrastructure* of individuals, groups, and social or commercial organizations to provide the activity, energy, and flow of goods & services, but also the regimes of control, safety & security, norms, values, and web of interactions that regulate activity in both public and private space. Both the street and the store are locked in an interdependent relationship with the shoppers, pedestrians, resident communities, tourists, entertainers, delivery drivers, police, meter maids, cleaning crews, and other people who are the lifeblood of this living system, but also with the flows of material, traffic, and money that support and enable all this activity. Thus, the street can be seen as the “space of flows,” providing *physical access* through and to these spaces and allowing the system to operate, as well as providing *market access* to consumers, goods, and services. However, *access* should also be understood through an equity framework, in the sense of Hannah Arendt’s “Right to the City.” Through this lens, the ground floor of the city can be seen as a contested territory, with many constituents and stakeholders with interest in determining not only what programs and activities are allowed or provided, but *who* is allowed to participate.
4. **Form/Surface** - What is the form of shopping? The basic atom of retail has been traditionally understood as the individual shop or boutique, a space that is configured functionally by programs (storage & organization of inventory, display of merchandise, point of sale), but also a totalizing environment shaped to produce spectacle, voyeurism, and desire. How is the evolution of shopping changing or transforming this basic formula, and how as architects do we shape spaces or provide the flexibility to respond to these changes? How can the physical conditions we build into the ground floor (height, depth, access, threshold, envelope, circulation) provide a broader and more diverse habitat of ground floor uses? Beyond the scale of the individual shop, retail space occupies a broad range of aggregations in the urban environment, from traditional rows of fine-grained storefronts, to large purpose-built urban malls and commercial complexes, to entire layers of generic storefronts cut across the ground floor of vertical developments, deposited like an alluvial layer in the strata of the city. Taken together with the streets, open spaces, and infrastructures of the public realm, these complexes can be understood as urban ecologies, and thus can be analyzed and diagrammed so that we can understand their structure and performative qualities. In this way we can begin to answer questions like what are the physical constraints to the ground floor that prevent or facilitate other types of **program**, flexibility, a continuum of the streets and sidewalk with the interior? How can architecture **as a surface** for navigating the city or a medium for branding or superimposing virtual worlds over our reality?
5. **Media/Technology** - Markets are some of the oldest mediated environments, where visual cues are incredibly important to communicate location, product, inventory, quality, value, use, and the method or terms of exchange. Retail environments are always on the leading edge of adopting new media and technologies to connect customers to products and services, and their very survival depends on a nimbleness and highly adaptive nature. Now that the media platforms that were until recently used to help shoppers navigate, discover, share, and compare the goods or services they were seeking have almost fully absorbed retail themselves, what is the role of the physical environment? How do emergent technologies such as augmented reality, voice-driven shopping, autonomous cars, and the Internet of Things alter physical retail spaces and the city? As well, how does technology support new cultural paradigms that are reshaping both our relationship to things, as well as to each other, such as the sharing economy, coworking, pop ups, and instant communities?

# America's 'Retail Apocalypse' Is Really Just Beginning

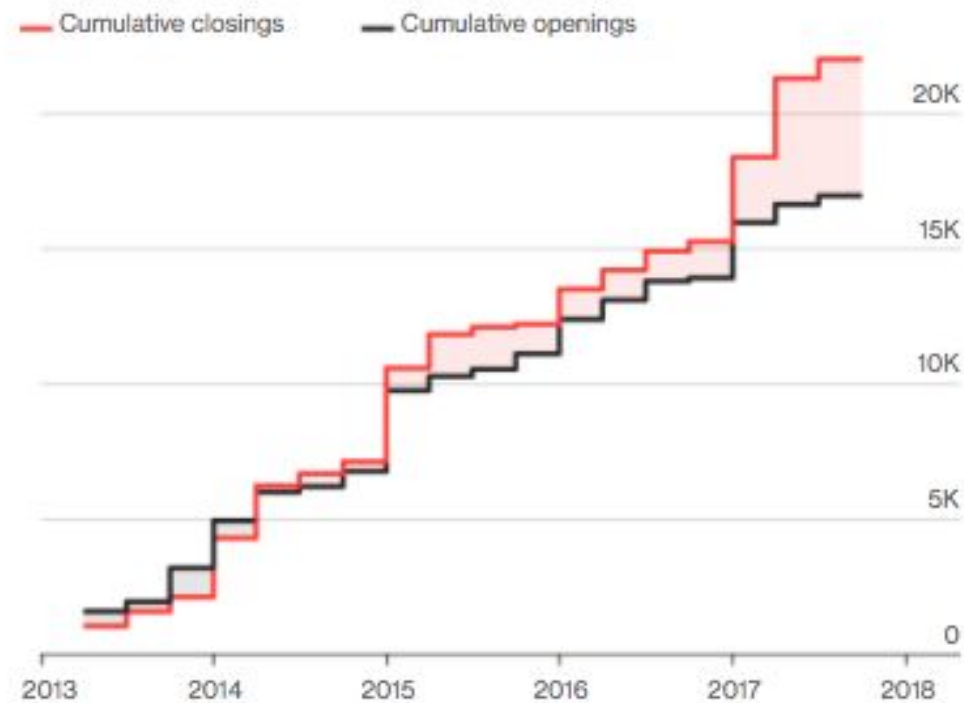
By Matt Townsend, Jenny Surane, Emma Orr and Christopher Cannon

November 8, 2017

The so-called retail apocalypse has become so ingrained in the U.S. that it now has the distinction of its own [Wikipedia entry](#).

The industry's response to that kind of doomsday description has included blaming the media for hyping the troubles of a few well-known chains as proof of a systemic meltdown. There is some truth to that. In the U.S., retailers announced more than 3,000 store openings in the first three quarters of this year.

**Announced store openings and closings**  
Excluding grocery stores and restaurants



Source: ICSC Research Team and PNC Real Estate Research

But chains also said 6,800 would close. And this comes when there's sky-high consumer confidence, unemployment is historically low and the U.S. economy keeps growing. Those are normally all ingredients for a retail boom, yet more chains are filing for bankruptcy and reted

## BUSINESS

# What in the World Is Causing the Retail Meltdown of 2017?

In the middle of an economic recovery, hundreds of shops and malls are shuttering. The reasons why go far beyond Amazon.

DEREK THOMPSON APRIL 10, 2017



MARK BLINCH / REUTERS

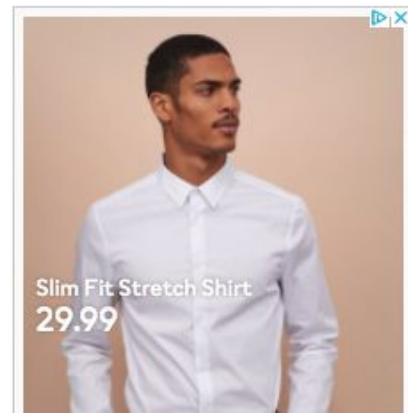
# Coronavirus could trigger a second coming of the retail apocalypse, with a new wave of bankruptcies and store closings expected to sweep the nation

Hayley Peterson Apr 9, 2020, 10:00 AM



The coronavirus pandemic is upending the retail industry. Irene Jiang / Business Insider

- The coronavirus pandemic is forcing thousands of retail stores to close for weeks on end, which is kicking off a downward spiral for department stores and other mall-based retailers that could result in a surge of bankruptcies and permanent store closings.
- "There's never been a fall of this level of retail traffic, and these retailers have very little ability to offset that level of sales decline," said Margaret Reid, senior portfolio manager with The Private Bank at Union Bank.



BIZ & TECH // BUSINESS

# Retail sales crushed by coronavirus in April

Shwanika Narayan | May 15, 2020 | Updated: May 15, 2020 5:29 p.m.

f t e in d p |



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Scott Davidson (left) with Vonnie Davidson, co-owners of Ocean View Brew Works, and David Orth, Vonnie's father, set up a store at Ocean View Brew Works. Some restaurants have taken to selling groceries to make up for lost dining sales.

Photo: Lea Suzuki / The Chronicle

April saw the worst monthly decline in U.S. retail sales on record, reflecting the impact of the coronavirus pandemic as shelter-in-place orders spread throughout the country and consumers pulled back on spending.

# Retailers, Battered by Pandemic, Now Confront Protests

Even as major chains boarded up stores and halted operations, they largely sought to convey empathy for demonstrators and did not condemn the damage to their businesses.



An employee at the Lone Wolf Cigar Company in Santa Monica, Calif., surveyed the damage done to the store by looters on Sunday. Bryan Denton for The New York Times

LOG IN

SECTIONS

WATCH LIVE: MAYOR LORI LIGHTFOOT, CHICAGO POLICE AND HEALTH OFFICIALS PROVIDE AN UPDATE TO THE CITY

George Floyd fallout: Gov. J.B. Pritzker deploys National Guard to suburbs...



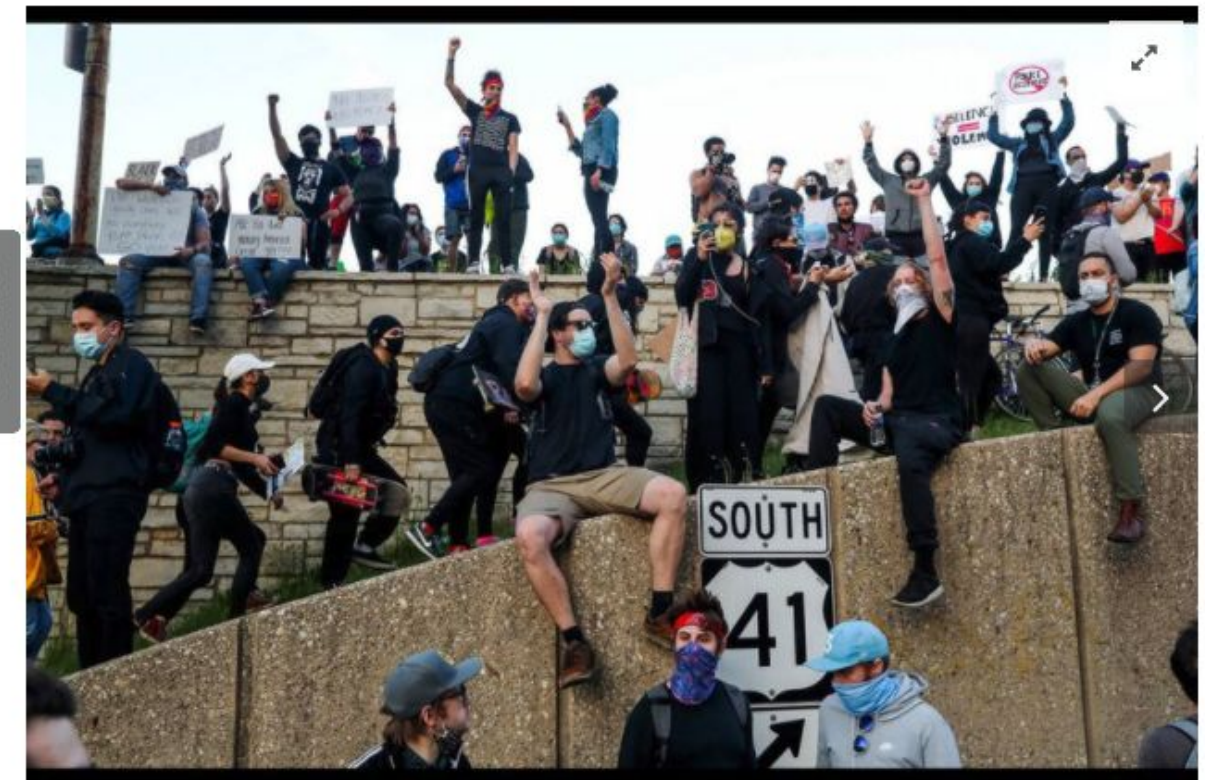
Looting and shattered windows in downtown Naperville as rally turns...



Widespread overshooting protest

## Businesses reeling from pandemic face rebuilding after George Floyd protests give way to looting. 'It's going to take a slow climb to build back from this.'

By ALEXIA ELEJALDE-RUIZ, LAUREN ZUMBACH and RYAN ORI  
CHICAGO TRIBUNE | JUN 01, 2020



Unrest in Chicago

Protesters climb the Irving Park Road ramp to Lake Shore Drive on June 1, 2020, in Chicago. (Armando L. Sanchez / Chicago Tribune)

This week was supposed to mark a milestone for a city looking forward to reopening after nearly three months of being sidelined by COVID-19.

## 1) PROPERTY: Social infrastructure is fundamental to the resilience of our cities and communities.

The businesses and organizations that make up the social infrastructure of our cities (cafe's, restaurants, bookstores, laundromats, childcare, arts spaces, libraries, etc.) provide a public good that often exceeds their pure market value. While they also provide an intangible value to owners or developers who can sometimes subsidize them to increase the profitability of their properties, this is increasingly difficult due to fluctuating market conditions, or as we are witnessing during the COVID-19 pandemic, increasingly fragile due to the vulnerability of these very organizations. Our conclusion is that we cannot leave the design & programming of the ground floor of our cities to the market alone, and should consider this social infrastructure as part of the public domain, and how it should be subsidized, supported through regulation, and incentivized through tax policy just as we do so for other public goods like affordable housing. This shift in thinking may necessitate a fundamental reconsideration of our conceptions of property and ownership, where the boundary between the commercial and the commons becomes increasingly complex, fluid, and blurry.

*"Cities ... should pull together cluster working groups of business and non-profit representatives and local academics and experts to best assess the impact of the pandemic and pandemic-related response on key clusters and develop medium-range plans."*

-Richard Florida

## 2) GOVERNANCE: Smaller-scale governance entities possess untapped potential to support social infrastructure.

Quasi-governmental entities that operate in between the public and private realms such as Business Improvement Districts (BIDs), Community Benefits Districts (CBDs), Green Benefits Districts (GBDs), Community Development Corporations (CDCs), Merchants' Associations, and other "District Managers" exist at a scale between individual property owners and the municipality, are nimble and have the ability to influence or control what programs are offered and what uses or activities are allowed in the ground floor of our city, and are important in both channeling market forces as well as providing a counterbalance between the "local" and the "global." Empowering these district managers to provide governance, curation, and a nimble, experimental environment where innovation can be incubated and deployed throughout the city. We recommend the City examine the possible establishment of a series of Community Innovation Districts (CID's) where zoning and other policies could be relaxed to empower existing or new CBDs/BIDs/GBDs/CDCs to work with developers, property owners, residents, and community groups to experiment with alternative arrangements of retail, commercial, and public space within a proscribed area and for a set period of time, with the intent of producing innovative models that could be codified into city policy.

## 3) PROGRAMMING: Public policy must relax constraints & allow for experimentation in new retail & ground-floor programming models.

Globally, there is a high degree of experimentation in alternative retail formats, ground floor activation, and models for incubation and curation of rich environments with hybrid mixtures of commercial and common space, but locally, regulations, insurance policies, and lending all lag woefully behind, and unnecessarily constrain innovation. We desperately need to develop rapid, highly-responsive, and nimble methods for tinkering with public policy. The COVID-19 pandemic offers a unique opportunity for this kind of experimentation, where the widespread relaxation of codes and regulations that have allowed the highly experimental appropriations of spaces for emergency facilities such as hospitals and other first-responder centers, or the opportunistic reformatting of food & beverage or other retail stores in a desperate attempt to stay open for business and provide critical goods and services could be extended beyond this immediate crisis to address the slow-moving crisis that preceded it. In the aftermath of this crisis as we attempt to reboot our cities, we will need to deploy many of the same strategies gleaned from these crisis-driven experiments in policy, programming, and financing tactically and at small, localized scales so that we can create rapid feedback loops to develop best practices that can be scaled to address the longer-term structural problems that instigated the retail apocalypse.

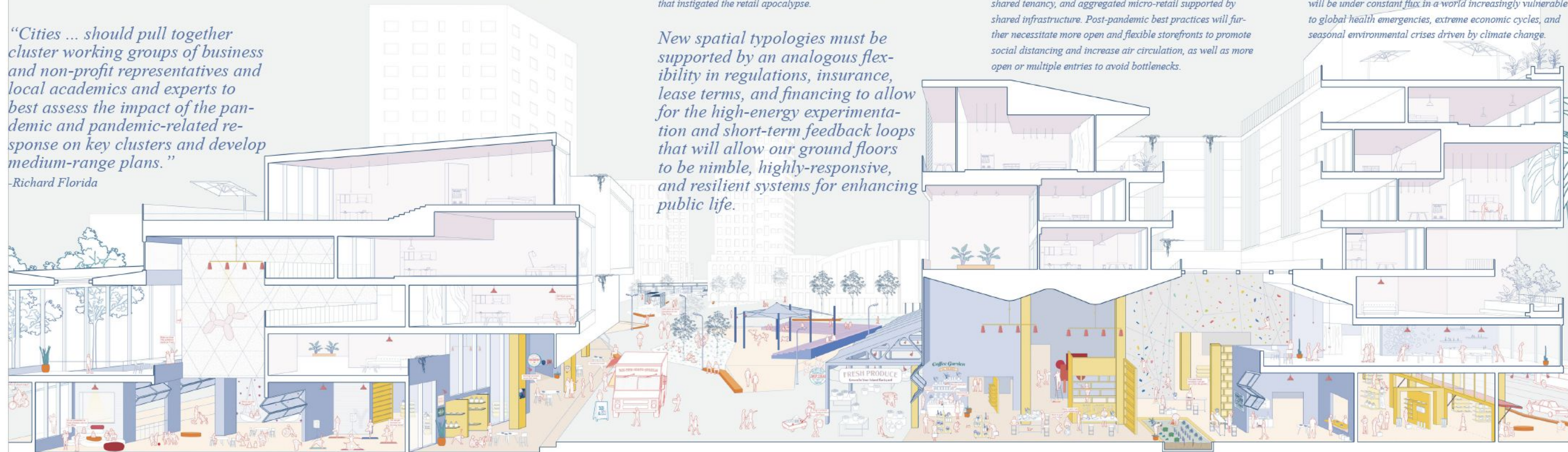
*New spatial typologies must be supported by an analogous flexibility in regulations, insurance, lease terms, and financing to allow for the high-energy experimentation and short-term feedback loops that will allow our ground floors to be nimble, highly-responsive, and resilient systems for enhancing public life.*

## 4) SPACE: The design of the ground floor must evolve to meet the changing needs of an increasingly fluid and volatile market.

The architecture of the street can no longer default to static and generic typologies, but must accommodate the increasingly common rapid fluctuations in consumer habits, social practices, and market conditions driven by boom / bust economic cycles, global pandemics, & climate change. The innovations in retail and hybrid uses that are being experimented with during this crisis must find their analogue in the physical configuration of the spatial infrastructure that supports them, with emphasis on flexibility, hybridity, and rapid-responsiveness. The storefront itself needs to be recovered from the banality of the generic and undifferentiated wall of glass that is so typically an afterthought of contemporary development and made more porous, more operable, and more varied in depth and width to respond to the fluctuating and fuzzy boundary between public space and commercial space. Behind it we must provide a wider variety of more flexible spatial typologies that can accommodate a broader range of uses like PDR / maker space, hybrid production / consumption spaces, arts & culture centers, temporary pop-ups, micro- and nano-retail, co-tenancy, night markets, and even live / work or residential. These typologies range from the tall ceilings and long span mass timber structures of Sidewalk Lab's "Stoa" concept, to layered or arcaded storefronts, "market hall" models with shared tenancy, and aggregated micro-retail supported by shared infrastructure. Post-pandemic best practices will further necessitate more open and flexible storefronts to promote social distancing and increase air circulation, as well as more open or multiple entries to avoid bottlenecks.

## 5) SURFACE: The interior of the ground floor, the street, and the public realm must be designed as a continuum of social and physical infrastructure.

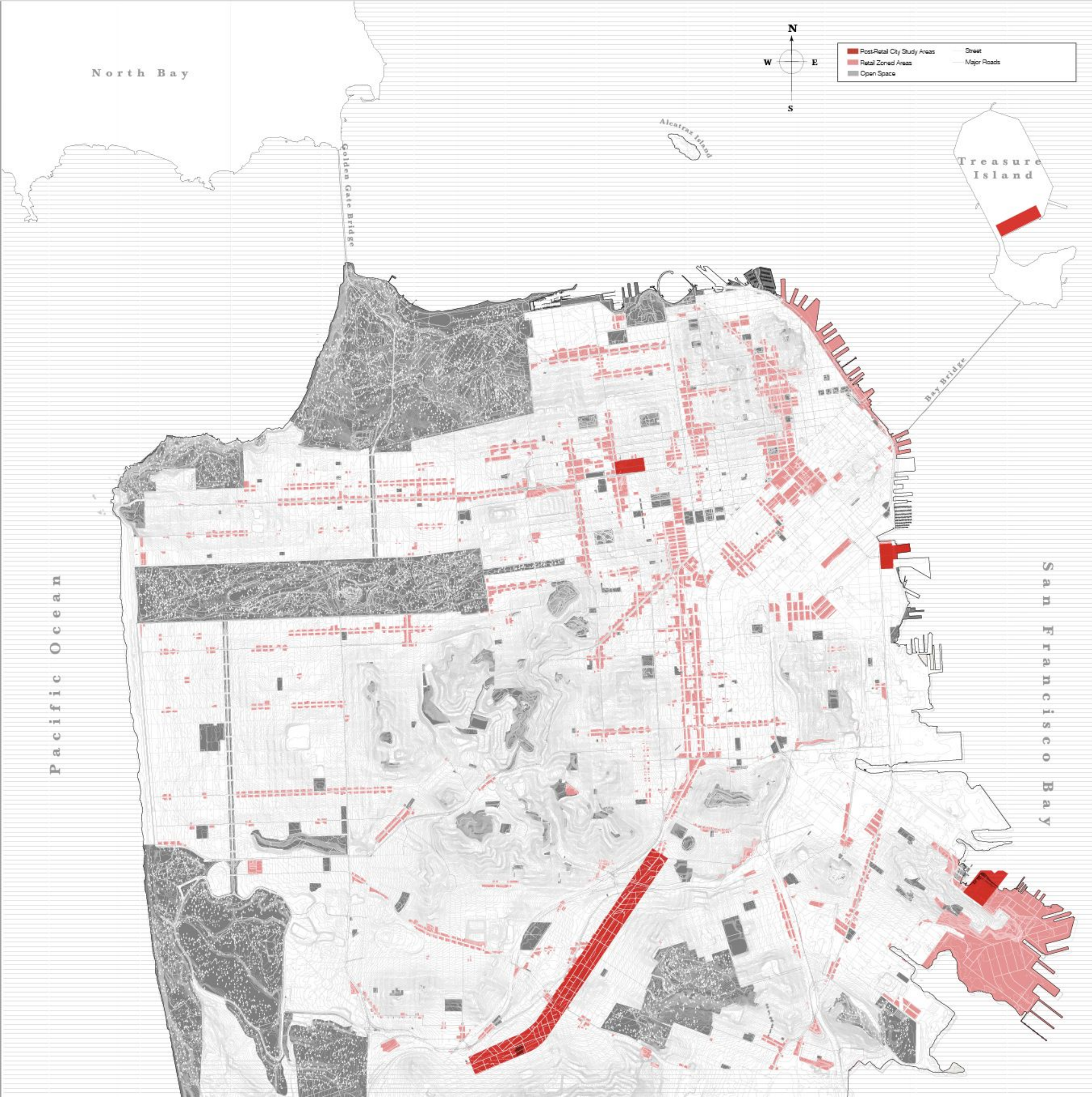
The ground itself should be designed as a continuous surface that unites inside and outside and acknowledges and manages the gradient of ownership and uses from public to private. The boundary between the space of commerce and the commons is fluid, in constant fluctuation, and the surface upon which these sometimes contradictory and sometimes complementary domains operate must also be designed to be responsive and support multiple and changing uses and activities. The design of the ground must overcome the binaries of inside/outside, street/sidewalk, public/private and rather incorporate more subtle and flexible boundary elements, utility infrastructures, surface treatments, and height variations to manage the flows of vehicles, people, & goods, and support both fixed and changing uses over multiple timescales. In a Post-COVID-19 world, the well-managed return to the streets as we lift Shelter in Place will demand both indoor and outdoor spaces that are more open, with fewer bottlenecks and better circulation to promote social distancing and reduce airborne transmission. The markers of safe social distance and managed foot traffic flow that have already been taped out on the ground will become permanent features of a redesigned surface that must respond to the fluctuations of social norms in public life that will be under constant flux in a world increasingly vulnerable to global health emergencies, extreme economic cycles, and seasonal environmental crises driven by climate change.



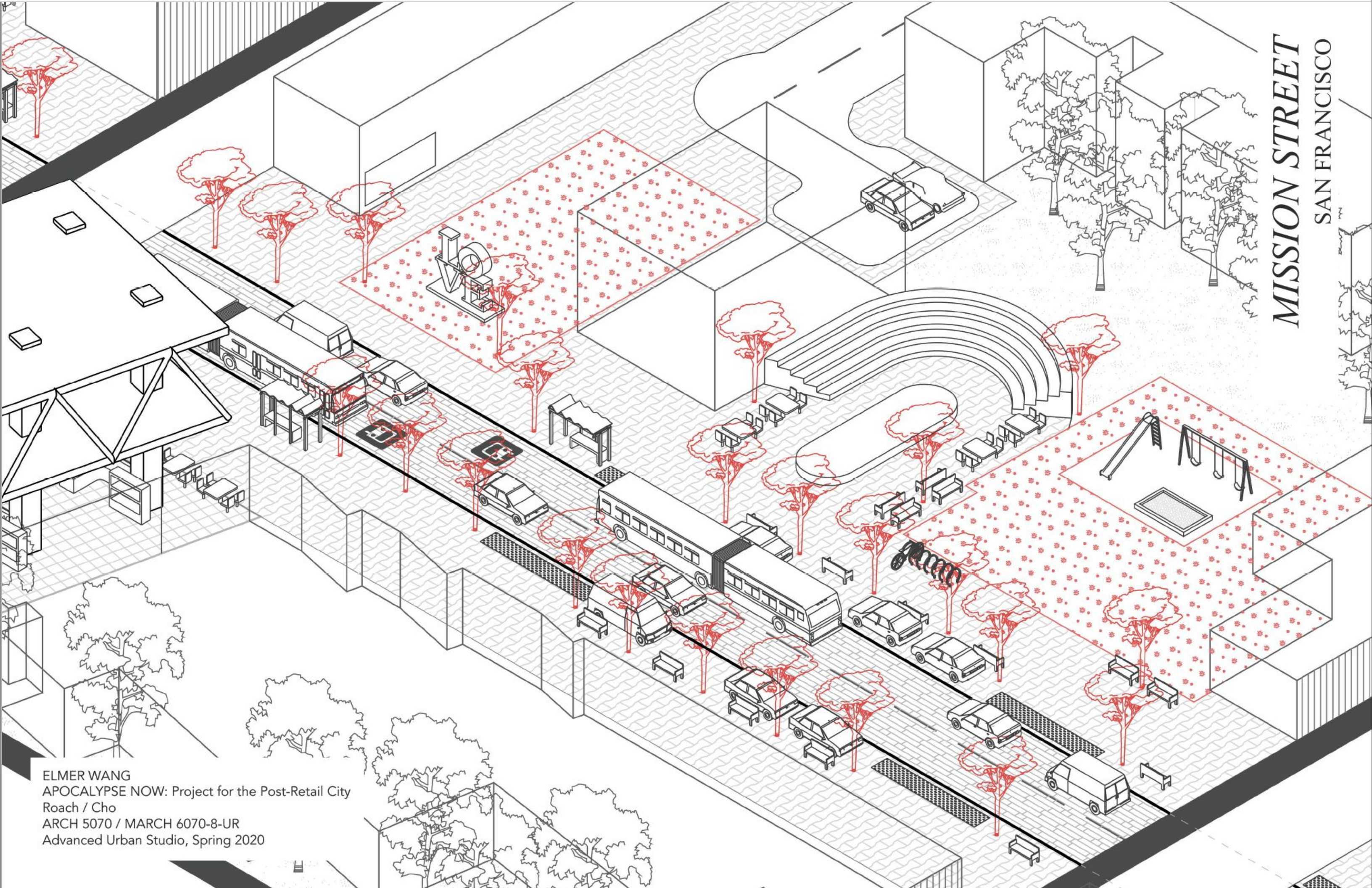
# The Post-Retail COVID-19 City : a Provisional Manifesto

# 5 PROJECT SITES:

- 1) *Treasure Island*
- 2) *Mission Rock*
- 3) *India Basin*
- 4) *Japantown*
- 5) *Outer Mission*



# MISSION STREET SAN FRANCISCO



ELMER WANG  
APOCALYPSE NOW: Project for the Post-Retail City  
Roach / Cho  
ARCH 5070 / MARCH 6070-8-UR  
Advanced Urban Studio, Spring 2020

# Outer Mission/Excelsior

Very Long First-Floor Retail sector. Its length is the primary challenge facing the site. Primarily Latino community, with Filipino, Asian, and Black mixed in. Next to no Whites were seen.

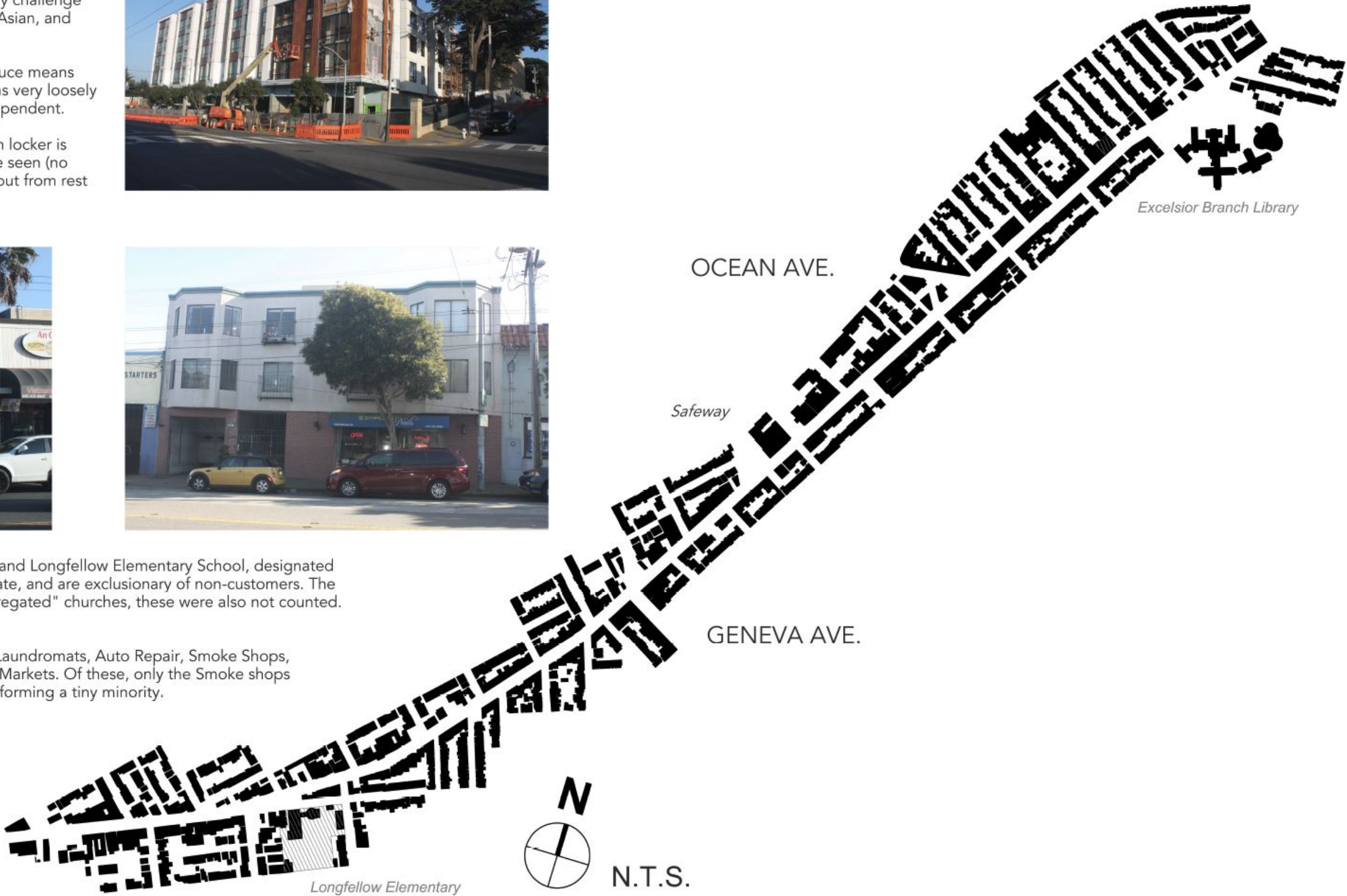
Numerous Farmer's Markets + Safeway selling fresh produce means area is NOT a food desert. Many small eateries with chains very loosely sprinkled on. Most restaurants are non-franchise and independent.

Area shows early signs of gentrification, at least 1 Amazon locker is located in close proximity, Rental scooters and bikes were seen (no kiosks, however). "Modern" gentrified apartments stand out from rest of community.



Public Spaces include the Excelsior Branch Public Library and Longfellow Elementary School, designated with diagonal hatch. All other spaces are considered private, and are exclusionary of non-customers. The Post-Office is not counted. There were a number of "segregated" churches, these were also not counted. Many were also not open most days.

First-Floor program consists primarily of Salons/Barbers, Laundromats, Auto Repair, Smoke Shops, Dental/Optomerty, Tax/Legal, Restaurants, and Farmer's Markets. Of these, only the Smoke shops constitute true retail. Other retail locations are scattered, forming a tiny minority.



## Empty Storefronts



Empty Retail not as common as anticipated. More common on each end of the corridor, rarer in the center, where Safeway and larger retail storefronts are located.

Centerfold is flanked on two sides by major streets: Ocean Ave and Geneva Ave.

## Retail Typologies



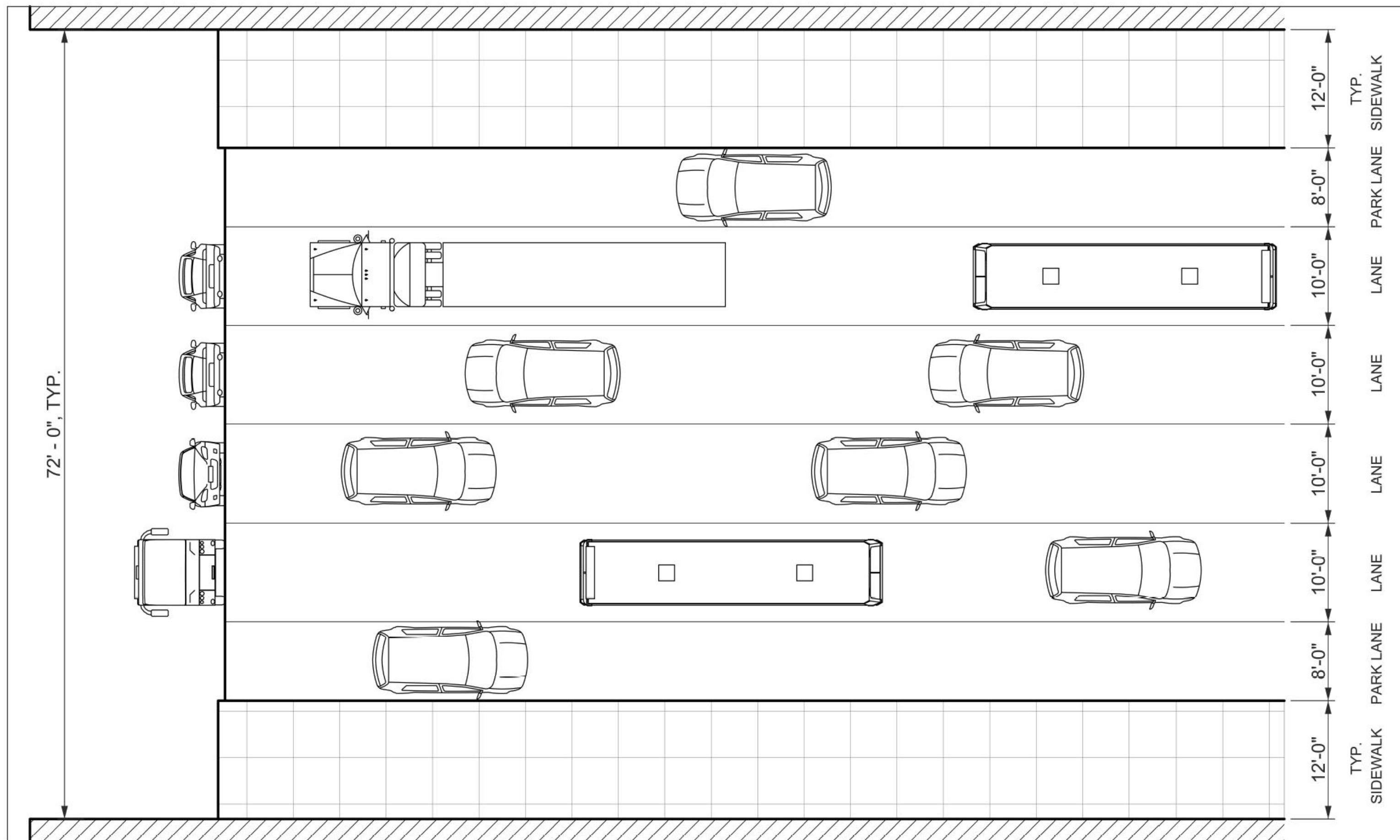
With few Exceptions, Chains and other Corporate entities tend to have grandiose structures with tall storefronts despite only having a single interior level. Contrast with "Mom and Pop" stores which are the same height only if they are two-level.

## Public Spaces



The Excelsior Branch of the San Francisco Library features the only place in the corridor where one may sit down without being honked at by a bus driver.

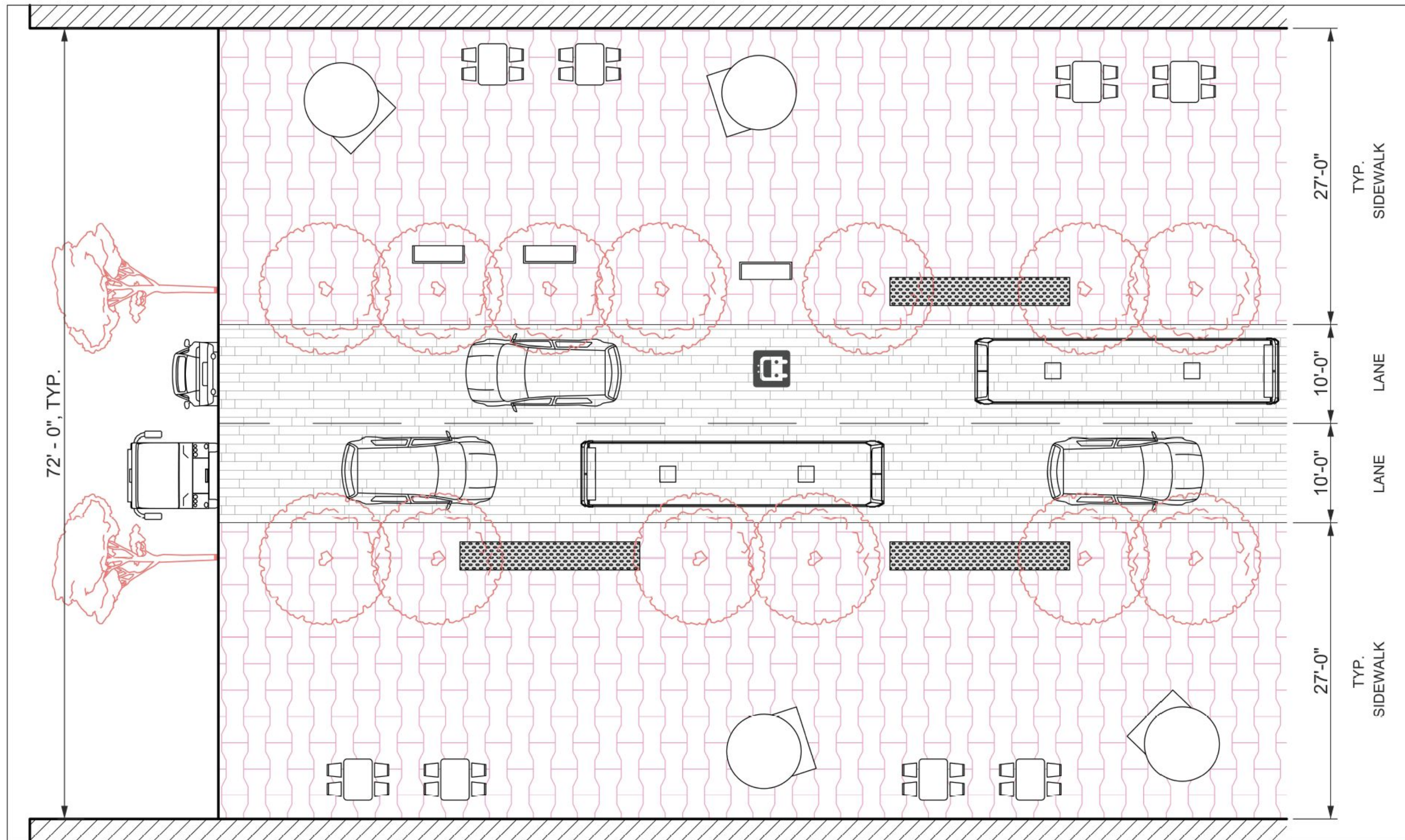
On the topic of Transit, MUNI line 14 and 14X run the full length of the corridor, and BART stations flank both ends



# MISSION STREET - Typical Existing Street Plan and faux Section

Mission St. is considered one of several areas with high traffic fatalities. - SOURCE: Excelsior/Outer Mission Neighborhood Strategy, 2018

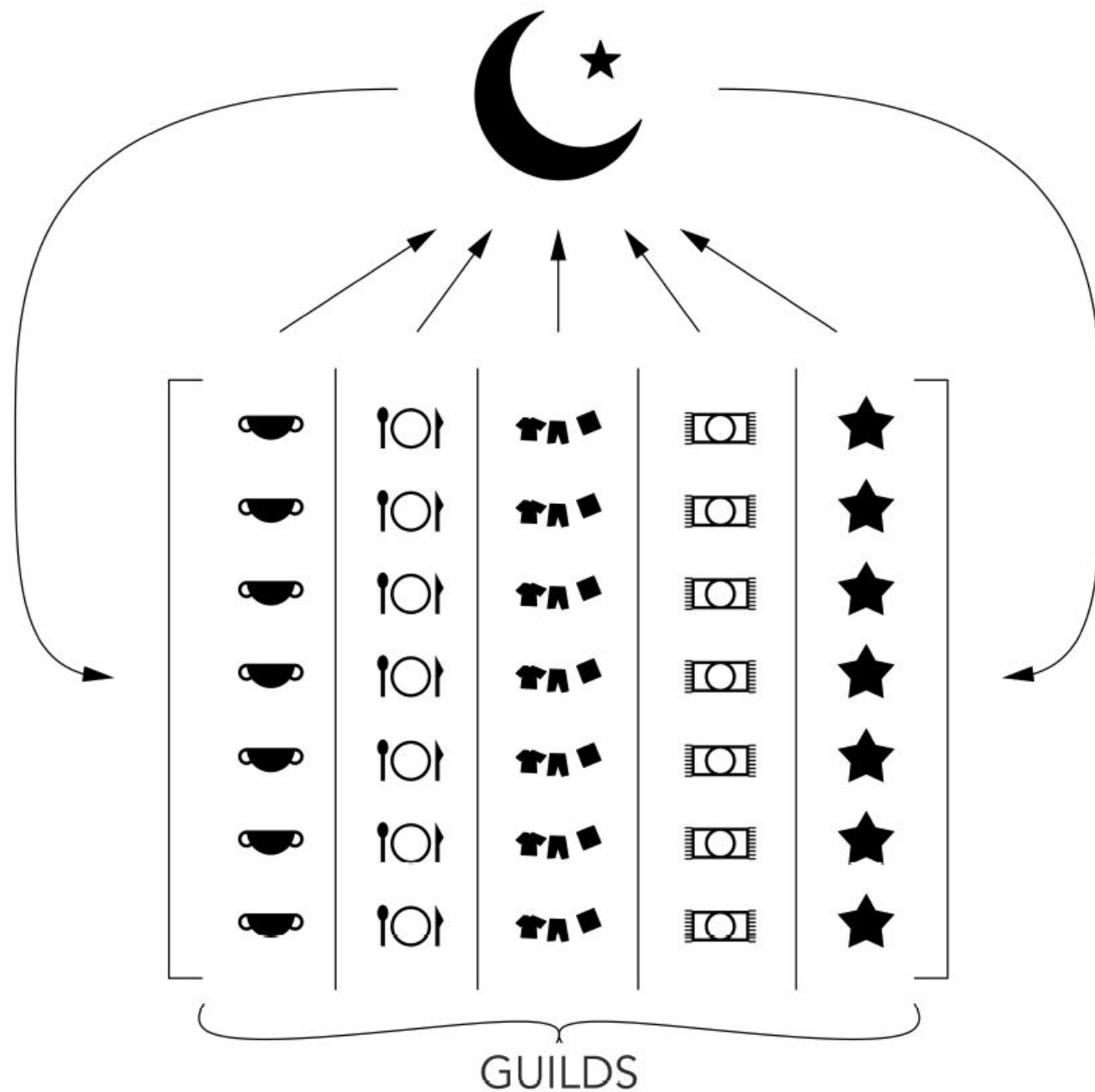
1/8" = 1' - 0"



# MISSION STREET - Typical Proposed Street Plan and faux Section

Mission Street reduced to to lanes of traffic with wider sidewalks able to support a variety of outdoor programs and mini-structures.

1/8" = 1' - 0"



The Grand Bazaar was formerly organized as a series of guilds centered on a single class of item (gold, antiques, denim, etc.). Like Merchants engaged in a sort of coopection, setting price floors, lobbying for the mutual benefit of their merchandise class, etc., all while being in competition with each other to deliver better goods to customers than the others. Profits from all the guilds then benefited the mosque.

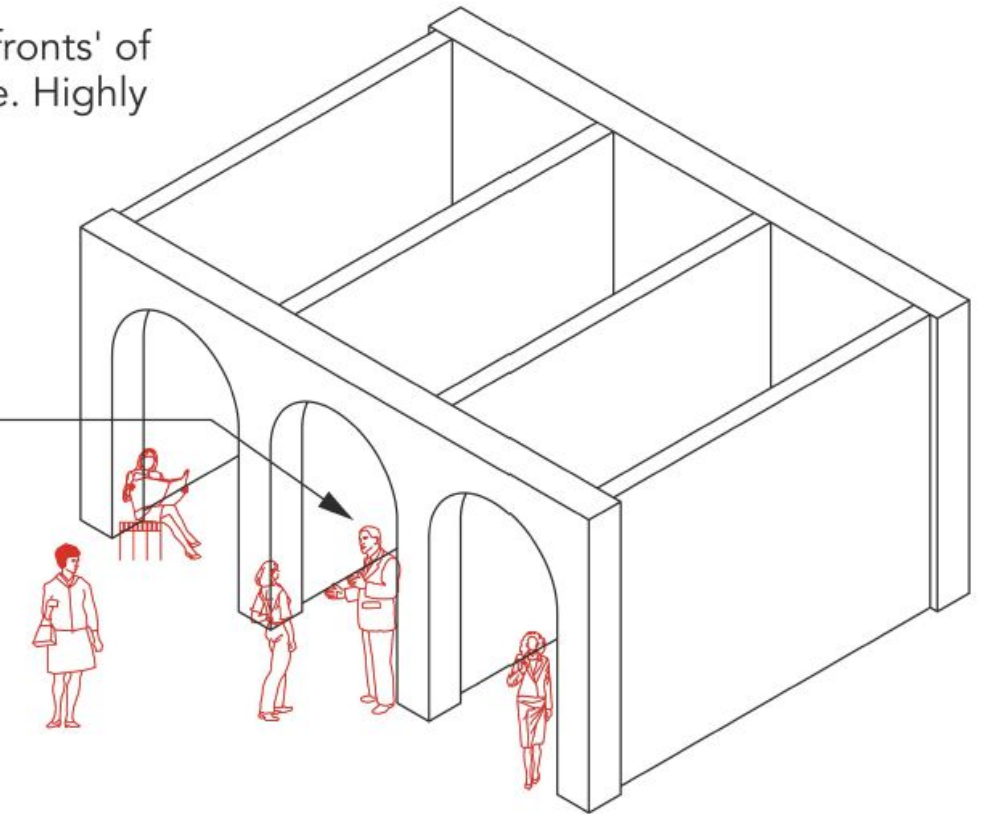
The mosque then invested in the bazaar as a whole, benefitting all the merchants in turn. The Mosque could be seen as a unilateral early version of a B.I.D. in this sense. (It was not explicitly obligated to re-invest in the Bazaar)

## GRAND BAZAAR - Precedent Study: Organization

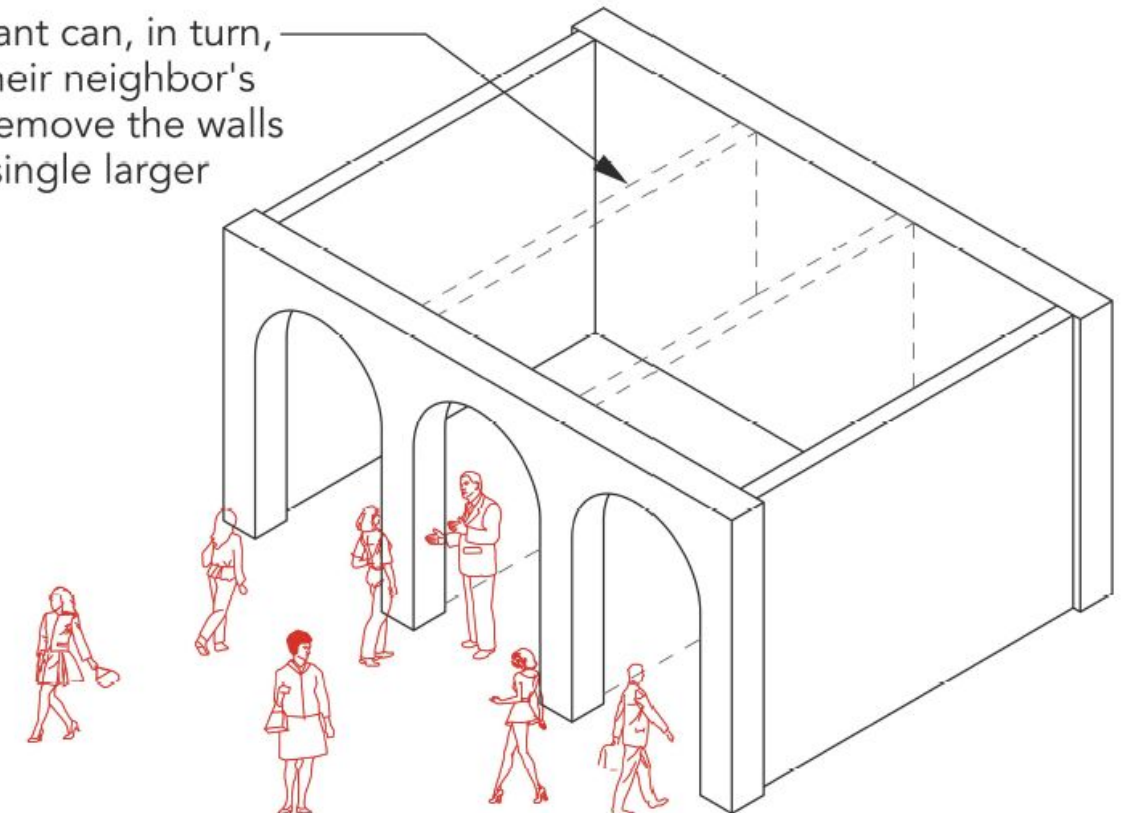
Organizational Scheme of the Grand Bazaar. Guild's don't exist anymore, but their influence lingers.

Multiple tiny 'storefronts' of similar merchandise. Highly dense, anarchic.

In this example, one merchant does better than their neighbors.



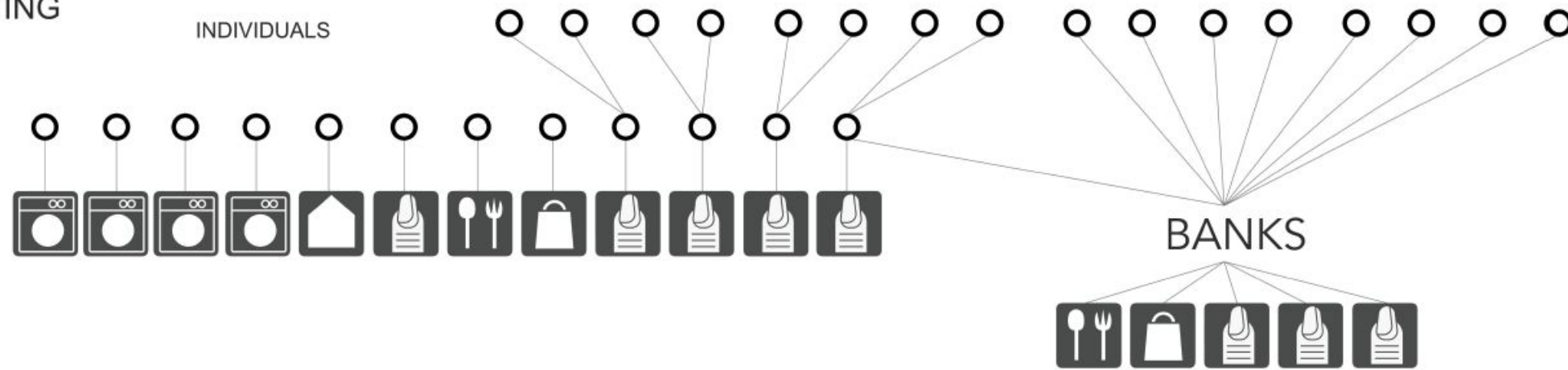
This merchant can, in turn, purchase their neighbor's slots, and remove the walls creating a single larger storefront.



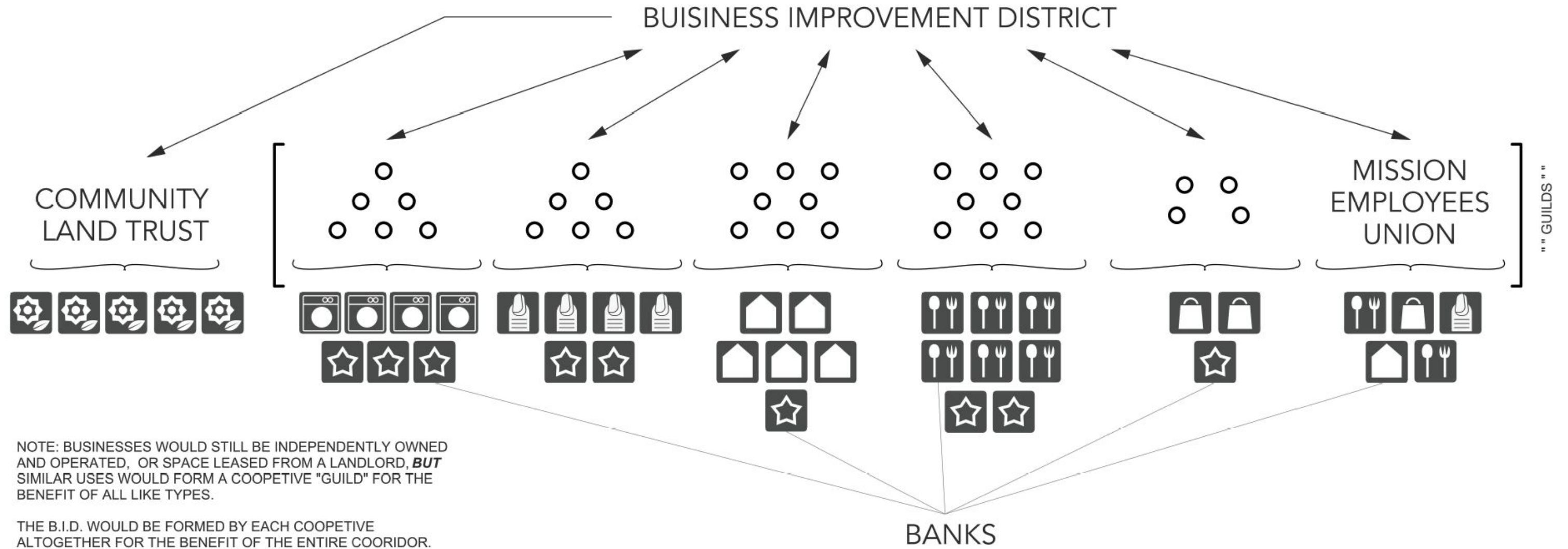
## GRAND BAZAAR - Precedent Study: Structure

Successful Businesses will expand sideways to encompass multiple "Arches"

## CURRENT **ASSUMED** EXISTING OWNERSHIP MODEL



## PROPOSED ALTERNATIVE OWNERSHIP MODEL

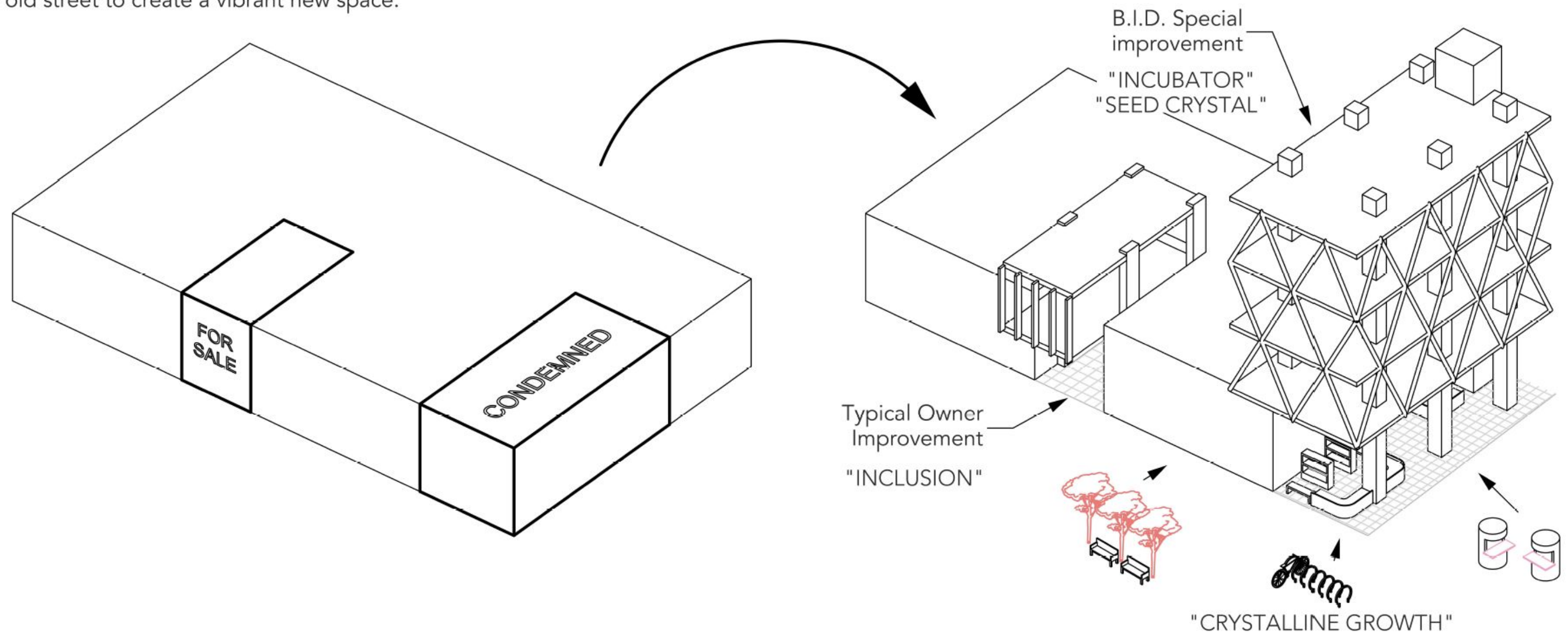


## MISSION STREET - Existing and Proposed Organizational Structure schemes

The B.I.D. may curate incubator spaces on first floors instead of retail. Zoning of the area would be opened for more diverse programs.

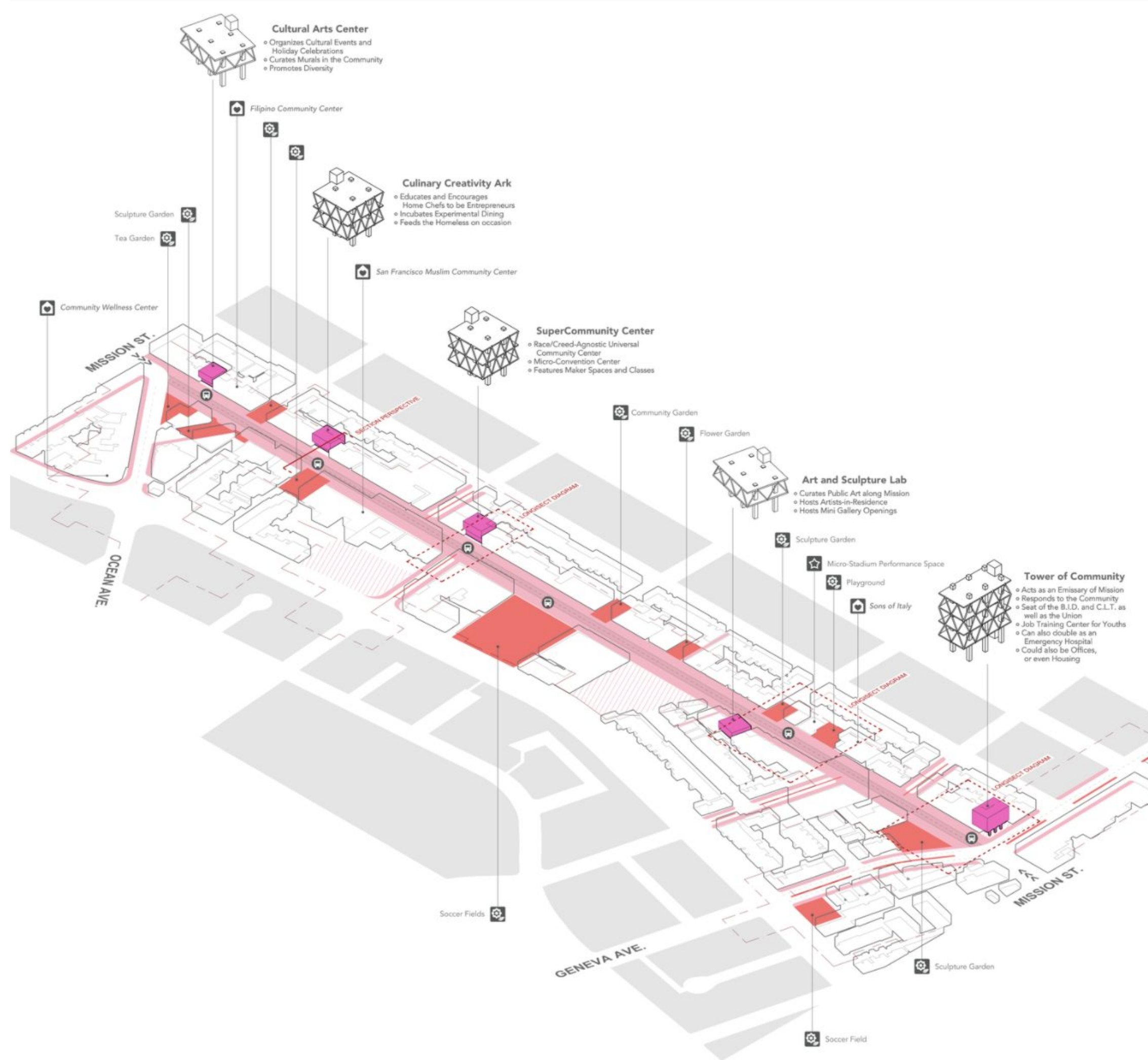
"Inclusions" are a gemology term used here as a metaphor. In gemology, and inclusion is a natural occurrence where a crystal, in the process of forming, envelops another object in its environment that is distinct from itself. In some gems, it is seen as a flaw, but in others, Inclusions are seen as lending character to the gem, increasing its value. Here the term has double meaning: the owner-improvement is done separately from the B.I.D., and would likely be architecturally distinct from the B.I.D.'s building style, but exists within the context and space of the B.I.D., whose actions and improvement would come to surround them. Additionally, the word itself implies inclusiveness and accessibility - one of the goals of this proposal.

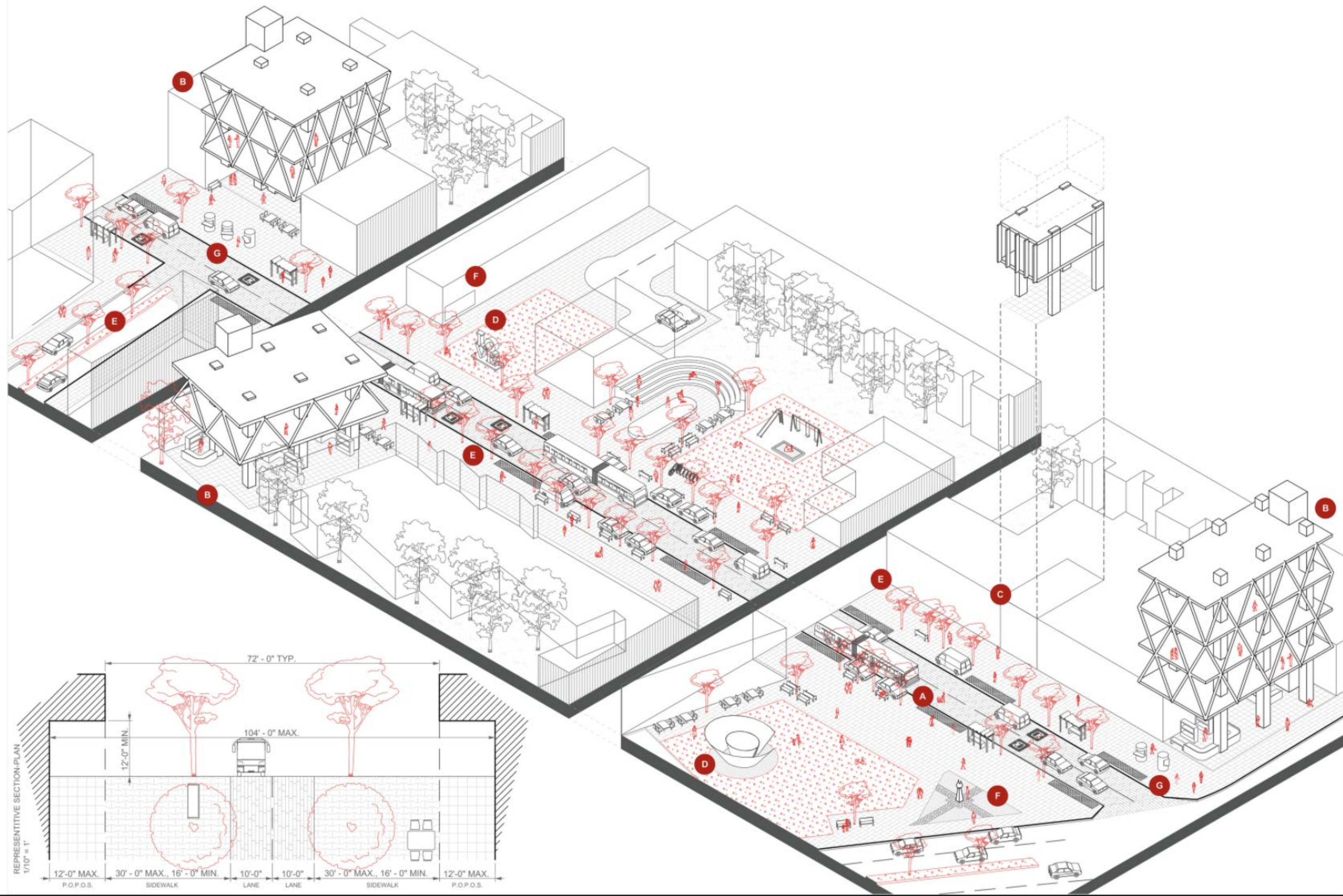
"Seed Crystals" are another gemology term, used as a metaphor. To grow a gem artificially for example, a suitable substrate must be provide for the crystallization process to expand out from. So if one wishes to grow diamonds with free carbon, a tiny diamond must be provided as a catalyst for the formation of more diamond, almost like a "template" for the carbon to latch onto and imitate. In the context of this Proposal, the Incubators are the seed crystals which start process of transforming Mission St, acting as a Catalyst for the continuing development of Mission Street. Starting from the establishment of the Incubators, activities in them would start to spill out into the public. Micro-kiosks would pop up. Parks would be built. various other related accessory programs and amenities would spring up around it. In the context of the metaphor, the new street surface and other proposed asets are flowing into and crystallizing around the empty/outdated structure of the old street to create a vibrant new space.

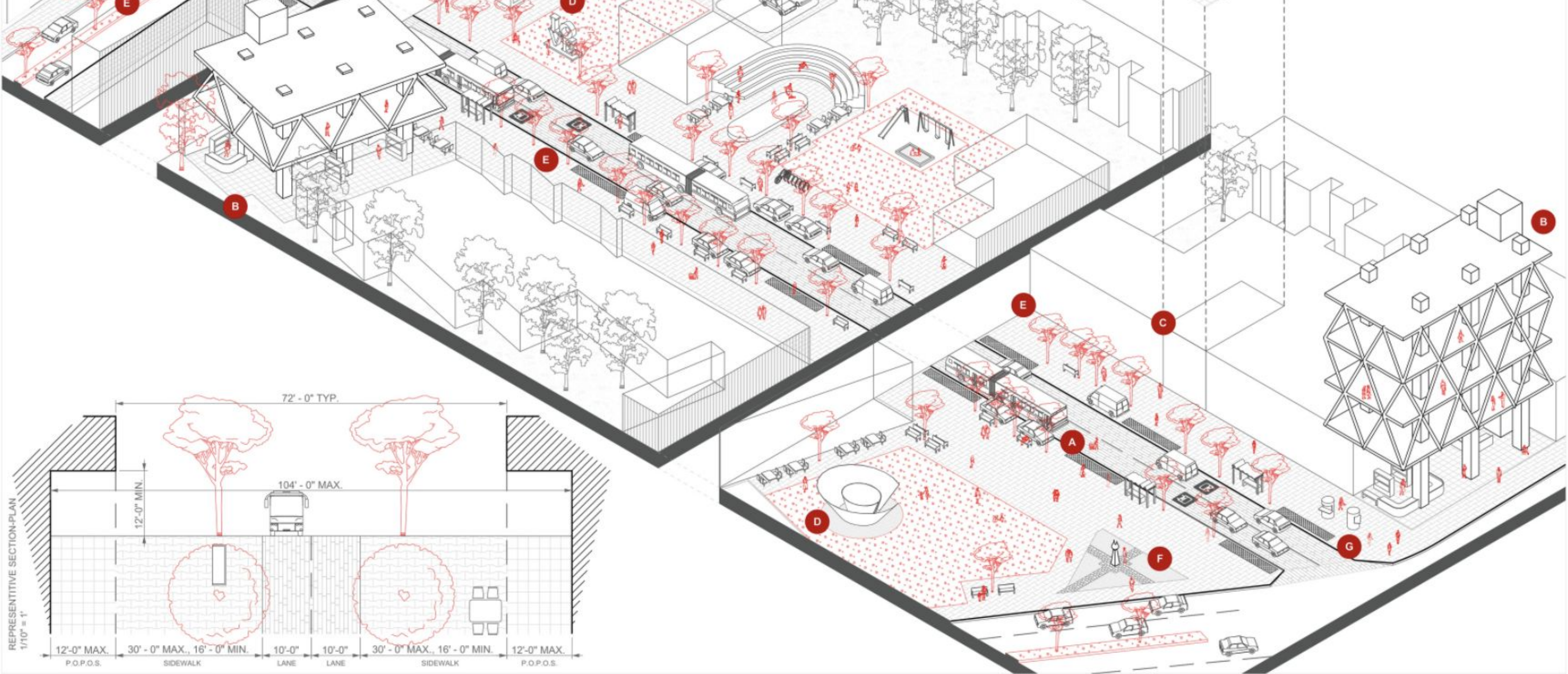


## MISSION STREET - Crystallization System

When buildings 'age-out' or are remodeled, new construction would have the option of building higher and with more floors if the ground floor was made taller, more public, and set back.

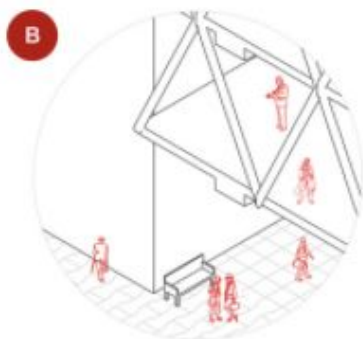






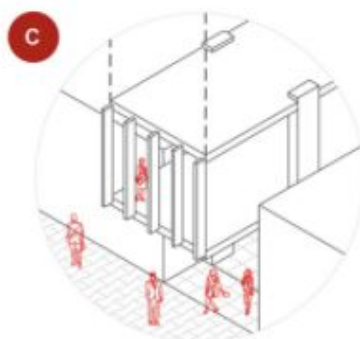
#### WIDER SIDEWALKS

Mission Street is narrowed, and the space reclaimed for pedestrians, with select segments of side parking. Tactile Paving, Trees, and Benches mark the border between pedestrian priority path, and path shared by all types of commuters.



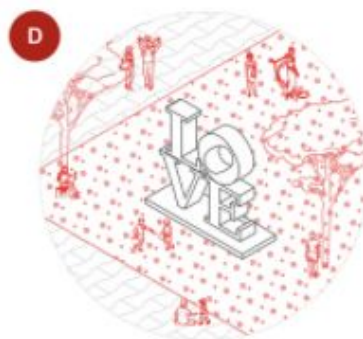
#### LANDMARK INCUBATOR

Select areas of vacant storefronts would be combined into one, wider and taller space. These would have very high and open ground levels with flexible arrangements of incubated retail/dining/etc. Upper levels could contain a multitude of other programs such as art galleries, classrooms, co-working, or Maker space.



#### INCLUSION STOREFRONT

Over time, as businesses turn over, go out, or wish to expand, property owners would have the option of building taller and or with overhang *IF* the ground level is made taller and set-back. The result over time is an undulating retail facade with a variety of different types and heights.



#### PUBLIC ART

Among the things the B.I.D. may concern itself with is the commission and installation of Public Art. Some streets intersecting Mission, as well as select vacant or obsolete storefronts would be reclaimed as public parks, into which this art would be installed.



#### TREES

The arborist kind. Trees line the new expanded sidewalk, providing shade, reducing pollution, and lightening the moods of the community. Trees would be planted wherever they can healthily fit.



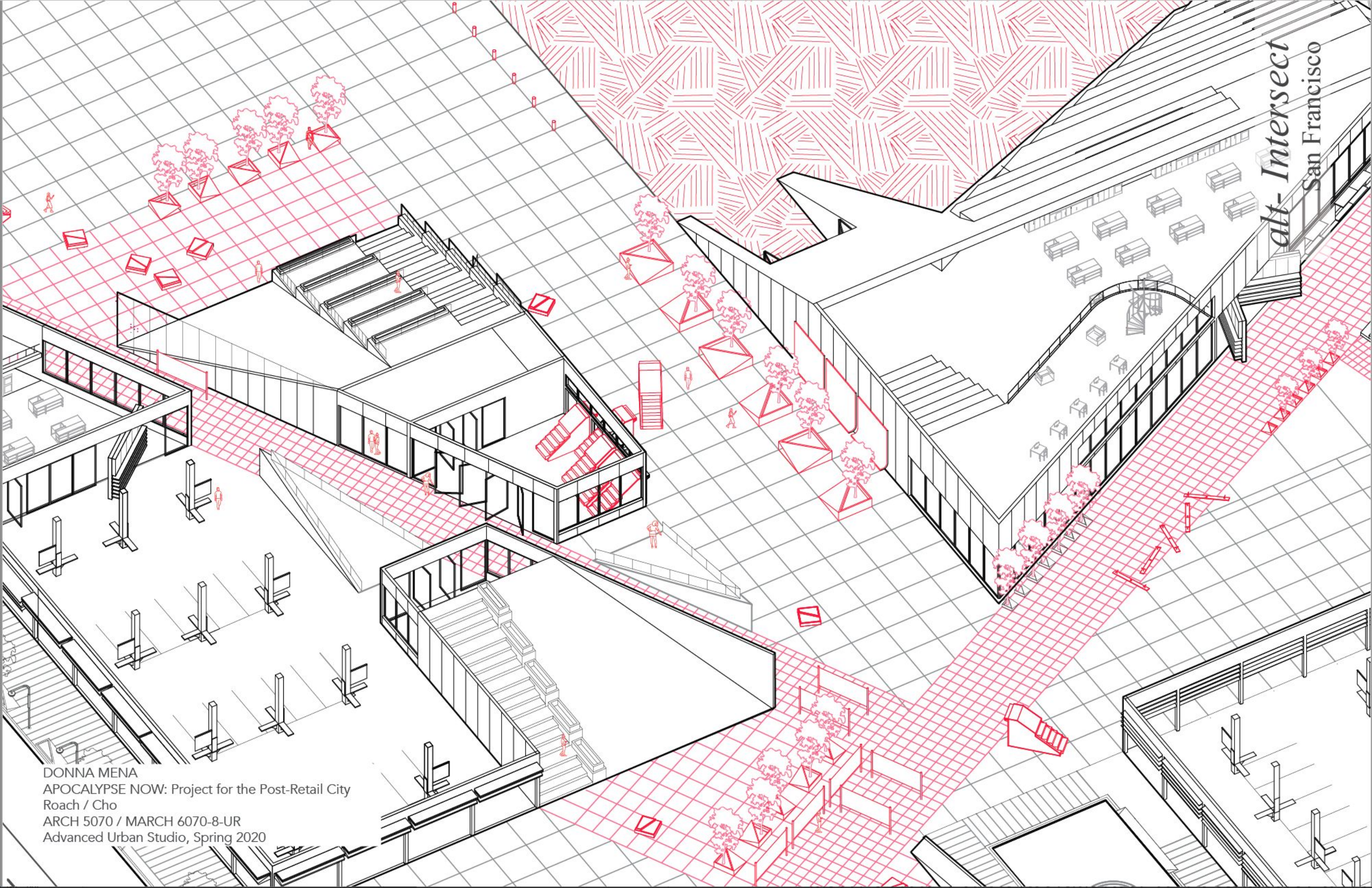
#### MAINTAIN EXISTING COMMUNITY

The B.I.D. would maintain the existing community landmarks and public art such as murals. The B.I.D. and the community would get first dibs on any sale of property and may intervene in transfers of ownership, favoring existing members of the community over outside 3rd parties.



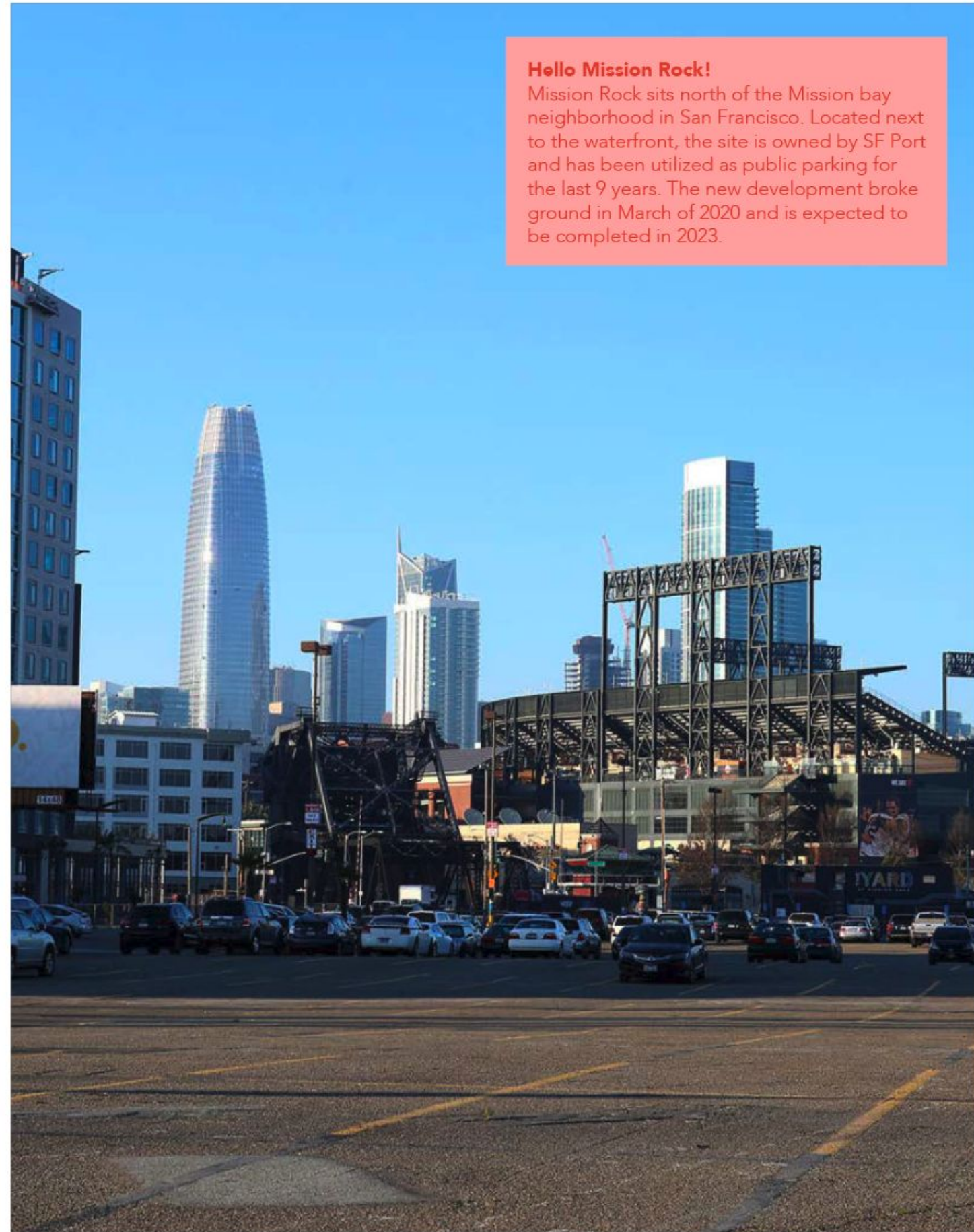
#### MICRO-RETAIL KIOSK

The Micro-retail Kiosk is an informal and flexible type of retail that would attract people to the Incubator and drive engagement. They may be portable and can be deployed for joyous or dire reasons. They would appear outside Incubators and attract customers.

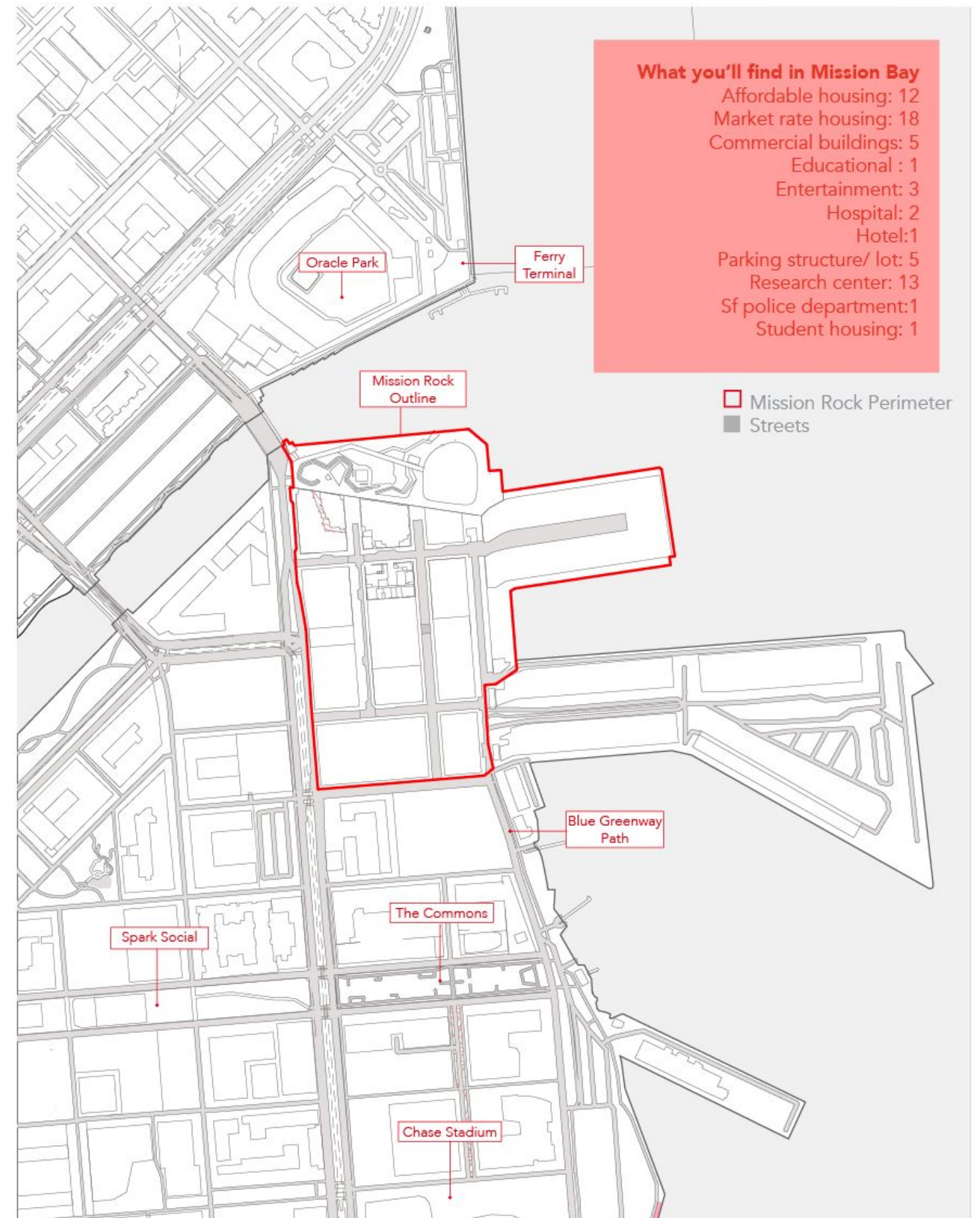


*alt- Intersect*  
San Francisco

DONNA MENA  
APOCALYPSE NOW: Project for the Post-Retail City  
Roach / Cho  
ARCH 5070 / MARCH 6070-8-UR  
Advanced Urban Studio, Spring 2020



*alt- Intersect - Hello Mission Rock!*  
Introduction to Mission Rock.



*alt- Intersect - Site and Surrounding Context*  
Map of Mission Rock and its surrounding context

Oracle Park

no.1



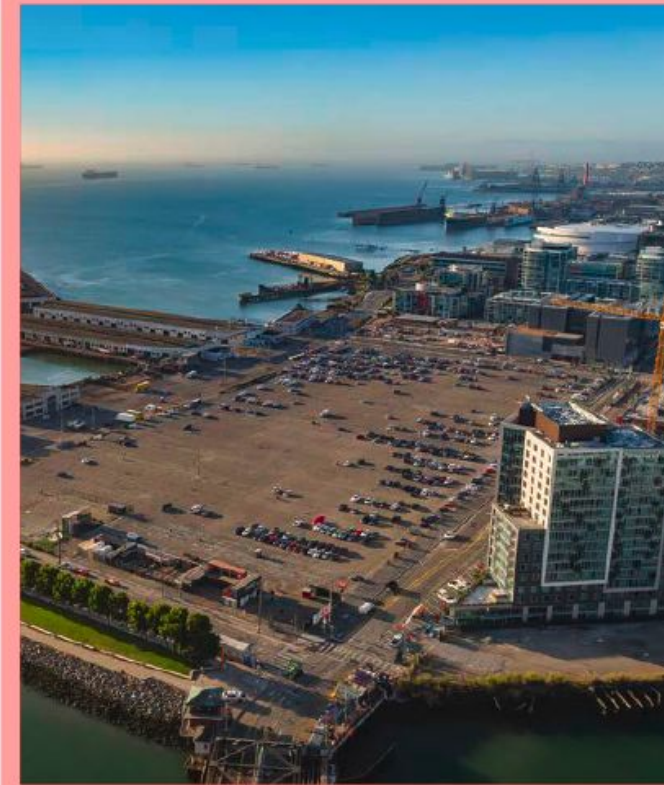
SPARK Social

no.2



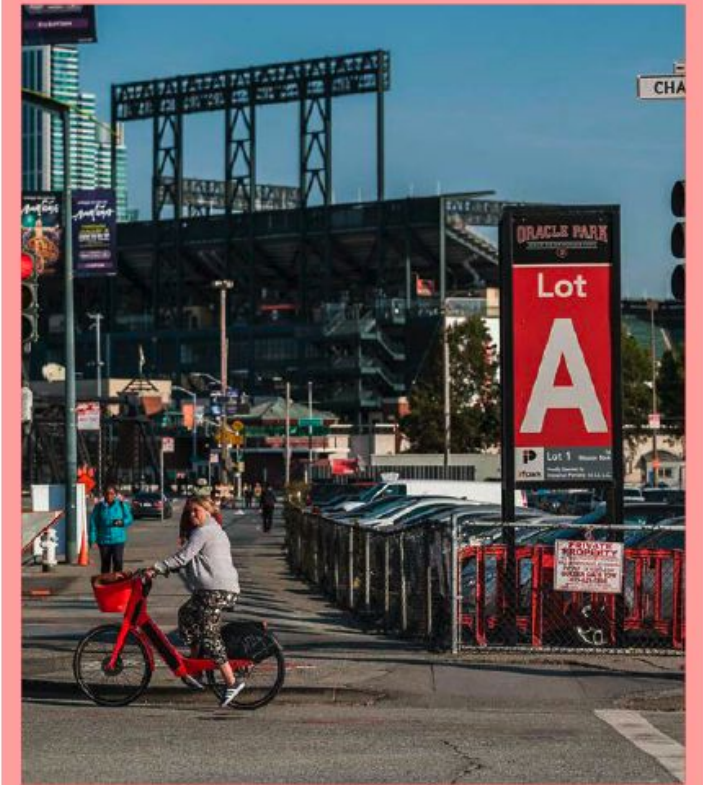
Mission Rock From Above

no.1



Full Lot During Game Day

no.2



Blue Greenway

no.3



Outdoor Space

no.4



Mission Rock From Ground Level

no.3



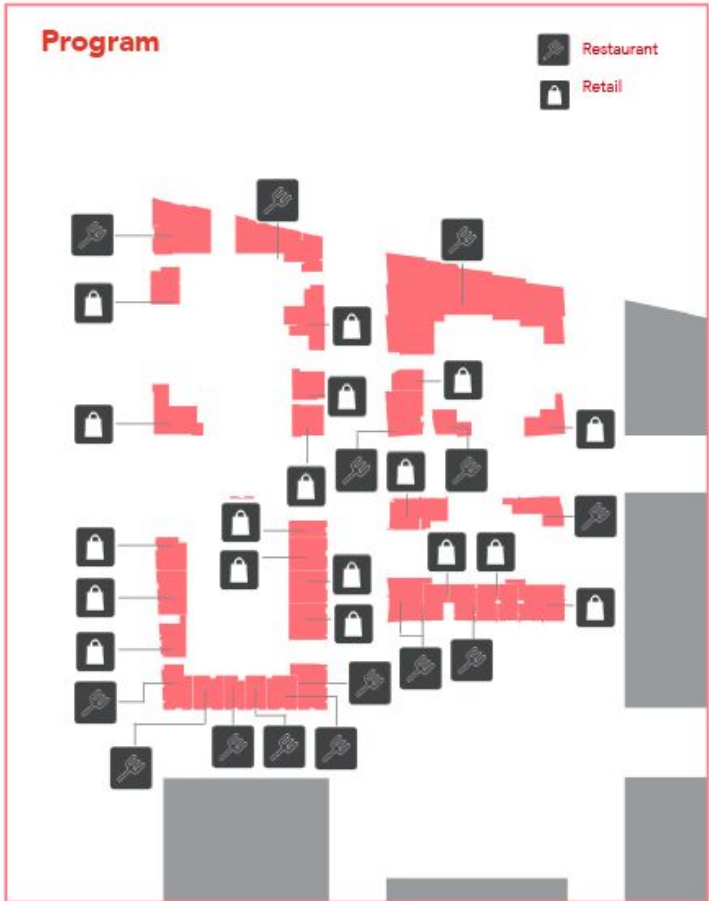
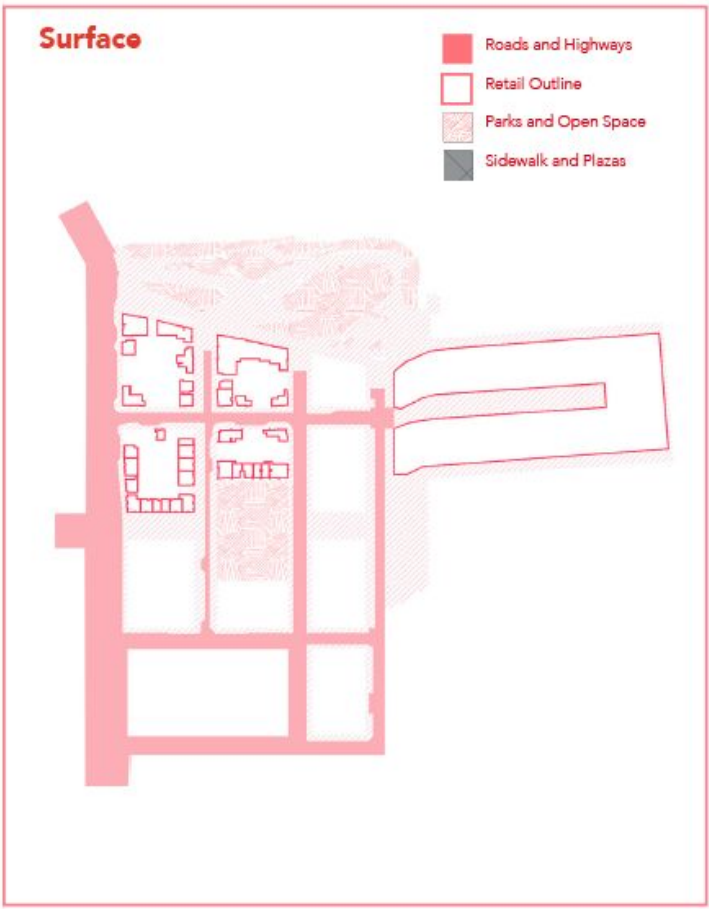
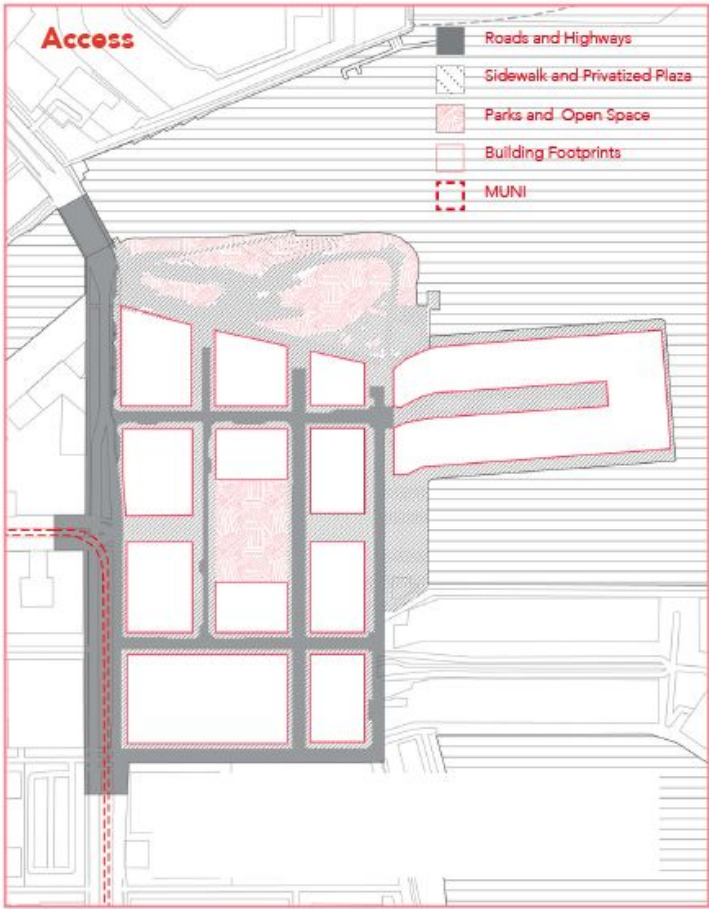
The Yard - PopUp Shop

no.4



*alt- Intersect - Site and Surrounding Context*  
Views of Mission Bay and the surrounding area

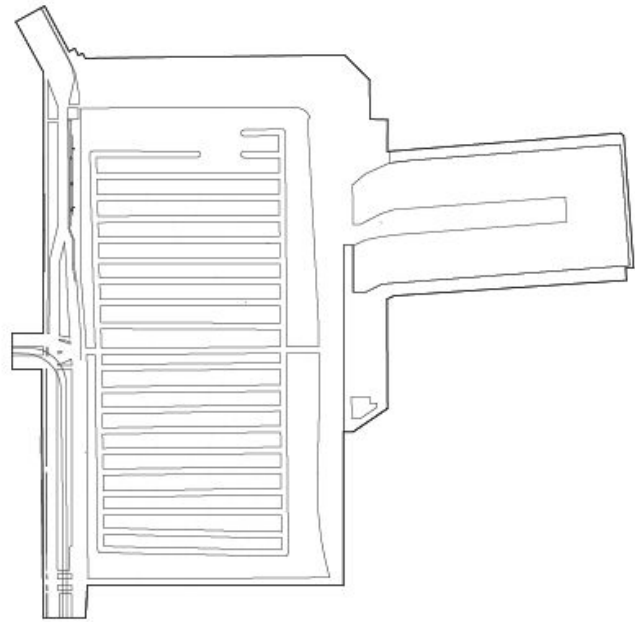
*alt- Intersect - Views of Mission Rock*  
Glimpses of activity at Mission Rock



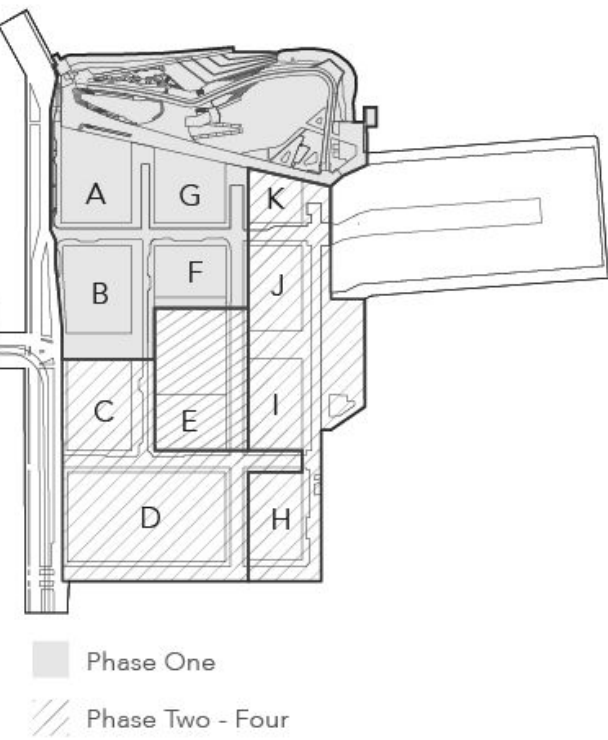
*alt- Intersect - Figure Ground + Governance*  
Site analysis on access, surface condition and program



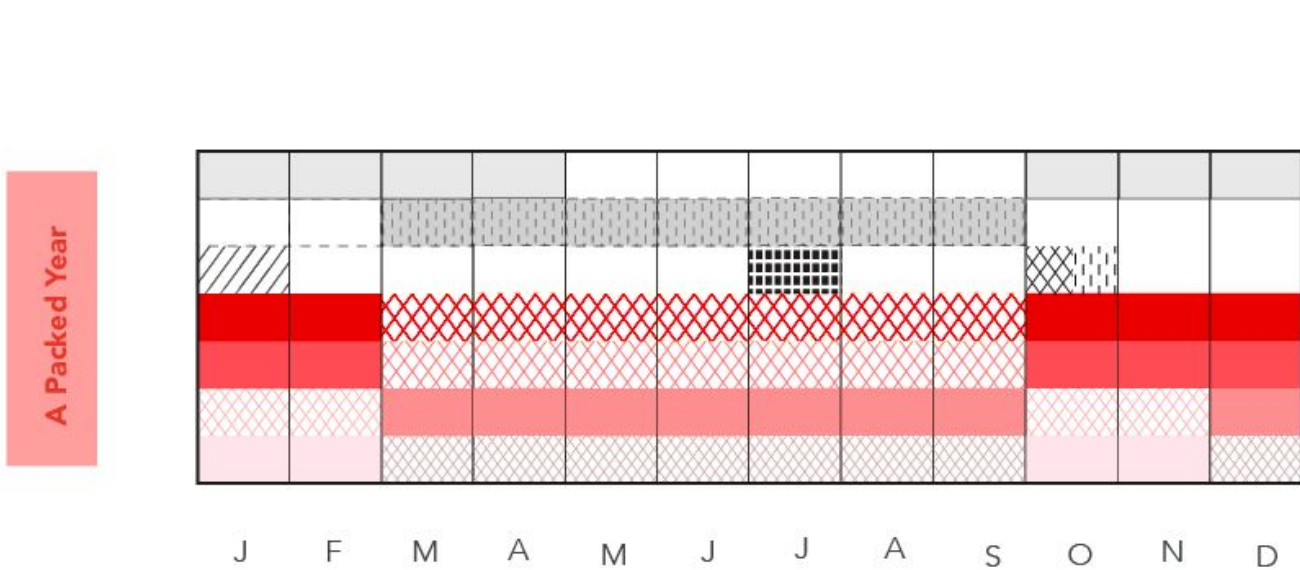
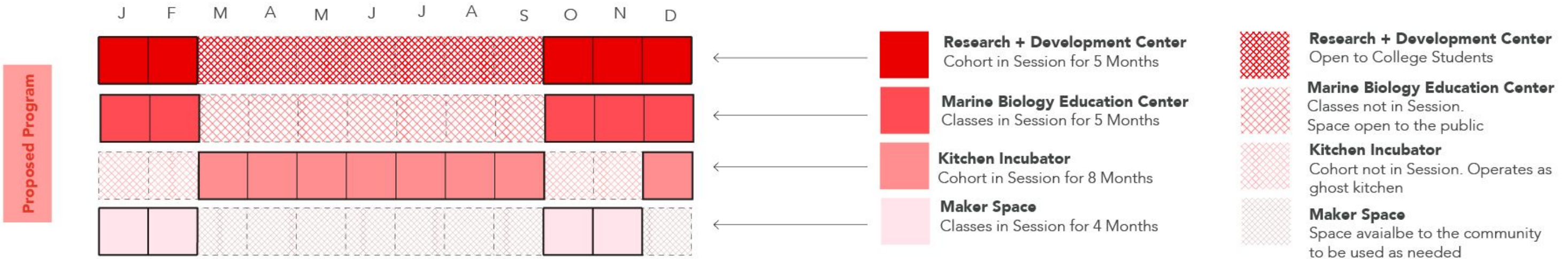
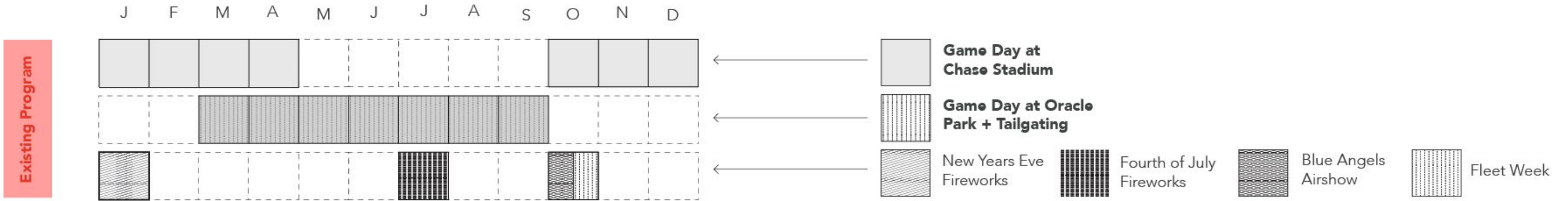
**Before Construction**  
Mission Rock site prior to construction. Held 2000+ parking spots. Served primarily to both Oracle park and Chase Stadium



**After Phase One**  
View of Mission Rock after phase one completion. Site is broken down into four phases. Phase one is expected to be completed by 2022, however the timeline for the remaining 3 phases is unknown. For the sake of this proposal, I am focusing on the area designated under phase two - four.



*alt- Intersect - Site + Phasing*  
Mission Rock and its multiple phasing segments

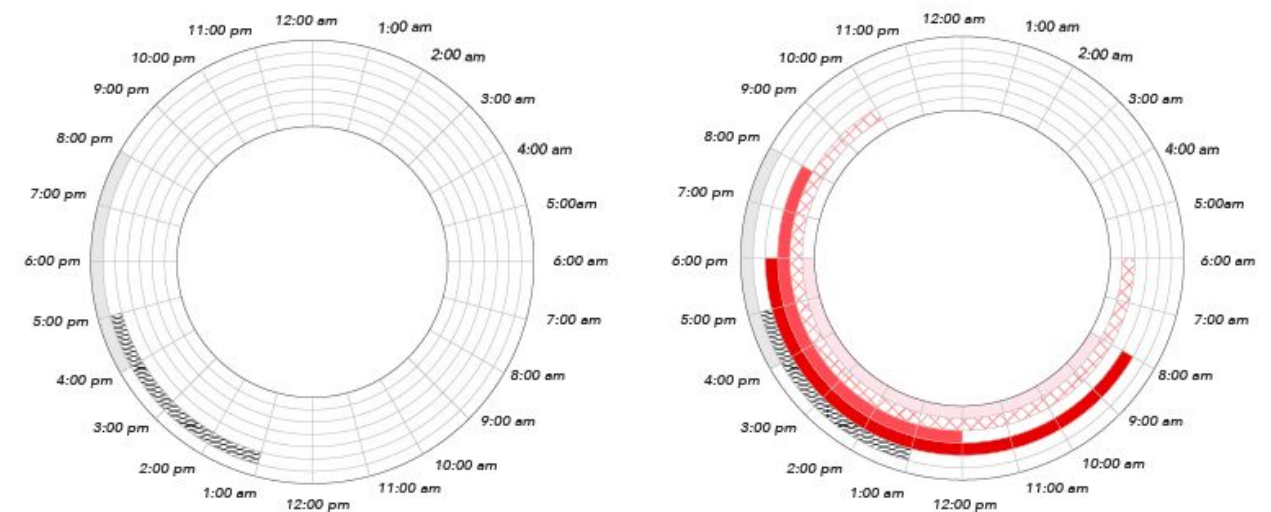


#### Filling in the Gaps

In an effort to keep Mission Rock active year-long, the charts demonstrate how new program can provide activities throughout the year.

*alt- Intersect - Program with Year-Long Success*  
Select images of Mission Bay and the surrounding area

#### A Typical Day in August...



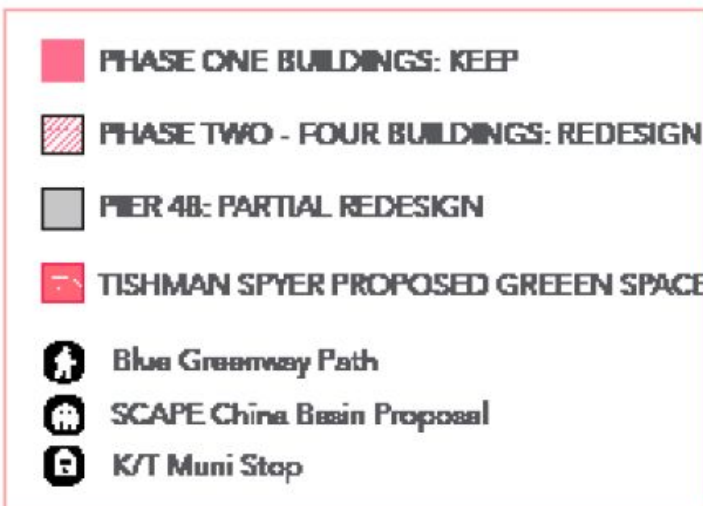
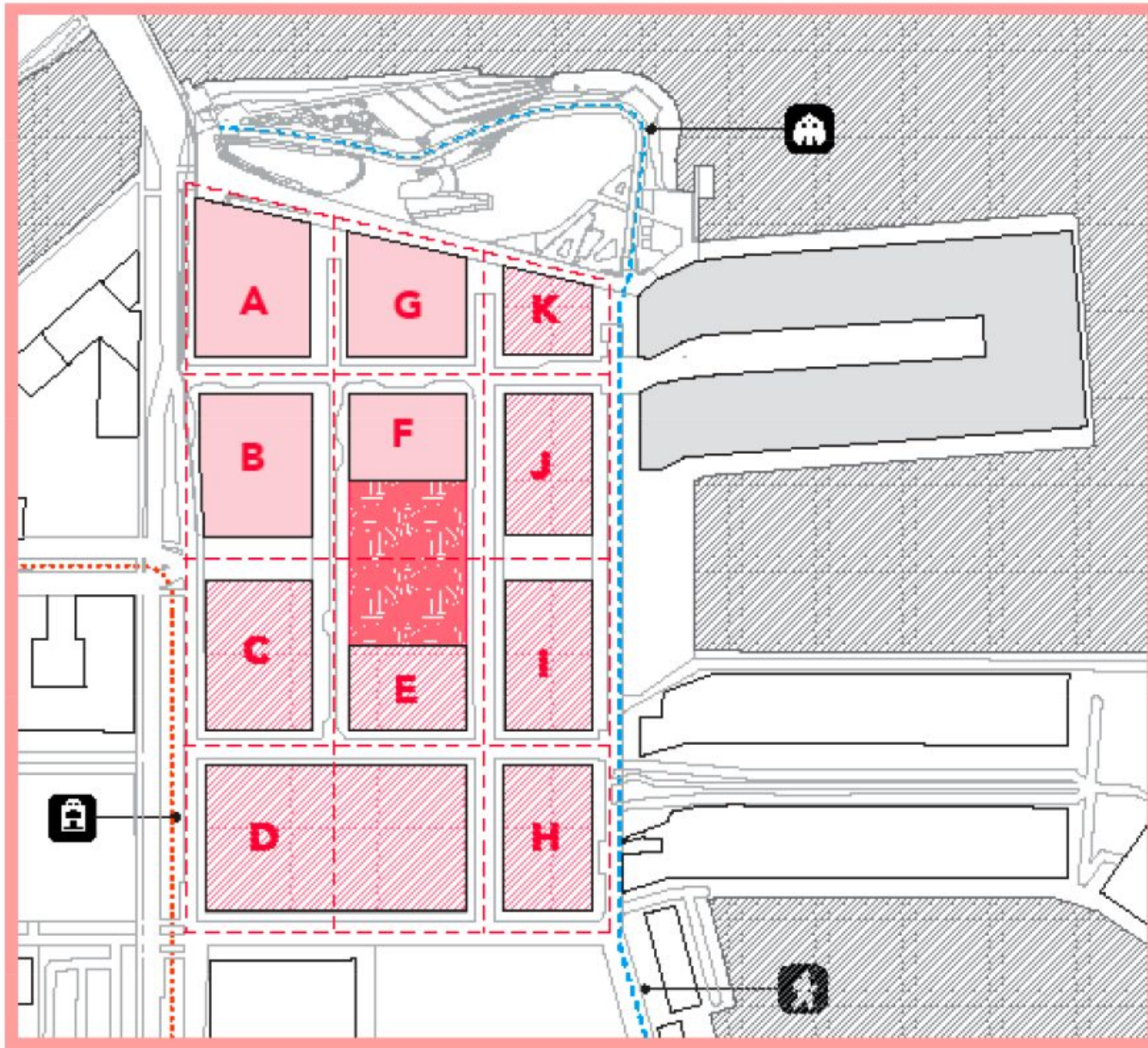
Mission Rock Before Phase One

Mission Rock after the Revised Phase Two - Phase Four

#### A Typical Day at Mission Rock

An average day at Mission Rock will provide activities for visitors of any age group and background, thereby creating a diverse community for any and all to enjoy.

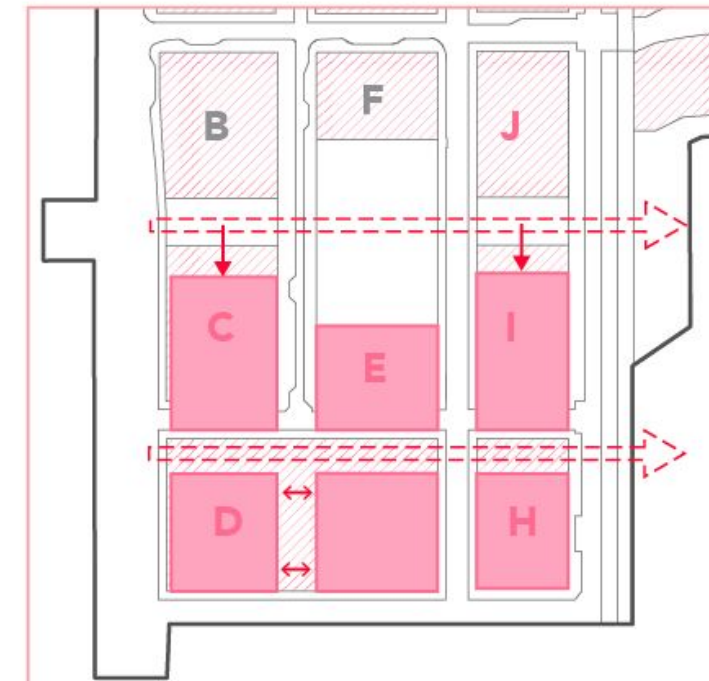
*alt- Intersect - Program with Year-Long Success*  
Activities throughout the Day



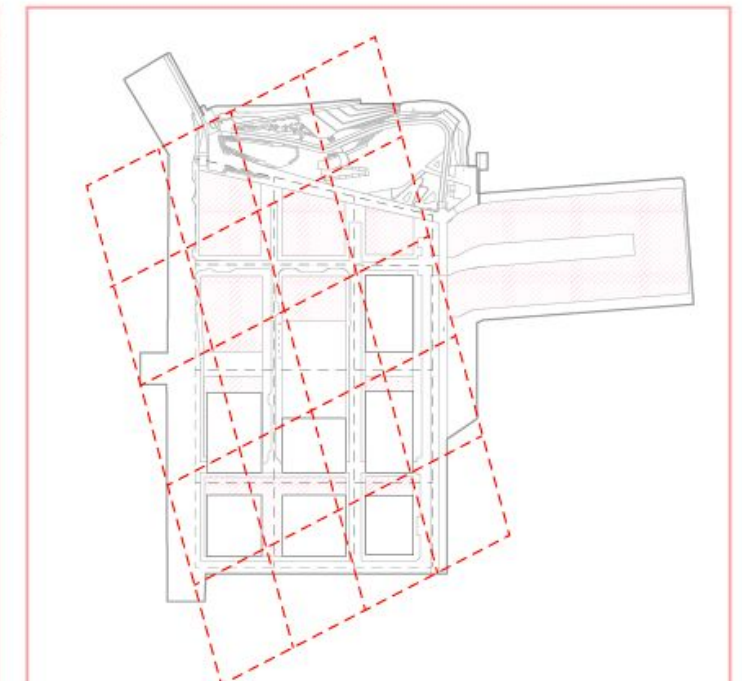
**CRITIQUE:** The proposed masterplan leave very little room for flexibility or influx of new program.

**SOLUTION:** In order to accommodate for the influx of guest that will visit the site during game day, and in an effort to create an active neighborhood yearlong, a secondary circulation path is proposed. The path will create new spatial conditions between the ground floor, building and visitor.

*alt- Intersect - Context Analysis*  
Grids and circulation help define Mission Rock's organization



**STEP ONE: Shift and Reduce**  
C, E, and I are pushed out to enlarge the proposed pedestrian walkway. D and H are reduced in size to create secondary walkway and create lighter and less invasive buildings.

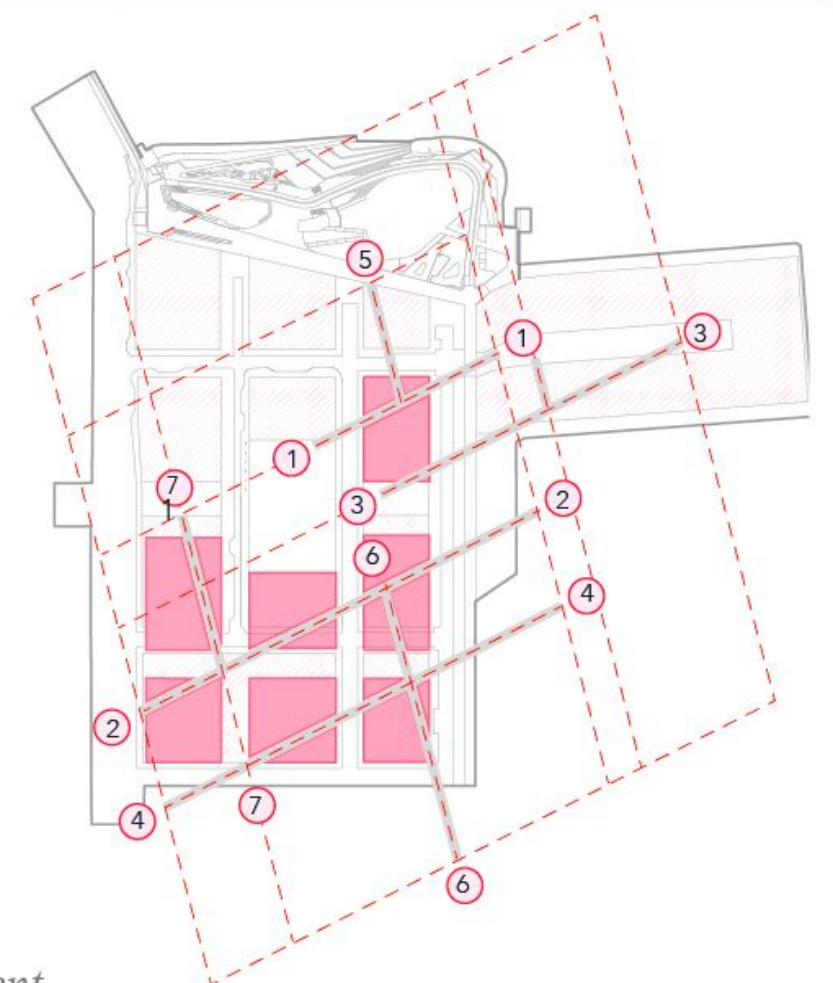


**STEP TWO: Connect the Disconnected**  
A secondary grid is place on top of the existing grid, creating new paths and corridors, thereby connecting program and increasing visibility.

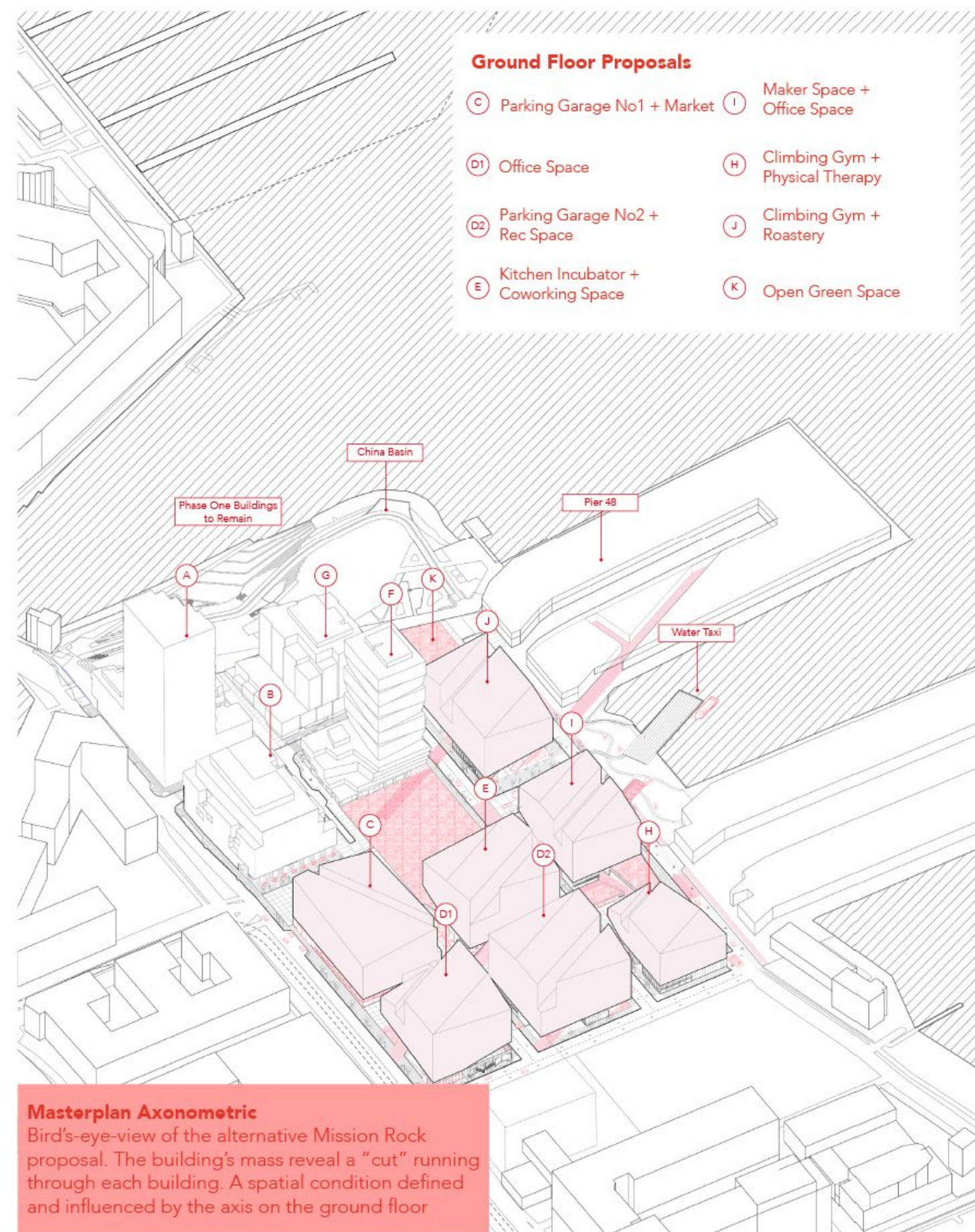
- New Connections**
- 1 Green Space + Pier 48
  - 2 MUNI stop + Waterfront
  - 3 Corridor + Pier 48
  - 4 3rd Street + Pier 50
  - 5 China Basin + Mission Rock
  - 6 Blue Greenway + Mission Rock
  - 7 Corridor + Mission Rock Street



Proposed Axis Generates New Spatial Conditions Similar To...



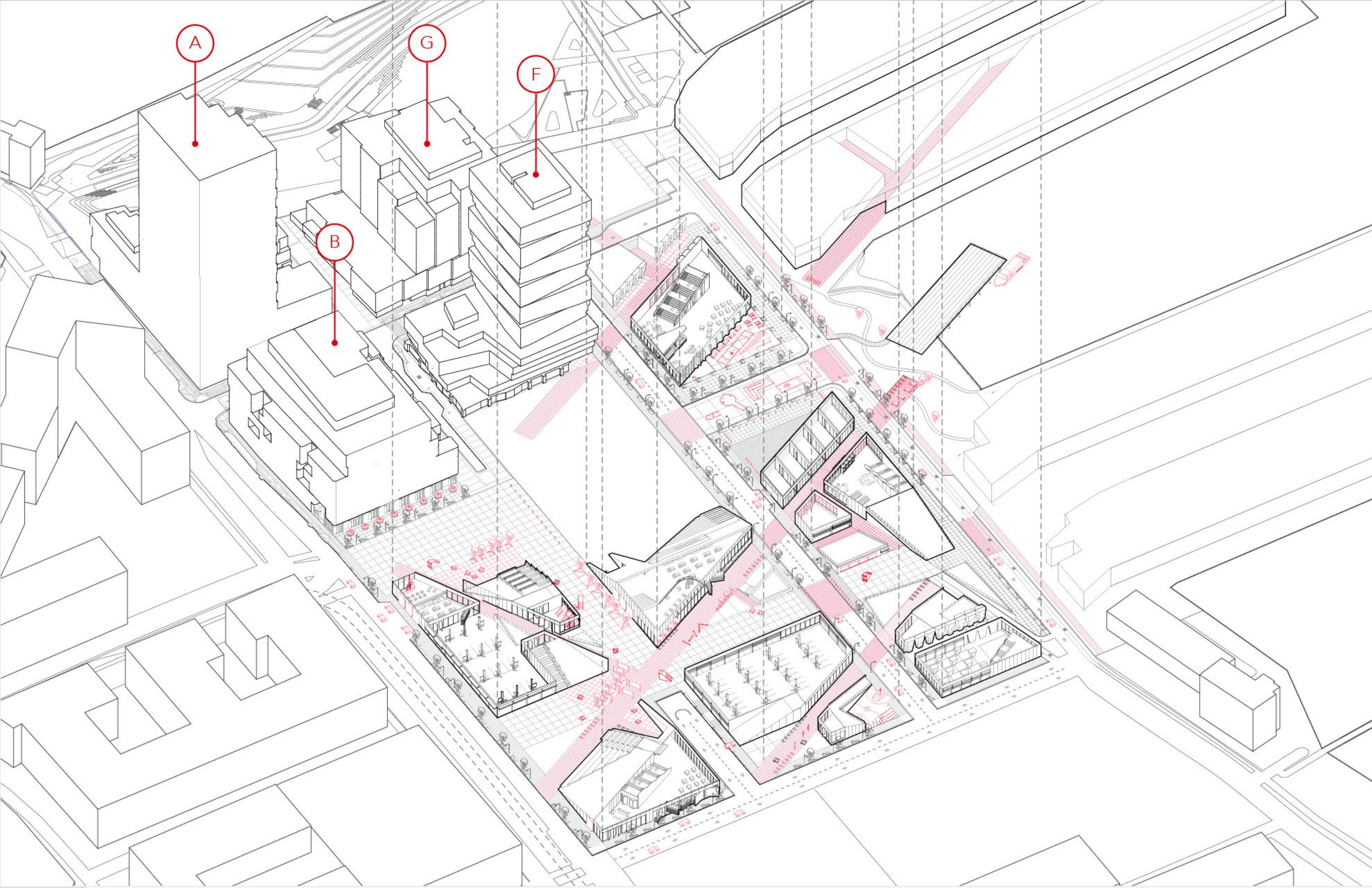
*alt- Intersect - Form Development*  
Restructuring Mission Rock to respond to its surrounding context.

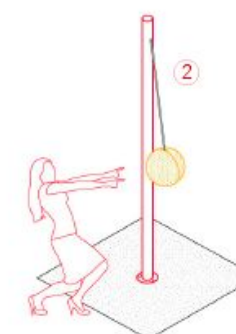
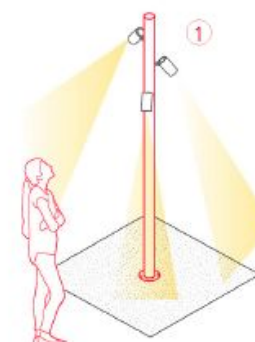
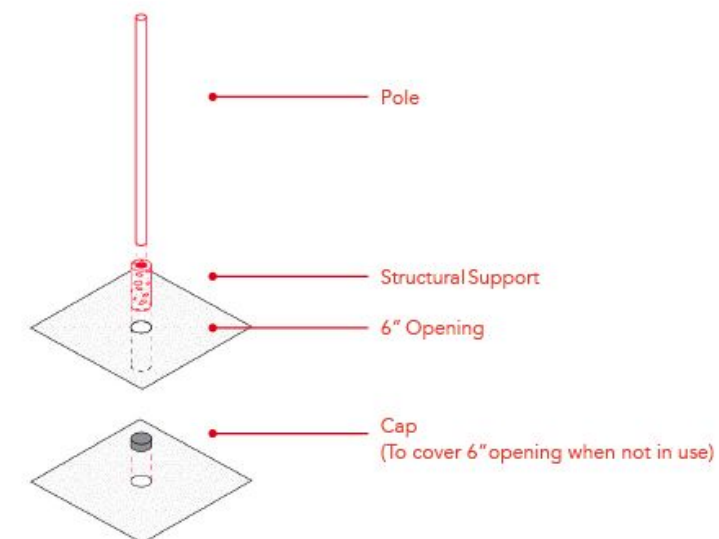
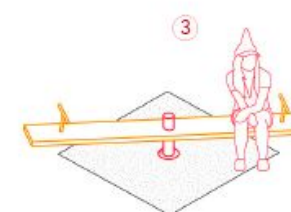
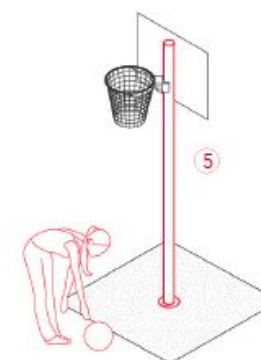
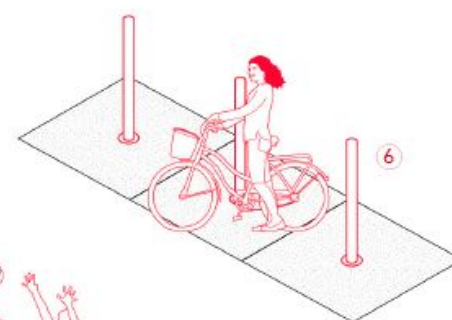
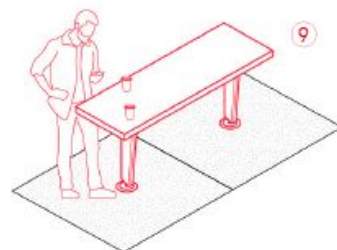
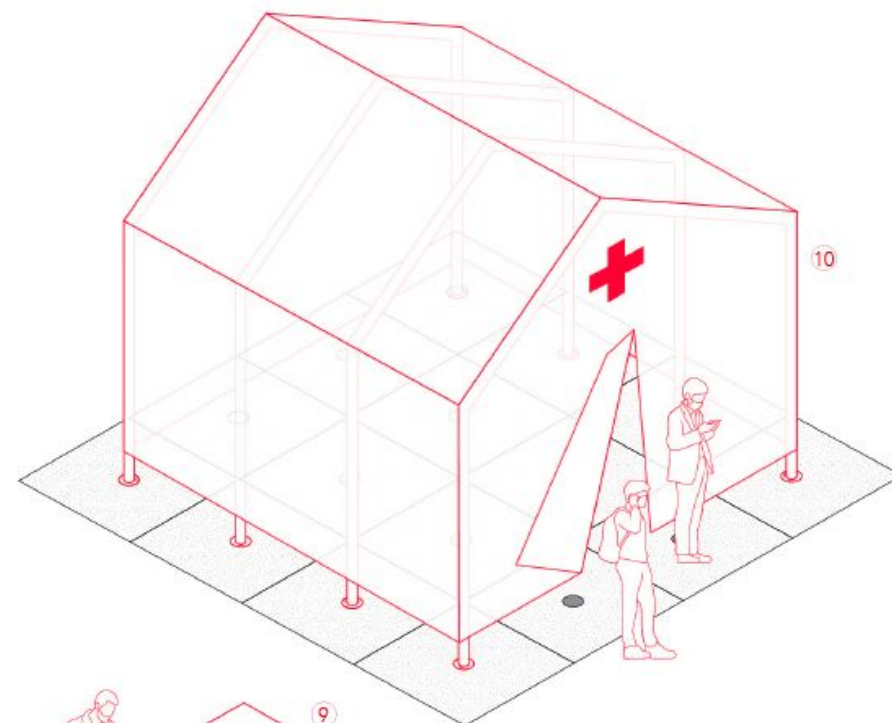
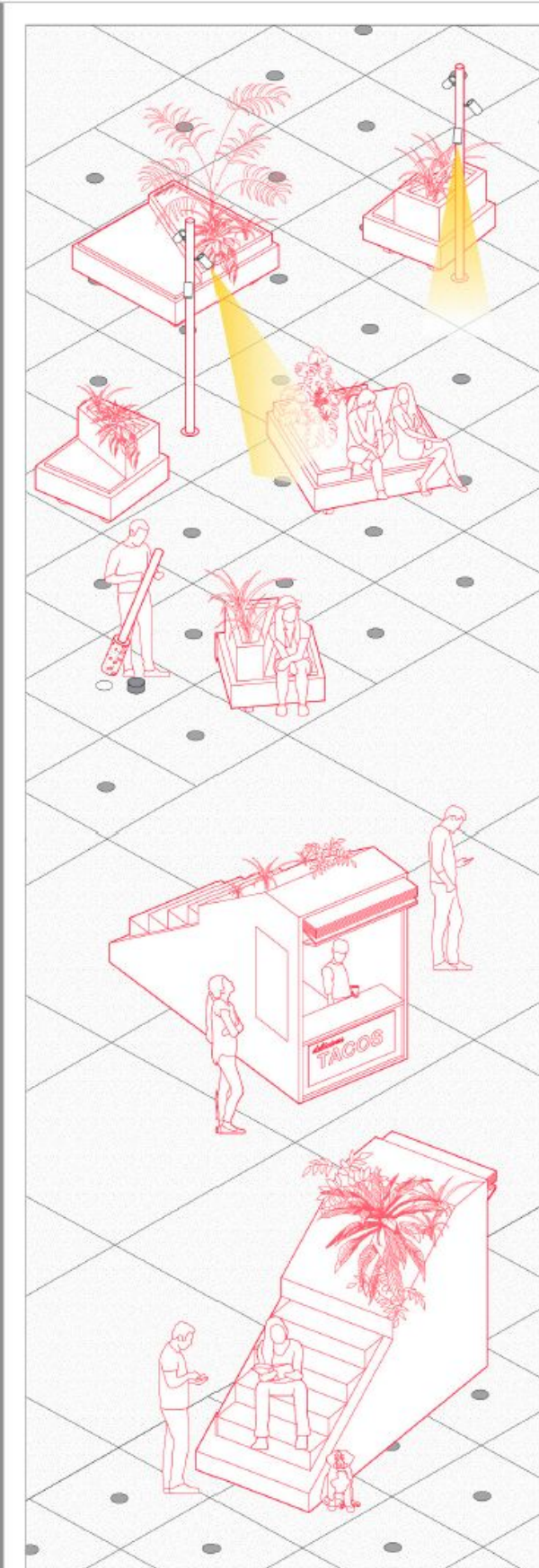


*alt- Intersect - Mission Rock 2.0, Axonometric*  
A new proposal



*alt- Intersect - Mission Rock 2.0, Masterplan*  
A new proposal





#### PLUG - IN ELEMENTS

- |                |                   |
|----------------|-------------------|
| ① Lights       | ⑤ Basketball      |
| ② Tetherball   | ⑥ Bicycle Parking |
| ③ Seesaw       | ⑦ Volleyball      |
| ④ Heatlamps    | ⑧ Hammock         |
| ⑨ Rotation Bar | ⑩ Medical Tents   |

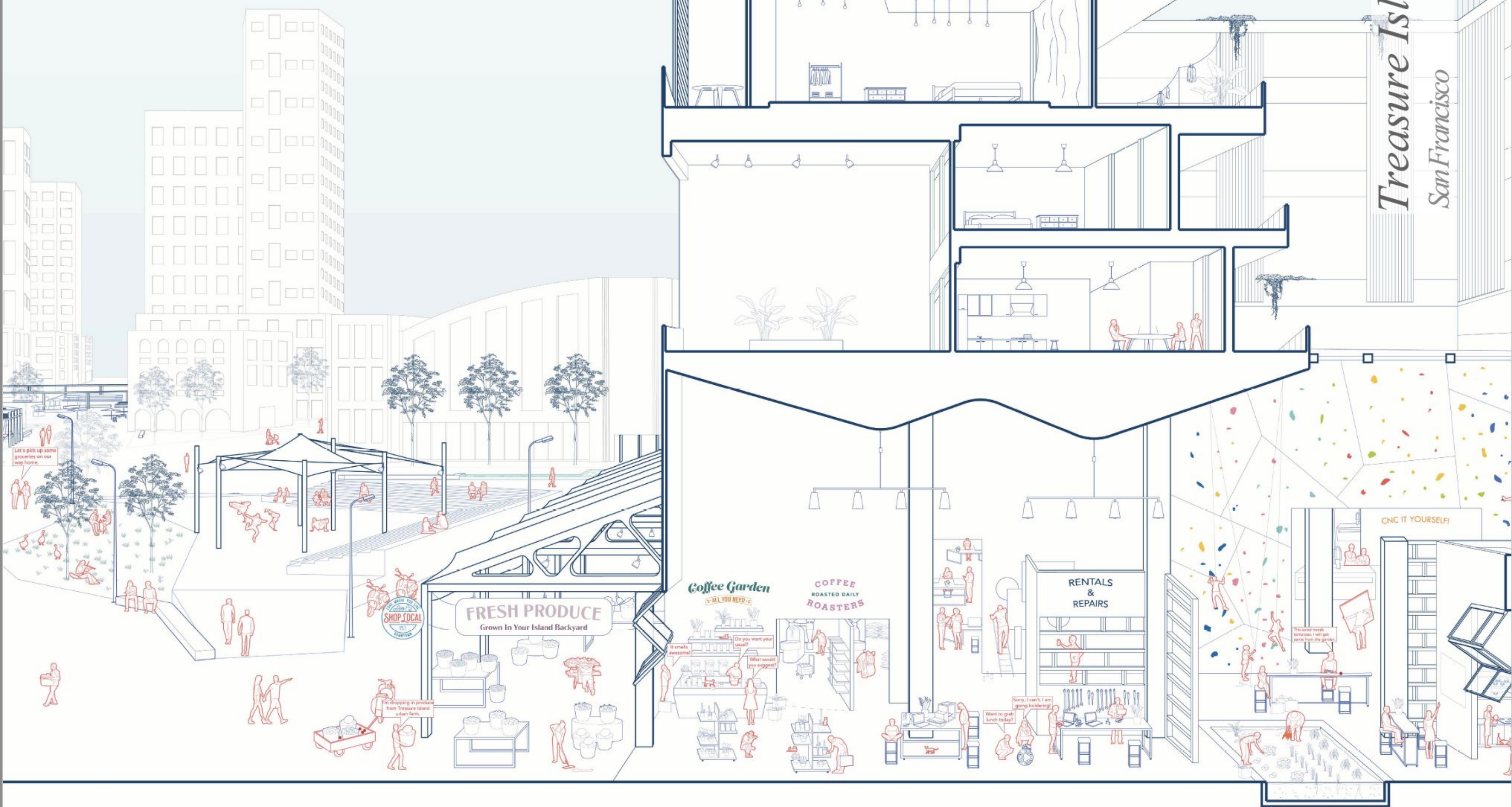
## THE MOBILE FURNITURE OF MISSION ROCK



*Section Perspective*

A view down one of the main corridors of Mission Rock shows an active street both outside and inside the buildings. The ground floor is revitalized through multi-purpose parking garages and program that deviates from the standard retail spaces.

ELIDA ZAVALA, MARIA A. RAMIREZ  
APOCALYPSE NOW: Project for the Post- Retail City  
Roach/ Cho  
ARCH 5070/ MARCH 6070-8-UR  
Advanced Urban Studio, Spring 2020



*Treasure Island*  
*San Francisco*



ANGEL  
ISLAND

TREASURE  
ISLAND

YERBA  
BUENA  
ISLAND

OAKLAND

SAN FRANCISCO

San Francisco, CA

Work from Home Statistics

Work from home

3.6% of the US workforce.  
43% of employees work remotely with frequency. (2018)

Could work from home

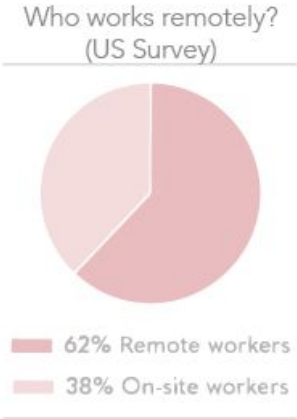
56- 62% of employees have a job that could be done remotely. (2019)

Want to work from home

80% of employees want to work from home at least some of the time. (2019)

COVID -19 Pandemic

88% of companies have encouraged or required their workers to work from home.



Trends in Remote Work Growth

**44%** = Growth in remote work over the last 5 yrs

**91%** = Growth in remote work over the last 10 yrs

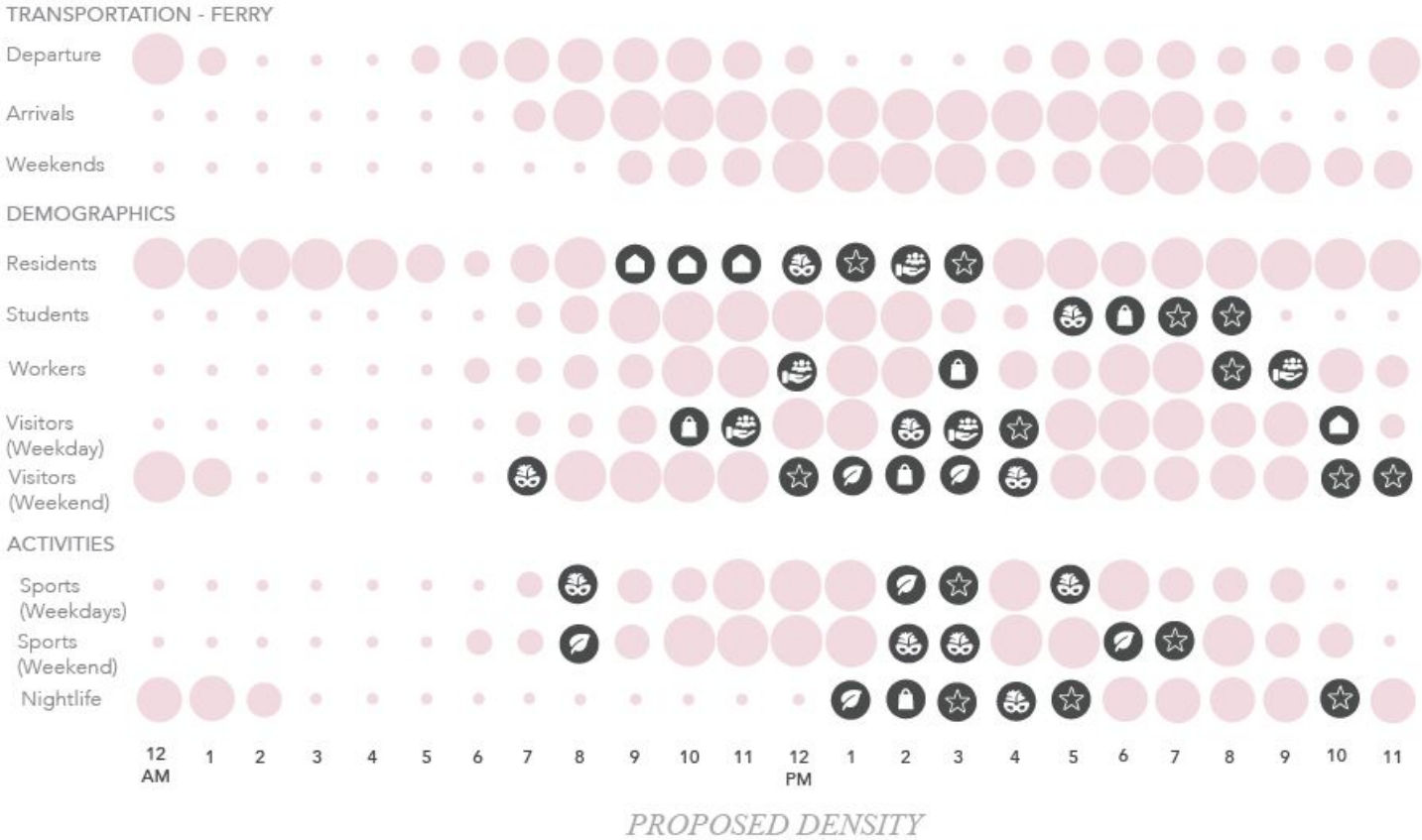
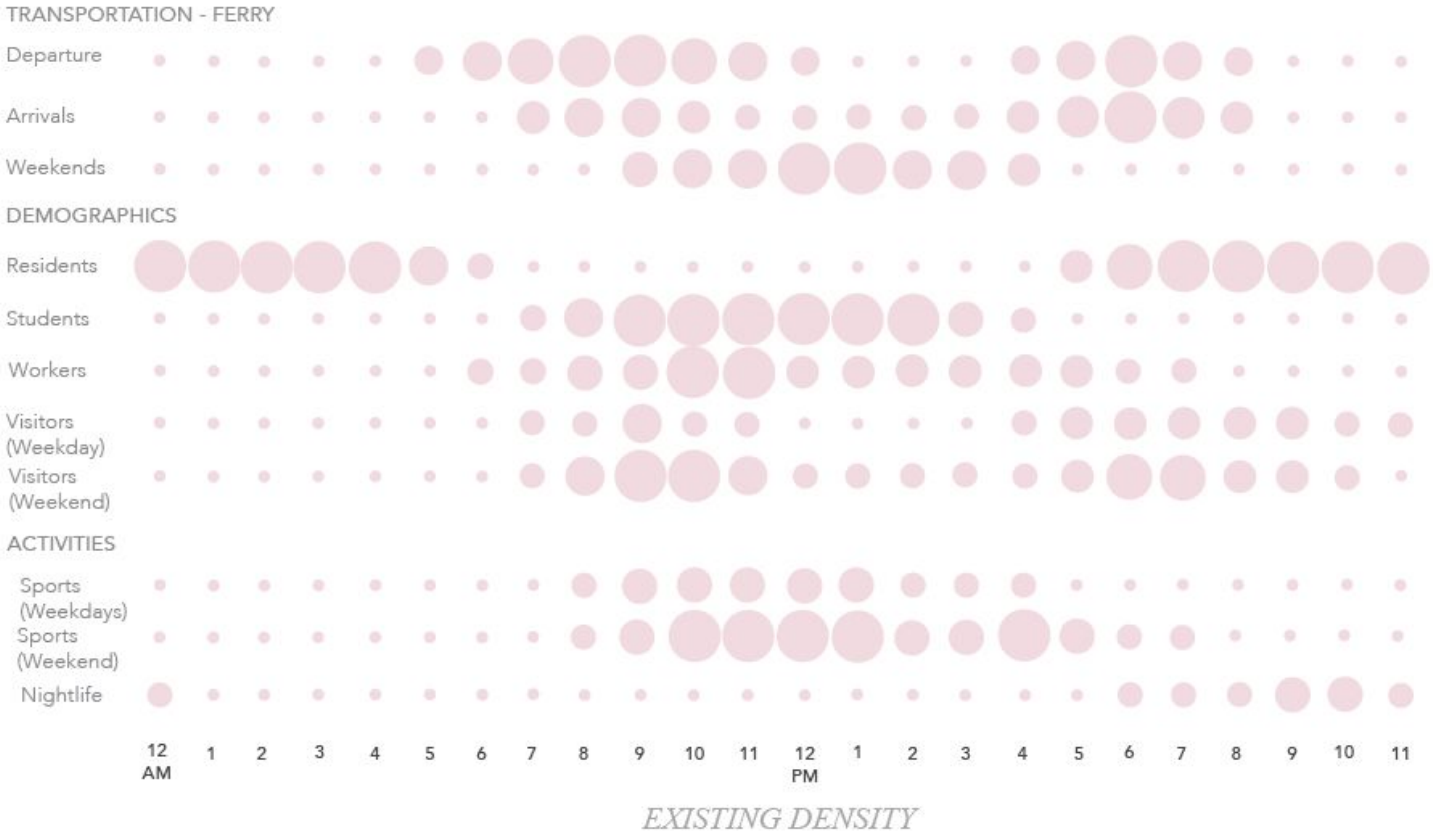
**159%** = Growth in remote work over the last 12 yrs

**215%** = Possible Growth in remote work over the next 5 yrs

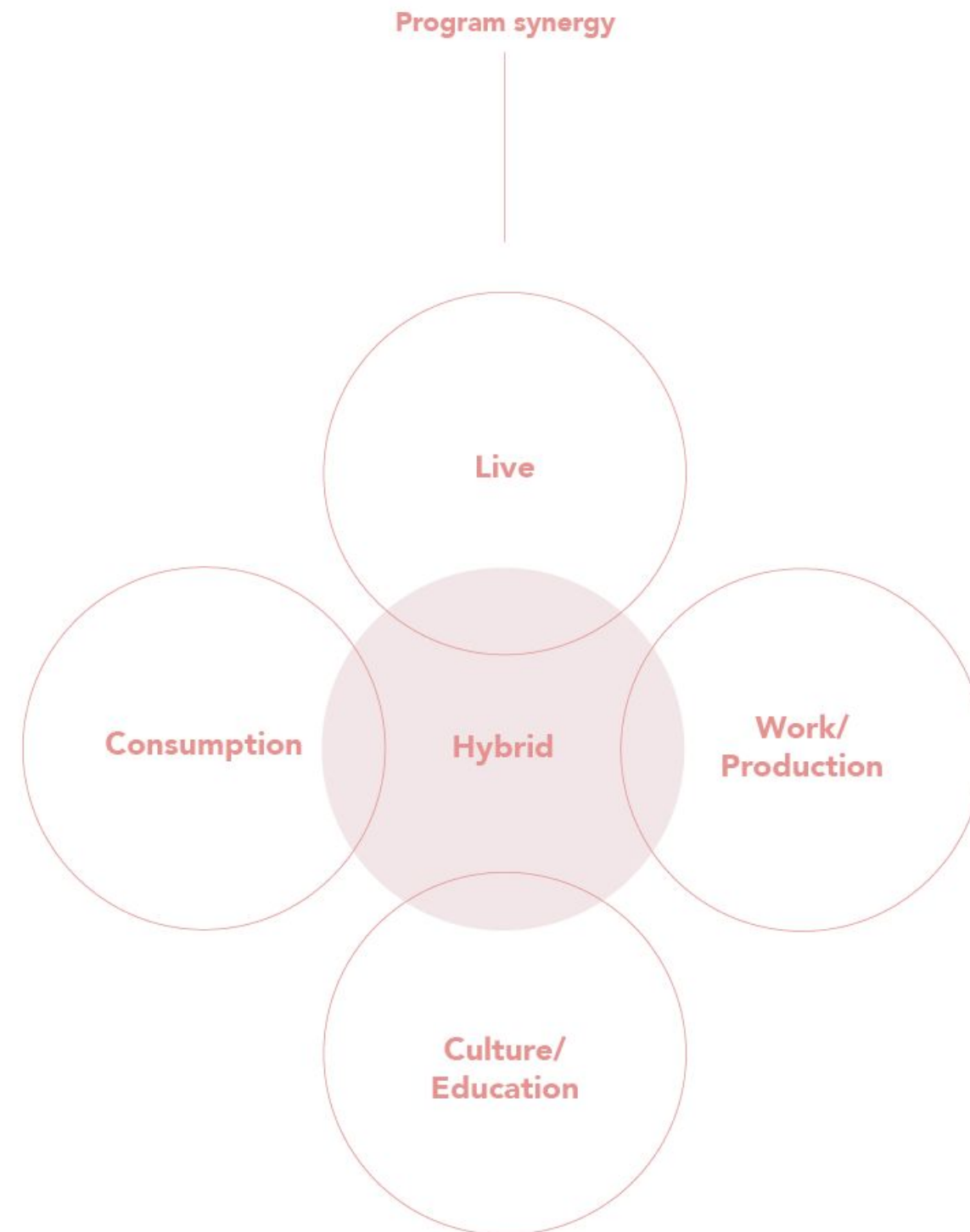
Longer length of stay

Activate the island more of the time by providing spaces that alternate and evolve throughout the days, seasons and years. Hosting a variety of activities and program.

Activate more of the island by creating spaces for production, consumption, and exploration for residents and visitors alike.



OBJECTIVE 1- Temporal Organization  
Day/ Night, Weekday/ Weekend Programming

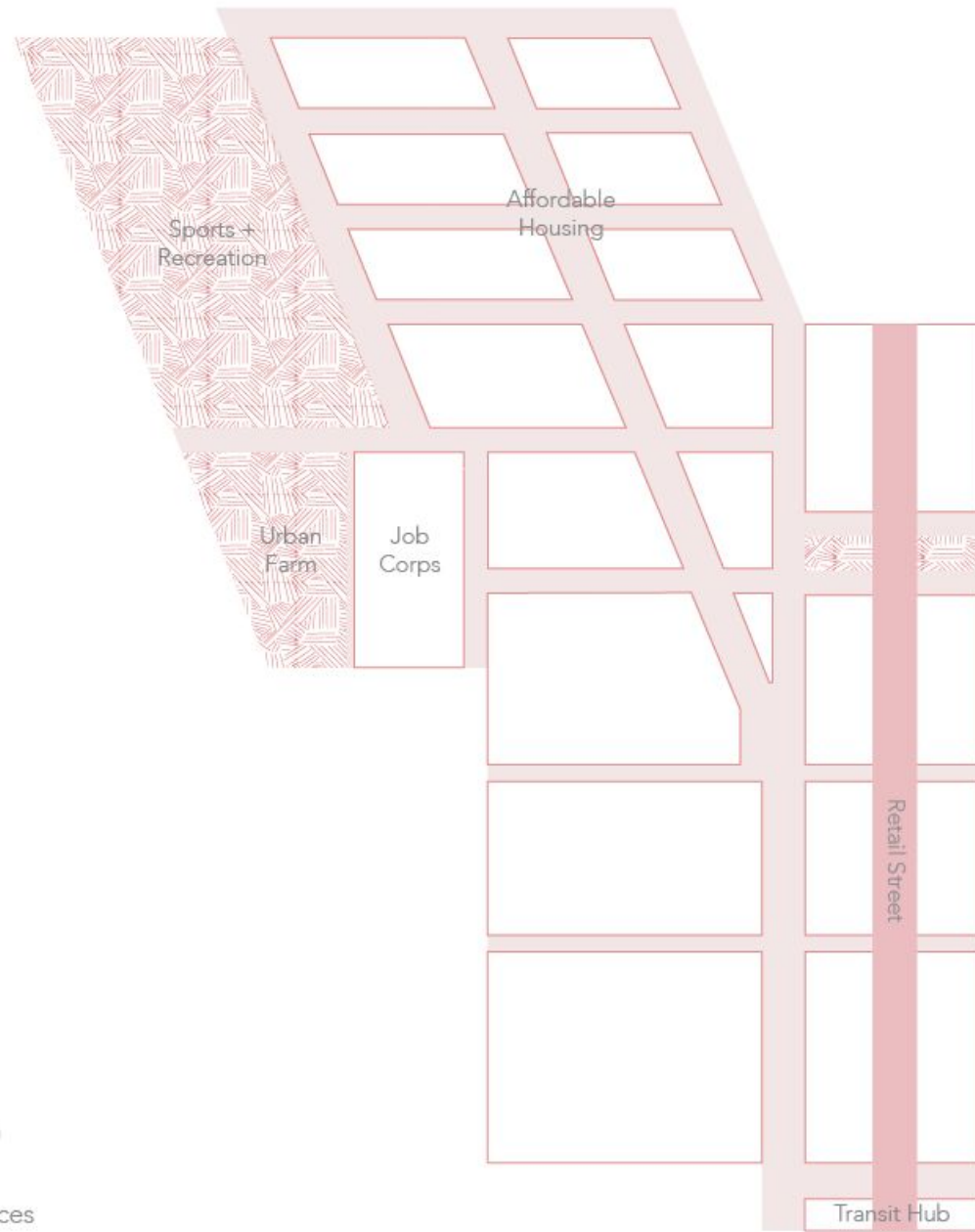


*OBJECTIVE 3- Program Typologies*  
Full spectrum of programs



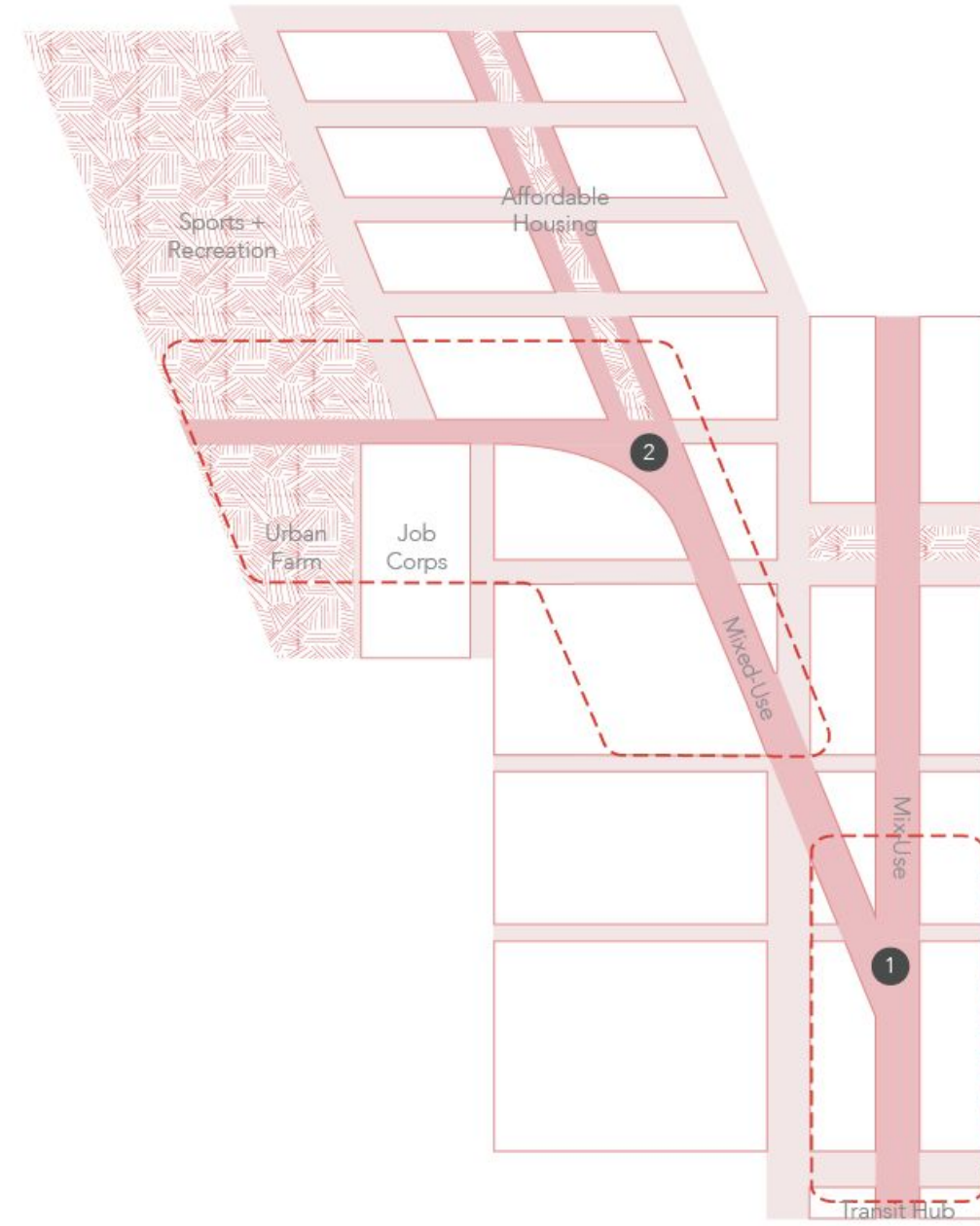
TREASURE ISLAND

## Existing



8 000 homes  
20 000 people expected by 2032  
500 hotel rooms  
300 spaces of park  
27% affordable housing  
16 Bus stops

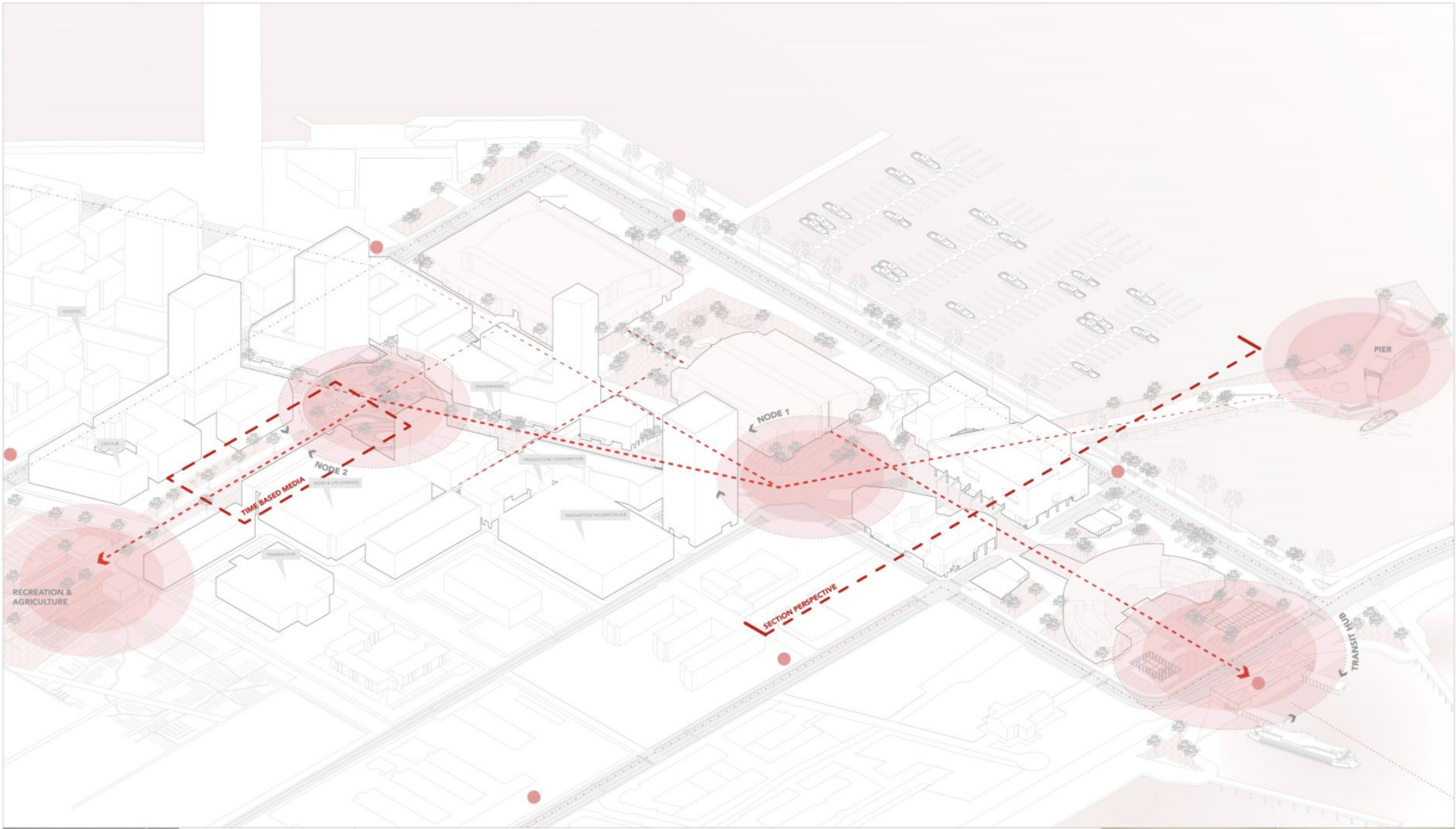
## Proposed



- Focus Area
- Green Spaces
- Building Volume
- Foot Traffic Encouraged
- Streets

## FORM/ SURFACE

Treasure Island- Existing/ Proposed Condition



STREETS	ACCESS
Streets, Sidewalks, Parks, Plazas and Mall Circulation	Roads, Building Footprints, Transit
<b>Surface Legend</b>	<b>Access Legend</b>
Foot Traffic Movement	Proposed Shuttle
Activation	Transit and Shuttle Stops
Future Area	Ferry

**Treasure Island**

The current Treasure Island plan only creates an active corridor on the South East edge and assumes that most residents will leave the island to work. Our proposal seeks to activate more of the island for both residents and visitors by branching out the central core towards the sport, recreational and agricultural areas, in order to attract residents and visitors beyond the existing active zone. Our proposal has two inflection or pivot points that act as nodes. Our intent is to hyper-intensify the nodes to drive foot traffic and create a hub of activity.

To support our goal, our proposal will focus on allowing a mix-use of retail, cultural, educational, services, warehouses, workspaces, and a hybrid of these amenities to activate the ground floor from the entrance to the recreational areas. Our plan focuses on extending the length of stay by creating spaces for work, shopping, and exploration for residents and visitors alike.

**San Francisco, CA**



## Social Infrastructure

In Treasure Island, we propose the administration and curation of the ground floor will be handled by a non-profit entity called TIDA (Treasure Island Development Authority).

Ability to:

1. Provide a social infrastructure that is fundamental to the resilience of our cities, that would bring together government, residents, landlords, and tenants.
2. Help create standards, regulations and identify a clear mission. This holistic approach would result in a seamless network of spaces.
3. Ensure well programmed and mixed use ground floor by taking into consideration adjacencies and synergy of programs. This type of governance will maximize shared spaces and resources.
4. Respond to fluctuations in consumer habits, social practices, and market conditions.

□ Primary Pedestrian Route

▤ Private Development

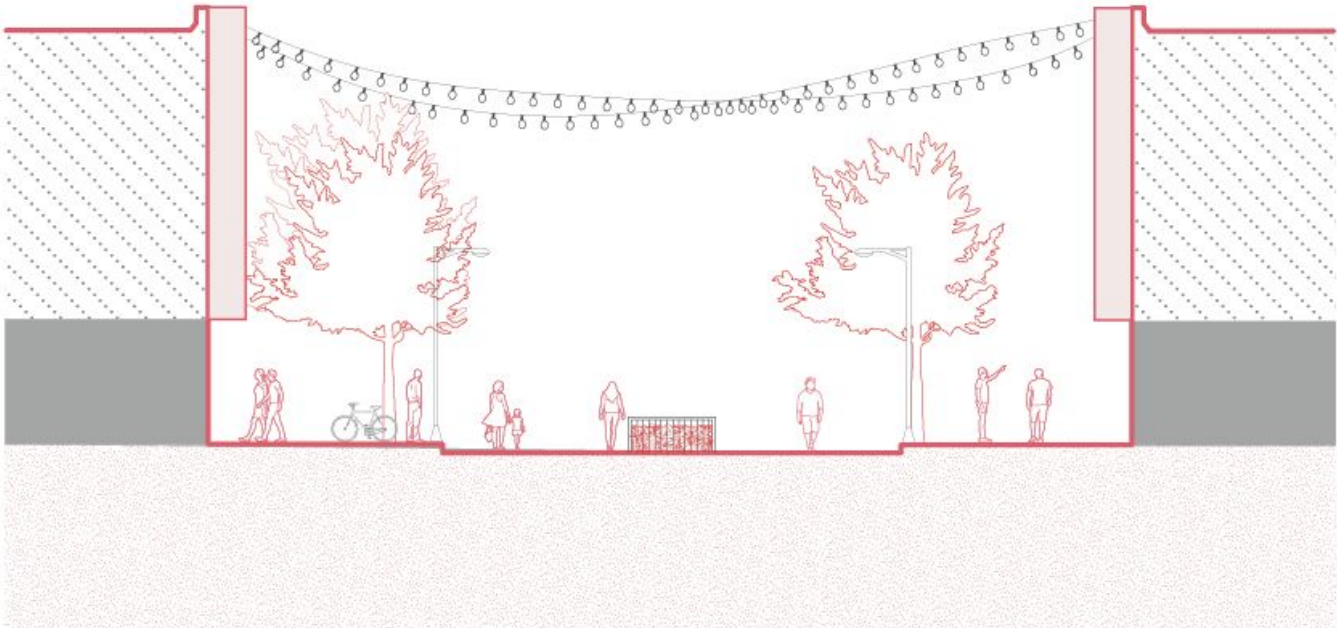
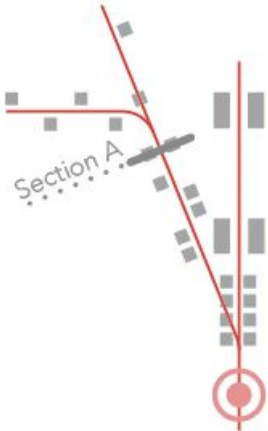
■ TIDA Managed

⊙ Entry/Exist of Transportation

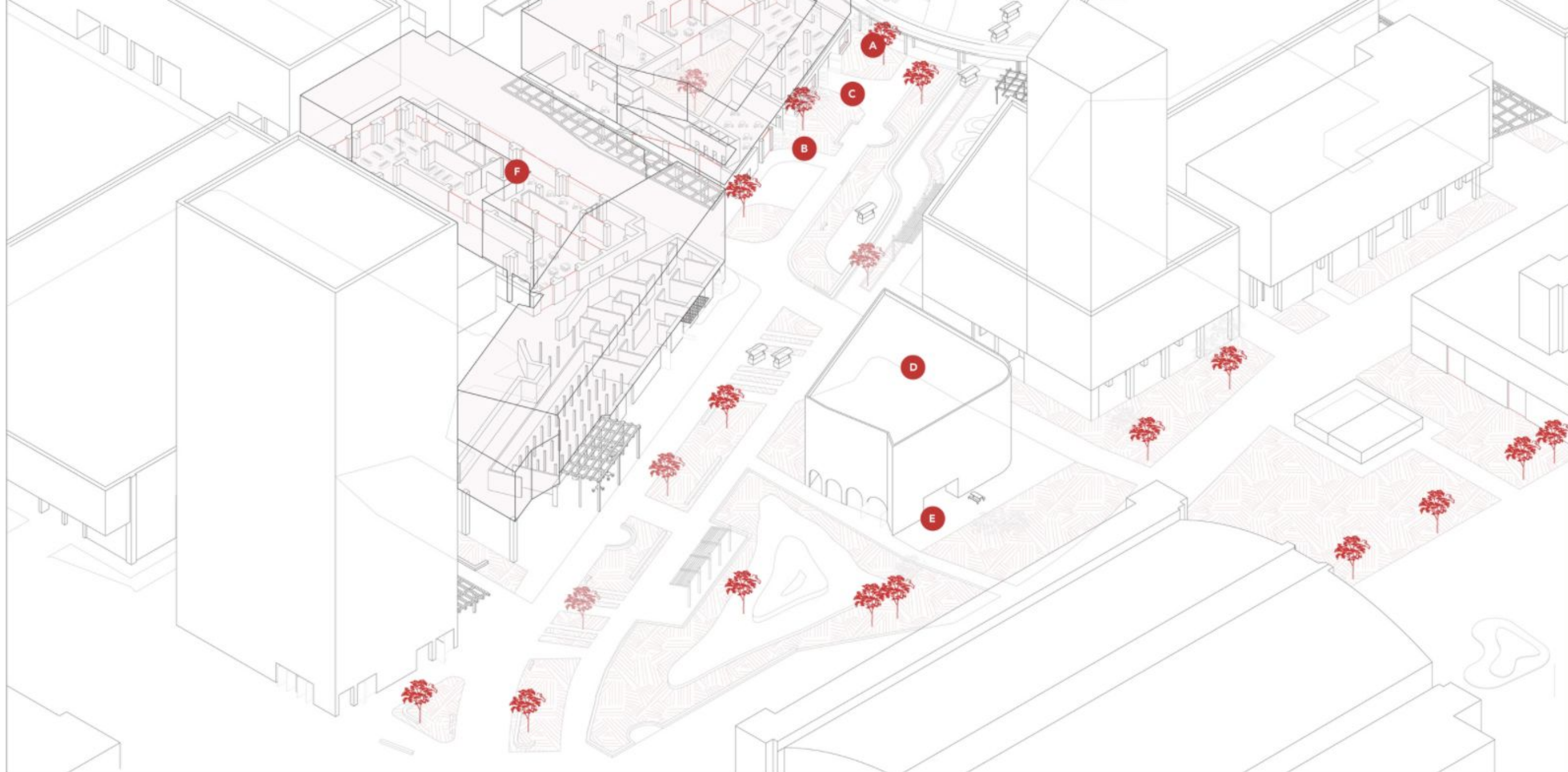
## GOVERNANCE/ PROGRAMMING

Ground Floor Operations

## Proposed



Section A



LONGISECT AXONOMETRIC  
NODE 2



#### **FACADE -19**

Operational panels, help businesses extend into the street. Also allowing accomodation of diverse uses and needs.



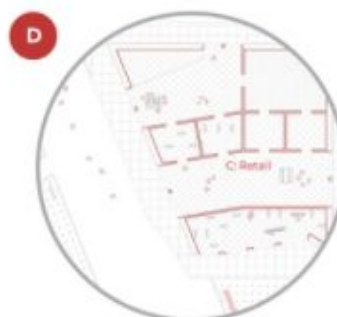
#### **OPEN SPACES**

Flexible and Adaptable open spaces, can be reconfigured by day or season and year. Making these spaces more active and dynamic.



#### **URBAN ENCOUNTERS**

Fluid and Seamless experiences, where workplace and local community converge. Blurs bouderies of workers, visitors and residents.



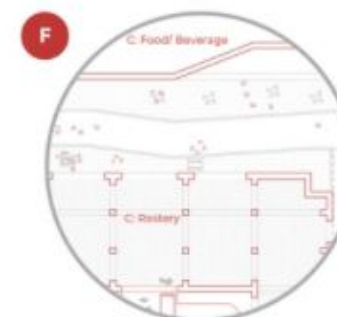
#### **INDOOR/ OUTDOOR**

Interweave together ground floor and urban spaces. Supporting mix and connection of people and places.



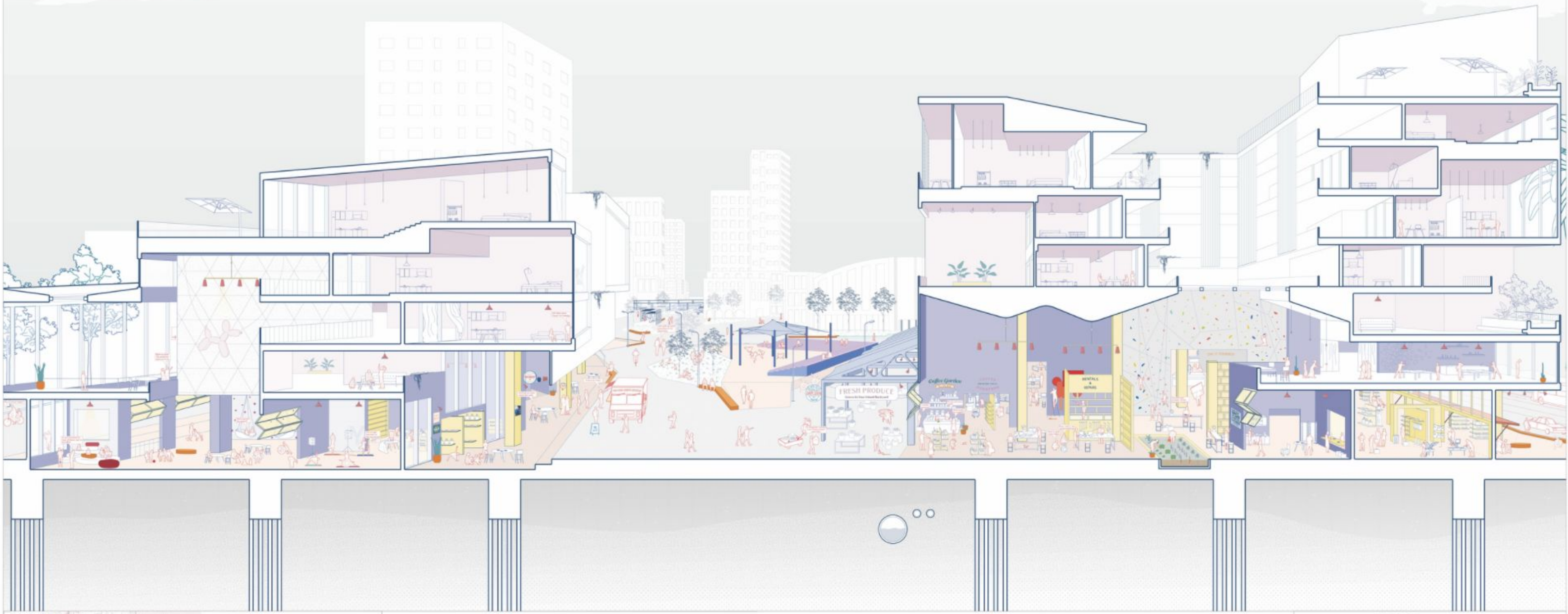
#### **NODE & PIVOT POINT**

The node becomes a destination, hosting and serving multiple users. Invites people to sit, see and linger with a mixed-use programs.



#### **PRODUCTION & CONSUMPTION**

Environment that supports learning, training, work, life and city.



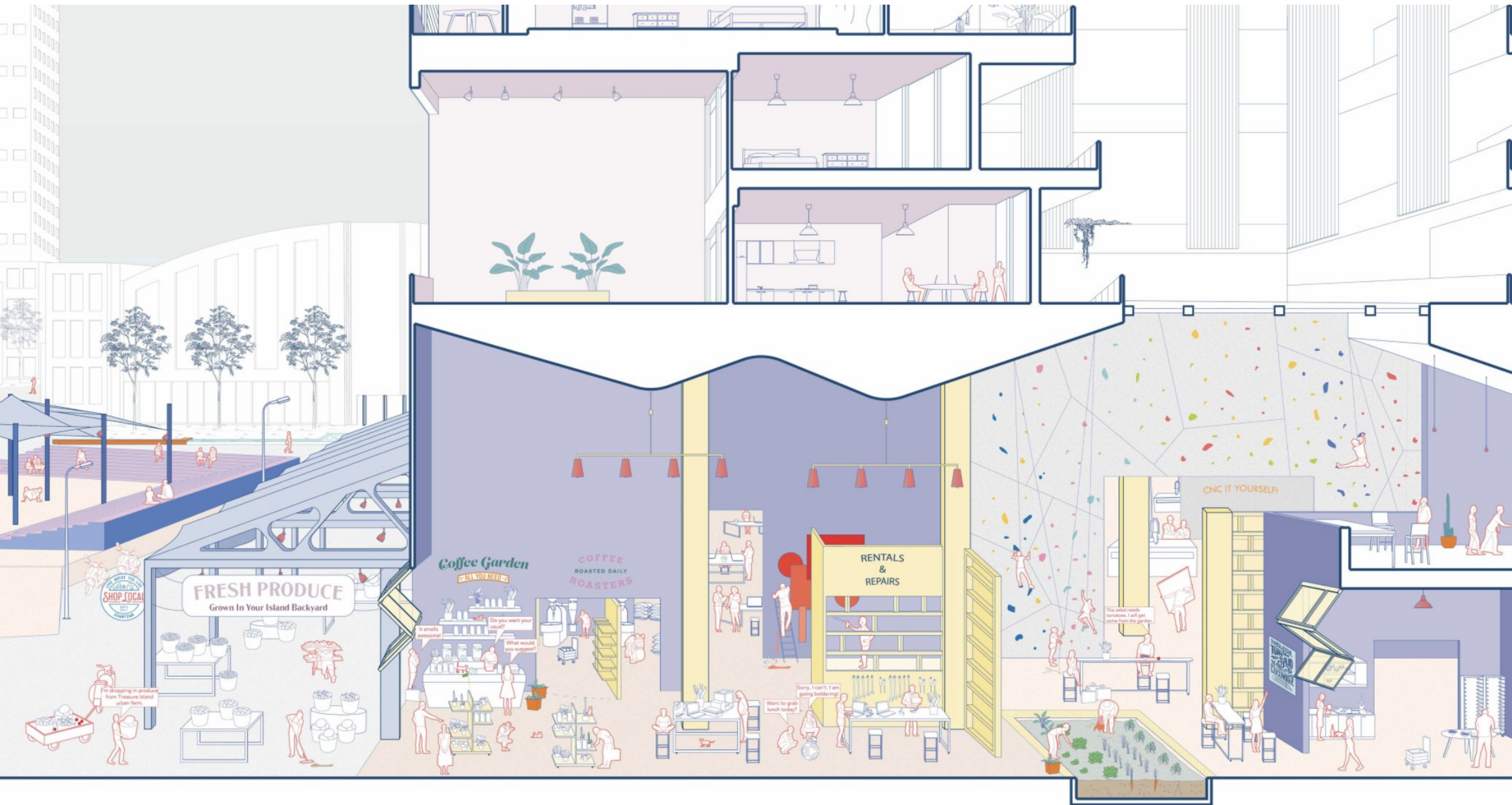
# *Treasure Island* San Francisco, CA

*"Call Me Home: Transforming a Neighborhood"*

## LEGEND

- Ground Floor
- Housing
- Entourage
- Highlighted Activity





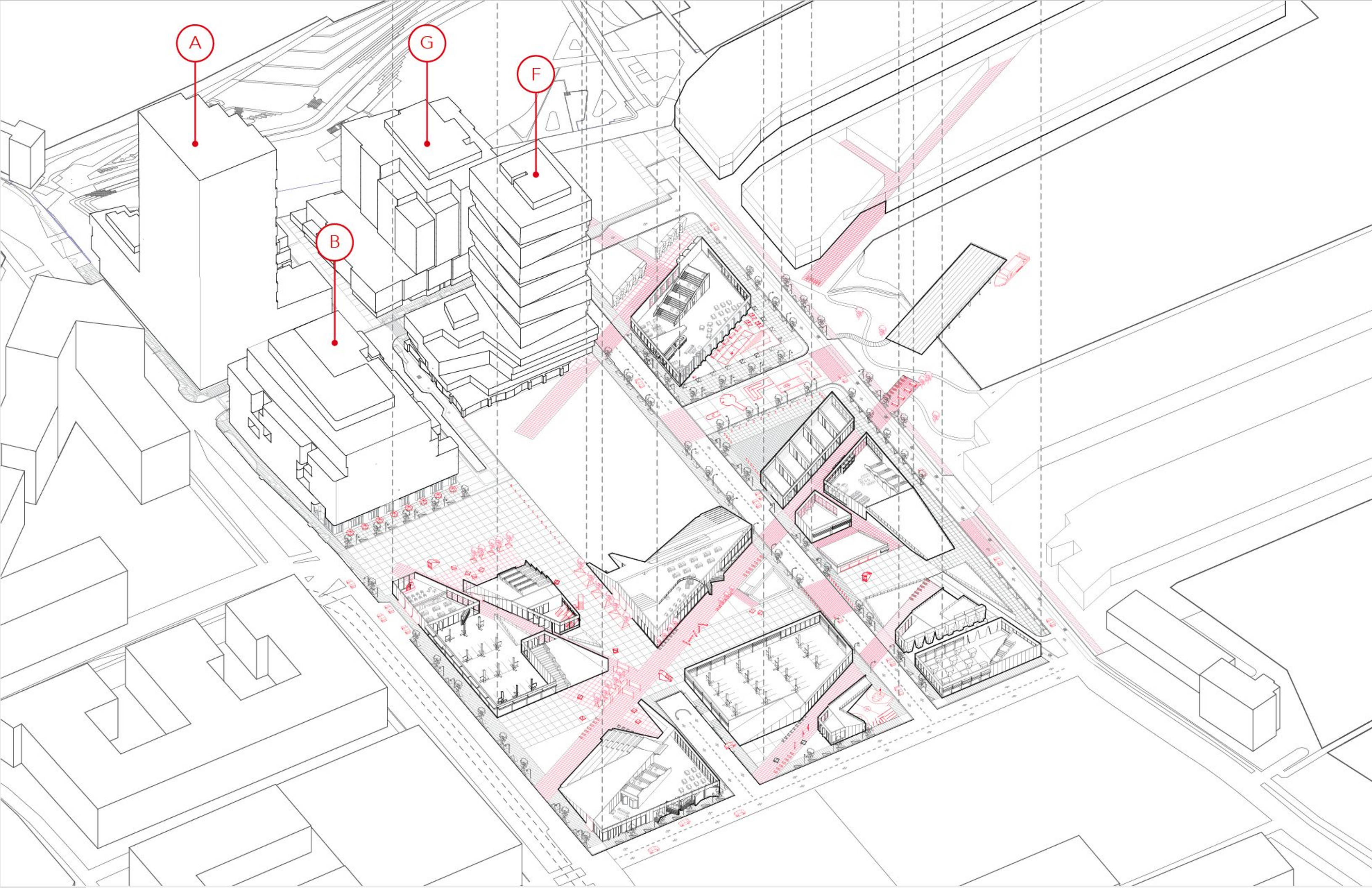


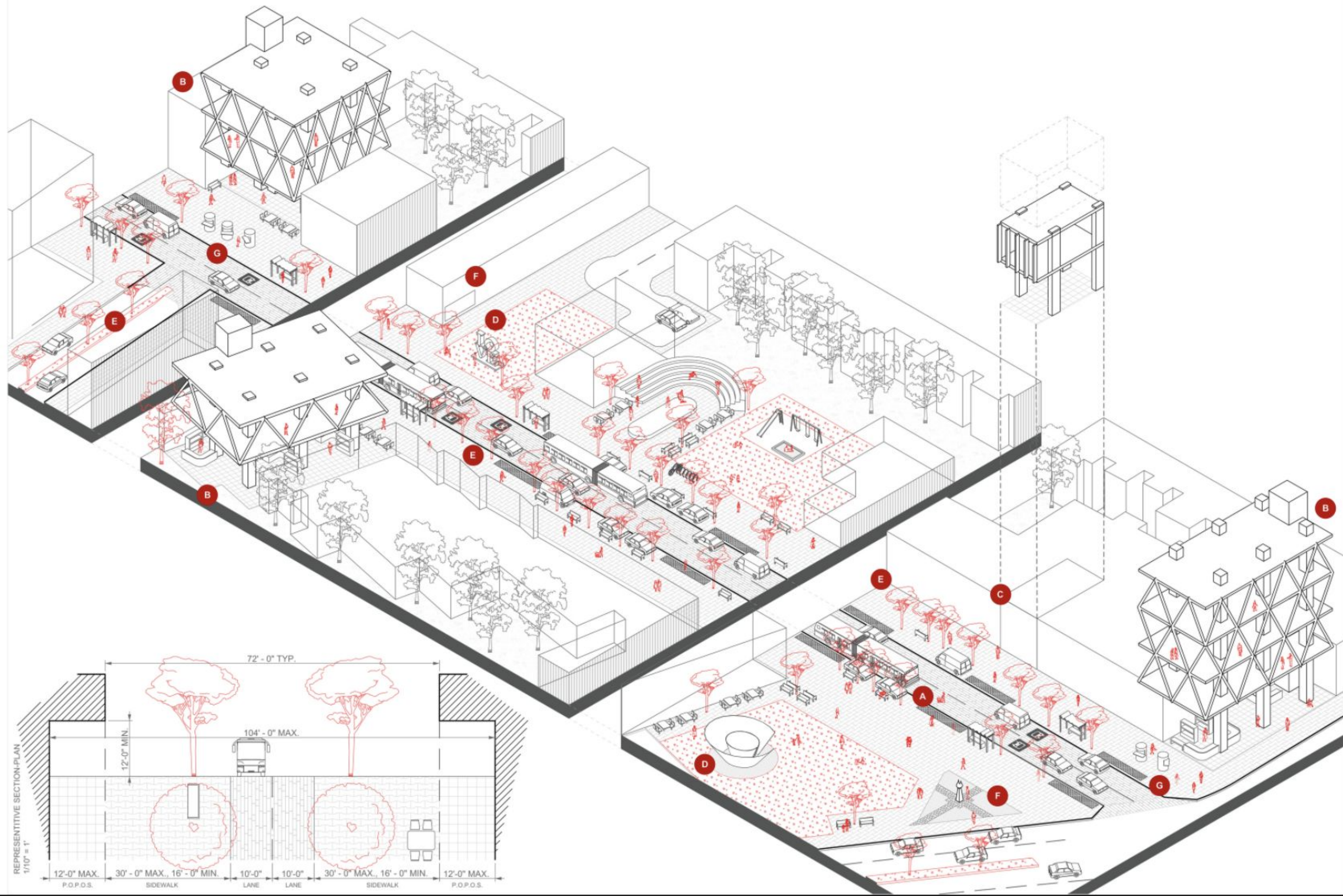
Become an architect they said. It's going to be easy they said.

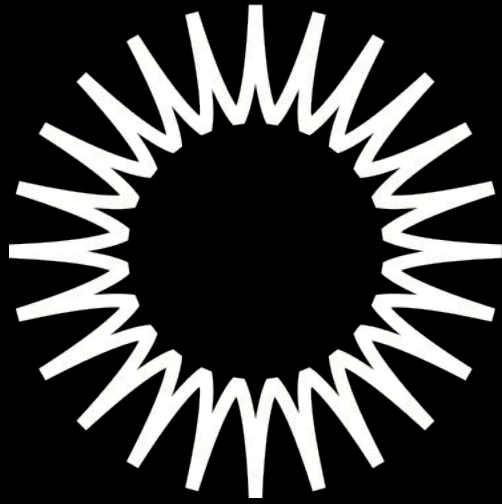
We are back with the second delivery. We also stopped by the urban farm and brought fresh goods.

These grocery bags are ready for tomorrow's home deliveries and curb side pick ups.

It's amazing we are able to use this kitchen at night to cook, prepare and pack our delicious meal to sell tomorrow at the baseball game!







# SPUR

**Ideas + Action for a Better City**

learn more at [SPUR.org](http://SPUR.org)

*tweet about this event:*

*@SPUR\_Urbanist*

*#PostRetailCity*