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

Keichi 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 abject 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 aims 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 more meaningful fashion in or around the city? Will they catalyze 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 disciplining approach will inform the selection of a few specific highly intentional drawing tools that 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/Control: 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 (lease, simple, condominium, partnership, etc.) and financial control of property (lease structures, bank financing, 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 does not determine what our cities are; land use decisions are equally (though more subtly) 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 form 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 controls, there are various Business Improvement Districts (BIDs), Community Benefits Districts (CBDs), Green Benefits Districts (GBDs), Merchant’s 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 individual groups, and social or community organizations to provide the activity, energy, and flow of goods & services that animate the public realm. 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 public, 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 materials, 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. Physical access should also be understood through an equitable lens, and 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 constituencies and stakeholders with interests 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 spectacles, voyeurism, and desire. How is the evolution of shopping changing or transforming this basic formula, and how do architects do 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 larger terrain: the commercialized urban environment, from traditional rows of fine-grained storefronts, to large-scale built urban malls and commercial complexes, to entire layers of generically configured, or streetscapes that are across the ground floor of a vertical development, and across the ground floor of vertical developments, or across the ground floor of a vertical development. How does the commercialized urban environment operate as a dense layer in the fabric of the city? How can they be envisioned through an equitable lens, and the physical constraints to the ground floor that prevent or facilitate other types of programs, flexibility, a continuum of the streets and sidewalks with the interior? How can architecture serve as a surface for navigating the city or a medium for bridging or superimposing virtual worlds over our reality?

5. Media/Technology: Markets are some of the oldest mediated environments, where visual cues are critical and 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 and digital media have recently used to help shoppers navigate, discover, and learn about the products 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.

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 creditors are demanding at least $2 billion in new credit to keep chains going.

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

Source: ICSC Research Team and PNC Real Estate Research

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

Retail sales crushed by coronavirus in April

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.

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.

Scott Davidson (left) with Vornie Davidson, co-owners of Ocean View Brew Works, and David Orth, Vornie'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
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.

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 ZUMBAECH 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 (e.g., restaurants, bookstores, bazaars, laundromats, coffee shops) are spaces where people are connected to 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 property, 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 live 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, wherein 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 at the local and private retail scale, such as Business Improvement Districts (BIDs), Community Benefit Districts (CBDs), Green Benefit Districts (GBDs), Community Development Corporations (CDCs), Merchants’ Associations, and other “District Managers” exist at a scale between individual property owners and the municipality, and are nimble and have the ability to influence or control what programs are offered and what services 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.” Engaging these district managers to support 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 (CIDs) where caring and other policies could be engaged in partnership with developers, property owners, residents, and community groups to experiment with alternative arrangements of retail, commercial, and public space within a prescribed area and for a set period of time, with the intent of producing innovative models that could be deployed city-wide.

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 new environments with hybrid narratives of commercial and common space, but locally, regulations, insurance policies, and lending all lay weightfully before the weary, 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 always been highly experimental appropriations of space for emergency facilities such as hospitals and other first-responder centers, or the opportunistic reforming 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 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 inn can no longer define 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 analogues 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 beauty of the generic and undifferentiated wall glass that is so typically an offshoot of contemporary development and made more porous, more affordable, 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 PACE / maker space, hybrid production / consumption spaces, arts & culture centers, temporary pop-ups, micro- and nano-retail, co-working, night markets, and even live / work or residential. These typologies range from the tall settings and long open mass timber structures of Sidewalk Labs’ “Stoa” concept, to layered or included storefronts, “market hall” models with shared wereness, 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 at multiple streets 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 serves inside and outside and acknowledges and manages the gradient of ownership and use from public to private. The boundary between the space of commerce and the common is fluid, it constantly fluctuates, and the surface upon which these sometimes contradictory and sometimes complementary domains operate must also be responsive and support multiple and changing uses and activities. The design of the ground floor must encompass the horizons of walkable streets, walkable streets, walkable streets and walkable streets incorporate more subtle and fluidic boundary elements, utility infrastructures, surface treatmants, and height variances to manage the flows of vehicles, people, & goods, and support both fixed and changing uses over multiple timescales. In a Post-COVID world, the well-navigated return to the streets as we left them 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 air contamination. The markers of safe social distances and touchless surfaces 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 profound environmental crises driven by climate change.
5 PROJECT SITES:

1) Treasure Island
2) Mission Rock
3) India Basin
4) Japantown
5) Outer Mission
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/Optometry, 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
MISSION STREET - Typical Proposed Street Plan and faux Section
Mission Street reduced to two lanes of traffic with wider sidewalks able to support a variety of outdoor programs and mini-structures.
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 co-opetition, 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, benefiting 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.)

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

GRAND BAZAAR - Precedent Study: Structure
Successful Businesses will expand sideways to encompass multiple "Arches"
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, envelopes 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 provided 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/ouated 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.
Hello Mission Rock!
Mission Rock sits north of the Mission Bay neighborhood in San Francisco. Located next to the waterfront, the site is owned by SF Port and has been utilized as public parking for the last 9 years. The new development broke ground in March of 2020 and is expected to be completed in 2023.

What you’ll find in Mission Bay
Affordable housing: 12
Market rate housing: 18
Commercial buildings: 5
Educational: 1
Entertainment: 3
Hospital: 2
Hotel: 1
Parking structures/ lot: 5
Research center: 13
SF police department: 1
Student housing: 1
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
Tishman Speyer and Port of San Francisco

Tishman Speyer is renting Mission Rock on a 99 year lease from the Port of San Francisco. The site will now shift from outdoor parking to a mixed-use development containing four commercial buildings, six residential buildings, and one parking garage.

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.
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.

A Typical Day in August...

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
Select images of Mission Bay and the surrounding area

alt- Intersect - Program with Year-Long Success
Activities throughout the Day
**Critique:** The proposed masterplan leaves very little room for flexibility or influx of new programs.

**Solution:**
In order to accommodate for the influx of guests 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.

**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 placed 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

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

**alt-Intersect - Context Analysis**
Grids and circulation help define Mission Rock’s organization.
Masterplan Axonometric
Bird’s-eye-view of the alternative Mission Rock proposal. The building's mass reveal a “cut” running through each building. A spatial condition defined and influenced by the axis on the ground floor.

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

Masterplan Floorplan
A top view demonstrates how the secondary circulation path creates new spatial conditions. The path creates new connections and adjacencies that would otherwise go unnoticed.

alt- Intersect - Mission Rock 2.0, Masterplan
A new proposal
THE MOBILE FURNITURE OF MISSION ROCK

PLUG-IN ELEMENTS

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

STATISTICS/ PROJECTIONS
GlobalWorkplaceAnalytics

**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
**Form/Surface**
Treasure Island: Existing/Proposed Condition

**Existing**

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

**Proposed**

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

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

GOVERNANCE/PROGRAMMING
Ground Floor Operations
LONG SECTION AXONOMETRIC NODE 2

A - FACADE
  Flexible panels help businesses extend into the street. Also allowing accommodation of diverse uses and needs.

B - OPEN SPACES
  Flexible and adaptable open spaces can be reconfigured by day or season and year. Making these spaces more active and dynamic.

C - URBAN ENCOUNTERS
  Fluid and dynamic experiences where workplace and local community converge. Blur boundaries of work, visit, and residents.

D - INDOOR / OUTDOOR
  Integrate together ground floor and urban spaces. Supporting mixed use and connection of people and places.

E - NODE & PIVOT POINT
  The node becomes a destination, hosting and serving multiple users, inviting both people to sit, pass and linger with a mixed-use program.

F - PRODUCTION & CONSUMPTION
  Environment that supports learning, training, work, life and city.