

2. Analogue Research + Key Conclusions (Task D)

2.1. Primary Project References

Deeper Dive on Primary Projects

1. What was the **catalytic component** that brought economic success to the project
2. How did the project attract the **innovation/tech** industry to grow?
3. What are the effective **physical design attributes**?
4. How is **parking** dealt with?

Summary of the Project Reference Key Takeaways - **Secret Sauce of Success**

Selected Project References



Selected Projects

Economic / Delivery

1. Stapleton, CO
2. Mission Bay, CA
3. Lake Nona, FL

Identity / Placemaking

1. City Center, Washington DC
2. Cambridge Crossing, Boston
3. Cul-de-Sac, Tempe, AZ
4. Philadelphia Navy Yard
5. Daybreak, UT
6. Santa Clara Square, CA
7. City Place, CA

Global Examples

1. King's Cross, UK
2. Canary Wharf, UK
3. Hammarby, Sweden

Primary Project References

Additional Project References

Alignment with Key Vision Elements



Create an iconic, vibrant, mixed-use community, with a focus on quality of life and healthy living, with a strategic balance of jobs and housing to limit off-site trip generation. Include active, welcoming places for people to gather day and night for recreation, dining, culture and entertainment.



Serve the site with a high-quality, future-focused, multi-modal transportation system, with an emphasis on convenience, safety, access, regional traffic reduction, limited parking, emissions reduction, and active transportation.



Promote enduring statewide economic development through job creation, workforce development, and revenue generation. Create a community that will attract and nurture top talent and outstanding anchor companies, as well as smaller local businesses.



Advance innovation by creating a place that promotes a culture of creativity and ingenuity, attracts outstanding talent and investment, promotes solution-oriented research, fosters the growth of promising early-stage companies, eliminates regulatory barriers, and facilitates interdisciplinary industry and academic partnerships to generate and commercialize new ideas.



Create a model of sustainable development that, relative to traditional development, significantly reduces air emissions (including GHG), water pollution, water and energy use, and takes advantage of on- and off-site renewable energy resources (including an on-site geothermal resource). Explore a net-zero-ready development.



Coordinate closely with others to ensure the development fits well with regional plans and infrastructure, advancing the interests of the broader community and not just the site. Promote regional trail, transportation, and green infrastructure connections through the area and facilitate thoughtful regional growth.

Santa Clara Square

Santa Clara | CA

Santa Clara Square, Santa Clara

LEVI'S STADIUM

GREAT AMERICA THEME PARK

"Where Life's Essentials Meet the Modern Workspace"

- Work, dining, shopping, luxury apartments within walking distance
- Master plan and building design focused towards innovation/tech community = adaptive floor plans, amenities within walking distance, collaborative outdoor space
- Developer: Irvine Company

DOWNTOWN

US - 101

SANTA CLARA SQUARE OFFICES

SANTA CLARA SQUARE APARTMENT HOMES

SPECIALTY'S CAFÉ & BAKERY

BOWERS AVENUE

SANTA CLARA SQUARE MARKETPLACE

WHOLE FOODS

SCOTT BOULEVARD

Scale Comparison



SANTA CLARA SQUARE
93 AC
TOTAL GFA 3.9mill sqft
FAR 1.0
50% COMMERCIAL
50% RESIDENTIAL



Santa Clara Square, Santa Clara

Hwy 101

Residential

San Tomas Aquino
Creek Trail

Tech Offices

Tech Offices

Apartments

Tech Offices

Tech Offices

0 500' 1,000' 2,000'



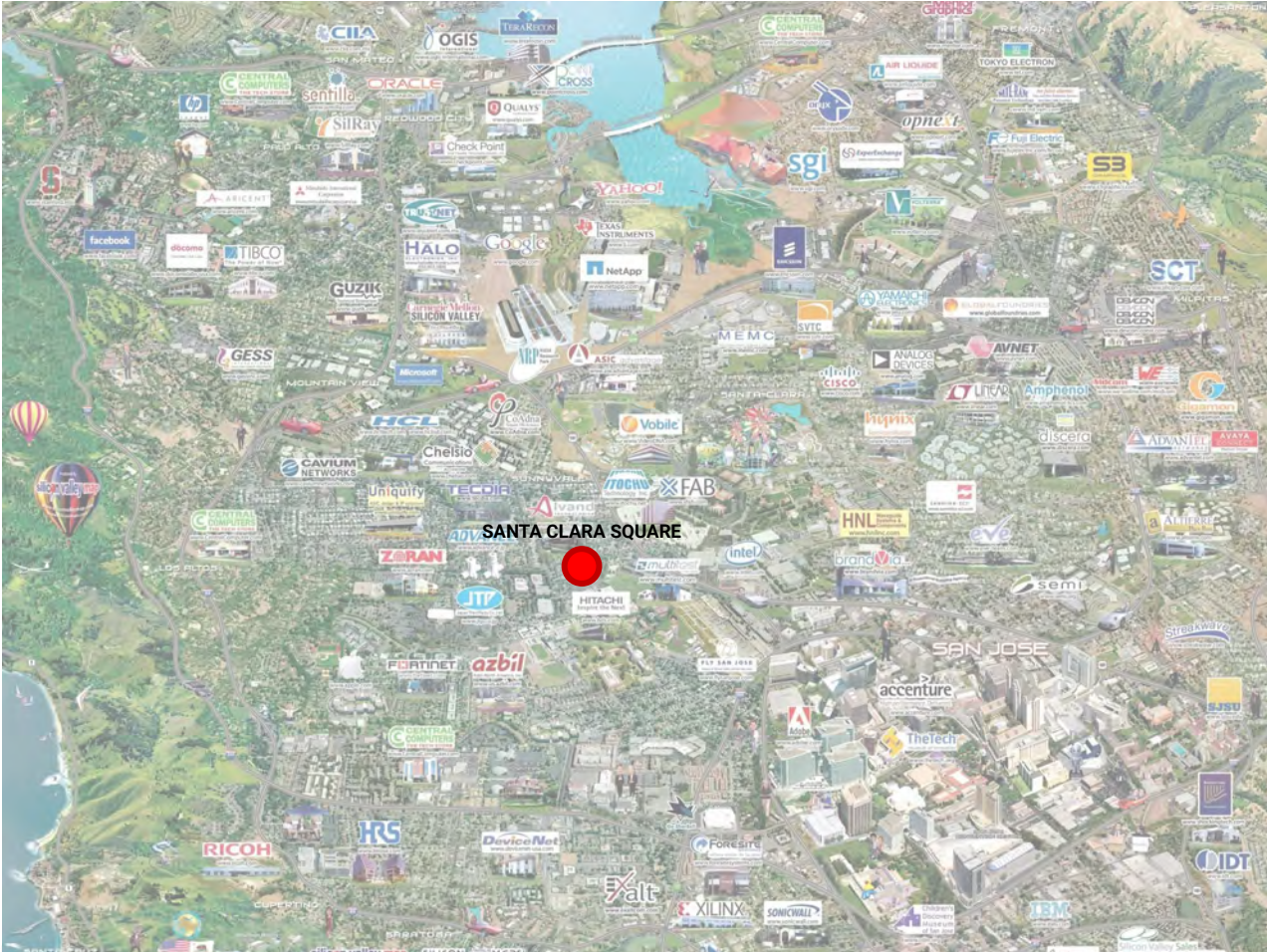
Catalytic Component

- Site in the heart of Silicon Valley with great potential growth of innovation/tech industry and young professionals
- Density of office, retail, and residential space within walking or biking distance away is a unique urbanism in Silicon Valley



Innovation

- In the heart of Silicon Valley



Physical Design Attributes

- Mix of old and new - some buildings reflect California's historic style while others are modern
- Breaking down scale of large footprint buildings by differentiating ground floor materiality or providing arcades
- Providing ample outdoor space to leverage California outdoor lifestyle
- Consistently tree-lined streets promoting walking



Parking

- Mix of independent parking structures, wrapped parking in residential buildings, and surface parking



Alignment with Key Vision Elements



COMMUNITY



TRANSIT



**ECONOMIC
GROWTH**



INNOVATION



SUSTAINABILITY



COLLABORATION



Key Takeaways

- *Understand and implement the needs and desires of the population the project strives to attract*
- *Creating a dense environment promoting walkability*
- *Provide a mix of uses and high quality amenities to support a live/work community*



Daybreak South Jordan | UT

Daybreak, Utah

4,000 acre mixed use community development

- Envisioned as a “smart growth community,” Daybreak was developed around a series of sustainability initiatives and received the Governor’s Quality Growth Award among many other accolades
- Located on former mining land of the Kennecott Copper Mine, a heavy industrial use requiring extensive environmental mitigation
- At build-out, Daybreak is expected to accommodate over 20,000 residential units, 9.1 million sf of commercial space, and 20,000 jobs
- Offers variety of housing typologies
- The parks and open space network were developed spatially to support green infrastructure, including the deployment of stormwater management best practices
- Other sustainable features include: An extensive trail system, native and drought-tolerant planting, habitat conservation, and walkable streetscape design

North Beach

Overlook Park

Eastlake Park

Oquirrh Mountain
Utah Temple

Oquirrh Lake

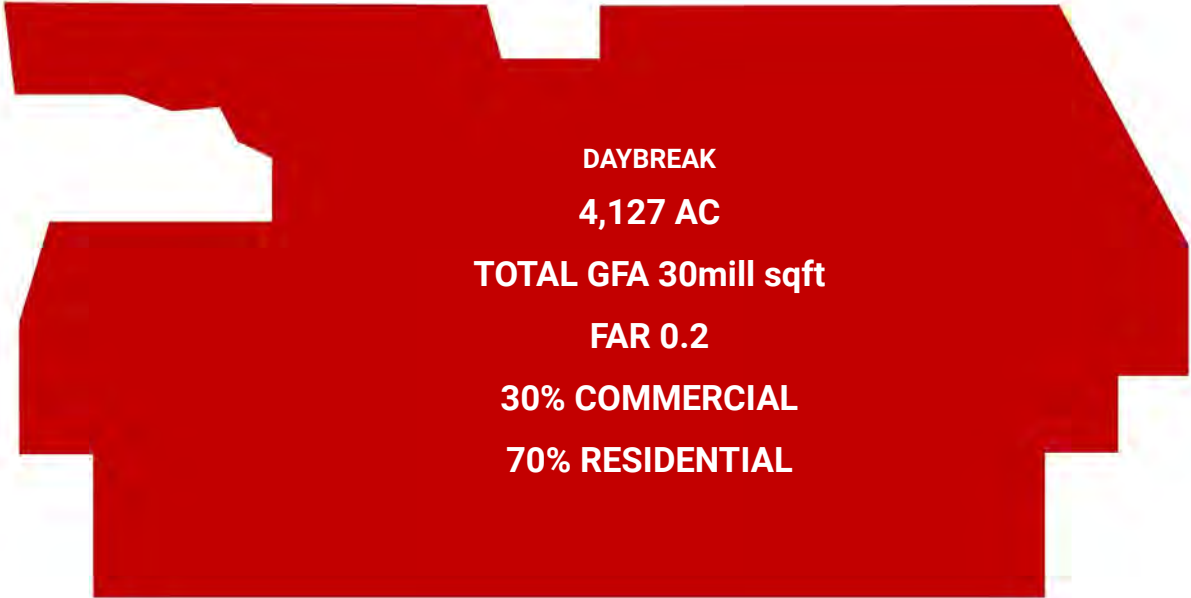
Sunrise
Mountain Park

Hillside Park

Sunflower Park



Scale Comparison



Daybreak, Utah

Bangerter Hwy

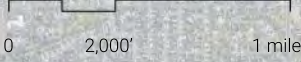


Mountain View Corridor

Oquirrh Lake



Herriman Highschool



Catalytic Component

- Capitalizing on Utah's unique landscape; every home is within walking distance of a park, open space or trail
- Strong commitment to sustainability, which lead to savings in development impact fees. For example, onsite stormwater management system (includes 65-acre man-made Oquirrh Lake, 25 acres of constructed wetlands, stormwater canals, dry wells, infiltration basins, and roadside swales) saved \$70 million in development impact fees
- Most of the financing is likely private investments by Kennecott Land and subsequent home builders and real estate developers



Physical Design Attributes

- Approximately 1,000 acres (25%) of the development used for open space including recreational trails, habitat corridors, community garden space, and green Infrastructure
- Remnants from the Kennecott Copper Mine used to create a common architectural language throughout while hinting at the sites industrial past
- Takes advantage of adjacent views of Bingham Canyon and Clipper Peak, utilizing open space system to frame views for both park users and from adjacent homes and commercial development



Parking

- Commuter rail station nearby enables residents to live day-to-day without the need for single occupancy vehicles
- Employment provided in the downtown is projected to reduce trip generation by 10-15%
- Expansive trail network coupled with zoning enables “safe trails to schools,” allowing kids to bike to school on an off-street trail network.



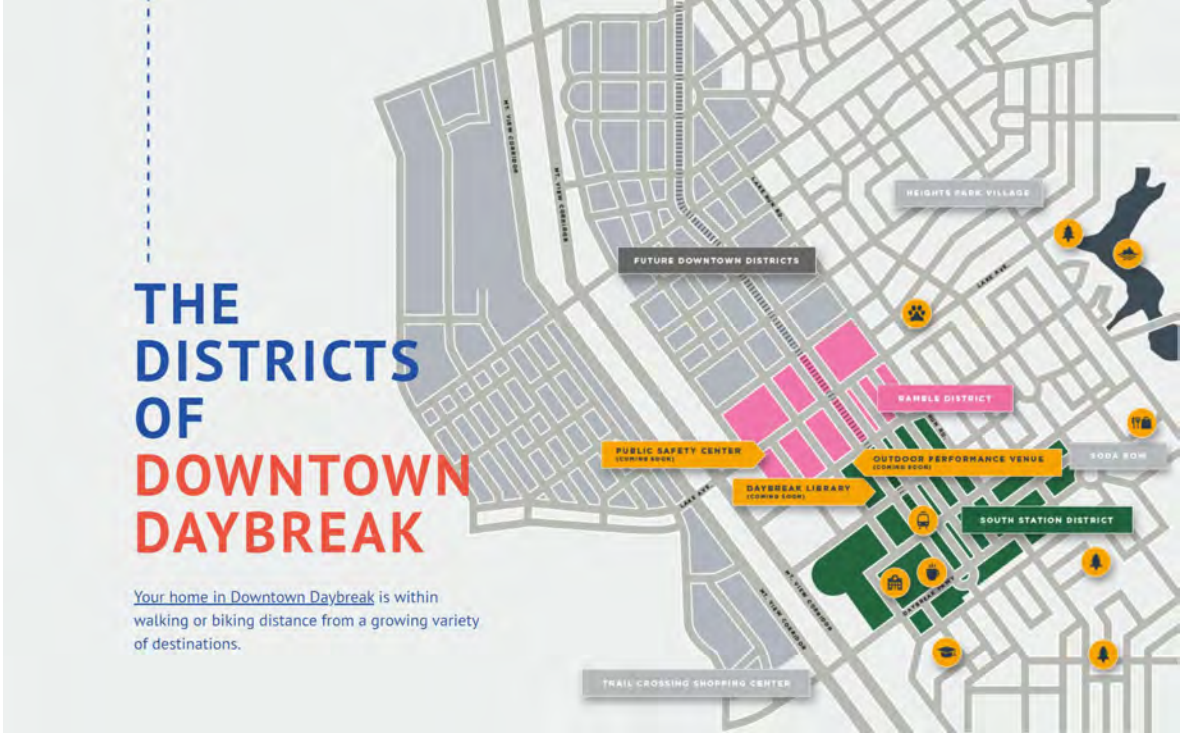
Sustainability

- Oquirrh Lake retains stormwater and supplies reserve irrigation water for the development, reducing water use while providing habitat to over 59 species of birds and game fish
- 68% of the plant species used in common landscapes are native to Utah. This was achieved through the myriad layers of design including community gardens, the creation of songbird habitat, fishing opportunities, native landscapes, and re-use of stone from Kennecott Mine
- Ground source heat exchange is used for a few community buildings including the community information center
- Trailing disposal of contamination from mine occurred on-site



Downtown Daybreak

- New master plan for a downtown od Daybreak



Downtown Daybreak



Alignment with Key Vision Elements



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COLLABORATION



Key Takeaways

- *Capitalize on site's natural assets*
- *Commit to early investment in sustainability practices*
- *Open space network supports both infrastructural and recreational needs, adding high quality amenities and addressing environmental needs in an economically viable way*
- *Offer variety of housing typologies*
- *Provide walkability and multiple modes of transportation*



Cambridge Crossing Boston | MA

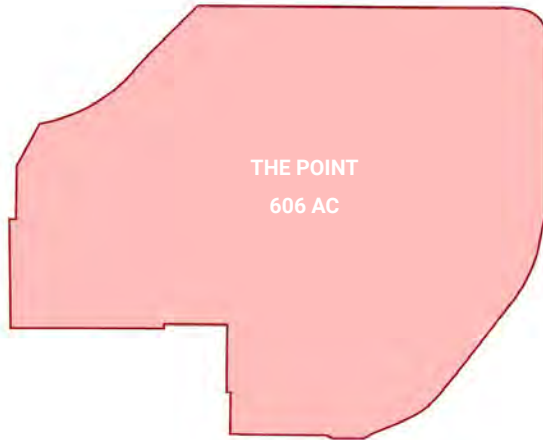
Cambridge Crossing, Boston

An aerial photograph of the Cambridge Crossing development in Boston. The image shows a dense urban area with a mix of modern, multi-story buildings and older, brick structures. A large river, the Cambridge River, flows through the center of the development, with a bridge crossing it. In the foreground, there are several large, blue-roofed industrial or warehouse buildings. The overall scene is a mix of old and new architecture, with green spaces interspersed throughout.

Redevelopment of a former railroad yard

- Transit-oriented mixed use development
- 20 new blocks
- 2.1mill sqft of **tech and office space**
- 2,400 **condos and apartments**
- New **MBTA station**
- **10ac of open space**
- **Extension to the Minuteman Bikeway**; a 10-mile former rail line transformed into a paved multi-use commuter trail

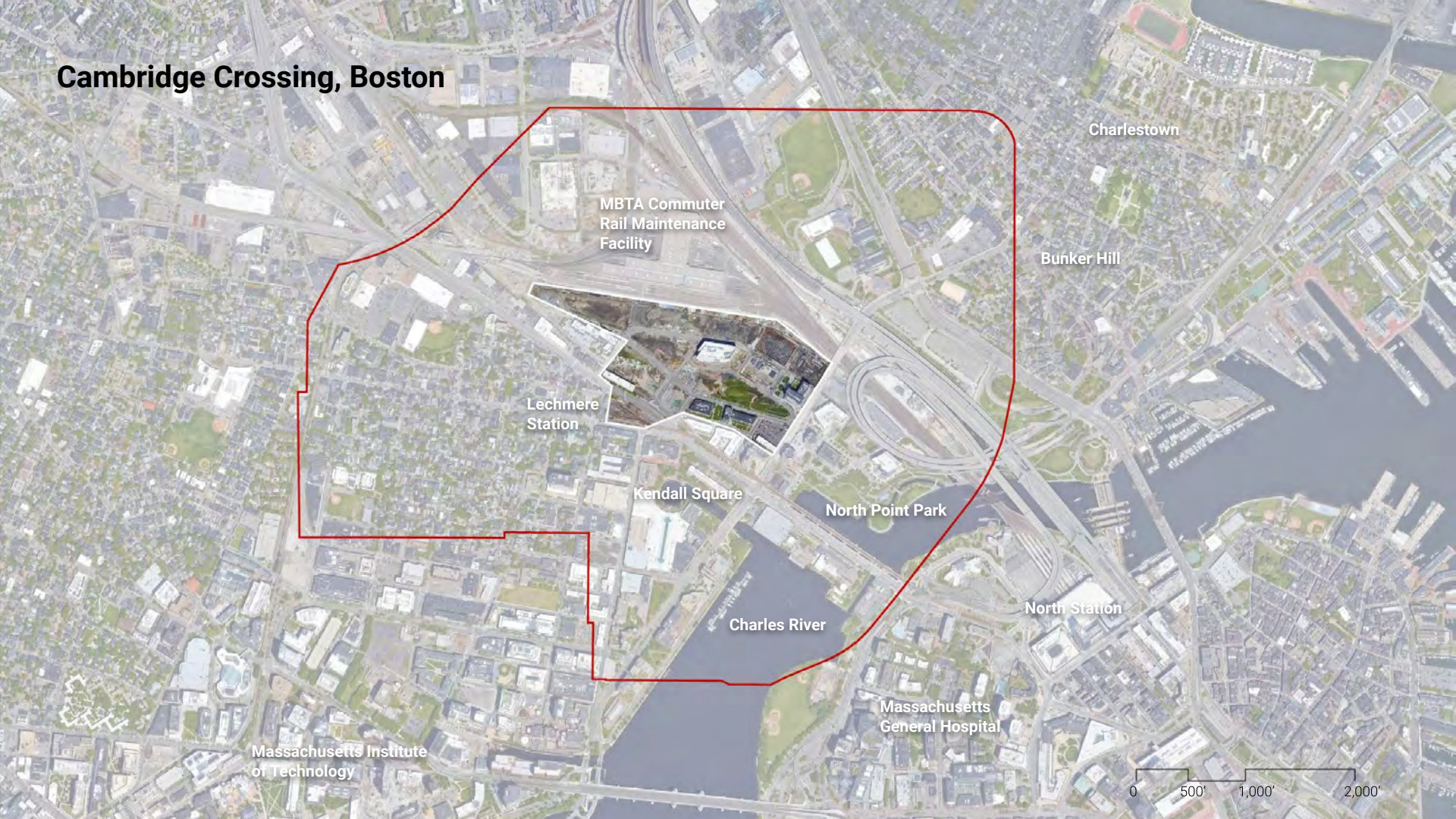
Scale Comparison



CAMBRIDGE CROSSING
43 AC
TOTAL GFA 4.6mill sqft
FAR 2.5
50% COMMERCIAL
50% RESIDENTIAL



Cambridge Crossing, Boston



Charlestown

MBTA Commuter
Rail Maintenance
Facility

Bunker Hill

Lechmere
Station

Kendall Square

North Point Park

Charles River

North Station

Massachusetts
General Hospital

Massachusetts
Institute
of Technology

0 500' 1,000' 2,000'

Catalytic Component

- Scarcity of space in Cambridge - largest remaining land parcel in the city
- Phase 1 included open space, office and residential, creating a sense of place
- Location, location, location - Proximity to highest densities of tech and life-science educated students; existing tech community, transit



CAMBRIDGE CROSSING - PARCEL I
LOCATION IN MASTER PLAN

PARCEL I
OPEN SPACE

PARCEL I
RESIDENTIAL

PARCEL I
RETAIL



- Existing Park
- Proposed Park
- Proposed Plaza
- Planted Building Setbacks

Innovation

- 2.1MSF of Science and Technology space
- Existing tenants - global biopharmaceutical company Bristol Myers Squibb, Sanofi
- Established innovation area ripe for further growth - Google, Facebook, Apple, Watson Health offices are 10 minute walking distance



Physical Design Attributes

- Flexible framework to adapt to changing market demands
- Dedicated open space with iconic amenity “the Shed”
- Robust public transportation network : two MBTA stations (Boston/Cambridge main subway system), bike paths and private on-site shuttles



Parking

- Future blocks to be developed = surface parking
- New development = underground parking

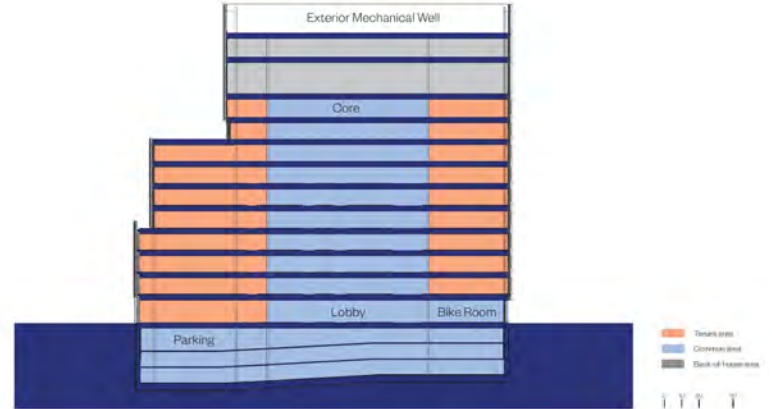


DivcoWest CX

EXISTING CONDITIONS PLAN

enneed JACOBS

DivcoWest CX



EAST-WEST BUILDING SECTION

enneed JACOBS

Alignment with Key Vision Elements



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Key Takeaways

- *Focus on partnerships & co-location*
- *Open space and recreation as part of first phase*
- *Transit-oriented and mixed use*
- *Flexible physical plan that easily adapted to market changes*



Kings Cross London | UK

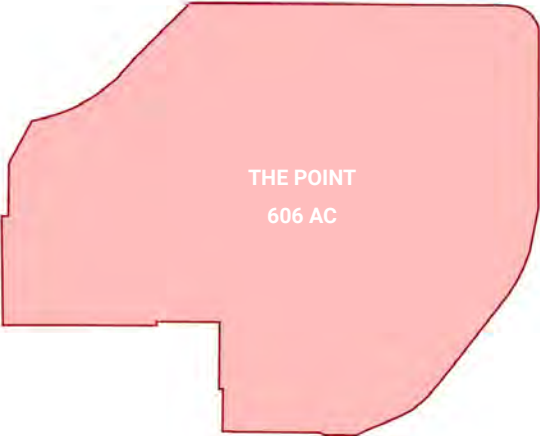
King's Cross

The first car-free neighborhood in the US

- Construction started 2007
- 10 hectares (approx 30%) of the site will be dedicated to **new public routes and open spaces + 10 new privately owned public spaces**
- Majority of the site falls within conservation areas, **several buildings and structured are of heritage value**
- **Education, cultural and student housing** component
- Developer: King's Cross Central Limited Partnership - Argent, London & Continental Railways Limited
- **District-wide energy system with on-site energy center** provides close to 100% of development's heat and hot water, and 80% of electricity needs



Scale Comparison



KING'S CROSS
67 AC
TOTAL GFA 8mill sqft
FAR 2.75
25% COMMERCIAL
75% RESIDENTIAL



King's Cross



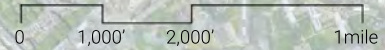
Regent's
Canal

Lewis Cubitt Park

The Granary

St Pancras
International
Station

London
King's Cross
Station



One of the catalyst projects in the London region



KING'S CROSS



THE REGENT'S PARK

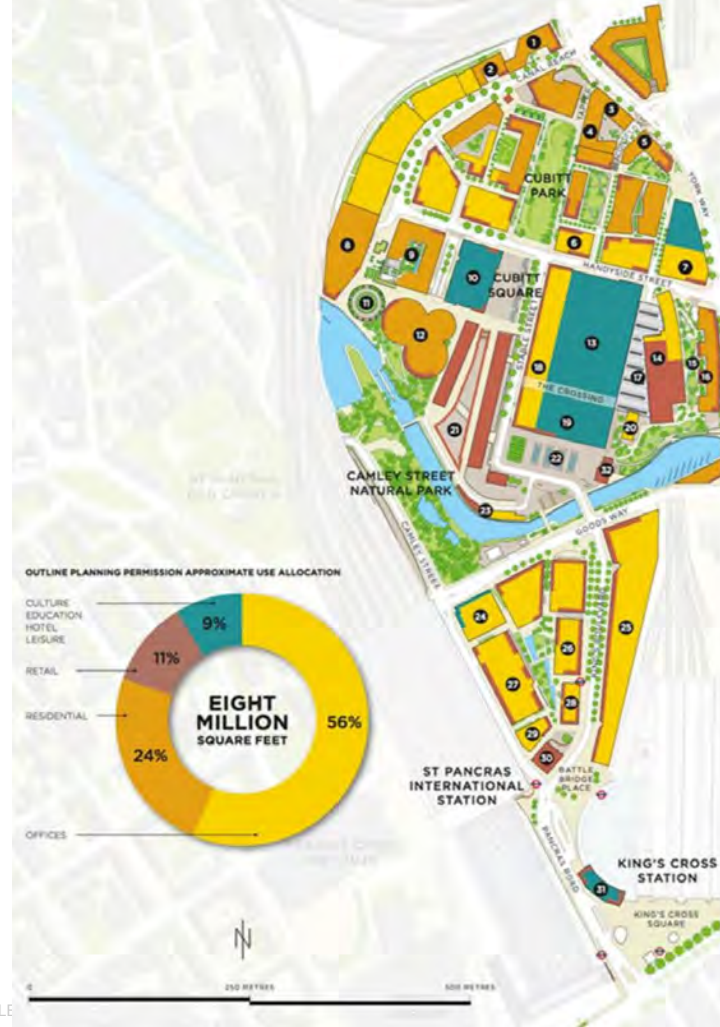
HYDE PARK

THAMES RIVER

CANARY WHARF

Catalytic Component

- Taking advantage of historic heritage - 19th century buildings “urban repair”
- Welcoming a University first
- Development started 2008 - Early investment focused around the Victorian buildings
- 2011 University of the Arts London moved to the Granary Complex (historical building)
- Restaurants then opened, renovation and reopening of Great Northern Hotel, historic Coal Drops redeveloped as unique shopping destinations with businesses such as Google, LV, Universal Music and Havas moving in
- The landowners – London & Continental Railways Limited and Excel (now DHL) and development partner Argent formed a joint partnership: Kings Cross Central Limited Partnership; Single land owner



COMMITTED BUILDINGS AND OCCUPIERS

- 1 URBANEST, STUDENT HOUSING
- 2 AKDN, STUDENT HOUSING
- 3 SAXON COURT, RESIDENTIAL
- 4 ROSEBERRY MANSIONS, RESIDENTIAL
- 5 RUBICON COURT, RESIDENTIAL
- 6 AKDN, EDUCATIONAL BUILDING
- 7 AKDN, OFFICES
- 8 TAPESTRY, RESIDENTIAL, THE ENERGY CENTRE AND CAR PARK
- 9 PLIMSOLL BUILDING, RESIDENTIAL, PRIMARY SCHOOL AND FRANK BARNES SCHOOL FOR DEAF CHILDREN
- 10 AKDN, CULTURAL, EDUCATION AND HOTEL
- 11 GASHOLDER NO.8, URBAN PARK
- 12 GASHOLDER TRIPLET, RESIDENTIAL
- 13 THE GRANARY COMPLEX, CENTRAL SAINT MARTINS SCHOOL OF ART AND DESIGN
- 14 MIDLANDS GOODS SHED, WAITROSE AND OTHERS
- 15 HANDYSIDE GARDENS
- 16 ARTHOUSE, RESIDENTIAL
- 17 WEST HANDYSIDE CANOPY, EVENTS SPACE
- 18 WESTERN TRANSIT SHED, RESIDENTIAL MARKETING SUITE, KX RECRUIT, KING'S CROSS VISITOR CENTRE, ARGENT, HOARE LEA, ZONE, OFFICE AND RETAIL
- 19 THE GRANARY, UNIVERSITY OF THE ARTS LONDON
- 20 REGENERATION HOUSE, THE ART FUND, HOUSE OF ILLUSTRATION
- 21 COAL DROPS YARD, RETAIL
- 22 GRANARY SQUARE
- 23 FISH & COAL, JAMIE OLIVER GROUP, OFFICE, RETAIL
- 24 FIVE PANCRAS SQUARE, LB CAMDEN OFFICES, LEISURE CENTRE AND PUBLIC LIBRARY
- 25 GOOGLE, OFFICES
- 26 TWO PANCRAS SQUARE, OFFICES
- 27 BNP PARIBAS REAL ESTATE, SIX PANCRAS SQUARE, OFFICES
- 28 ONE PANCRAS SQUARE, OFFICES
- 29 SEVEN PANCRAS SQUARE, THE OFFICE GROUP
- 30 GERMAN GYMNASIUM, RESTAURANT
- 31 GREAT NORTHERN HOTEL
- 32 PAVILION RESTAURANT AND BAR

Coal Drops Yard



Innovation

- 2011 University of the Arts London moved to the Granary Complex (historical building)
- businesses such as Google, LV, Universal Music and Havas moving in



Physical Design Attributes

- Walkability
- Taking advantage of natural feature - canal
- 30% of project dedicated to open space
- Taking advantage of historical feature - historical buildings



Parking

- Minimal car passage through project site
- Handyside Car Park



Alignment with Key Vision Elements



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INNOVATION



SUSTAINABILITY



COLLABORATION



Key Takeaways

- *Based on "Principles for a Human City"*
- *A diverse clustering of knowledge jobs with shared amenities*
- *Focus on place shaping and activation*
- *Expansive social and community programming*
- *Diverse combination of uses, including a college of art and design*



Canary Wharf London | UK

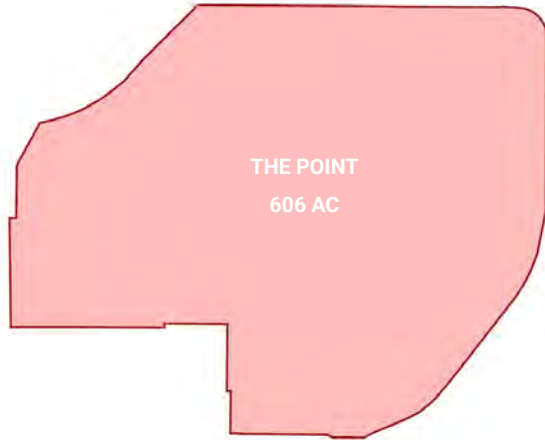
Canary Wharf, London

Secondary CBD of London

- One of the main financial centers in the UK
- Around **120,000 people work** in Canary Wharf
- **200+ Arts and Events**
- In 2020 first **residential development added** in Wood Wharf
- **Multiple modes of transportation** (subway/light rail/river bus/bus/cycle routes)
- **100% of electricity from renewable sources**
- 24 buildings are BREEAM certified, **all new developments to be carbon net zero**



Scale Comparison



CANARY WHARF
120 AC
TOTAL GFA 28.4mill sqft
FAR 5.4
85% COMMERCIAL
15% RESIDENTIAL



Canary Wharf, London



Poplar

River Thames

Canary Wharf Station

River Thames

Wood Wharf

The O2

Stave Hill Ecological Park

Millwall

Cubitt Town

0 500' 1,000' 2,000'

Catalytic Component

- Originally master planned by SOM as a new business district including the Docklands Light Railway and UK's tallest building at the time, symbolizing the regeneration of the Docklands
- Late 90's showed recovery in property market, growing demand for large floorplate Grade A office space
- Jubilee Line Extension was a critical event for recovery
- Central location benefits major companies



Innovation

- Tech companies such as IBM, Intel and Oracle have their HQ
- Many companies founded in Canary Wharf have expanded to national level
- World-famous business community and reputation gives smaller companies the chance to learn more and grow faster
- 2.8mill sqft of office space specifically catered towards tech and creative companies to be built in Wood Wharf



Physical Design Attributes

- Incorporating the waterfront feature
- High quality open space ranging from active arrival plazas to quiet office courtyards
- Design Guidelines to ensure a consistent quality and character in built urban form
- Modern architecture with Grade A office space



Parking

- Underground parking



Alignment with Key Vision Elements



COMMUNITY



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GROWTH**



INNOVATION



SUSTAINABILITY



COLLABORATION

Key Takeaways

- Long-term success achieved by designing a place where people can and want to live, work and socialize
- Investment in cultural entertainment and environmental sustainability



Mission Bay San Francisco | CA

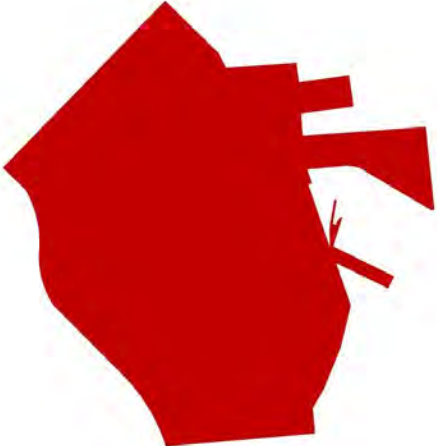
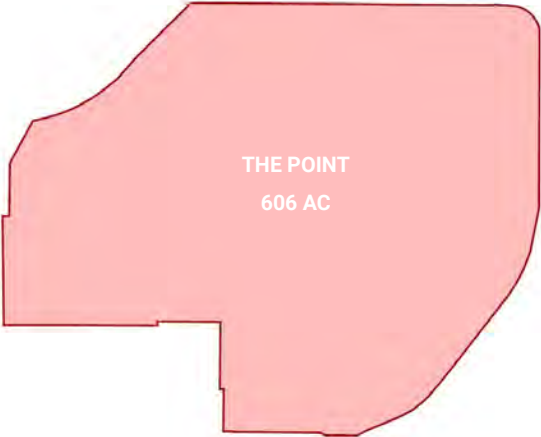
Mission Bay, San Francisco

Development program for Mission Bay includes:

- **6,000 housing units**, with 1,700 (28%) affordable housing
- 6 million sq. ft. of office/life science/technology commercial space. The area had an estimated **56 biotech companies** clustered in the area in the mid-2010s.
- home to the NBA Golden State Warrior's **Chase Center**
- A new **UCSF research campus** containing 2.65 million sq. ft. of building space
- 800,000 sq. ft. of **city and neighborhood-serving retail space**
- A 500-room **hotel**
- 49 acres of public open space, including a part of the **San Francisco Bay Trail**, a bicycle and pedestrian trail that allows continuous travel around the shoreline of the San Francisco Bay, plus **8 acres of open space within the UCSF campus**
- A new **500-student public school**
- A new **fire and police station**



Scale Comparison



MISSION BAY
303 AC
TOTAL GFA 14mill sqft
FAR 1.1
55% COMMERCIAL
45% RESIDENTIAL



Mission Bay, San Francisco

Downtown San Francisco

Caltrain Station

Mission Bay

San Francisco Bay

UCSF Medical Center

Chase Center

Highway 101



Construction began 1999

Downtown San Francisco

UCSF Medical Campus

Chase Center Events Arena



Catalytic Component

- Development fueled by the construction of the UCSF Mission Bay campus
- Master developer/land owner Catellus Development Corporation will construct over \$200 million in public infrastructure in Mission Bay, to be financed through special assessments and increased property taxes generated by the development
- Upon completion, the right-of-way and utility improvements will be accepted for operation and maintenance by the City
- Park system will be funded by annual assessments against private property in the redevelopment areas



Mission Rock



- new mixed use catalyst project within Mission Bay; construction started in 2020

Innovation

- Cluster of commercial biotech development - Mission Bay Biotech Cluster
- Biotech companies initially attracted to the talent pool of UCSF
- Currently four life sciences incubators
- Home to more than 38 life sciences companies including FibroGen, Nektar, Celgene, Bayer, and Pfizer



Physical Design Attributes

- Clear block structure, open space and street designs
- Primarily 5-6 story buildings
- Various amenities within walking distance



Todd Trumbull / The Chronicle



Residential development



- Residential development concentrated around Mission Creek

Alignment with Key Vision Elements



COMMUNITY



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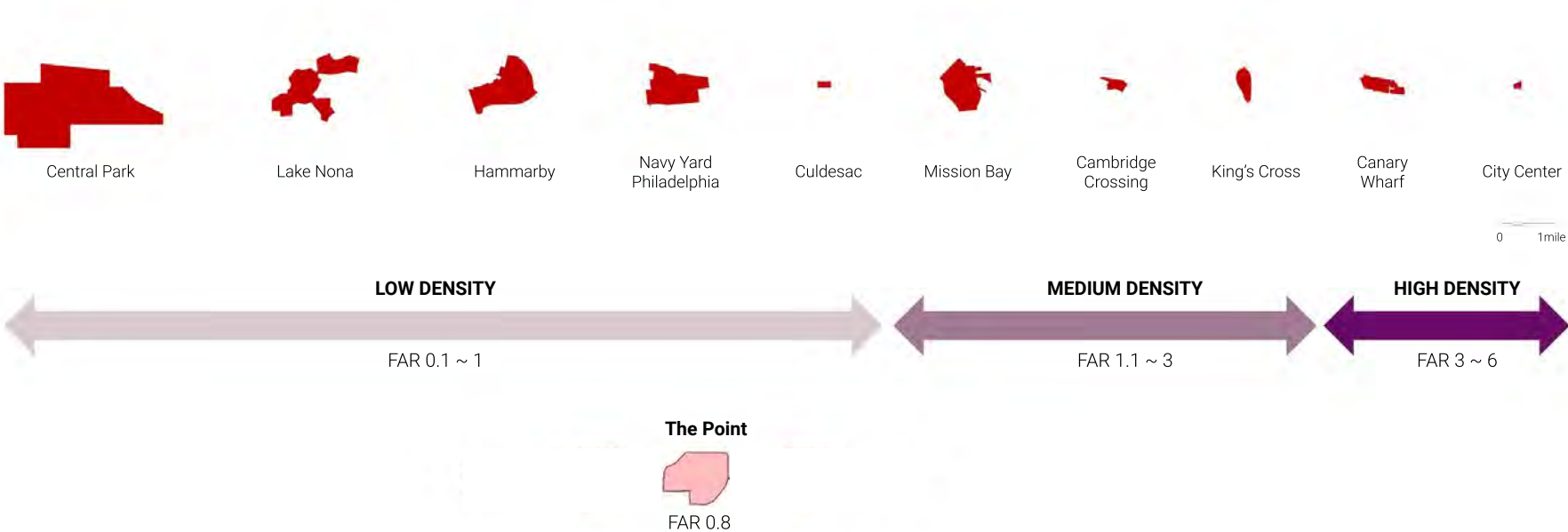
Key Takeaways

- *Evolving mix of use*
- *Public-private-institutional partnerships*
- *Clear, adaptable urban plan allows evolution of land uses*
- *Clear parks and street design*

Scale Comparison



Gross Floor Area Ratio (FAR) Comparison



Key Conclusions

Project References

Development

1. Concentrate early investment in unique elements of the project.
2. Institutions as catalysts such as hospitals/research for innovation business growth.
3. A balanced mix of land uses creates a diverse and vibrant 24-hour community - the most successful projects are mixed-use with at least 50% of the GFA as residential.
4. Provide variety in amenities such as open spaces, building typologies and services.
5. The most successful projects have a strong commitment to public space.
6. Typical densities of the most successful projects are 1 FAR on the gross land area.

Transportation

7. Transit connectivity is an important amenity to attract office and residential development.
8. Walkability and easy access to local amenities also attracts residents and workers.
9. The most successful projects successfully screen parking from view, either behind or under buildings or with architectural or landscape screening.

2.2. Additional Project References

Navy Yard Philadelphia | PA

Navy Yard, Philadelphia

A mixed use waterfront campus

- Originally planned in 2004, with an **update in 2013 to respond to changing demands**: Navy's desire to expand research center, emerging R&D activity around energy efficient buildings and smart microgrids, expanding port and distribution complex
- Plan grounded on principles of historic preservation, mixed use, public access to water, pedestrian priority, mass transit, smart regional growth, and environmental sustainability



Citizens Bank Park

Wells Fargo Center

Lincoln Financial Field

Entrance to project

Central Green

Mustin Park District

Port

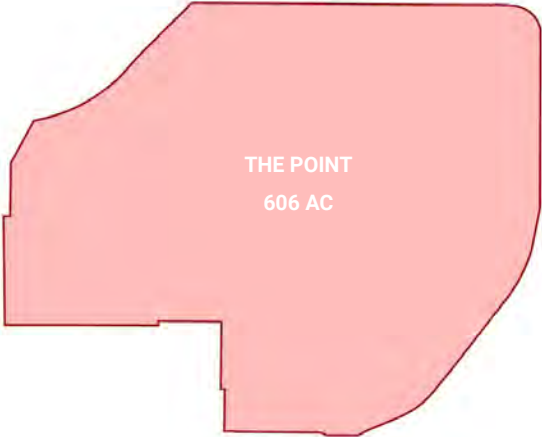
Canal District

Historic Core

Shipyard

Delaware River

Scale Comparison



NAVY YARD
385 AC
TOTAL GFA 7.8mill sqft
FAR 0.5
85% COMMERCIAL
15% RESIDENTIAL



Navy Yard, Philadelphia

FDR Park

Central Green

Historic Core

Canal District

Mustin Park District

Port

Delaware River

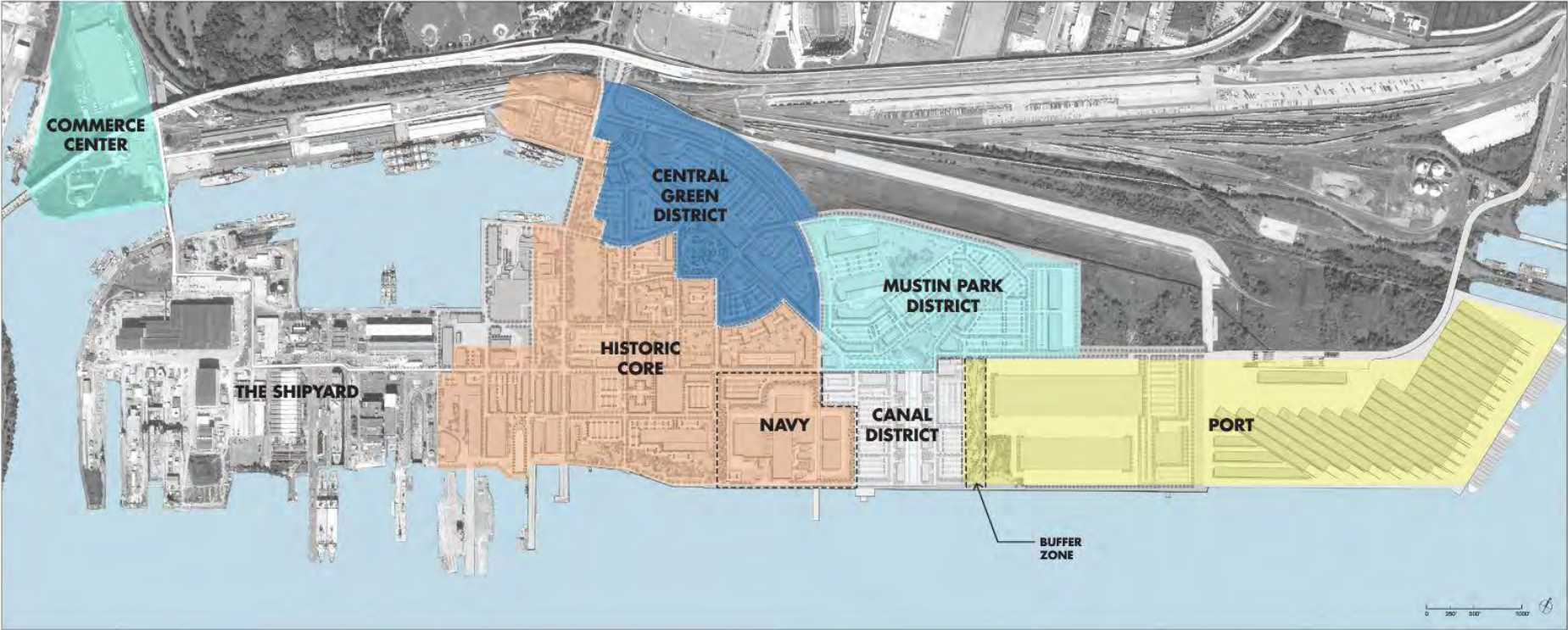
Delaware Expy

Philadelphia Navy Yard

Shipyard



Master Plan



Master Plan









Key Takeaways

- *Public-private investment*
- *The "coolest shipyard in America"*
- *Range of connected uses ... office, retail, industrial, R&D, including Penn State Univ*
- *Mix of small and large businesses*
- *Creative placemaking with each phase*



Alignment with Key Vision Elements



COMMUNITY



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INNOVATION



SUSTAINABILITY



COLLABORATION



Related Santa Clara (City Place) San Clara | CA

San Francisco Bay

Related Santa Clara, Santa Clara

New destination City center for Santa Clara

- Phase 1 expected to open in 2023
- 9.2mill sf total including:
 - 5.4mill sqft of office
 - 1,280 new apartment units, 170 affordable
 - 400 "extended stay" apartments with amenities
 - Equinox hotel (Related owns Equinox) and a 440-room business hotel
 - 1mill sqft of retail and restaurants
- Phase 2 will be 4 mill sqft corporate campus
- 30-acre public park, Related will fund \$5 million towards the construction
- Public Private Partnership with Related and City of Santa Clara

30ac Public Park

Phase 2 Office Campus

Tasman East Future Residential

Residential

Hotel

Offices

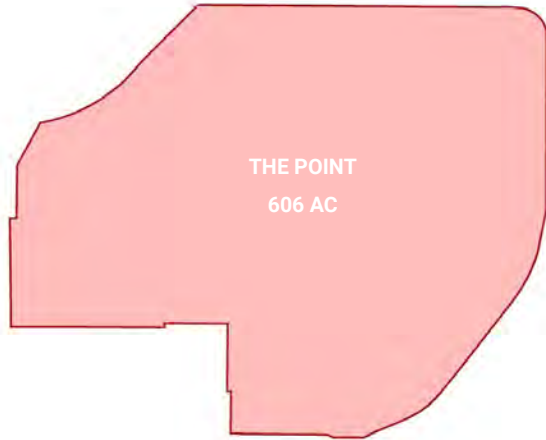
Global Food Market

Business Hotel

San Tomas Aquino Creek

Levi's Stadium

Scale Comparison



RELATED SANTA CLARA
240 AC
TOTAL GFA 13.2mill sqft
FAR 1.2
90% COMMERCIAL
10% RESIDENTIAL



Related Santa Clara, Santa Clara



Southbay Fwy

San Tomas
Aquino Creek

Calabazas Creek

Hyatt
Regency
Santa Clara

Levi's
Stadium
Parking

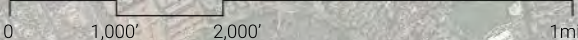
Phase 2 site

Phase 1 site

Great
America
Train Station

Levi's
Stadium

Guadalupe
River



Catalytic Component

- Mix of elements and pedestrian friendly nature of the project unique to Silicon Valley
- Proximity to entertainment (Levi's Center) and star feature of the project - Global Food Market focusing on food retail
- Investment in new public open space as well as connecting to existing regional networks from both private and public funds



Innovation

Silicon Valley Neighboring Companies

LOCATED WITHIN 5 MILES:

56M SF Existing Office Density

300K Existing Daytime Office Population

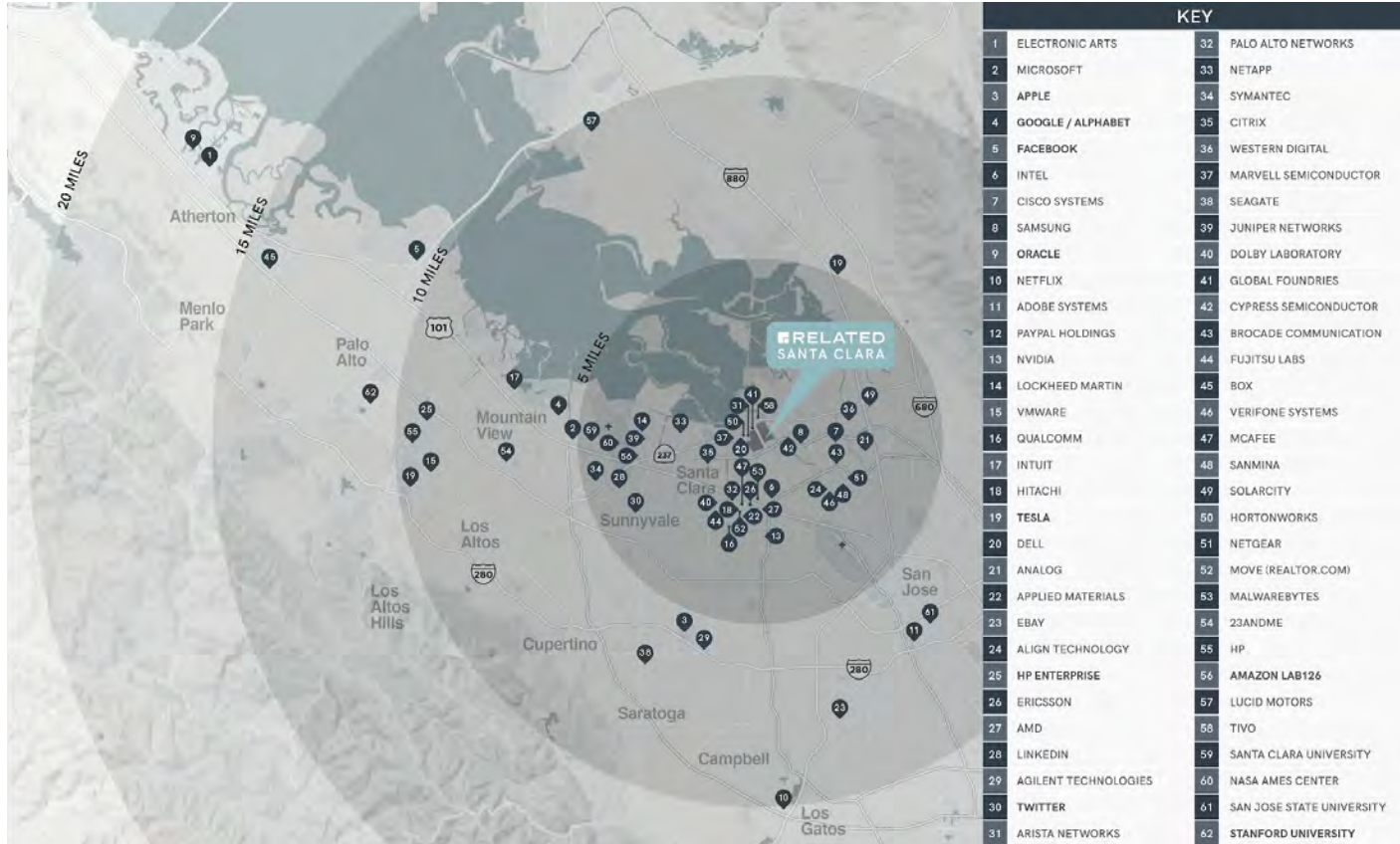
TOP 5 Silicon Valley Tech companies employing over 850k; representing 20% of the S&P Index

LOCATED WITHIN 20 MILES:

23 Fortune 500 Companies

8 Fortune Global 500 Companies

53 Companies with a market cap over \$1 billion



Physical Design Attributes & Parking

- Pedestrian oriented environment centered around a food market and retail amenities
- Cars are eliminated from the site by providing parking in the perimeter, predominantly parking structures
- Tallest building around 12 stories high
- Flexible office floorplates



POINT OF THE MOUNTAIN FRAMEWORK PLAN - STAGE 1 SUBMISSION
SKIDMORE, OWINGS & MERRILL | DESIGN WORKSHOP | WSP | GREAT BASIN | SAM SCHWARTZ | HAL



Key Takeaways

- *Concentrate mix of uses and amenities within a walkable area*
- *Strong commitment to providing public open space in first phase of project*
- *Retail focused on food as much of the consumer spending has shifted online and acknowledging lack of restaurants in the area*



Alignment with Key Vision Elements



COMMUNITY



TRANSIT



**ECONOMIC
GROWTH**



INNOVATION



SUSTAINABILITY



COLLABORATION

