



ALTERNATIVE 1 DO NOTHING DIFFERENT



ALTERNATIVE 2 RESTORATION AND COMPLETION



ALTERNATIVE 3 RESTORATION AND COMPLETION WITH OPEN CROSS STREETS



ALTERNATIVE 4A KEEP FOUR CENTER BLOCKS CLOSED



ALTERNATIVE 4B KEEP SOUTH AND CENTER CLOSED



ALTERNATIVE 5 KEEP CENTER CLOSED



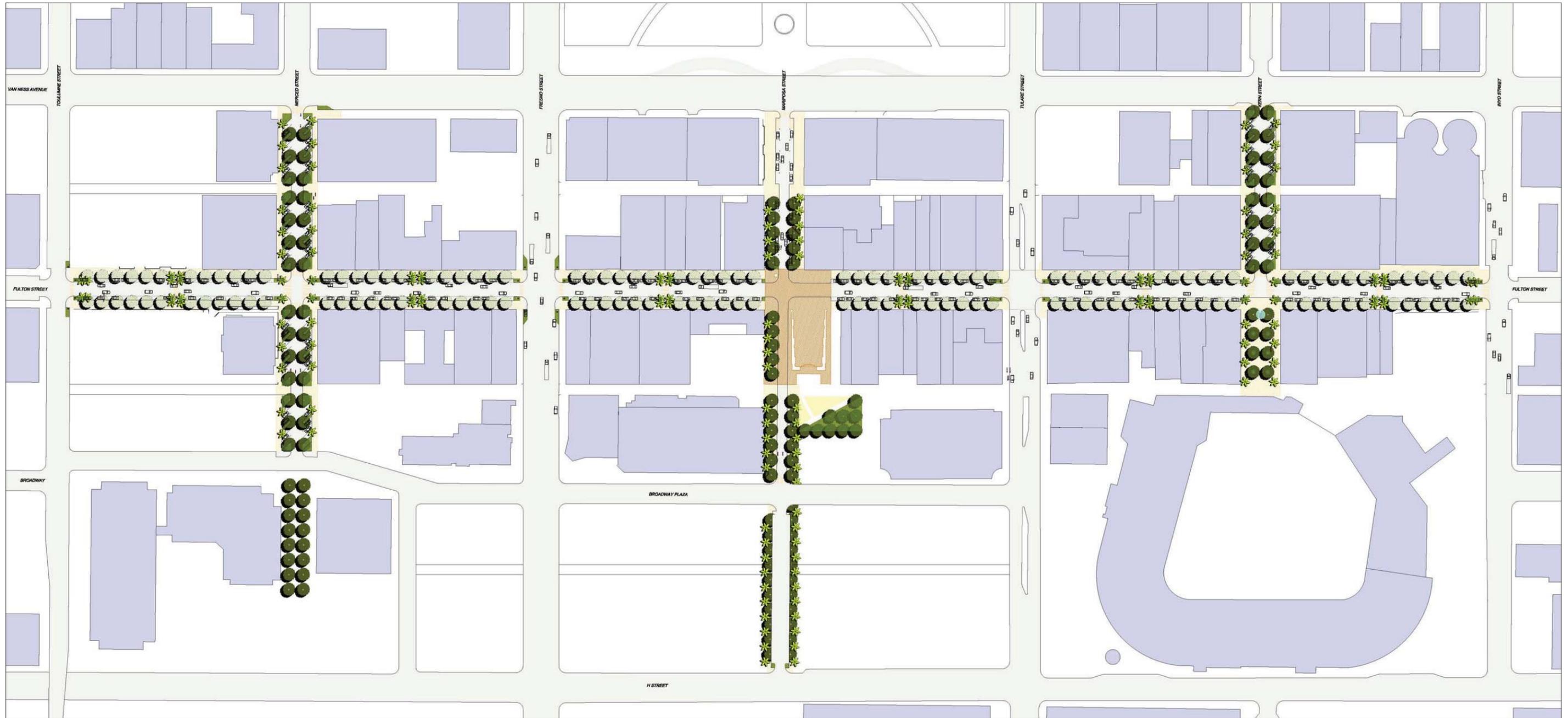
ALTERNATIVE 6A RECONNECT THE GRID 1 WITH ONE WAY STREET



ALTERNATIVE 6B RECONNECT THE GRID 1



ALTERNATIVE 7 RECONNECT THE GRID 2



ALTERNATIVE 8 RECONNECT THE GRID 3





ELECTRICAL VAULTS



Water leakage and damage.

COCKROACH INFESTATION



Throughout mall.



ELECTRICAL FESTOONS

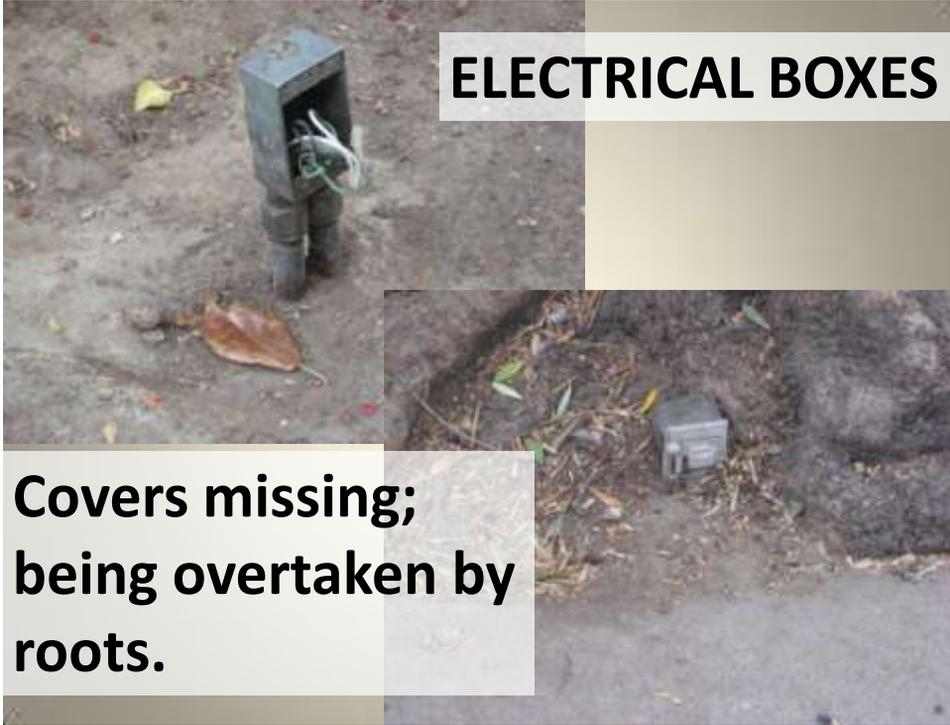
Distribution panels being breached by roots and foliage.



CHRISTY BOXES

Lids missing; wire exposed.







Fulton Mall Alternatives Summary Cost Comparison

18-Oct-10

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

Notes:

(1) See Attachment A for construction cost assumptions for each alternative.

(2) Present value of 30 year cost based on 2% inflation rate and 5% discount rate

(3) Maintenance costs for each alternative are derived from three sources:

The actual 2010 PARCS Department budget (see Attachment B), the ideal PARCS Department budget (Attachment C), and the current cost to maintain Kern Street between Van Ness Avenue and N Street (Attachment D).

These three maintenance cost sources are applied to each alternative as follows:

- Alternative 1 (Do Nothing Different): 100% actual 2010 PARCS budget
- Alternative 2 (Restoration and Completion): 100% ideal PARCS budget
- Alternative 3 (Restoration and Completion with Open Cross Streets): Closed blocks based 100% upon ideal PARCS budget;
Cross streets based 100% upon current Kern Street (between Van Ness and N) costs
- Alternative 4a (Keep Four Center Blocks Closed): Closed blocks based 100% upon ideal PARCS budget;
Cross streets based 100% upon current Kern Street (between Van Ness and N) costs
Fulton Street between Tuolumne and Merced and between Kern and Inyo based 50% upon ideal PARCS budget and 50% Kern Street (Van Ness to N) budget
- Alternative 4b (Keep Three Center Blocks Closed): Closed blocks based 100% upon ideal PARCS budget;
Cross streets and open portions of Fulton Street based 100% upon current Kern Street (Van Ness to N) budget
- Alternative 5 (Keep Two Center Blocks Closed): Closed blocks based 100% upon ideal PARCS budget;
Cross streets and open portions of Fulton Street based 100% upon current Kern Street (Van Ness to N) budget
- Alternative 6a (Reconnect Grid 1 - with One Way Street): Fulton Street based 100% upon ideal PARCS budget and 0% Kern Street (Van Ness to N) budget;
Cross streets based 100% upon Kern Street (between Van Ness and N) costs
- Alternative 6b (Reconnect Grid 1 - with Two Way Street): Fulton Street based 90% upon ideal PARCS budget and 10% Kern Street (Van Ness to N) budget;
Cross streets based 100% upon Kern Street (between Van Ness and N) costs
- Alternative 7 (Reconnect Grid 2): Fulton Street based 20% upon ideal PARCS budget and 80% Kern Street (Van Ness to N) budget;
Cross streets based 100% upon Kern Street (between Van Ness and N) costs
- Alternative 8 (Reconnect Grid 3): Fulton Street and cross streets based 100% upon current Kern Street (Van Ness to N) budget

(4) Parking revenue costs derived from City of Fresno Public Works Department, Parking Division (see Attachment E)

(5) Present value of a 30 year income stream based on 2% inflation rate and 5% discount rate

Attachment A

Opinion of Probable Costs for each Alternative

Known Existing Conditions and Assumptions

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

1. *Alternative 1 – Do Nothing Different*

No Cost

No Cost

2. *Alternative 2 – Restoration and Completion*

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

Cost Range:

Square footage cost

Low	\$8,000,000
High	\$16,000,000

\$25.00
\$50.00

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

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

Attachment A

Opinion of Probable Costs for each Alternative

3. **Alternative 3 – Restoration and Completion with Open Cross Streets**

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

	Cost Range:	Square footage cost
Low	\$9,297,500.00	\$27.35
High	\$14,747,500.00	\$43.38

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

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

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

Attachment A

Opinion of Probable Costs for each Alternative

4. Alternative 4a – Keep Four Center Blocks Closed

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

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

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

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

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

Attachment A

Opinion of Probable Costs for each Alternative

5. Alternative 4b – Keep Three Center Blocks Closed

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

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

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

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

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

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

Attachment A

Opinion of Probable Costs for each Alternative

6. Alternative 5 – Keep Two Center Blocks Closed

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

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

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

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

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

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

Attachment A

Opinion of Probable Costs for each Alternative

7. Alternative 6a – Reconnect the Grid 1 with One Way Street

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

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

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

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

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

Attachment A

Opinion of Probable Costs for each Alternative

8. Alternative 6b – Reconnect the Grid 1 with Two Way Street

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

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

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

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

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

Attachment A

Opinion of Probable Costs for each Alternative

9. Alternative 7 – Reconnect the Grid 2

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

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

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

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

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

Attachment A

Opinion of Probable Costs for each Alternative

10. Alternative 8 – Reconnect the Grid 3

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

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

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

End of Probable Cost Information

Attachment B
Maintenance Cost Assumptions - Pedestrian Mall
Current Year Actual Costs (Current PARCS Department Budget)

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

Notes:

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

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

Source: City of Fresno PARCS

**Attachment C
Maintenance Cost Assumptions - Pedestrian Mall**

Ideal Fulton Mall Maintenance Costs (Ideal PARCS Department Budget)

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

Notes:

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

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

Source: City of Fresno PARCS

**Attachment D
Maintenance Cost Assumptions - Street**

Current Cost to Maintain Kern Street Between Van Ness Avenue and N Street

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

Notes:

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

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

Attachment E
Parking Revenues - Street

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

Source: City of Fresno Public Works Department, Parking Division



MEMORANDUM

Charles Birnbaum, FASLA, FAAR
Assessment Summary
Fresno Mall Charrette
October 15, 2010

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

Background

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

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

So, what are the options today for balancing historic values, design, and economic stability for the Fulton Mall? Pioneering landscape architect Garrett Eckbo’s design unified the original architecture and planning by Victor Gruen Associates – it was the centerpiece of Gruen’s master plan ... and an initial hit. Like other pedestrian malls, Fulton has seen its share of decline. Because of demographic and population shifts, the



mall's only real usage is during business hours. After 5PM, it's largely dormant. This is bad for retail, revenue and city spirit.

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

Preservation Issues and Considerations

The issue of how to preserve and manage the Mall's significant historic design while balancing critical economic and programmatic requirements is the core question. To this end, it is worth noting that what's happening in Fresno is playing out elsewhere in towns and cities with modernist urban landscape architecture. The nation's rich and diverse legacy of modernist landscape architecture is still struggling for visibility that will result in change and continuity in equal measure. For example, two of Eckbo's designs – Ambassador College in Pasadena and the Tucson Convention Center – are in serious trouble and in the end may meet the wrecking ball. And, as we have all heard at one time or another, city planning and design decisions about the fate of such places are frequently made under unusual, sometimes secretive circumstances. Occasionally, the actual outcome isn't clear until the first bulldozer shows up. Clearly based on the response and the comments made at the public forum on September 27, Fresno's approach is different and Fresnans know the mall is important. This was echoed in Mayor Swerengin's spirited opening, when she noted that unlike previous attempts at revitalizing the mall that had thwarted Fresnans, this time is different: "There is something powerful going on here," she declared to a boisterous crowd. "We are going to be moving mountains as a community. This is monumental."



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

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

On the Significance of the Mall:

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

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

- During the charrette process I had the opportunity to spend time with Bob Gibbs, consulting economist for the Fulton Mall visioning project. It is clear from our conversations that there is much we do not know about the economics and exactly how many streets to open. How is success measured? What are the economic models for leveraging the value of an



“authentic” modernist mall? In fact, during one of several site walks, Gibbs noted that the opening of Kerin Street between Van Ness and Fulton Street had done little to affect retail and street life. So what does this mean? It does not seem reasonable or possible to opine about the number of streets that require opening without solid, defensible, quantifiable economic analysis. To this end there may also be the prospect of phasing this work. For example, what about phasing the work so that selected cross streets are open first, then the two blocks – one at the south end and one at the north end - are opened. Following those efforts, evaluating and measuring the impact at these critical junctures could take place.

On the Alternatives:

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

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

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

Moving north, the two blocks of Merced between Van Ness and Broadway may also be opened. Further study should be undertaken as to how such sculpture/fountain



compositions as the *Rite of the Crane* by Bruno Groth and *Talos* by Lee Hansen may actually remain as part of a new road construction.

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

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

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

North and South Perimeter Blocks - The two blocks at either end of the Mall have suffered the greatest losses to their building envelopes, and are today surrounded by parking or buildings which ignore the original setbacks, and therefore it can be suggested that they have greater potential to absorb change. With that stated, these two end-blocks are also the locations for two unique signature linear fountain/art features that run the longest horizontal lengths of the Mall. They bookend and/or bracket the Mall while serving as gateways with *The Visit* by Clement Renzi to the north and *Obos* by George Tsutakawa to the south. As gateways, the recommended treatment in Alternative Nine of having parking flanking both sides at the entrance to the Mall at Toulumne and Inyo is the wrong arrival statement; it suggests "Street" and not "Mall." At Inyo, this situation is even less desirable because the small-scale fountain on



the north side of the street has been given over to parking and ideally should be preserved.

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

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

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

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



Closing

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

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

----- END -----

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Fulton Mall Retail Summary

Fresno, California
September 28, 2010



The Fresno Fulton Mall, circa 1965, is one of the first U.S. main streets that was closed and turned into a pedestrian mall.

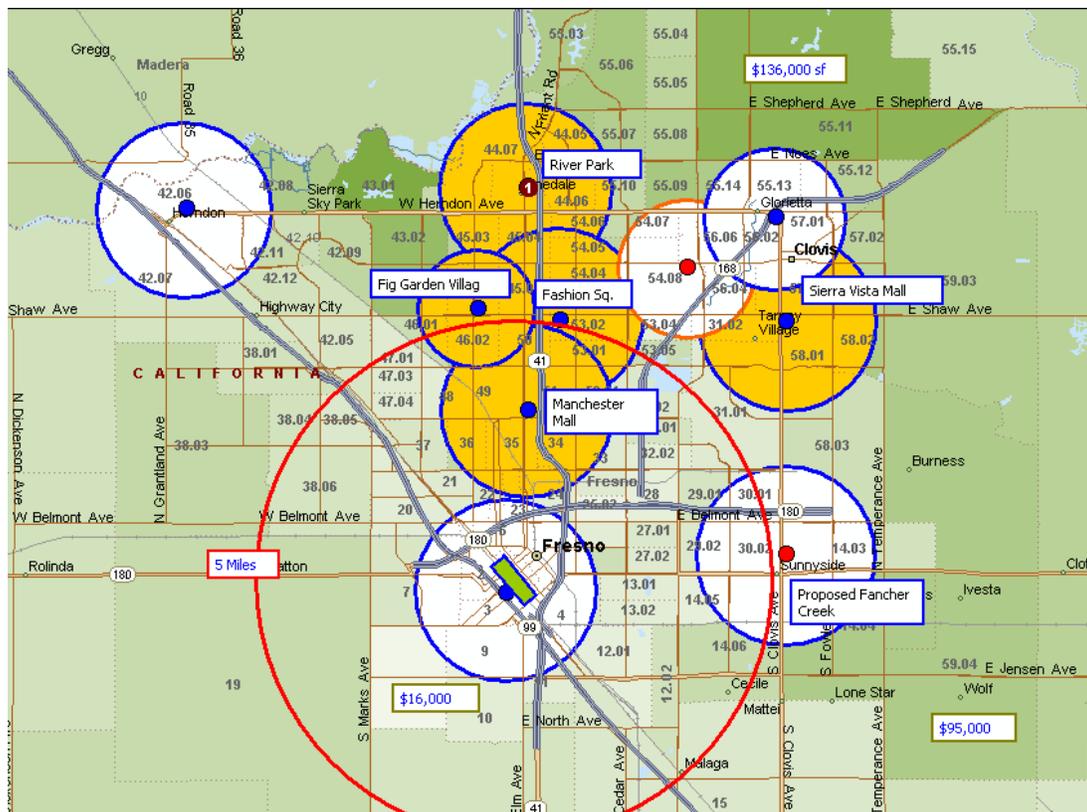
Background and Limits of Study

The findings of this study are based on GPG's 2 day participation in a planning charrette led by Moule – Polyzoides Architects on September 26-27 in Fresno, California. It is intended to serve as a preliminary outline of the issues facing the Mall's commerce and initial observations and recommendations of various planning alternatives developed by the architects during the charrette. This study does not attempt to comment on the Mall's existing art, design or historical quality and preservation value. Further research and analysis is recommended prior to implementing policy or development actions.

General Observations

1. The Mall's commerce is presently underperforming, given the region's large population, diverse demographics and downtown employment centers.
2. Although the mall has an rare collection of sculpture and art objects, its existing conditions are generally moderately to severely tattered and poorly maintained. It is understood that this is due to severe City budget restraints.
3. The mall's retailers are primarily focused toward various Hispanic households primarily offering moderately priced goods and services.

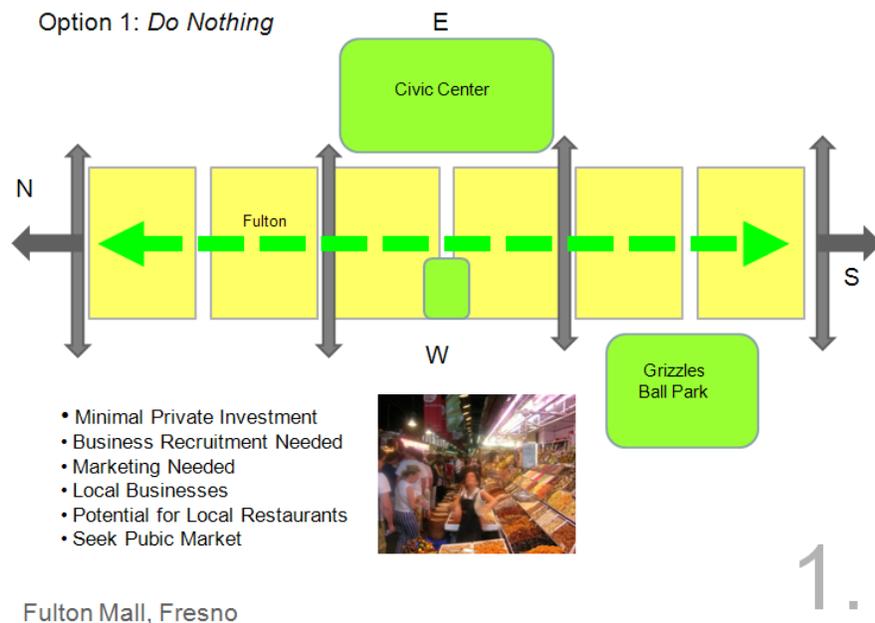
4. Approximately, 10 to 20 percent of the mall's 500,000 ground level space is occupied by retailers and restaurants.
5. The Mall's pedestrian only orientation and lack of vehicular traffic and on-street parking requires a minimal critical mass of 250,000 square feet of popular retailers, restaurants and department stores that implement modern shopping center management practices.
6. The lack of convenience parking and drive by vehicular traffic is unsustainable for most small and independent retailers that cannot afford advertising budgets to off-set the lack of vehicular traffic and anchor retailers.
7. The 1960's urban pedestrian mall experiment has been a major planning blunder across the United States, where more than 200 of 220 malls quickly failed.
8. The successful malls are limited to university cities such as Boulder, Burlington and Charlottesville, or cities that have had extraordinary public-private investment such as Santa Monica and Denver.



The Fulton Street Mall is presently surrounded by the region's moderate incomes and located in a relative void of shopping centers. Existing regional centers are shown above in yellow and proposed centers in white.

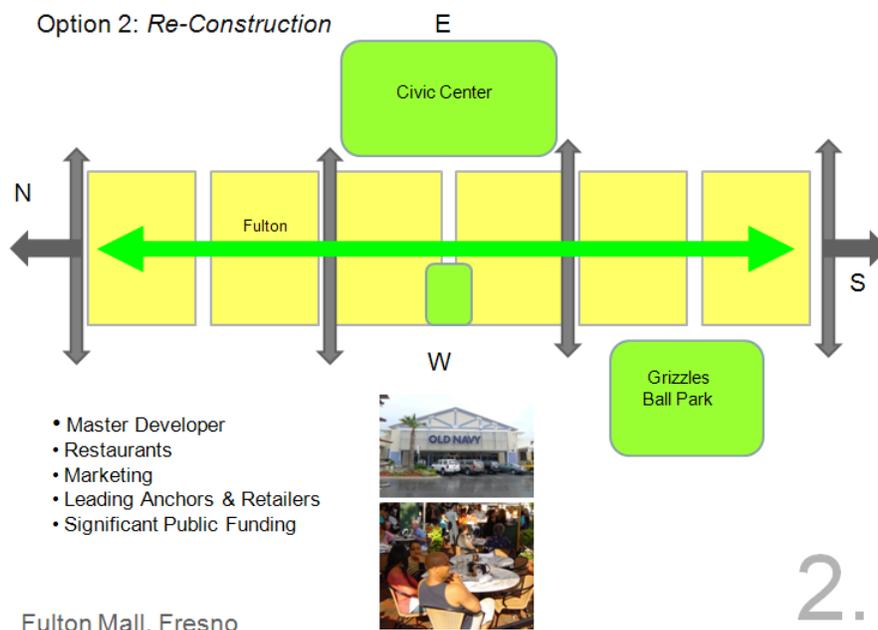
Alternative Plan's Influence on Commerce

The planning team developed 8 alternative master plans that can be grouped into the following 4 primary groups. Please find below summary of the primary plan group alternatives:



Maintain the Pedestrian Mall (Do nothing or little):

- The mall's existing retailers will continue to face challenges in producing market rate sales and earnings without an extensive marketing campaign and the installation of several leading major anchor type retailers.
- Property values will likely continue to remain low, relative to commercial real estate in other areas of the region without professional centralized management, business recruitment and the new proven retail anchors.
- Improved maintenance and restoration of the mall's streetscape and sculpture will improve its overall image, and reinforce the quality of the mall's goods and services.
- The restoration of the mall, combined with professional business recruitment requires a professional targeted merchandising strategy to attract a limited number of unique restaurants, coffee houses, bakeries and other locally based businesses that service the local office and residential markets.
- A sustainable pedestrian mall requires the critical mass of a regional shopping center or a proven national developer that can attract leading retailers, cinemas and restaurants that will combine to offer an extended entertainment and shopping destination. Santa Monica's Third Street would serve as a model for a sustainable pedestrian only mall.
- Major anchors and master developers will be required to off-set the lack of traffic and on-street parking.

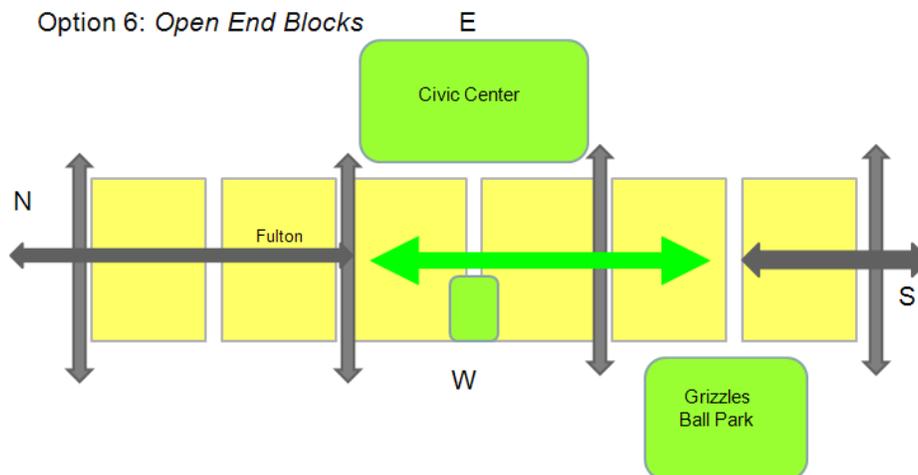


Open East-west Cross Streets

- New streets will provide more corners and better exposure for retailers located at end-cap buildings.
- Increased vehicular traffic will provide increased visibility and exposure for the mall and its businesses that are located near the opened streets.
- Could potentially reduce pedestrian movement between blocks, unless carefully designed.
- Should be designed to accommodate as much on-street parking as possible.
- Will have minimal impact on overall commerce for existing retailers and restaurants along Fulton.
- Major anchors and master developers will be required to off-set the lack of traffic and on-street parking.

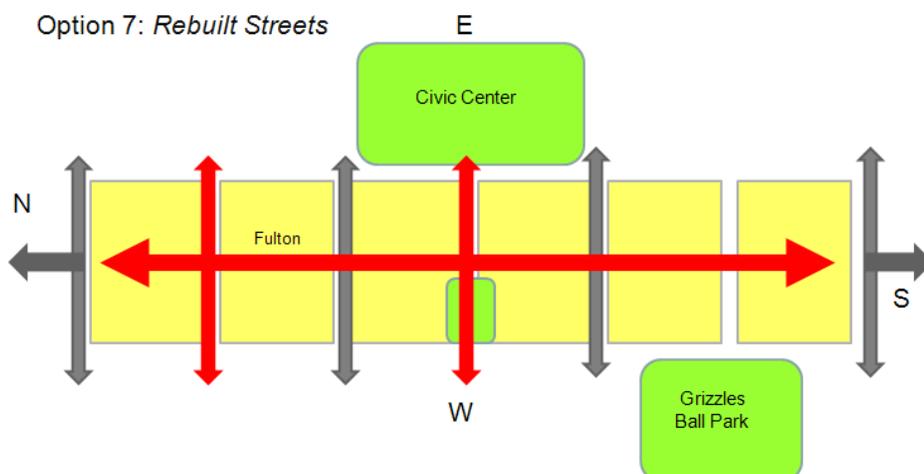
Install Narrow Vehicular Lanes

- Will improve visibility for all Fulton Mall businesses.
- Should introduce the Mall to numerous residents and surrounding workers that are not aware of its commercial opportunities.
- Will not significantly improve exposure, traffic and sales for businesses without a large amount of on-street parking along the new street.
- Will generally not impact the mall's walkability or ability for outside dining.
- Major anchors and master developers will be required to off-set the lack of traffic and on-street parking.



Partial Openings of North-South Blocks

- Will improve sales potential for newly opened streets, but not as much as if the entire street were opened to vehicular traffic.
- Will likely improve property values for opened street facing buildings and land.
- Impact will be significantly limited because traffic will be required to turn or zig-zag on and off of Fulton.
- Generally will offer some improved commerce, but not enough to change the sustainability of Fulton as a vital commercial district.
- Major anchors and master developers will be required to off-set the lack of traffic.



Full Street with Parking:

- Will allow for cars to travel and park along the entire Fulton Street.
- Many regional residents and workers will visit and shop at businesses for the first time, resulting in increased sales.

- Additional traffic will improve shoppers and sales for existing retailers and restaurants.
- Existing property values should significantly increase to market levels.
- Private sector investment and development will likely occur for many of the existing commercial buildings.



Fulton Street during its peak commercial period included major department stores and was the region's primary shopping district. The downtown's decline started with the street closure and the loss of major retailers to suburban shopping centers in the mid 1960's.

General Short-term Recommendations

1. Repair public street lighting, streetscape and signage.
2. Implement a code enforcement policy to repair existing building broken windows, poorly maintained signage, and façade elements.
3. Retain a retail advisory service to assist existing businesses with implementing modern merchandising and store planning principles.

General Mid-term to Long-term Recommendations

1. Implement a marketing and advertisement campaign to highlight existing retailers and restaurants to local office workers and surrounding neighborhoods.
2. Retain a qualified business recruitment consultant or real estate broker to attract local, regional and national retailers.
3. Seek commercial and private anchors such as department stores, restaurant clusters and community / civic buildings.

Alternative Recommendation

Should the mall not fully reopen as a street with on-street parking, consider focusing resources on other areas of the city that have a more realistic potential commercial sustainability.