

REPORT TO THE COUNCIL AND REDEVELOPMENT AGENCY of the City of Sacramento

915 I Street, Sacramento, CA 95814-2604

Staff Report
January 19, 2010

**Honorable Mayor and
Members of the Council and Board**

Title: 2010 Downtown Activation Strategy

Location/Council District: JKL corridors, Front to 16th/Council District 1

Recommendation: Informational Item

Contact: Sheri Smith, Senior Project Manager, 808-7204 and Leslie Fritzsche, Downtown Development Manager, 808-5450

Presenter: Sheri Smith, Senior Project Manager, Leslie Fritzsche, Downtown Development Manager, and Downtown Sacramento Partnership

Department: Economic Development

Division: Downtown Development

Organization No: 18001021

Description/Analysis

Issue: The Downtown core has witnessed over \$449 million in public/private investment over the past 5 years (see detail in Attachment 1). Notable projects include the Citizen Hotel, the Cosmopolitan Cabaret, the U.S. Bank Tower, 555 Capital Mall, and the Orleans Hotel. Even with these accomplishments, much more investment is needed to continue the momentum and develop a world class downtown. This report presents a 10 point Downtown Activation Strategy to guide our actions in 2010 and beyond.

Significant changes in the nation's economy, particularly those in the lending and retail industries, as well as a significant reduction in redevelopment funding have prompted the need to reevaluate previous strategies and develop a more tactical plan to support downtown's future growth. As the economy emerges from the present downturn, Sacramento must be poised to act so that it can actively compete for and attract investors, developers, and retailers as they are looking for new opportunities. This report outlines some key actions that will be undertaken over the

next year and presents the Downtown Development Team's 10 Point Activation Strategy.

Retail

Retail remains a major focus. In order to better position the Downtown, in May 2009 Downtown Development staff partnered with the Downtown Sacramento Partnership to identify a consultant team to assist in the development of an activation strategy as a blueprint for activities to position the core for significant reinvestment once the current market conditions improve. A key component of the proposed scope was to outline program and investment opportunities that could be capitalized on in the near term to improve the downtown commercial environment.

Through an RFP process, Downtown Works from Washington, DC was selected (a background of the firm is included in Attachment 2 – Qualifications). Downtown Works specializes in market research and retail analysis used to develop revitalization and implementation strategies for urban commercial districts. These strategies are used as the basis for full merchandising plans and recruitment strategies. The principal of the firm, Midge McCauley, has been acknowledged by developers, property owners, and municipalities for her repeated successes in concept development and in the preparation of effective leasing strategies and creative tenant mixes. Among the other plans the firm has developed, their key achievements are strategies for St. Louis (resulting in the opening of no less than 79 new restaurants and retailers); Austin, Missouri (landing of 21 signed deals) and Nashville (opening of 20 new stores).

Downtown Works began their work in July 2009 with a thorough review of the physical environment in the study area of J, K, and L from the river to 16th Street. This was followed with stakeholder interviews and market research to ascertain the strengths and opportunities of the regional market and the population that it serves. Important findings from their work include:

- The trade area for downtown includes Sacramento County, portions of Yolo County primarily consisting of West Sacramento and Davis, as well as portions of Placer County around Roseville. The Trade Area houses 1.65 million people currently and is projected to increase to 1.8 million in the next five years.
- The trade area is projected to create ample market demand to support 1.7 million square feet of retail in the downtown core within the next five years.
- The area's "psychographic" characteristics bolster Downtown's outlook as a major retail hub, with over 70% of the population with a favorable disposition toward urban retailing and shopping in an urban environment.
- In order to capture that market potential, however, Downtown must create a unique retail environment by attracting quality shops and restaurants that are not found in the suburban mall setting.
- Reopening K Street to vehicular traffic and reconnecting to the grid is essential for new investment and retail success.
- There is adequate ground floor space currently to satisfy the demand. It just needs to house a wider array and higher quality of retail.
- Downtown can begin now to regain its position as a retail destination by

working with property owners to create active retail space, recruiting unique retailers used to an urban environment, and changing one storefront at a time.

- Focused approach is critical. The report recommends that initial efforts be focused on the area encompassing portions of J, K, L, 7th, 8th, 9th, 10th, and 11th Streets with a focus on key corners that will act as catalyst projects to encourage attraction of additional quality retail on those blocks.

Items 1-2 are specific implementation elements that have emerged from this study.

1. **Recruitment:** Develop a retail recruitment initiative to attract a wide variety of quality retail and unique offerings. Done in conjunction with the Downtown Sacramento Partnership, components include developing an inventory of sites, focusing on key locations and types of tenants, working closely with the local brokerage community, targeted outreach and enhancing marketing materials.
2. **Matrix Program:** Create a streamlined entitlement and permitting process with an end goal of providing clear and concise policies to encourage high quality retail to locate in downtown. Stakeholder interviews reveal that business owners find the City permitting process for tenant improvements, especially those for outside dining and signage, cumbersome and confusing. The goal of the program is to streamline these processes and make it easier for property and business owners to improve their retail space, activate the street with desirable sidewalk seating, and enhance building exteriors. This process will include development of retail storefront guidelines.
3. **Westfield/Downtown Plaza:** Step up efforts to transform Westfield Downtown Plaza into a regional shopping destination by opening it up to J and L streets, enhancing the design, incorporating a mix of uses and reestablishing the grid.

Public Improvements/Infrastructure

4. **Improving the Grid:**
 - Cars on K: Secure funds to return cars to K Street to improve circulation and assist in the restoration of the once thriving commercial and entertainment corridor.
 - Reconnection of 4th Street: Complete an analysis of opening 4th Street to vehicular traffic from J to L streets. The connection will enhance circulation and visibility. This is an initial phase in the renewed attention to opening the grid and creating stronger connections through Downtown, the Railyards, and the River District.
5. **Streetscape:** Complete the first phase on the 700 block of K Street. Identify and complete interim improvements that can enhance the aesthetics and increase lighting, not only on K Street, but also on the north-south streets. A new focus on the numbered streets will be designed to improve and enhance the connectivity

and aesthetics between the office employment centers and the shopping areas of J, K, and L. All opportunities for funding for streetscape improvements will be sought.

6. **Infrastructure Study/Environmental Streamlining:** Prepare an infrastructure study and needs analysis for the downtown that will remove unknowns which can be costly barriers to development projects especially in older areas like downtown. Partner with the City's Environmental Planning Services Department to create an initial environmental study for the downtown that will reduce cost and uncertainty for development projects in the core.

Catalyst Development Projects

7. K Street:

- 700/800 K Street RFQ: Select a team or teams to develop catalyst mixed-use projects on the 700 and 800 blocks of K and L Streets enhancing efforts to create a 24 hour city and strengthening downtown retail. Responses to the RFP are due on February 26th; a development team will be selected in May, and staff will commence negotiations for a Disposition and Development Agreement with the goal of having an executed agreement by fall 2010.
- 10th and K Streets: Secure all public/private funding to develop a catalyst hotel project on this key corner of K Street. The proposed hotel will create an estimated 200 construction and 150 permanent jobs in the City of Sacramento and will reinforce other investments such as the Cosmopolitan, 1012-22 K, Crest and the Citizen.

8. Waterfront:

- Docks Development: Purchase final parcels within the Phase 1 development area and identify funding for the construction of Phase 1 infrastructure. These activities will support the recently approved Docks Area Specific Plan and further the City's goal of transforming the Sacramento waterfront from an underutilized and blighted industrial site to a vibrant mixed use development.
- Promenade: Extend the promenade beyond R Street (the section between O and R will be completed in March) by securing grant funds for rail relocation and promenade development.
- Old Sacramento: Identify priority projects and remove blighting influences to ensure that Old Sacramento remains a top visitor and event destination. Secure funding to improve Waterfront Park, Old Sacramento's primary location for live performances and events. Develop a strategy to improve the alleys in conjunction with Old Sacramento Historic Management and the business association.
- Powerhouse Science Center (River District Area): Continue pre-development work on the Powerhouse Science Center. The actions for 2010 include

securing environmental clearance (CEQA/NEPA), a National Register of Historic Places designation, and relocating utilities. This adaptive reuse of the 1911 beaux arts building into a state-of-the-art science center will include a planetarium and Challenger Learning Center, education center, a riverfront restaurant and improvements to Robert T. Matsui Park.

9. **Railyards:** Aggressively work on completing over \$200 million in infrastructure improvements including track relocation, extending 5th and 6th streets, Railyards Boulevard, a bicycle and pedestrian tunnel to Old Sacramento, and rehabilitation work on the central shops. This massive undertaking is expected to create thousands of jobs in 2010 alone with a total of 19,000 permanent jobs upon completion and over \$1 Billion in public infrastructure. As one of the largest urban in-fill project in the nation, the Railyards will include a major hotel, a performing arts center, over 10,000 residential units, along with hundreds of thousands of square feet of retail development. The 240 acre site is strategically situated to complement and connect to the existing downtown and its redevelopment will significantly enhance the regional and national appeal of Sacramento.

10. **Residential/Office:**

- Residential: Begin construction of the affordable housing project at 7th and H and complete the Maydestone at 15th and J Streets. Additionally identify and prioritize potential housing projects with an emphasis on increasing the supply of market rate and mixed-income housing to create a vibrant downtown neighborhood.
- Office: Enhance the existing business retention and attraction strategies for the downtown to ensure that downtown stays competitive as the key employment center of the region. This will involve actively working with the State Department of General Services, state agencies, and private businesses as well as the brokerage community.

In addition to the top ten department priorities, staff will continue to work closely with other departments on important City initiatives and priorities including the streetcar, the Capitol Mall planning initiative, and others.

Policy Considerations: The strategies outlined in this report are consistent with the City's Strategic Plan Goal of encouraging economic development throughout the City. The 2010 Downtown Activation Strategy also furthers the goals of the adopted Economic Development Strategy by strengthening the city's business climate and removing barriers to development. The strategy is consistent with the Merged Downtown Redevelopment Plan and the recently adopted 2010-14 Implementation Plan.

On December 10, 2009, the Downtown Sacramento Partnership Strategic Development Task Force, which includes representatives from Westfield and Midtown, recommended acceptance of the Retail Study conducted by Downtown

Sacramento Partnership Board of Directors accepted the Retail Study and adopted specific implementation steps from the study as well as related actions that would advance the revitalization of the downtown core.

Environmental Considerations:

California Environmental Quality Act (CEQA): The Downtown Activation Strategy is a planning activity only and does not include any project specific funding or approvals. As such, the Downtown Activation Strategy is statutorily exempt from environmental review under CEQA, pursuant to section 15262, Feasibility and Planning Studies. Further environmental review may be required at a later date, as specific projects are identified by this planning study.

Sustainability Considerations: One of the major tenants of a sustainability agenda is to encourage infill development and to seek opportunities to revitalize existing areas and reuse existing building stock. The actions outlined in this report correspond with this objective by focusing on an enhanced approach to redevelop the downtown's existing fabric.

Commission/Committee Action: None

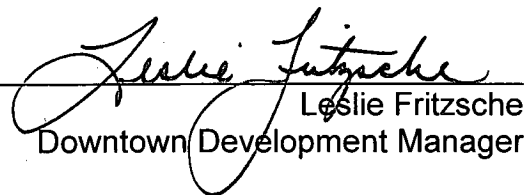
Rationale for Recommendation: Not applicable.

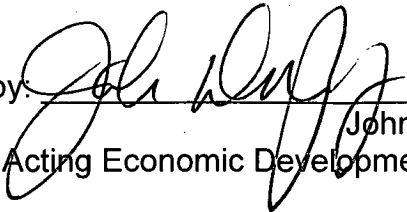
Financial Considerations: The contract with Downtown Works was funded with \$50,000 in Merged Downtown Tax Increment and \$50,000 from the Downtown Sacramento Partnership. The Partnership was the contracting entity with Downtown Works.

This report outlines key actions for 2010. Specific funding for implementation will be brought back to the Agency/Council for consideration.

M/WBE: Minority/Women Business Enterprise requirements are not applicable as no federal funding is involved in this action.

Respectfully Submitted by:


Leslie Fritzsche
Downtown Development Manager

Approved by: 
John Dangberg
Acting Economic Development Director

Recommendation Approved:

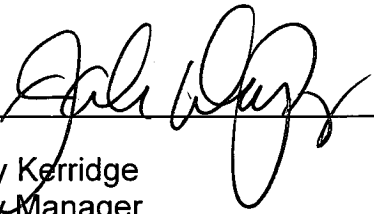

Ray Kerridge
City Manager

Table of Contents:

Report	pg. 1-7
Attachments	
1 Accomplishments	pg. 8
2 Downtown Works Qualifications	pg. 10
3 Focus Area Map	pg. 15

Attachment 1
Downtown Development Group
2008/09 Accomplishments

CompletedConstruction

- The Orleans Hotel – total project cost \$14.9 million
- 800 block of K beautification improvements
- Cosmopolitan Cabaret Theater, Cosmo Café and Social Night Club – total project cost \$18 million
- Citizen Hotel – total project cost \$70.2 million
- The Orleans Restaurant – total project cost \$2.1 million
- Crest Marquee and interior upgrades – total project cost \$373,000
- Public restroom for Old Sacramento – total project cost \$300,000
- US Bank Tower – total project cost \$130 million
- 555 Capitol Mall – total project cost \$125 million

Pre-development/Activities

- Completed final allocations of the Sheraton Hotel sale proceeds
- Passage of Docks legislation
- Dissolved Sacramento Hotel Corporation
- Settled property acquisition issues on the 700 and 800 blocks of K Street leading to consolidation of two sites for future development
- Assisted Westfield in receiving expedited entitlements
- Entered into a Lease Agreement for 420 Richards Blvd. site for Greyhound and allocation of \$4 million in funding for new terminal
- Activated the Downtown Sacramento Revitalization Corporation with MOU with the City for Greyhound site as their first project management/reinvestment deal
- Adoption of Fee Deferral Program
- Adoption of Newsrack Ordinance
- Prepared a Pioneer Reservoir Relocation Feasibility Study
- Council Approval of Docks Area Specific Plan and adoption of Environmental Impact Report
- Approval of Docks Area Design Guidelines

InitiatedConstruction

- Docks Promenade – total project cost \$ 7.2 million
- K Street Streetscape Phase I – total project cost \$4 million
- 1012-22 K Street – total project cost \$11 million
- Ebner/Empire Hotel in Old Sacramento – total project cost \$5.9 million

Pre-Development/ Activities

- Entered into an Exclusive Right to Negotiate with Bob Leach to develop a hotel at 8th and K

- Increased exposure by developing two marketing pieces
- Generated earned media placement in local media outlets through press release distribution, groundbreakings and other media events
- Awarded bid for construction documentation for K Street Streetscape Phase II
- Issued a Request for Qualifications for the 700/800 K Street Blocks
- Provided assistance for Maydestone renovation
- Approval to develop a program to hold a design competition for a comprehensive Capitol Mall Plan from the riverfront to 9th Street and to select a specific location for project level design.
- Engaged in active redevelopment discussions with Westfield Downtown Plaza

Attachment 2 Downtown Works Qualifications

Margaret McCauley Principal, Downtown Works

Midge McCauley has garnered recognition among leading national, regional and local retailers for her comprehensive retail consulting talents. She is an expert on the repositioning, leasing and merchandising of retail centers and districts. Her skills are acknowledged by developers, property owners and municipalities in response to her repeated successes in concept development and in the preparation of effective leasing strategies and creative tenant mixes. Skilled in all phases of consulting for large urban markets, smaller business improvement districts and private developers, her broad experience extends to strategies and concepts in close collaboration with developers, civic groups, urban planners and design professionals.

Ms. McCauley is the founder of Downtown Works. Following three years as a partner with Economics Research Associates she re-established Downtown Works as a private company in 2008, dedicated to understanding and advancing the successful leasing and positioning of urban retail districts and shopping centers. Ms. McCauley incorporates the research undertaken in Downtown Works' retail market studies into her merchandising, leasing, merchant attraction/retention, and implementation plans. She has amassed over twenty-five years of experience as a specialist in retail consulting for shopping center and mixed use developers, as well as urban and suburban retail districts.

Ms. McCauley began her career with The Rouse Company (TRC) in Columbia, Maryland as a retail leasing specialist. She was charged with finding the unique stores that would set TRC shopping centers apart from other retail developments. In 1988, Ms. McCauley and Elizabeth Rodgers co-founded Rodgers & McCauley, Inc., a consulting firm focused on retail development and leasing, with an emphasis on urban initiatives. They were retail consultants to four Manhattan business improvement districts: Times Square, Bryant Park, The Grand Central Partnership, and 34th Street.

Among her achievements, Ms. McCauley completed a Retail Merchandising and Leasing Strategy for the city of St. Louis in 2003. The extent of her success is measured by the resultant opening of no less than 78 new restaurants and retailers. Upon completion of a Retail Merchandise Mix Plan for Haddonfield, NJ, the borough was named Best Revived Shopping District in the August 2004 issue of Philadelphia Magazine. During the past three years Ms. McCauley has served the Downtown Austin Alliance by creating retail strategies for Congress Avenue and Sixth Street, the city's commercial spines. New retailers continue to open there as a result of Ms. McCauley's efforts, including the Alamo Draft House with its two new movie screens.

In 2006 Ms. McCauley completed a Retail Market Analysis and Tenanting Strategy for a mixed use project containing 120,000 square feet of retail near the Square in downtown Santa Fe, NM. Her implementation recommendations have been adopted and the merchandising program is underway. Other accomplishments include: Retail Merchandising Mix Plans and Implementation Strategies for: Minneapolis, MN; Nashville and Memphis, TN; Columbia, SC; Carlisle, PA; Ardmore, Bryn Mawr, Bala Avenue, and Merion-Cynwyd in Montgomery County, PA; and San Diego, CA. Private clients include Pyramid Companies in St. Louis, MO and Vail Resorts in Vail, CO. Time has shown these merchandise mix plans and implementation strategies to be successful and sustainable.

Ms. McCauley sits on the Board of Directors of the International Downtown Association (IDA), the Delaware Valley Smart Growth Alliance (DVSGA), and Washington DC's only presidential museum, the Woodrow Wilson House. She serves on the Advisory Group to the American Institute of Architects (AIA) Retail and Entertainment Knowledge Community and is a member of the International Council of Shopping Centers (ICSC) and the Urban Land Institute (ULI), where she participated as one of a select group of experts brought together to develop the "Ten Principles for Rebuilding Neighborhood Retail".

Ms. McCauley is a graduate of the Pennsylvania State University, and holds a Masters Degree from Temple University.

Scott C. Schuler

Retail Strategist, Downtown Works

Scott Schuler has been active in the commercial and residential real estate market for twenty-nine years. He is a principal of Downtown Works, which focuses on market research, retail development and revitalization strategies, merchandising and market positioning.

Mr. Schuler spent the first seventeen years of his career with The Rouse Company, conducting market research on proposed and existing projects. Market feasibility studies, market threshold analyses, sales projections, site opportunity studies, market screening, and competitive sales/performance analyses constituted much of the overall work.

Scott also has over twenty two years of experience in consumer research: intercept surveys, telephone surveys, focus groups, lifestyle research, and fashion attitude/psychographic assessment. He can incorporate consumer research into area research and economic analysis, allowing more accurate projections of sales performance and competitive impacts.

Research efforts include complex studies in downtown and other urban commercial districts, including Baltimore, Boston, Denver, Honolulu, Miami, Milwaukee, Minneapolis, Montreal, New York, Oakland, Philadelphia, Pittsburgh, Portland, St. Louis, San Diego, Seattle, and Washington. To date, he has completed retail market studies in more than 45 downtowns and other urban retail districts.

His research serves to further the client's leasing efforts. Scott produced analyses and sales tools to attract key retail tenants. He produced reports and presented to retailers across the country, including Nordstrom, Saks Fifth Avenue, Macy's, Neiman-Marcus, The Limited, Armani Exchange, and Nike Town. These studies required a thorough assessment of the store's merchandising and strategic directions, customer base, and location requirements.

He also has conducted research in smaller markets, among them: Cheyenne, Wyoming; Lewisburg, Pennsylvania; Concord, New Hampshire; Radford, Virginia; Bismarck, North Dakota; Salem, Oregon; and Wenatchee, Washington.

In 1993 he established Schuler Consulting to pursue projects incorporating the types of research described above, serving under contract as Vice President of Research for Madison Marquette between 2005 and 2006. Having conducted research throughout North America and overseas, he has extensive experience in markets of all sizes and the difficulties they face from suburban competition, merchant attraction and retention, and the varying fortunes of population and economic growth.

In 2008 he joined Downtown Works. Downtown Works takes a hands-on approach, based on thorough market research, to develop comprehensive merchandising and leasing plans for urban commercial districts and retail developments, the philosophy being that feasibility studies are most feasible when they lead to concrete plans.

Mr. Schuler holds a B.A. degree in Geography from the University of Maryland. In 2002, the International Downtown Association appointed Scott to its Senior Advisory Committee, and he has addressed sessions of the International Council of Shopping Centers and the American Institute of Architects.

Downtown Works

Nashville, Tennessee

2007

Downtown Works consulted to the Nashville Downtown Partnership in 2007 to create and implement a Retail Merchandising Mix Plan and Retail Strategy. Downtown Nashville had a lot to offer the tourist population, but was struggling to serve its resident and employee markets. The project area included the total Business Improvement District boundaries stretching from the Gulch redevelopment area to the entertainment district on 2nd Avenue. Downtown Works identified three distinct areas within the BID boundaries and developed Merchandise Mix Plans, phasing, and priorities for each based on their unique characteristics and potential customer markets. Merchandise Mix Plans outlined types of stores ideal for the various areas and Implementation outlined how to recruit such stores.

Downtown Works also directed the hiring process for a Retail Recruiter and participated in the final interviews. Throughout the latter half of the contract, Downtown Works finalized the Merchandise Mix Plan, trained the Retail Recruiter, recruited retailers throughout Tennessee, advised the content and visual direction of a retail recruitment marketing piece, and continued to meet with key property owners and stakeholders to build consensus. Specifically, Downtown Works identified four critical blocks in the central business district area to focus initial Retail Recruiter implementation efforts. Two of these blocks were branded as "Avenue of the Arts" and are home to several successful galleries. Since Downtown Works' involvement, twenty stores have opened in downtown Nashville, including local and national retailers, such as Urban Outfitters and Casablanca Coffee.

Tom Turner

President and CEO
Nashville Downtown Partnership
150 4th Avenue North, Suite G-150
Nashville, TN 37219

615.743.3090
tturner@nashvilledowntown.com



Downtown Works

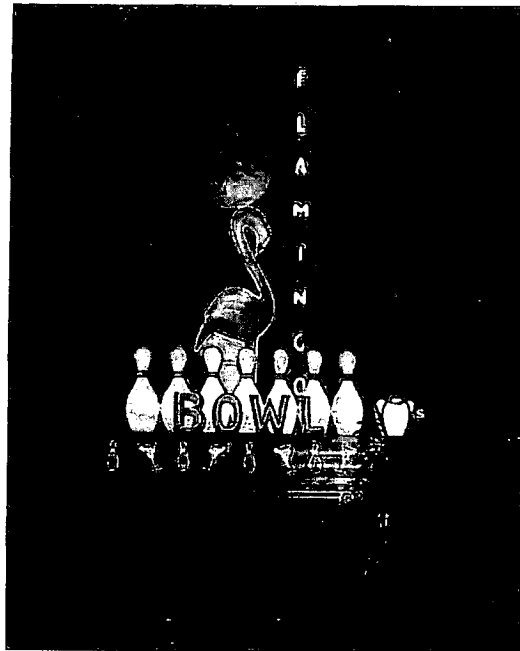
St. Louis, Missouri

2002

Downtown Works consulted to the St. Louis Downtown Partnership in 2002 to create and implement a Retail Merchandising Plan and Leasing Strategy. Once a thriving center of commerce, trade, and industry, St. Louis' downtown suffered from high vacancies, a small (though growing) residential population, and a severe lack of retail and recreational amenities.

The project area was large and Downtown Works recommended concentrating revitalization efforts in order to achieve a critical mass of activity. Downtown Works prioritized three "Zones of Opportunity" based on a logical and ideal timeline for revitalization efforts to begin: short-term, mid-term, long-term. Downtown Works not only addressed the current retail mix and high vacancy rate (50%), but also evaluated the physical conditions of existing buildings, major impediments to downtown development, and urban design and streetscape factors. The client identified a Retail-Recruiter, which Downtown Works trained.

Since Downtown Works' involvement in downtown St. Louis, numerous vacancies have been filled and sales per square foot are at an all time high. Between 2003 and the end of 2004, eight new restaurants and ten new retailers opened. Since the beginning of 2005 and through the end of 2006, 30 new retailers and 13 new restaurants opened. By fall of 2008, over 100 new stores and restaurants opened. Spaces that were originally renting for \$10-12 per square foot are now beginning between \$20-22 per square foot. Public and private partnership projects are beginning to take root in the mid-term and long term nodes, as well as additional service uses and restaurants. Estimated sales per square foot for retail range from \$100 to \$400; restaurants' sales are between \$350 and \$400 per square foot.



Kevin Farrell
Senior Director Economic Housing & Development
St. Louis Downtown Partnership
906 Olive Street, Suite 200
St. Louis, MO 63101-1425

314.436.6500 ext 239
kfarrell@downtownstlouis.org

Downtown Works

Austin, Missouri

2003- 2007

Congress Avenue

Downtown Works was hired by the Downtown Austin Alliance (DAA), with city funds, to develop a Retail Strategy, which included a Merchandising Mix Plan, Recruitment Plan, and Implementation Strategy for Congress Avenue. Congress Avenue is the traditional "Main Street" in downtown Austin that leads to the State Capitol. It is also the original commercial and ceremonial corridor for both the city and state. Over the years, retail uses in downtown Austin moved away and offices became a dominant commercial use. Now, however, there is a revived interest in downtown retail with new residential and public improvement projects underway. Downtown Works completed a Retail Strategy in 2005 to bring retail back to Congress Avenue.

Downtown Works identified and researched lifestyle and spending patterns of potential customers and interviewed stakeholders. Next, Downtown Works formulated both a Merchandising Mix Plan that describes retail categories that will best cater to potential customers in the market and a Recruitment Plan that outlines how to attain those desired uses. Additionally, Downtown Works commenced the Implementation by identifying and training a Retail Recruiter and prospecting retailers. It typically takes several years to see significant results from a retail strategy. During the three years of the program, Austin's Retail Recruiter called upon 600 retailers, with guidance and oversight from Downtown Works. Of those retailers, 289 are "qualified", indicating that they meet the ideal retail categories and standards outlined in the Merchandising Mix Plan. Of the 289 "qualified" leads, 20 became signed deals in downtown Austin; one of the most notable is Patagonia who open only one store per market. These numbers are successful results for the three years of implementation. Downtown Works believes in and

6th Street

Upon completion of a Retail Strategy for Congress Avenue, Downtown Works was hired again by the DAA to evaluate 6th Street, the City's entertainment district. Downtown Works created a Merchandise Mix Plan and Recruitment and Retention Strategy. Downtown Works provided the DAA with

strategies to ensure that 6th Street maintains its identity and live-music culture, but also improves the quality of uses. This is a delicate and challenging transition that will require a complex approach and careful consideration of existing and potential businesses and property owners. Recently, an independent and artistic movie theater relocated to 6th Street; it serves as an excellent anchor and balances the nightlife entertainment venues.

Molly Alexander
Associate Director
Downtown Austin Alliance
211 East 7th Street Suite 100-L
Austin, TX 78701

512.469.1766
molly@downtownaustin.com

Recruiting retailers to Austin's urban center is a part-time job and labor of love for one woman



SHE'LL TAKE
DOWNTOWN

Attachment 3 Retail Study Boundaries

SACRAMENTO DOWNTOWN REDEVELOPMENT AREA

