

Santana Row

San Jose, California

Project Type:
Mixed-Use/Multi-Use

Case No:
C034024

Year:
2004



SUMMARY

Developed by Federal Realty Investment Trust, Santana Row is a residential, shopping, dining, and entertainment district built around a main street in San Jose, California, the heart of Silicon Valley. At buildout, this Richard Heapes–designed project will cover an 18-block area and encompass 680,000 square feet (63,172 square meters) of retail space and restaurants, 1,201 dwelling units, two hotels, and seven parks. The size and scope of Santana Row make it Federal Realty’s largest development to date and one of the nation’s largest mixed-use projects constructed by a single developer.

FEATURES

- Adaptive use of a greyfield
 - REIT developed with 100 percent private funds
 - Transformation of a suburban development pattern into a high-density urban pattern
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SPECIAL FEATURES

- Adaptive use of a greyfield
- REIT developed with 100 percent private funds
- Transformation of a suburban development pattern into a high-density urban pattern

PROJECT WEB SITE

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GENERAL DESCRIPTION

Bringing new life to San Jose, California, Federal Realty Investment Trust's Santana Row is a mixed-use urban village of residential units, restaurants, and shops oriented around a main street. The development's multistory yet low-rise buildings frame outdoor open spaces adorned with public artwork. When complete, Santana Row will comprise 680,000 square feet (63,172 square meters) of retail space and restaurants, 1,201 dwelling units, two hotels, and seven parks covering an 18-block area. This greyfield project replaced a 1960s-era single-story, suburban shopping center composed of ten buildings surrounded by sprawling parking lots with a high-density, multistory mixed-use neighborhood.

Founded in 1962 and headquartered in Rockville, Maryland, Federal Realty Investment Trust is an equity real estate investment trust (REIT) specializing in the ownership, management, development, and redevelopment of shopping centers and street retail properties in major metropolitan markets on the East and West Coasts.

SITE AND SURROUNDINGS

Located on Stevens Creek Boulevard, Santana Row has direct access within a half-mile to Interstates 880 and 280 and Route 17. These heavily traveled highways make the project easily accessible from the East Bay, Peninsula, South Bay, downtown San Jose, and the airport.

Directly across Stevens Creek Boulevard is Valley Fair Mall–Westfield Shoppingtown, one of the most profitable indoor malls in the country based on sales per square foot. Santana Row's western boundary is formed by Winchester Boulevard, a major north-south thoroughfare hosting a mélange of commercial uses. A famous Bay Area tourist attraction, the Winchester Mystery House, is within walking distance of Santana Row.

On the southern perimeter are two office buildings and an assisted living facility. To the southeast lies Santana Park, the public park from which the development derives its name. At the eastern edge are residential properties and toward the northeast there is a mix of residential and commercial uses.

DEVELOPMENT PROCESS

Though tailored to the project's particular setting and locale, the vision for Santana Row evolved from Federal Realty's experience building Bethesda Row, an earlier mixed-use project in downtown Bethesda, Maryland. Buoyed by its success, Federal Realty was able to explore the concept of mixed-use developments on a much grander scale on the West Coast.

In April 1997, when the developer purchased the property, Silicon Valley was, and still is, a world capital for the high-tech industry. Dynamic corporate growth precipitated a population increase in a region lacking the housing and retail capacity to support it. Demand exceeded supply, providing an attractive scenario for a developer about to embark on a mixed-use project with a significant residential component.

The concept behind Santana Row originated from a combination of extensive research into both regional and European destination streets; an examination of local, historic, economic, and cultural trends; the area's vernacular architecture; and the lessons learned from Bethesda Row. Above all, Federal Realty wanted to realize long-term value and equity in this project for its stockholders by creating a memorable main street experience.

To achieve this, Santana Row needed the right balance of features to attract and retain both residential and retail market share. Focusing on an upscale market, Federal Realty sought to combine high-quality rental housing that would fill a void in the Silicon Valley real estate market, with high-end fashion and lifestyle retailers not found elsewhere in the Bay Area. The overall goal was to create a lively, pedestrian-oriented atmosphere offering a sense of discovery and adventure in a comfortable and safe environment. To aid the development process, Federal Realty employed the following strategies:

It maintained control over all aspects of the project by taking on 100 percent of the financial risk. This was a departure from the REIT's historically conservative approach to growing its portfolio. Because it is a publicly traded company, developing a project of the scope and size of Santana Row without public funding or financial partners, as the REIT had had on the much smaller, less ambitious Bethesda Row, was riskier than any previous ventures.

It delivered the project in phases to reduce financial risk yet capitalize on momentum. In particular, Federal Realty was determined to deliver in Phase I the critical mass of retail, residential, and restaurant products necessary to create and sustain value in the marketplace, attracting renters, retailers, and visitors alike. This strategy resulted in nine blocks of residential and retail space being completed simultaneously, which in turn helped to validate Santana Row as a destination.

It allowed for a financially beneficial exit strategy using the one product with which the REIT was unfamiliar:

residential. Federal Realty had built its reputation on shopping centers, not residential developments. This component of Santana Row was not something it envisioned retaining as a long-term asset. Anticipating eventual conversion, the developer had all of the residential rental units "condo mapped" at the outset, thus providing the flexibility to market them either as rentals or as a turnkey condominium conversion at any time.

Between 2001 and opening day in November 2002, Federal Realty experienced three major blows in developing Santana Row. First, the bottom dropped out of the high-tech industry around the time that construction of Phase I began. Silicon Valley's economy was hit hard: companies closed, jobs were lost, and people left the region.

Next, the terrorist attacks of September 11, 2001, cast further doubt on the country's economic vitality, crippling the travel and tourism industry, impeding retail sales, and slowing speculative business ventures.

Finally, just 30 days before the originally scheduled grand opening, a devastating \$100 million, eight-alarm fire destroyed the Santana Heights building, the largest of nine on the site at that time. The nearly completed structure had covered six acres (2.43 hectares) and consisted of four floors of stores and luxury apartments above an underground garage. Thirty-six shops in various stages of construction and 242 townhouses and flats were destroyed.

Solutions were timely and pragmatic. Federal Realty faced the economic decline head-on by reducing the average rent on residential units from an anticipated \$3.07 per square foot (\$33.05 per square meter) to \$2.05 per square foot (\$22.07 per square meter) and by negotiating creative lease terms with retail tenants to obviate risk, such as shorter terms and kick-out plans based on sales volume. In an even more unusual move, the REIT became an investor in six restaurants in order to help them achieve successful, on-time openings. All remain profitable, with sales ranging between \$700 and \$1,000 per square foot (\$7,535 and \$10,764.26 per square meter). Insurance covered the damages and rebuilding began almost immediately.

APPROVALS

Federal Realty's plan was to raze the site and redesign it from the subsurface up to accommodate Santana Row's large-scale program and achieve optimal connections with surrounding neighborhoods and infrastructure.

By early 1998, the concept was submitted to the city of San Jose as a general development plan (GDP), in recognition that current zoning ordinances would have to be rewritten to accommodate a fully integrated, mixed-use urban design concept in a suburban setting. The specific plan was entitled in June 1998. From 1999 through 2003, numerous other major entitlements were received that supported the unique aspects of this planned unit development (PUD).

The approvals process was not without controversy. Seeing the project as a threat to their livelihood and the value of retail land, many downtown San Jose merchants and real estate interests fought against it. Balancing this negative feedback were strong proponents in city government.

The public interaction process was elaborate. Federal Realty managed the community and political efforts through the offices of two former councilmen and the mayor. Most of the attendants at public hearings were neighborhood residents, who kept up with the project through a dedicated Web site and newsletter and collaborated with Federal Realty on finding solutions to their concerns.

Some issues tackled during the approvals process were as follows:

- Getting permits issued in a timely manner. Federal Realty collaborated with San Jose's planning staff to develop procedures specific to Santana Row that would facilitate decisions based on preapproved design and building standards. To expedite approvals, planning staff also ran interference with other city agencies involved in the permitting process.
- Satisfying various environmental requirements, among them relocating an endangered species of burrowing owl; moving and replanting 17 50-year-old oak trees at a cost of \$30,000 per tree; and controlling outdoor lighting to prevent interference with the operations of Lick Observatory.
- Finding solutions to suburban zoning ordinances that did not apply to a project governed by urban design principles. Among other things, Federal Realty obtained approvals for shared parking between uses; redefined the parameters for parks and open space to fit project context; and rewrote the local lighting, signage, and graphics ordinance.

FINANCING

Federal Realty paid \$42 million in cash for the initial 39-acre (15.8-hectare) parcel and later paid cash again for adjacent parcels totaling three acres (1.21 hectares). Public funding was not obtained because the developer believed it would net better results by having more control over the project. In April 2001, the REIT closed on a \$295 million construction loan for Phase I with Fleet National Bank in partnership with six international banks. Both the interest rate and Federal Realty's guarantee of the loan were subject to step-down provisions based on the satisfaction of specified conditions. The loan, which had a three-year term, with two one-year extension options, was paid off in 18 months; Federal Realty decided not to bear the debt and paid off the loan using internal reserves. The REIT internally

financed subsequent construction phases. These were proportionately lower in cost than Phase I, which encompassed demolition and installation of new infrastructure throughout the project, as well as modifying seven off-site street intersections.

PLANNING AND DESIGN

The planning process began at the macro level; big decisions were made first. Maximum density and floor/area ratios were established based on the findings of a traffic study that evaluated existing roadway volume capacity. Grids were employed both to organize streets and blocks and to create a sense of structure around the retail and residential spaces. To allow for the greatest flexibility in apportioning retail and residential space, blocks were initially designed on a 30-by-30-foot (9.14-by-9.14-meter) structural grid.

The streets within this grid vary in both size and prominence, with the two most prominent streets being the main street, also named Santana Row, and Olin Avenue. Wide sidewalks adorned with outdoor seating for restaurants and cafés are intended to give the main street a sense of vibrancy, and they set it up as a promenade for strolling. Landscaped medians stretch the length of the main street and at one end of the project (between Olin Avenue and Olsen Drive) inside the wide median lies Santana Row Park.

On either side of Santana Row Park the street is lined with shops. The residential units of the Serrano and Santana Heights buildings sit atop and behind the shops on their respective sides of the street. Further down the main street, the residential units of the Villa Comet, the DeForest, and the Margo also sit atop high-end shops. In the middle of Santana Row, between Olin Avenue and Tatum Lane, is the Hotel Valencia; like the other buildings along the main street, the ground floor is devoted to fashionable retail establishments and restaurants with the guest accommodations located above. This 213-room boutique hotel, like the shops around it, targets a high-end client base that is willing to pay a premium for luxury services. Directly behind the Hotel Valencia lies another outdoor area, the Plaza di Valencia. Sporting a water feature, this park is bordered on two sides by a variety of restaurants.

The optimal placement of buildings and the uses within them was based on their relationships to the streets, views, parking, and access, as well as the need to create a sense of privacy and security. There also had to be a synergy among parks, open space, and structures, to support the holistic concept of Santana Row as more than a kit of unrelated parts. The members of the development team adhered to four distinct strategies to help guide them.

First, the development team attempted to use the retail spaces to give the streets a sense of rhythm. Federal Realty carefully selected tenants and placed them in strategic locations. Anchor stores, entertainment venues, and the hotel were each located in places with great visual prominence, and maximal parking and auto and foot circulation. Three of the main anchor stores (Best Buy, the Container Store, and Crate & Barrel) were located along Stevens Creek Boulevard, giving them the highest exposure to automobile traffic. Along the main street sit most of the high-end luxury shops, while the independent, smaller shops and convenience-oriented retail stores are mostly located along Olsen Drive and Olin Avenue.

Second, noting that residential uses add life to streets, the development team placed them in locations where they would have the strongest impact on the street life. Loft units, commonly associated with high-density urban living, were placed in the most urban location in Santana Row. They are just a block away from Stevens Creek Boulevard in the DeForest and the Margo. The location of the Villa Cornet, home of the most expensive and well-appointed units in Santana Row, is in the center of the project, directly across from the Hotel Valencia. The townhouses are located at the edges of the project and along the less busy side streets, giving residents more privacy and quiet.

Third, Federal Realty used parks and restaurants as gathering spots. The two most popular outdoor public gathering places are Santana Row Park and Plaza di Valencia, both of which feature a variety of seating accommodations, activities, and uses. By design, the greatest concentration of restaurants can be found grouped around each of these parks. Other restaurants are located throughout the development in order to energize every block, with the fewest in the luxury shopping area per the merchants' request.

Finally, parking was a very important part of the design strategy for Federal Realty. The REIT believed that parking could support all uses and contribute to the pedestrian experience. Each building was designed to promote pedestrian activity and conceal its parking. This is accomplished differently on every block. The majority of parking is located in garages that are ringed with retail; or underground; or raised on top of a podium. There also are surface lots occupying future development sites. Visitor parking is easy to locate, whereas resident parking is accessed from secondary streets. Parallel parking along all the streets buffers the sidewalks and promotes their use for dining, strolling, and shopping. Service areas tucked behind buildings are accessed from side streets and lanes to reduce conflict.

Architectural details and building components were designed with the goal of optimizing the pedestrian experience. The aesthetics of Santana Row's entire physical environment are governed by a set of urban design guidelines and architectural standards developed specifically for the project. Intentionally, these were not overly detailed to encourage original and creative exterior design solutions, especially for the retail facades and gallerias.

The reasoning behind this approach was to mirror the way a true city street evolves. The blocks were meant to have

an “evolutionary” feel—as though they had been built separately over time by different owners. “Authenticity” is one of the words used most frequently by project team members when articulating their design goals.

The project’s myriad details, ranging from a 200-color paint palette to a super-sized chess board in Santana Row Park, are further examples of how Federal Realty attempted to give Santana Row a sense of place. Artists were commissioned to create original works of art for the project’s streets and buildings. Among them are 16 ceramic mosaic fountains, a progressive moon phase mural gracing the ceiling of a retail arcade, and many freestanding sculptures.

RESIDENTIAL DESIGN

The physical and functional relationship between uses is always a factor in any mixed-use development. Federal Realty’s decision to have residential and retail uses coexist within the same building footprint has both defined and shaped Santana Row.

The design of the residential space was directly driven by market research that profiled potential Santana Row renters as urbanites—people who like to live in the thick of things and appreciate the amenities and conveniences that residing in a mixed-use development offers.

The four residential products (flats, lofts, townhouses, and villas) were developed with upper-middle-class to wealthy urban dwellers in mind. Federal Realty’s goal was to design buildings and units that would allow residents to enjoy a premium level of privacy, security, convenience, and comfort without compromising their relationship to Santana Row’s active street environment and the synergy between uses.

Design solutions that promote this synergy and minimize potential conflicts include separating resident and nonresident parking; rear or underground access from parking to residential buildings; keycard access to lobbies and parking; private garages for townhouses; and orienting living spaces to the street or more public views, and placing bedrooms in the rear away from streets.

Additional strategies include creating a second, more private outdoor/public space for townhouse and flats residents in the Serrano and Santana Heights buildings at the podium level—the first level above the street. The podium levels for the two structures were envisioned as true neighborhoods above ground level, with streets, individual street addresses for the townhomes, landscaped parks, and open spaces for residents.

Striking a balance with unit types, square footages and layouts, price ranges, and orientation to the street, parking, and views was crucial. The goal was to present something for everyone within the targeted demographic, reflected in the variety of choices detailed below.

Flats. There will be 160 flats, Santana Row’s newest product, constructed in Phase IV and subsequent phases. They will be located in the Serrano and Santana Heights buildings, inside the perimeter ring of townhomes. The one-level flats, which will all have private terraces, are viewed as an alternative to the loft market for those who prefer partitioned rooms versus open space, and to the townhomes, which contain three levels. Floor plans range from 822-square-foot (76.4-square-meter) units with one bedroom and one bathroom to 1,538-square-foot (142.9-square-meter) units with three bedrooms and two bathrooms. Flats residents will park in an underground garage with elevator access to their building or in an underground garage with elevator access to the podium level.

Lofts. There are two loft buildings: the DeForest, which has 98 units, and the Margo, which contains 100. Because San Jose has an agricultural rather than an industrial heritage, true loft conversions from warehouses are scarce, driving the demand for this product. Units in both buildings are designed on a 15-by-46-foot (4.57-by-14-meter) module along double-loaded corridors. In the three-story Margo, the lofts directly above the retail space are all on one level, and above them are true two-story units.

The DeForest has two levels of two-story units. Floor plans range from one-bedroom and one-bathroom units encompassing 700 square feet (65 meters) on one level to three-bedroom and three-bathroom units on two levels, measuring 2,133 square feet (198.2 square meters). All of the rear-facing units in the DeForest on the first level have terraces over the retail podium due to the extra depth of the structure. Otherwise, in both buildings just a few of the center and corner units have true balconies.

Parking is handled differently in each loft building. Margo tenants park in an underground garage below the retail space. The DeForest does not have a subterranean garage. Instead, its tenants use a keycard to access resident parking in the basement of the public parking structure at the rear of the building. There is currently no direct connection to the DeForest, so tenants must first go outside before entering the elevator lobby.

Townhouses. Thirty-six three-story townhomes in the Serrano building and 96 in Santana Heights are located at the perimeter of each structure starting at the top of the retail podium. All have private balconies and attached two-car garages, which are accessed at podium level via a gated ramp from the street. The Serrano offers four layouts ranging from two-bedroom and two-bathroom units with 1,228 square feet (114.1 square meters) to a 1,537-square-foot (142.8-square-meter) two-bedroom and two-and-a-half-bathroom unit with a den. There will be

nine floor plans from which to choose at Santana Heights. These will range from the 1,228-square-foot (114.1-square-meter) two-bedroom and two-bathroom apartment to a four-bedroom and three-bathroom unit with a den that encompasses 2,271 square feet (211 square meters).

Villas. There are 21 luxury villas in the Villa Cornet building. The largest and most expensive units, these were designed to appeal to well-heeled renters such as local sports celebrities. All units contain three levels and feature private gated entries through a common landscaped courtyard accessed via an elevator lobby. Each villa has two private terrace/gardens on the first level. There is underground parking with direct elevator access to the building, which has three-bedroom and three-and-a-half bathroom units measuring 2,347 square feet (218 square meters) to four-bedroom and four-bathroom units with 4,057 square feet (377 square meters).

RESIDENTIAL TARGET MARKET AND TENANT PROFILE

With its specialized knowledge and experience in the retail market, Federal Realty was able to make predictions about the type of retail services and how many stores would be needed. However, the REIT had limited experience with residential properties. A market research firm was hired to perform a feasibility study and then help Federal Realty define Santana Row's residential component in terms of unit types; number and density; general floor plans and features; length of leases and rental rates; proportion of renters to owners; and phasing for release of products.

Ultimately, the complement of lofts, flats, villas, and townhouses offered a wide range of choices to the urban-oriented renter who sought an alternative to the automobile-oriented garden-style apartment complexes common to the area. They further hypothesized that this renter would already be living and working in the South Bay area; prefer an urban lifestyle; be 50 or younger; and have a combined or individual annual income exceeding five figures.

Actual tenant demographics suggest that Federal Realty has reached its target market. Fifty-five percent of the tenants are between the ages of 30 and 40, with an average age of 36. Sixty percent are male, and 59 percent are single and/or divorced. Only 5 percent of the tenants are families with children.

Santana Row offers six-, eight-, and 12-month leases. The turnover rate is approximately 65 percent annually, mostly due to home purchases and relocations.

RETAIL TARGET MARKET

Market research demonstrated that Santana Row was surrounded by one of the strongest retail markets in the country. Federal Realty's approach to capturing this market was both proactive and reactive. The developer simultaneously researches and seeks out specific businesses or types of businesses that it believes will add to the integrity of the tenant mix and are approached by potential tenants who are aware of and interested in the project.

The basic formula for tenant solicitation and selection involved avoiding the duplication of offerings at the mall across the street; targeting a different, more sophisticated customer demographic; adopting a ratio of 60 percent "credit" tenants and 40 percent regional and local tenants; incorporating a small percentage of "destination" tenants that people would be willing to drive a distance to get to; fostering a program to incubate exciting local concepts that otherwise might not have the resources to undertake this project; and integrating convenience or personal service tenants in response to residents' needs.

Retail space is currently 92 percent occupied and future space is being preleased. Only second-level space was slow to fill up. Turnover has been around 10 percent since the project opened, and average retail revenues are around \$600 a square foot (\$6,458.56 per square meter), far better than the national average, with restaurant sales faring even better.

MARKETING AND PERFORMANCE

Through a Web site, print ads, and news releases, Santana Row is marketed as a single entity with myriad attractions. Outlets include local and national newspapers, TV and radio stations, and lifestyle magazines. Additional efforts include hosting a variety of events on site and community outreach. Rental unit advertising has been cut back due to the fact that 90 percent of prospects are walk-ins. Retail and specialty tenants are always marketed as a group. When differentiation is necessary, Federal Realty lists them under the following categories: fashions, accessories, home, and specialty.

There are two operating management entities for Santana Row. Federal Realty handles administrative, maintenance, and leasing for the entire property (streets, common areas, parking garages, and retail). The residential component is subcontracted to an outside management company that is responsible for leasing, tenant, and property management inside the buildings.

EXPERIENCE GAINED

Encouraged by the popularity and financial success of Santana Row, Federal Realty plans to continue doing mixed-use projects, but with a slightly different approach. The following are a few things the REIT has learned in the process of

executing such an ambitious concept on its own:

- Reduce financial risk by partnering with government entities, private developers, or both.
- Phase development to capitalize on equity and momentum; allow change over time in response to shifting markets; control cost; and simplify construction management.
- Anticipate refinement of ideas and details as the project matures and the learning curve flattens.
- Maintain clarity of the relationships between uses at all times.
- Shopping streets need variety to remain vital and to “mix things up.” Federal Realty acknowledges it has been an issue grouping luxury tenants in one area without restaurants, in sharp contrast to a livelier street scene where uses are more integrated elsewhere in the development.
- The creation of a superior street experience establishes significant value for all uses. In this kind of environment, residential tenants will pay a premium to have a unit overlooking the street as opposed to other views.
- Plan for the future. In this case, “condo-mapping” all the residential units provides an exit strategy for Federal Realty with respect to ownership of the residential component.

PROJECT DATA**LAND USE INFORMATION**

Site area (acres/hectares): 42/17

LEASABLE BUILDING AREA

Use	Existing (Square Feet/Square Meters)	Planned (Square Feet/Square Meters)
Retail	555,270/51,584.6	680,000/63,172
Residential	511 units	1,201 units
Hotel	213 rooms	404 rooms

RESIDENTIAL UNIT INFORMATION

Unit Type	Unit Size (Square Feet/Square Meters)	Number of Units Built/Leased	Initial Rents
Lofts The DeForest and Margo	700–2,140/65–198.8	198/193	\$1,846–\$4,400
Townhomes The Serrano	1,228–1,537/114.1–142.8	36/33	\$2,662–\$3,575
Villas The Villa Cornet	2,102–3,876/195.3–360.1	21/18	\$4,400–\$7,500
Townhomes Santana Heights	1,228–2,271/114.1–211	96/0	\$2,750–\$4,400
Flats Santana Heights	822–1,284/76.4–119.3	160/0	\$1,963–\$2,950
Total	700–3,876/65–360.1	511/244	\$1,846–\$7,500

(With the exception of Santana Heights, all units were built by December 2004. The townhouses and flats in the Santana Heights building are currently under construction, with completion expected in 2006.)

RETAIL INFORMATION

Tenant Classification	Number of Stores	Total Leasable Area (Square Feet/Square Meters)
Food service	13	52,846/4,909.4
Clothing and accessories	42	160,751/14,933.8
Shoes	6	11,672/1,084.3
Home furnishings	4	26,306/2,443.8
Home appliances/music	1	24,633/2,288.4
Gift/specialty	14	54,640/5,076.1
Jewelry	1	1,837/171
Personal services	7	47,957/4,455.2
Recreation/community	1	24,490/2,275.1
Other*	N/A	150,138/13,947.8
Total	91	405,816/37,700.3

*Includes vacant space that can be configured to meet tenant needs.

Percentage of leasable area occupied: 94

Annual rents: \$45 to \$75 per square foot/\$484.40 to \$807.32 per square meter

Average annual sales: about \$620 per square foot/about \$6,673.84 per square meter

Average length of lease: 5 to 10 years

HOTEL INFORMATION

Number of rooms: 213

DEVELOPMENT COST INFORMATION

Site Acquisition Cost: \$55 million

Total Development Cost (upon completion): \$532 million

DEVELOPMENT SCHEDULE

Site purchased: March 1997

Planning started: March 1997

Construction started: June 2001

Residential leasing started: spring 2002

Projection completion:

Phase I: November 2002

Phase II: February 2003

DIRECTIONS

From Norman Y. Mineta San José International Airport: From US-101 heading south toward Los Angeles, take the Interstate 880 south exit toward Los Gatos/Santa Cruz for 3.5 miles. Then take the Stevens Creek Boulevard exit heading toward West San Carlos Street. Merge right onto Stevens Creek Boulevard, and then take a right into Santana Row.

Driving time: about seven minutes in nonpeak traffic.

From San Francisco International Airport: Take US-101 south to San Jose for 33 miles. Take Interstate 880 south toward Los Gatos/Santa Cruz for 3.5 miles. Then take the Stevens Creek Boulevard exit heading toward West San Carlos Street. Merge right onto Stevens Creek Boulevard, and then take a right into Santana Row.

Driving time: about 45 minutes in nonpeak traffic.

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This Development Case Study is intended as a resource for subscribers in improving the quality of future projects. Data contained herein were made available by the project's development team and constitute a report on, not an endorsement of, the project by ULI—the Urban Land Institute.

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Developed by Federal Realty Investment Trust, Santana Row is a mixed-use, 18-block project encompassing 680,000 square feet (63,172 square meters) of space in San Jose, California.



Photo courtesy of Studio 318

The main entrance, along busy Stevens Creek Boulevard, is the location of Santana Row's three anchor stores: Best Buy, the Container Store, and Crate & Barrel.



Photo by Jay Graham, courtesy of SB Architects

Oriented around a main street, most of the buildings within Santana Row are mixed-use, with retail space on the ground floors and residential units above.



Photo by author

High-end retail shops were placed along Santana Row's main street and the independent, smaller shops and convenience-oriented retail stores are mostly located along the side streets.



Photo by Jay Graham, courtesy of SB Architects

Situated between the Serrano and Santana Heights buildings, Santana Row park features fountains, an oversized chess board, and vendors selling wares from carts.



Many of Santana Row's restaurants and cafés were located around open spaces like Santana Row park and the plaza di Valencia (pictured here) so that customers could have the option of enjoying their meals outside.



Built over the first-floor retail shops, interior courtyards in the Serrano and Santana Heights buildings give residents a garden refuge from the streets of Santana Row.



Courtesy of Studio 316

Santana Row site map