



**BEST
PRACTICES** in
DEVELOPMENT



ULI AWARD WINNING PROJECTS



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ULI AWARD WINNING PROJECTS



Adidas Village

PORTLAND, OREGON

The 11-acre (4.5-ha) Adidas Village, a redevelopment of the Bess Kaiser Hospital complex in North Portland, marks the consolidation of the global corporation's dispersed, suburban offices into a central urban campus. Through a clever mix of adaptive use and new construction, the corporate village transcends a myriad of site constraints while transforming a formerly moribund project area into a community asset. The new headquarters for Adidas's North American operations consists of 360,000 square feet (33,445 m²) of office and design space, a large fitness center, playing fields, a public park, a restaurant, and an 830-space underground parking garage.

After relocating its operations from New Jersey in 1993, Adidas spent five years in Beaverton, Oregon, an outer suburb of Portland characterized by chain restaurants and strip malls. Home to Adidas's chief competitor in the sportswear industry, the Beaverton location was a poor fit with the company's demographically young workforce, whose lives revolved around urban—rather than



JURY STATEMENT

Adidas's decision to relocate from its suburban headquarters to an urban campus, converging with Winkler Development's plans to develop a former hospital site, has brought 800 employees to North Portland, has returned to the community a neighborhood asset with playing fields and other recreational amenities, and has reaffirmed a new corporate image and branding stewardship.

DEVELOPMENT TEAM

Owner

adidas America, Inc.
Portland, Oregon
www.adidas-group.com

Developer

Winkler Development Corporation
Portland, Oregon

Design Architect

BOORA Architects
Portland, Oregon
www.boora.com

Interior Architect

LRS Architects
Portland, Oregon
www.lrsarchitects.com

Landscape Architect

Lango Hansen Landscape Architects
Portland, Oregon
www.langohansen.com



suburban—activities. In 1998, seeking to consolidate its 11 Beaverton offices and tap into the creative workforce of downtown Portland, Adidas decided to build an urban headquarters modeled on a European-style village.

When the Bess Kaiser Hospital closed in 1996, Kaiser Permanente, the owner, decided to sell the complex rather than spend millions in seismic upgrades and maintenance repairs. Winkler Development purchased the site for \$20 million with designs to construct housing, an office building, a daycare center, and an arts facility on the property, which straddled a four-lane highway. Two years later, the local Portland developer changed course, agreeing to a long-term, build-to-suit lease with Adidas, and then again in 2000, Winkler sold the site and buildings outright to the sports apparel manufacturer—an ownership structure unique within Adidas's global operations. Acquiring the site was a function of the build-to-suit amenities requested by Adidas, such as playing fields and a large fitness center, but it was also a reflection of the company's commitment to the community.

Built in 1959, the Bess Kaiser Hospital's drab, disjointed buildings—unused for over a decade—did little to inspire hope in the transformation envisioned by the development team. Inside the former hospital, the floor plates were heavily partitioned, and the sealed structure had little connection with the outside environment. The building also needed a \$5 million seismic upgrade—more than it would cost to demolish the structures and start anew.

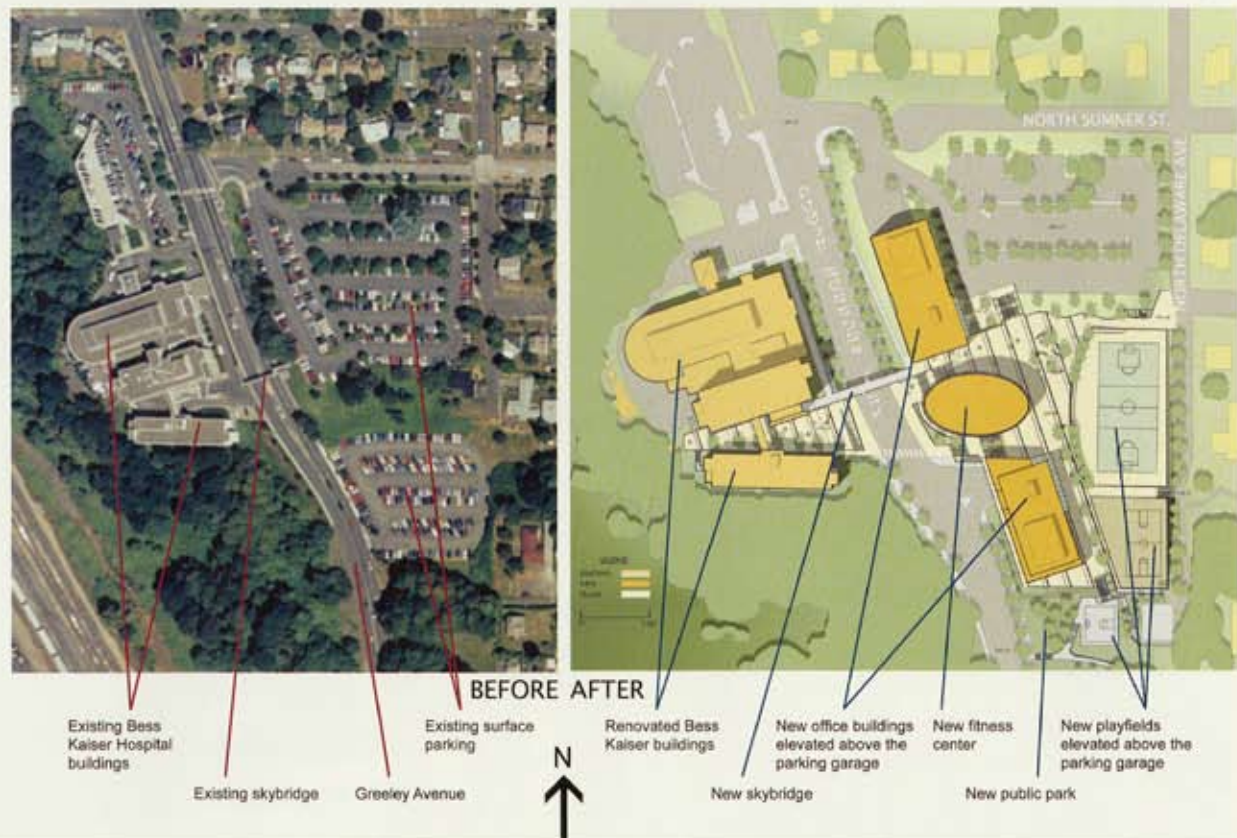




Led by BOORA Architects, the design team was convinced its vision for the site would overcome these challenges. By clearing all nonstructural walls, daylight now fills the interior spaces, drastically improving the indoor environment. To minimize the physical disconnect created by the Greeley Avenue truck route, which bisects the site, the architects visually extended the wedge-shaped entry plaza at the center of the existing complex across the busy thoroughfare. This move created a large, central open space, providing a tangible connection that unites the site and draws all traffic—employees, neighbors, and visitors—into the open-air plaza. Using the steeply sloping site to its advantage, the design team buried the 830-space parking garage beneath the elevated eastern side, placing the playing fields and new buildings on top. Doing so had the added benefit of reducing the impervious surface area and eliminating employee parking on neighborhood streets.

In contrast to most corporate headquarters, which tend to be isolated compounds adrift in a sea of parking and are often bunkered from their surroundings by berms and security checkpoints, Adidas Village is well integrated into the adjacent residential community. To create an appropriate interface with Adidas's neighbors, BOORA Architects clustered the new four-story buildings along the Greeley Avenue streetfront, while the playing fields and a public park buffer the surrounding one-story

SITE PLAN





homes. The recreational fields are open to the public, and the skybridge provides safe passage for neighbors to access the mass transit across the busy thoroughfare.

The existing structures were not the only elements recycled at the Bess Kaiser site; the development team actively reused building materials or diverted them from the landfill. Almost all doors, lights, and sconces were reused; all discarded metal or concrete was recycled; and extra toilets, cabinetry, and counters were routed to Portland's Rebuilding Center, providing affordable construction materials for homeowners, artists, and contractors in the area.

The clean, modern aesthetic of the project broadcasts the corporate image of Adidas without relying on overt signage and logos. The design team clad the new structures and portions of the old buildings with an aluminum panel system, using five colors—red, yellow, green, blue, and black. Besides visually unifying the reused and newly constructed buildings, the colors mirror those used in the Olympic rings, reinforcing the company's commitment to global sport.

The new in-town locale—accessible by light rail, bus service, and dedicated bike lanes—also contributes to a reduced environmental footprint. Building retrofits reduced energy demand; high-performance windows have improved the efficiency of the existing structures by 40 percent. Designed before the U.S. Green Building Council's LEED (Leadership in Energy and Environmental Design) process was launched, Adidas Village obtained certification from Earth Advantage, the Pacific Northwest's premier green building program.

Completed for \$63 million—\$3 million under budget—Adidas Village has resurrected a decaying site, establishing a vibrant nexus of activity in its place. Providing ample room for Adidas's North American operations without overwhelming the surrounding residential neighborhood, the project has become an integral part of burgeoning North Portland.

PROJECT DATA

Website

www.adidas-group.com

Site Area

11 ac (4.5 ha)

Facilities

360,000 sf (33,445 m²) office
completed

680,000 sf (63,174 m²) office at
buildout

Land Uses

office, park/open space, parking

Start/Completion Dates

January 1999–January 2003



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