

# SAN FRANCISCO Business Times

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## MISSION BAY NEWS

Biotech neighborhood comes of age. Inside.

## KAISER TRIES AGAIN ■ 4

Clock ticks on design for new Oakland hospital.

## WELLS TAKES AIM ■ 6

Wachovia's investment bank facing scrutiny.



## FibroGen delivers 250 jobs

South City biotech moves to Mission Bay

San Francisco Business Times

A quiet company with a potential blockbuster drug is setting a new standard for Mission Bay.

FibroGen Inc. is moving 250 employees from South San Francisco to San Francisco's life sciences enclave, showcasing in its new six-story digs how biotech companies can — literally — build up in land-constrained cities.

At 239,000 square feet, plus an adjacent 211,000-square-foot structure on which FibroGen has an option, the Shorestein Properties development is the largest project for a single biotech company in Mission Bay. FibroGen is taking more space and moving more people to Mission Bay, for example, than Pfizer Inc. will when it settles there

SEE FIBROGEN, 68



Right at home: FibroGen execs (from left) Melisa Koomey, Laura Hansen and Catherine Sharp talk with a reporter.

## Oakland 'gastro-hub' targets 15 restaurants

Three ink deals at new Jack London Square

BY SARAH DUXBURY  
San Francisco Business Times

Restaurants are coming to the table as the centerpiece of the \$350 million rebirth of Oakland's Jack London Square.

With a new-construction, 72,000-square-foot public market anchoring the project, developer Ellis Partners has signed the first three of a projected 15 new restaurants that will open there in the next two years. It's looking to populate Jack London Square with the sort of homegrown, unique concepts — and well-known San Francisco names — that have been integral to such redevelopments as the Ferry Building and Ghirardelli Square.

"We have been slowly and methodically building credibility within the East Bay and greater Bay Area food community, educating and convincing them that our



"The traffic and draw will be there," says developer Ellis, at Jack London Square.

SEE GASTRO-HUB, 68

## Union Square bags stores

Tourists keep district very much in fashion

BY SARAH DUXBURY  
San Francisco Business Times

The economy may have cooled, but Union Square remains hot.

For now. Since August, five new stores have opened. More than 10 additional openings and relocations are slated to happen through next spring.

Recent openings include Merrell right on the square, Tory Burch on Maiden Lane, De Beers on Post Street, CB2 on O'Farrell Street and Ugg on Sutter Street.

Max Mara has moved to temporary digs on Maiden Lane while it expands its existing store into the Allen Edwards space, while that retailer is moving to Sutter Street. Diesel is building a major new flagship at 800 Market St. set to open next fall. Morton's is expanding into part of the vacant Disney building on the corner of Post and Powell streets.

SEE STORES, 69

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How Bay Area developer Rick Holliday stays aloft.

## SMALL BUSINESS ■ 39

Paradigm engineers more seismic work.

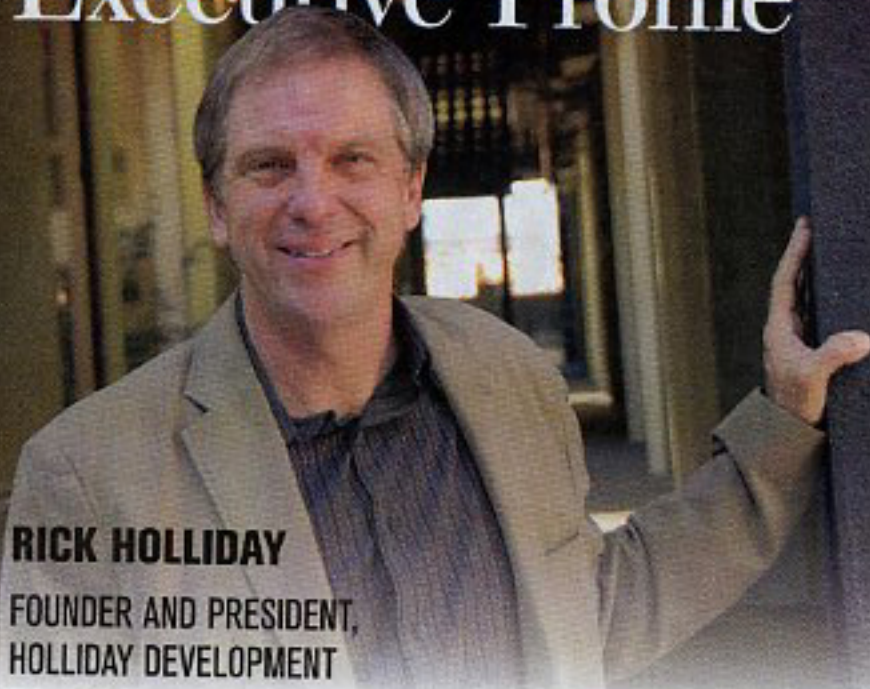
## HEALTH CARE ■ 45

Bay Area hospital projects facing delays.

## THE LISTS ■ 50, 52, 54

Top insurance, benefits, accounting firms.

# Executive Profile



**RICK HOLLIDAY**  
FOUNDER AND PRESIDENT,  
HOLLIDAY DEVELOPMENT

**Background:** Holliday started his development career in the affordable housing sector, first with Eden Housing in Hayward and then with Bridge Housing, which has become one of the largest affordable development firms in the state. In 1988, he struck out on his own and became one of the first developers to turn in-fill sites into live/work lofts and residential projects in the South of Market area of San Francisco. He has rehabilitated and built 16 residential developments throughout the Bay

Area and is currently working on master development sites in West Oakland and Truckee. His latest loft project, the Pacific Cannery Lofts, recently hit the for-sale market. He serves as chairman of the board of Bridge Housing.

**Education:** Bachelor's in urban planning policy; master's in city planning, both from the University of California, Berkeley.

**First job:** Stocking merchandise at Toy Village in San Francisco.

**Residence:** Berkeley.

## Business philosophy

**Best way to keep competitive edge:** Avoid getting stuck in your ways. The way you avoid it is you hire younger people.

**Guiding principle:** When you build something, always respect that you're changing the environment that everybody else has to live with after you're gone.

**Yardstick of success:** Meeting financial goals. Also, did you improve the environment by what you built? Do people use the space and enjoy the space?

**Goal yet to be achieved:** To become a successful community developer.

## Judgment calls

**Best business decision:** Investing heavily in South of Market in the late 1980s.

**Worst business decision:** Turning over more control to former business partners than I was ready to give up and then having to correct that.

**Toughest business decision:** Leaving Bridge Housing when I had my best friend as a business partner. We had built this thing up, and it was really powerful and it was going places. And, then starting (my own company) — that was unbelievably risky.

**Biggest missed opportunity:** Leaving the San Francisco market in 1999 to focus solely on the East Bay, but we're fixing that.

**Mentor:** Don Turner, former colleague from Bridge Housing and best friend.

**Word that best describes you:** Enthusiastic.

## True confessions

**Like best about job:** I like the fact that what I do has tangible results. It's there for a long time and you get to keep learning from it.

**Like least about job:** Coping with all the planning regulations and bureaucracy.

**Pet peeve:** Hypocrisy.

**Most important lesson learned:** You have no idea how long you're here and you need to make the most of every day.

**Most respected competitors:** Developers Merritt Sher and Gerson Bakar.

**Three greatest passions:** My wife, my kids and my dog, Jones.

**First choice for a new career:** Movie producer.

## Predilections

**Favorite quote:** "Do unto others as you would have them to do unto you."

**Most influential book:** "The Post-American World" by Fareed Zakaria.

**Favorite cause:** Affordable housing.

**Favorite status symbol:** Being able to devote a lot of time to affordable housing.

**Favorite movie:** "Butch Cassidy and the Sundance Kid."

**Favorite restaurant:** Dragonfly in Truckee.

**Favorite vacation spot:** Lake Tahoe.

**Favorite way to spend free time:** Playing tennis.

**What do you drive:** 2008 Hybrid Nissan Altima.

— Blanca Torres ■