

# NEW URBAN NEWS

SPECIAL REPORTS

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## Planning and Developing Successful Mixed-Use Centers

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# New urban retail development

Wal-Mart, the king of discount superstores on suburban commercial strips, has apparently discovered a new market — city dwellers. Wal-Mart recently opened a store in a mixed-use, urban location in Long Beach, California, without the usual sea of parking in front. Instead, customers park in two nearby garages. In Dallas, plans are under way for a two-story building with underground parking and a “storefront facade,” according to an article in the industry publication *Shopping Centers Today*.

Wal-Mart has already built urban-format stores in a handful of other cities. These stores — somewhat smaller than those in the suburbs — carry merchandise tailored to the urban market. New urban planner and retail consultant Bob Gibbs says Wal-Mart’s shift in focus is part of a much larger trend.

“The entire retail industry is now totally into urban retail, of one form or another,” says Gibbs. “All major departments stores — including May, Federated, Sears, and Penney’s — are coming out with urban two-level models. It has been determined that shoppers do prefer to shop outside, in an urban environment.” This trend applies to all regions of the US, Gibbs notes — even the wintry Northeast and Midwest. Urban stores in the North “have even higher sales than the South due to stronger outside summer sales,” he says.

New urbanists have “won the revolution,” Gibbs states, when it comes to retail. Yet challenges lie ahead.

Urban retail comes in two forms: true town centers containing a mix of housing, retail, office, and civic uses, and — in stark contrast — “lifestyle centers” which offer only retail. The former is preferable, but is prevented by most zoning codes, Gibbs says. He adds that new urban retail “will pose a much larger threat to existing Main Street town centers, if they do not react quickly to allow for large urban retailers.”

In general, mixed-use town centers have fared fairly well, according to research by Charles Lockwood for *Urban Land* magazine (see table on page 4). Most of the town centers surveyed appear to be generating higher revenues than are the norm in their markets. Moreover, new urban town centers often achieve greater than anticipated success in residential sales and leasing, according to Charles Bohl of the University of Miami’s Knight Program in Community Building. Examples of successful town centers:

- Southlake Town Square, where both office and retail leases achieved occupancies above 95 percent while earning a 25-30 percent premium over the Dallas-Fort Worth metro area;
- CityCenter Englewood, in the Denver metro region, where retail rentals averaged \$18-20/sq. ft. compared with \$8-14/sq. ft. elsewhere in the community; and
- Easton Town Center, in the Columbus, Ohio, area, which posted retail sales of more than \$400/sq. ft. compared with the national average of \$220-230/sq. ft. for



PHOTO BY ROBERT STEUTEVILLE

*CityPlace in West Palm Beach exemplifies big, expensive new urban town centers built in recent years, with lots of resources spent on impressive architecture.*

superregional shopping centers.

On the other hand, a number of new urban town centers have struggled. While highly successful in terms of residential sales and components of its retail, CityPlace in West Palm Beach has experienced significant turnover in apparel stores since it opened in October 2000. Some major tenants, such as a Target store and a hotel, have also fallen through. CityPlace has been profitable, but less so than projected. Abacoa Town Center in Jupiter, Florida, has also reported problems with turnover and occupancy.

The retail success of new urban town centers, Bohl reports, is “too early to judge.” Yet there are now more than 60 built or under construction (see table on pages 18 and 19). That represents a dramatic increase from five years ago, when there were only a handful of town centers. This progress stems partly from the fact that many new urban projects have matured to the point that such retail development is viable. But it also reflects the renewed interest in urban shopping. Traditional mall tenants such as the Gap and Banana Republic are increasingly opening stores on urban streets, lured by (sometimes) lower rents, the growing number of affluent empty-nesters who are returning to urban areas, and the absence of fees for mall maintenance and security.

### A time of experimentation

From the 1930s to the 1990s, developers largely abandoned main street retail. Strategies that worked in the 1920s, the last time main streets were built from scratch, often will not work in the new millennium. We have entered a time of widespread experimentation as developers discover how to make new urban (NU) retail function well.

With rare exceptions, main street retail cannot survive entirely on foot traffic, and must be located near substantial drive-by traffic. “Every national retailer wants 20,000 cars going by, or 200,000 square feet of compatible retail to make the project a destination,” explains Gibbs. Visibility is very important. Some of the more successful town centers at a variety of scales — e.g., Southlake, Mashpee Commons, Orenco Station, and Seaside — have excellent visibility and access from the main road. In the cases of Orenco and Seaside, the urban development has changed the character of the main road — at least for a short distance. That’s an ingredient of success.

Some of the latest town centers are getting very sophisticated about visibility. The town center in Bradburn (a TND in Westminster, CO) is to be built concurrent with residential development, and without any subsidies. To do so, developer Continuum Partners is taking full advantage of a good retail location — with 35,000 cars daily. Bradburn shops face the walkable main street, but signage, most of the parking, and attractive facades are being built along the arterial road (on the opposite side of the buildings from the main street). The passageways



PHOTO BY ROGER WADE

*Haile Village Center, with its less expensive, smaller buildings constructed over many years, is in many ways the opposite of CityPlace.*

between the parking lots and the main street will be carefully designed as short, attractive paseos.

Parking is commonly an issue — although in the case of NU retail, the parking is usually located on the street and on the interior of blocks rather than in a parking lot in front of the store. And, just like conventional shopping centers, many NU town centers require anchor stores. That could be a department store, discount store, supermarket, or even an entertainment venue like a multiplex cinema. Supermarkets do well in NU town centers, due to substantial numbers of residential units in close proximity.

In other respects, NU retail is radically different from most of what has been built in recent decades. NU town centers are not just commercial ventures; they also serve aesthetic and social functions. The buildings must define a space — and that generally means multistory, mixed-use buildings. Such buildings, typically aesthetically pleasing, lend a 24-hour energy to the downtown,

*The grocery store in Orenco Station’s mid-size town center has good visibility from the arterial road.*



PHOTO COURTESY OF PAC TRUST

which can make both the commercial and the residential space more viable. Mixed-use buildings are also more complicated to finance and build. For this reason, some commercial developers will not do mixed use. Some NU main streets have been built for retail only, with some buildings featuring second stories meant to simulate the visual effect of a main street, without actually being occupied above ground-level. When there's no housing above, it's essential that there be residential units within a short walk from the retail.

The safest situation in which to establish a town center is when a strong market already exists for retail space. For example, if a sizable population already lives just beyond the land that the developer controls – and/or if the town center is adjacent to a busy thoroughfare — the developer could build a town center in advance of constructing the project's residential component. The developer could create the amenity right from the start, and reap the profits from the town center development.

In other cases, the developer may have to create a market for retail by building residential units — a process which may take up to a decade. Still another approach is to subsidize retail as an amenity to help sell or lease residential and/or office space. Disney, for example, built

a downtown for Celebration, Florida, long before a viable market for the shops was established. Celebration's downtown created significant value for the community. But this approach has its risks: Celebration struggled to keep storefronts filled during the early years, and some merchants went out of business, at times leaving empty storefronts.

A developer, therefore, must exercise good judgment when trying to “jump-start” a town center. The developer should think carefully about what kind of enterprise can survive, even with a subsidy, such as reduced rent or no rent at all, for a few years. The space should eventually be able to support retail profitably without subsidy.

With these issues in mind, NU developers are employing a range of strategies to bring main streets into new neighborhoods. The rest of this chapter explores specific questions and case studies.

## Controlling Main Street costs with tilt-up construction

Bradburn, in Westminster, CO, is taking a unique approach to main street construction. Bradburn's first commercial buildings — two 11,000 sq. ft., one-story retail structures — face one another at the primary entrance to the development. As such, they must enclose the street and make a strong impression on visitors. Due to economic reasons, however, the first block of buildings will be one-story. Developer Continuum Partners therefore faced a challenge in creating a sense of place and making an architectural statement.

The solution was to make tall, single-story shopfronts, 24 feet at their highest point. The facades will also enable Continuum to transition to two- and three-story buildings planned later for the town center, when it becomes more established.

Tilt-up construction — a method of building the exterior wall horizontally and raising it relatively rapidly in large units with a crane — is being employed. This method, often used for commercial buildings and warehouses in the West and Southeast, involves pouring a concrete floor and using it as a casting slab. Workers then lay out brick patterns and make openings for doorways, windows, and utility pipes, then fill in the rest with concrete. The savings from this method helped keep costs down and enabled Continuum to afford architectural accents.

Continuum wanted a mix of traditional and contemporary elements. The building caps step up and down like

those of a main street in a frontier town. They are all brick, with modern metal details and stained concrete pilasters. The thin brick is patterned to lend interest to some of the larger wall sections. Free-span roof framing joists eliminate interior columns (the added expense for the joists is canceled out by the savings from the lack of columns, and the end result is more flexible commercial space). Sustainable design features include a white reflective roof and a building shell that performs above the standards of the American Society of Heating, Refrigeration, and Air Conditioning Engineers energy efficiency code.

Much attention was given to the exterior pedestrian scale and how a shopper will experience the building while walking along the street. Clear storefront glass, blade signs, and recessed entry features are used along the street frontage, and building materials were chosen for their “touch-and-feel” characteristics. Four-sided architecture was required due to the main street entrances, the high profile of the rear elevations (visible from the main road), and paseos connecting the rear parking lots and front entrances.

Continuum also chose to put up smaller buildings — 5,000 to 10,000 square feet in phase one — to create a more human-scale environment. Yet the firm treated the first four buildings, totaling 35,000 square feet, as a single development unit to achieve economies of scale in construction and financing.

### Town centers: commercial lease performance

Town center Location	Retail Leases	Office Leases		Comments
	Rental Rate (\$/sq. ft.)	Rental Rate (\$/sq. ft.)	Occupancy (%)	
CityCenter Englewood Englewood, CO	\$18-20 triple net	\$21-25 triple net	100	Retail and office occupancies exceed local market averages by 10%. Lease rates for both are typically 35% or more above the average.
CityPlace West Palm Beach, FL	\$30-70	—	—	Retail sales averaged \$350-1,200/sq.ft. compared with an average \$220-230 for US regional shopping centers.
Easton town Center Columbus, OH	\$35	\$23	78.8	Office occupancy rates are about average for suburban Columbus, but office rents are generally 20% or more above average, and retail rents are said to be the highest in the market.
Keller Town Center Keller, TX	\$17-22 triple net	\$12-13	—	Retail and office rents are both 25%-35% higher than the local market average for comparable properties.
Reston Town Center Reston, VA	see comments	high 20s-low 30s	93	Occupancies are based on two established buildings. A third building posted 70% occupancy, but is only four months old. Office rents compare favorably with area averages in the low- to mid-20s. Although retail rents were not specified, they were reported to be 10%-15% higher than other Northern Virginia locations.
Southlake Town Square Southlake, TX	see comments	see comments	95	Retail and office rental rates were not quoted, but both were summarized as 10% or more above the Southlake market average and 25%-30% above the Dallas-Ft. Worth metroplex average. Retail occupancy approached 100%, compared with the metroplex average of 88.5%. Office occupancy exceeds that of the metroplex by more than 20 percentage points.
Town Center Drive Valencia, CA	\$32-42 triple net	\$27-28.20	98.5	Office occupancy surpassed the Santa Clarita Valley's average by 18.2 percentage points. Retail and office rents averaged about \$6/sq.ft. above market levels.
Winter Springs Town Center Winter Springs, FL	\$18-23	—	—	Retail tenants also pay a \$3.25/sq.ft. common area maintenance fee. Average retail rent for a nearby shopping center: \$16.50/sq.ft.

Source: "Raising the Bar," by Charles Lockwood, Urban Land, Feb. 2003

## The stand-alone store

Except in densely populated cities, the neighborhood grocery store has become obsolete in recent decades. In most of the US, the convenience store on a commercial strip has replaced the corner store. Yet the idea of the neighborhood store is central to New Urbanism for practical and psychological reasons. The corner store provides a place where children can walk to get a Popsicle on a summer afternoon and where adults can stop for a quart of milk on the way home. It offers a public gathering space where chance encounters with neighbors take place, and where the shopkeeper is known by his or her first name. When people buy a home in an NU community, the corner store is an amenity they usually expect.

A stand-alone corner store — the smallest increment of retail in an NU community — is a challenge economically. All stand-alone grocery stores on the interior of traditional neighborhood developments (TNDs) with little drive-by traffic from outside of their development have struggled. Some have gone out of business. The freestanding Cathy's Market in Belmont Greene (formerly Belmont Forest) in

Loudoun County, Virginia, survived for a time but did not generate adequate revenue. Waterford Development, which took over the project from original developer Joe Alfandre, converted the store into a residence and does not intend to subsidize another market.

McKenzie Towne's Inverness General Store, a small stand-alone convenience market that opened in the Inverness neighborhood of the Calgary, Alberta, TND in 1997, struggled for three years. In 1999, a town center opened in McKenzie Towne, and regular customers now frequent the supermarket there. Developers decided to replace the neighborhood store with a convenience store/ coffee shop.

The Westgreen Market & Deli in Southern Village in Chapel Hill, North Carolina, which sits in the middle of a residential section, opened in 1995, when only a few homes were occupied. Developer D.R. Bryan subsidized the rent for the first three years. The 2,000 sq. ft. market has been through five operators.

A new tenant has begun operating a cafe in the building. Although the business does not sell groceries, it still serves as an important public gathering place. Meanwhile, Southern Village's town center developed to the extent



PHOTO COURTESY OF BRYAN PROPERTIES

*Corner store in Southern Village*

that it was able to attract a grocery store, filling that function for the community.

### Location near traffic helps

The Newpoint Corners Store opened for business in early April 2000 in Newpoint, a TND near Beaufort, South Carolina. Unlike the stores in Belmont Greene, McKenzie Towne, and Southern Village, this market is located near the entrance to the community and benefits from the business generated by 12,000 cars driving by each day. Newpoint, with 85 households, could not support a store otherwise. In a beautiful two-story building, the Newpoint Corners Store responds to the community's aesthetic and social needs while also functioning as a store that's convenient for automobile traffic.

The 1,100 sq. ft. store carries everything from soap to specialty foods, from wine to greeting cards and penny candy. Proprietor Beverly Waggoner says the store attracts residents wanting coffee and fresh rolls in the morning, children in search of treats in the afternoon, couples looking for a quick dinner in the evening, and young professionals stopping for emergency staples on the way home. Still, Waggoner says specialty items, gifts, and wine sell better than the grocery staples.

While some corner stores fail if they are built too early in the development process, before enough residential is occupied, the Newpoint store has had some trouble being accepted as part of the neighborhood, since it arrived after the first residents had moved in. Waggoner strongly believes that developers should subsidize corner stores from the beginning. She also says that to compete with supermarkets, corner stores must offer something more than groceries, and must remain open for long hours.

## Small centers

The next step up from the stand-alone store is the small town center, which typically includes a neighborhood grocery store as a prime tenant. These centers have 10,000 to 30,000 square feet of commercial space. They lack a true anchor store, and, as with the stand-alone store, their survival depends on foot and automotive traffic, and "rooftops" in close proximity.

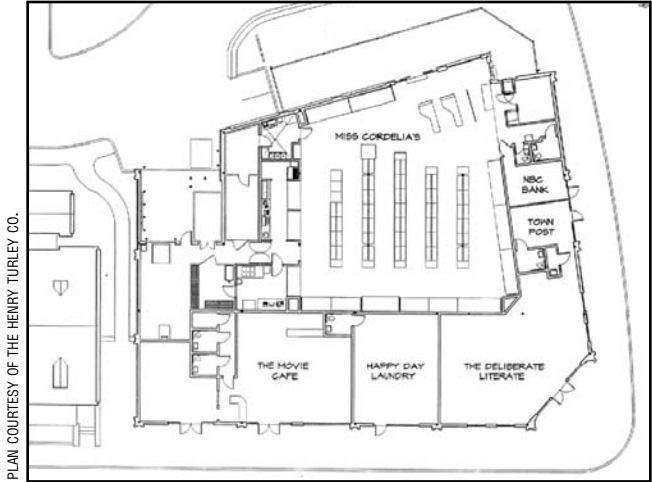
### Building a liner store

In Harbor Town, a TND in Memphis, Tennessee, developer Henry Turley built a group of stores in 1998. About 2,000 residents live in Harbor Town, which is located on Mud Island, and another 3,000 residents of nearby developments drive by Harbor Town on their way across the bridge. The first retail space, a 10,400-sq. ft., one-story building, houses a grocery store surrounded on two sides by "liner" storefronts. Three sides of the building, therefore, are activated with retail entrances. (The fourth is directly adjacent to an apartment building.)

The grocery store's entrance faces a parking lot, while the other retail operations wrap around to face Harbor Town Square, the town's main street. Unable to find a tenant for the grocery store, Turley decided to run the store himself. By late 2000, the grocery store, Miss Cordelia's, was taking in about \$7.50/sq. ft. a week (nearly \$400/sq. ft. annually) and by 2003 those figures had risen to \$9.15/sq. ft. a week/\$475 a year — solid sales by industry standards. Among the other businesses, a laundry is the most successful, but a pizza parlor/pub/video store also enjoys good business and is looking to expand. Project manager Tony Bologna says a book store with a cafe failed, because there were not enough people to support that kind of business. A newsstand/cafe later filled that space, but now the grocery store is expanding into that area and in another direction as well. Harbor Town has added another three-story building across the street, with 5,000 square feet on each floor for retail, offices, and apartments, and in the spring of 2003 was building a three-story building containing 7,800 square feet of retail and 20 loft condos.

### Serving the lunch crowd

Riverside in Atlanta, designed by Duany Plater-Zyberk & Company (DPZ) and developed by Post Properties, has 25,000 square feet of retail and commercial space, a classic main street grouping. From a neighborhood service point of view, the key store is the DeliMarket Cafe, which provides convenience items, groceries, sandwiches, and refreshments. Riverside contains only 560 housing units (mostly apartments), and its retail grouping is located at least a quarter mile off of the main road. Ordinarily, the businesses would not survive in such a setting.



PLAN COURTESY OF THE HENRY TURLEY CO.

*The first Harbor Town commercial building: a grocery store wrapped with smaller service shops.*

The key to the retail's viability is a nine-story office building located on the town square. The 230,000 sq. ft. building houses about 700 employees and has been 100 percent leased since shortly after opening. The combination of residents, daytime workers, and some traffic from nearby developments makes a viable town center.

### Creating a sense of place

In I'On, a 243-acre TND in Mount Pleasant, South Carolina, developers Vince and Tom Graham have built a center that exudes a strong sense of place as soon as one enters the community. As with all the Grahams' Low-country projects, I'On takes great care to follow historic precedents from vernacular architecture.

The commercial is located a block from a heavily traveled thoroughfare. I'On's commercial streets are 30 feet wide, and people arriving in the project immediately feel an inclination to drive slowly. The center includes 15,000 square feet of retail space with offices above. Tenants include a hair salon, day spa, real estate office, gourmet takeout deli, and pub.



*The small town center in I'On.*

The gourmet deli, The Square Onion, is perhaps the most successful business. Owner Laurie Thornhill says sales have surpassed her expectations: revenues topped expenses by 30 percent in the first two months of operation. Although the deli does not get much drive-by traffic, Thornhill says she receives strong support from residents.

### Creating a destination

In Cornell, a 2,400-acre new urban development in suburban Markham, Ontario, a neighborhood center focusing on a green offers a diverse mix of commercial and residential activity, and provides a vibrant public space. The grouping includes 20,000 square feet of retail with a drugstore, bank, convenience store, dry cleaner, hair salon, dental and chiropractic offices, and builders' sales office. There is no grocery store. Residents must go elsewhere for food and staples.

The most dynamic part of the commercial center is the cafe, an attractive circular coffee shop with outdoor seating in sight of the busy playground on the square. The cafe has become the social center of the neighborhood, with weekly dance nights, live music, and afternoon bridge sessions. It has also made Cornell a destination for residents of nearby subdivisions.

## Mid-size centers

(30,000 to 200,000 square feet)

A mid-size town center serves a relatively large area, often drawing customers from several miles around. As with all main street retail development, a mid-size center experiences more thriving retail when located near a busy arterial road, which increases the stores' visibility and benefits from high-volume automobile traffic. The mid-size center gains additional stability from having an anchor store and a pedestrian consumer base.

### A charming main street

In Haile Village Center, a new urban community in Gainesville, Florida, the retail is succeeding despite its location in the interior of the development. Only several hundred people live in Haile Village Center itself, but the surrounding Haile Plantation has 5,000 residents. The Village Center’s commercial grouping offers a grocery store/deli, doctor’s office, dentist’s office, clothing store, jewelry store, hair salon, day spa, and a card store that has become a destination shop.

The 1,200 sq. ft. grocery store, the Village Market, struggled for a while. Developer Robert Kramer supported the market through several changes in management after its opening in 1996. Only when the market moved into a new building and a new manager arrived did the sales rise 40 percent. “A lot of the success has to do with the store’s relation to the sidewalk and the visibility,” Kramer says. “From the street you can see people behind the counter. It’s almost like you could carry on a conversation with them. It also has tables outside. All of this makes a difference.”

Kramer leases retail space for \$15-18/sq. ft., which is at the upper end of the market rate for the area. Almost half the commercial buildings are owned by the retailers themselves. Kramer says this kind of investment further enhances the development’s stability.

### No-frills shopping area

In Rockville, Maryland, in late 2000, the town center of King Farm opened its first retail building, a 54,000 sq. ft. Safeway supermarket. The other seven buildings in the mixed-use center, designed by Lessard Architectural Group, opened the following year. All of the built commercial space has been leased.

The town center, with 125,000 square feet of stores and 50 apartments, forms the heart of a 430-acre traditional neighborhood development. The focus is on service retail, including a video store, dry cleaner, hair salon, spa, jeweler, wine and beer store, and restaurants. Mixed-use buildings, which have apartments above the retail, are grouped around a town square. Liner stores topped by apartments

*Sidewalks in Haile Village Center are shady and lined with shops.*



activate the street on two sides of the Safeway.

About half of King Farm’s 3,200 residential units have been built. Two large office buildings have also been completed. Eventually, there will be 2.2 million square feet of work space. All of this lies within a five- to ten-minute walk of the town center. Flanking the town center are two through streets, providing automobile access from outside the development.

### A retail esplanade

Addison Circle in Addison, Texas, will eventually have up to 3,000 dwelling units, and up to 4 million square feet of commercial space on 80 acres. So far, 120,000 square feet of retail space has been completed, 1,070 apartments constructed, and 350,000 square feet of office space built. The architecture is modern, yet the streets possess the intimacy of a European village. The density of the project is all the more startling for its location — in the middle of edge city sprawl about 12 miles north of Dallas.

The centerpiece of the development is the Mildred Street esplanade, where much of Addison Circle’s street-front retail is being built. The mix includes a convenience store, serving as the project’s neighborhood grocery store, a health club, barber shop, hair salon, day spa, art gallery, several restaurants, dry cleaner, pharmacy, cigar shop, and coffee shop. With the exception of the restaurants, which will draw patrons from outside the project, the shops are primarily expected to serve Addison Circle’s residents and workers.

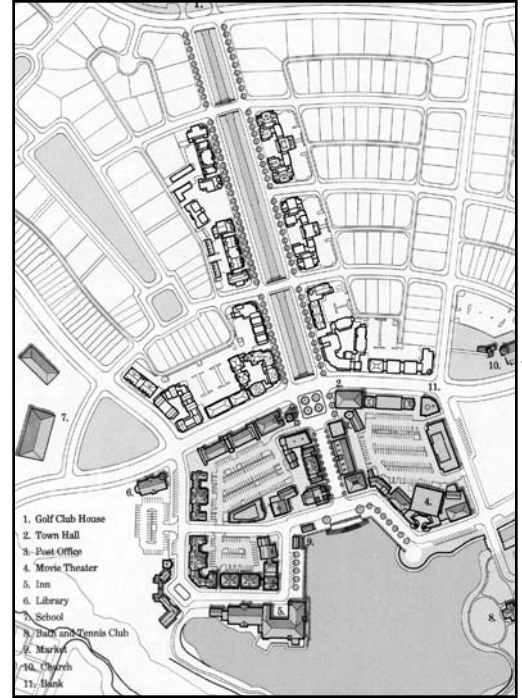
### Instant critical mass

Celebration, Disney’s neotraditional town in Osceola County, Florida, is perhaps the biggest, most comprehensive, and best-known TND constructed.

In building Celebration’s downtown, Disney took risks that would bankrupt other developers, including choosing a location at least a mile from an arterial road, and opening retail space when only two percent of the homes had been finished. Critics point out that the visually stunning downtown was highly expensive, stands too far from traffic, and caters more to tourists than residents. Nonetheless, Celebration’s downtown forms a powerful civic heart for the community and gives residents the choice of doing some of their shopping on foot. Despite the location, it performs a better than many observers assume.

The downtown consists mostly of three- and four-story buildings with retail on the first floor and apartments and offices above. It contains nearly 200,000 square feet of commercial space, evenly split between retail, office, and hotel. Key businesses include a 5,000 sq. ft. grocery store, a two-screen movie theater, and local hangouts such as a diner, pub, and cafe. Apartments and civic buildings occupy an additional 130,000 square feet. Many businesses — particularly restaurants — have done very well, though some have failed. Occupancy approaches 100 percent, and rents are reportedly slightly higher than for the overall





*Market Street in Celebration, above, and the plan for downtown, at right. The retail center consists of three blocks grouped around the lake.*

Orlando market.

“It created instant critical mass and showed people that the plans could become reality. I don’t think they could sell lots at the pace they have without it,” explains former Celebration architect Joe Barnes. Celebration has consistently posted the strongest property sales figures of any new community in central Florida since opening in 1996.

“There are two polar models for extracting the economic benefits from the traditional neighborhood form,” says market analyst Todd Zimmerman. “One is the model that Robert Davis stumbled upon by necessity in Seaside, where you sell everything and add value to the center. In the Celebration model you establish the center to add value to that which you are selling. Both models are perfectly legitimate, but the one from Celebration is more applicable to entities that have to worry about a high land basis, have shareholders to answer to, and are moving dirt to production builders.” The Seaside model is better suited to projects where the developer is selling land to individuals or custom home builders, Zimmerman adds.

An interstate highway cutting through Celebration forced Disney to locate the town center far from busy roads. The developer may have missed an opportunity by not locating some of the town’s million square feet of stand-alone office buildings, or a 284,000 sq. ft. health center, downtown. “The hundreds of employees who currently work in these facilities would have provided considerable day and evening foot traffic for the downtown’s shops and restaurants,” writes Charles Bohl in his book *Place Making: Developing Town Centers, Main Streets, and Urban Villages*.

## Large centers

(200,000 square feet and up)

Like Celebration, Mashpee Commons, on Massachusetts’ Cape Cod, offers an alternative model for NU development — one in which the commercial district is built in advance of the residential neighborhoods. Mashpee Commons’ retail benefits from its location at the intersection of two state highways. The project is one of the earliest and best examples of retrofitting suburbia to create a traditional neighborhood — though the developers have so far been stymied in their efforts to build housing within walking distance of the center.

Buff Chace and Douglas Storrs took a 1960s-era conventional strip mall, flipped the project around, and created a new main street district, which they renamed Mashpee Commons. In 1988 they hired Elizabeth Plater-Zyberk and Andres Duany to plan surrounding neighborhoods.

With more than 280,000 square feet of commercial space and 13 residential units over retail, Mashpee Commons has become a downtown that may yet get neighborhoods on its periphery. The project’s tenant mix includes a full range of national, regional, and local merchants. There are national specialty stores (Gap, Talbots, Starbucks and Banana Republic) as well as regional stores and community-based “mom and pop” establishments.

Mashpee Commons’ performance has steadily improved since the early 1990s, when the project got off to a slow start during a recession. Since 1992, store revenues have risen 10 to 35 percent annually, according to Bohl.



*Mashpee Town Center.*

### A town center shared by two TNDs

One of the more significant new urban town centers to open within the last few years is Market Square, the downtown shared by Kentlands and Lakelands, two adjoining traditional neighborhood developments in Gaithersburg, Maryland. “The project is considered innovative because big box stores have been successfully incorporated into a main street and urban square, and because the development has been successfully integrated into two TNDs,” says Bohl. Market Square contains 255,000 square feet of commercial space.

Market Square is built on a block-and-street pattern that is well-connected to the rest of Kentlands and Lakelands, which together have 3,400 housing units. Varied building types, including hundreds of apartments, are located close by (though most of the large buildings do not mix uses). Adjacent to Market Square is a main street with 50 live/work units where residents live above shops.

Like many new urban town centers, Market Square combines design elements of a traditional urban center and a suburban shopping center. Most of Market Square’s large establishments — a 35,000 sq. ft. supermarket, a fitness center, Michael’s Crafts, Zany Brainy, and Dress Barn — front parking lots open to Kentlands Boulevard, a heavily traveled thoroughfare. Smaller shops and a multiplex movie theater are located on the urban streets and square that branch off of Kentlands Boulevard. In essence, three sides of Market Square’s blocks are urban and one is suburban. Pedestrian connections between the interior parking lots and streets are crucial to making Market Square work.

(For information about live/work units, also know as “flex” houses, a key building type intown centers, and live/work units, see Chapter 6.)

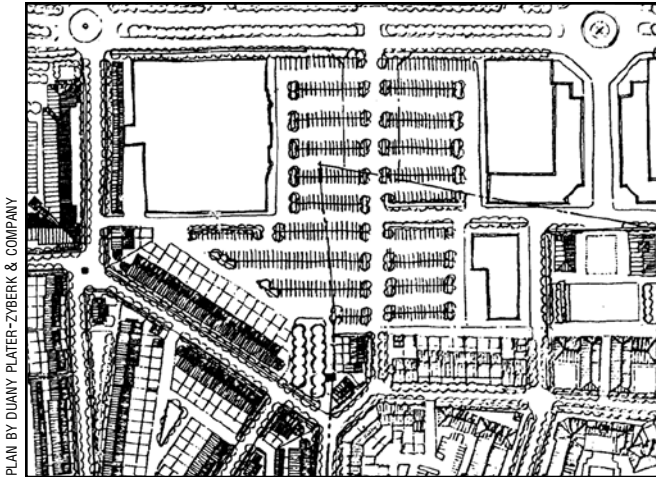
### Public-private partnership creates great urbanism

CityPlace, a popular town center that opened in 2000 in West Palm Beach, Florida, includes 600,000 square feet of retail, 750,000 square feet of office space, and 570 residential units. Designed by Elkus/Manfredi Architects, the project has a highly urban, almost European ambiance. The city, under former mayor Nancy Graham, heavily invested in the 73-acre project, borrowing \$20 million to secure the property, and conducting a nationwide search that resulted in the selection of the Palladium Companies as the developer. The city also helped with an extremely expedited permitting process.

CityPlace is anchored by a Macy’s department store, a 20-screen movie theater, a supermarket, and a large historic church converted to a cultural center. The cultural center anchors a civic plaza, giving CityPlace a timeless quality that belies its newness. As CityPlace’s most prominent building, the cultural center communicates a sense that the project is about more than just commerce. The movie cinema is remarkably unobtrusive. Although it can be reached from parking garages and elevators, the primary entrance is via two grand staircases from the street.

### Urbanism without streets

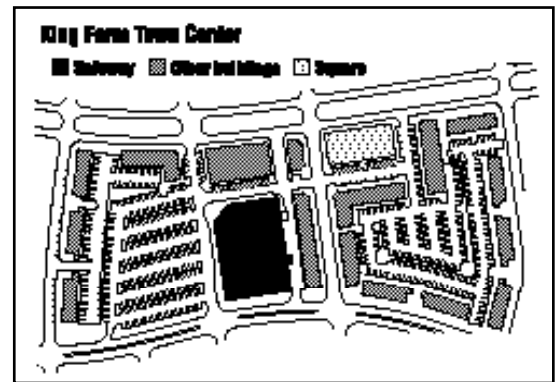
Pentagon Row is located in an unusually dense suburban district called Pentagon City, in Arlington, Virginia. It is directly adjacent to Fashion Center, an enclosed mall with department stores, shops, restaurants, and a Ritz-Carlton Hotel. More than 2,000 apartments are within walking distance. The project’s approximately 2.3 million square feet include 300,000 square feet of street-level retail and 500 residential apartments directly on top of the commercial space.



PLAN BY DUANY PLATER-ZYBERK & COMPANY



*Market Square in Kentlands, plan shown above, is a textbook example of how to fit a supermarket into the interior of a town center block. The grocery store, center top of plan, is accessed from the busy road at top. Smaller shops line three sides of the block (above right). King Farm, another TND near Kentlands, has a similar configuration with a Safeway (right).*



Pentagon Row is unique among new urban town centers in that it doesn't have a through street. The site was part of a superblock in a bedroom community — a condition that precluded the creation of new streets. Instead, an urban plaza is carved out of the site like a notch, surrounded on three sides by ground-floor retail and apartments above — giving the center of Pentagon Row a sense of enclosure. Parking is hidden away from the street, as is the 45,000 sq. ft. Harris Teeter supermarket.

Designed by RTKL, Pentagon Row is convenient to automobile traffic, but also accessible by mass transit. The retail development includes six anchors, as well as an array of specialty and convenience shops, restaurants and entertainment venues.

### A new downtown district

In the mid-1990s, there wasn't much left of the downtown in Redmond, Washington, the city that Microsoft calls home. Now the city has a new downtown, adjacent to the old, in the form of Redmond Town Center. The 1.65 million sq. ft. town center combines an office campus, a lifestyle shopping center, two hotels, a cinema, and townhouses. Its street grid connects to the streets of the old three-block downtown.

The scale of the town center's buildings — mostly two stories, with brick facades — is similar to that of buildings

constructed decades ago. Block sizes are city-scale, ranging in length from about 250 to 600 feet. The project's design firm, LMN Architects, employed rules that generally apply to enclosed malls, such as not requiring shoppers to walk more than 300 feet from one "court" to the next. Buildings are a maximum of 300 feet long, and blocks are often divided in the middle by a pedestrian walkway, a plaza, or both.

Redmond Town Center has become a magnet for residents of the entire town. Its stores have greatly exceeded projected sales volumes, officials report.

### Rebuilding the center

In the Washington, DC, suburb of Silver Spring, the downtown declined sharply from the 1960s through the 1980s. Now a new downtown is emerging on 20 acres of mostly vacant land in the core. The first retailers in the initial phase opened in the fall of 2000, including a 30,000 sq. ft. supermarket and a local chain hardware store.

Eventually downtown Silver Spring will have 500,000 square feet of retail and restaurants, 125,000 square feet of movie theaters and nightclubs, and 200,000 square feet of office space, along with a 200-room hotel and 225 new apartments in low-rise buildings on the project's northern edge.

Access to transit comes with the location. The new downtown already has extensive bus service, and it lies a five-minute walk from the busiest station on the Metro



PHOTO COURTESY OF LIMN ARCHITECTS

*Redmond Town Center.*

Red Line. Downtown Silver Spring, with its well-defined public spaces, its tight massing of buildings, its inclusion of neighborhood retail, and its balancing of automobile

and foot traffic, has the potential to set new standards for downtown revitalization in Maryland.

## Tips on new urban retail development

Retail expert and town planner Robert Gibbs of the Gibbs Planning Group offers the following advice on new urban town centers:

1. Keep plans and buildings authentic to the region in which you propose a development.
2. Make sure there is a consumer market that will support what you are proposing. Many new urban developments are located too far away from viable markets.
3. Be conservative in your site selection, and choose a site that can support retail even without surrounding residential neighborhoods being built.
4. Automobile traffic is still crucial to a retail development's viability. Generally, you need at least 25,000 cars per day to go past a shopping district. (For a full-scale

## Creating a mix of local, regional, and national stores

On a sentimental level, people generally prefer local shopkeepers to chain stores in main streets and town centers. "The small retailer is who everybody is looking for," says Robert Gibbs. However, national chains generally bring in \$400/sq. ft. in sales, whereas a local proprietor may generate as little as \$60/sq. ft. Gibbs worked with one such proprietor on improving the window displays, signage, and overall presentation; in 90 days, the store's sales doubled. "If you want local tenants in your traditional neighborhood development, you have got to get them help" with marketing and presentation, he warns.

Big-box stores account for 66 percent of retail sales nationwide, Gibbs reports. Yet new urbanist projects often shun big boxes on the premise that small, local shops will work better from an urban design perspective. But main streets and downtowns need anchors, he says. "One of the problems with TNDs is that they haven't provided for any anchor."

Buff Chace and Douglas Storrs, developers of Mashpee Commons on Cape Cod, Massachusetts, have been very successful in creating a balance of national, regional and local retailers. "We have placed a big emphasis on mom-and-pop stores in the last year. That's a part of the industry that's almost disappeared," explains Storrs.

Meanwhile, Storrs says national retailers are also beginning to understand the benefit of being part of Mashpee Commons. "It's a vindication of the fact that this is a better form of development, and they under-

stand that from a business standpoint and know that they'll do better here." Although Storrs has been able to convince national retailers to change the design of their store facades to fit into NU development — a CVS drug store terminates North Street (see photo) — this negotiation requires constant vigilance.

Bethesda Row provides another example of local/regional/national mix. This development in downtown Bethesda, Maryland, will include 512,000 square feet of retail and offices at completion. Great care has been taken to maintain a mix of local, regional and national retailers, and to encourage diversity in storefront design. The first phases of Bethesda Row, by Federal Realty Investment Trust, have already brought new pedestrian life to downtown.

*CVS terminates Mashpee Commons street.*



PHOTO COURTESY OF MASHPEE COMMONS

town center, apply the 50-50-50 rule: retailers are looking for 50,000 people in the trade area, a median income of \$50,000, and 50,000 cars per day going by the center).

5. Avoid placing a town center in the middle of a development, away from high-traffic arterial roads.

6. On-street parking for the street-fronting retail is essential. Additional parking must also be included (see below).

7. It's important for a town center or a shopping district to have one or more large anchors. The anchor may be a supermarket, a department store, or even a big-box discount store. The anchor is helpful for gaining financing.

8. Do not summarily reject big-box discount retailers. In 1998 they cornered 65 percent of the retail market. The store's relation to the street and the presence or absence of street-level windows matter more than the store's size.

9. Maintain at least 70 percent glass on the first level of retail so shoppers can look into the stores.

10. Remember that shoppers usually will walk no more than 1,000 feet in a retail district.

11. The preferred location for the town center is on the "home" side of a major road, so residents returning from work can make a right turn into the center. A difficult left turn into a town center can kill up to 30 percent of the retail business. Many people are simply too lazy to make the left turn.

12. The town center should be built to allow for expansion. This can be done by reserving land in low-density uses such as surface parking lots, or by designing buildings so they can be expanded vertically.

13. If the town center is primarily a retail development, it should have parking for an average of 4 cars per 1,000 square feet. If there is a 50-50 mix of retail and office, this ratio can be lowered to 3, or in some cases 2.75 cars per 1,000 square feet. Parking remains the biggest hurdle to integrating housing and commercial uses, Gibbs says. Residents living above retail typically demand access to parking at all hours, which usually means that some type of structured parking is necessary.

14. A corner store is an essential amenity in the early phases of a development, but don't build it unless the owner or manager can sell enough to earn a good income. You need a minimum of 1,500 households nearby to support a corner store, and it needs to be near a major vehicular entrance of the project.

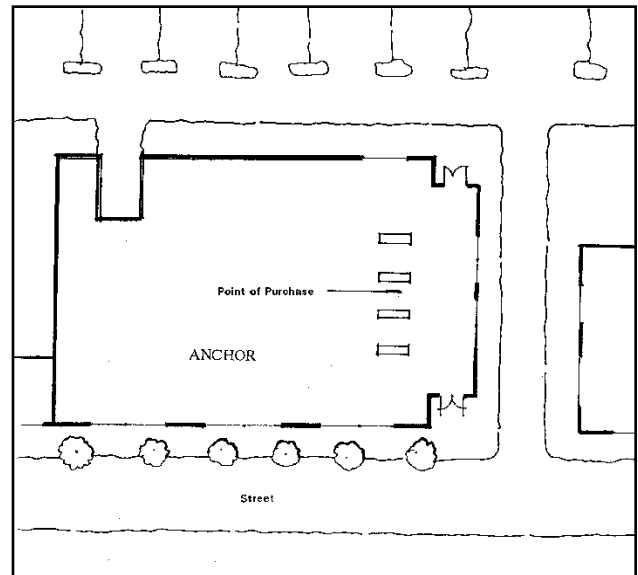
15. Retail development is a high-risk game; consult a market analyst early in the planning process.

## Fitting big boxes on main streets

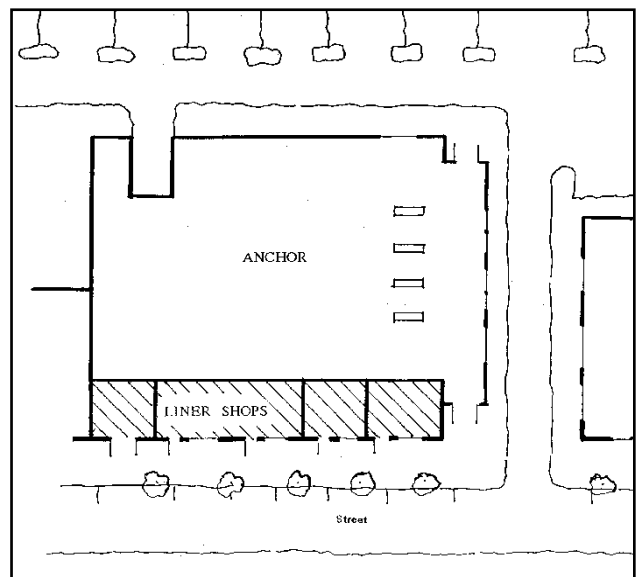
Robert Gibbs, Dana Little, Barbara Stalburg, and Charles Wilson

Some supporters of New Urbanism believe that big box stores, typically built of Dryvit-faced cinder blocks and ranging from 25,000 square feet to 250,000 square feet, have no place on traditional main streets. But new urbanists ignore big box stores at their peril: The nation's top retailers, Wal-Mart, K Mart, and Sears — along with every major supermarket chain — thrive in big boxes.

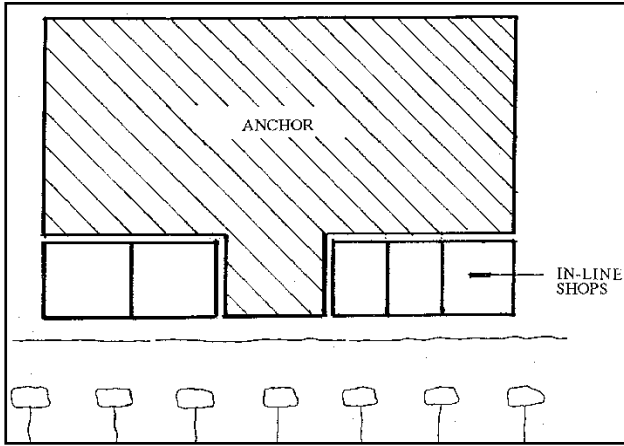
If the New Urbanism is to compete on every level with suburban sprawl, big boxes must be at least as profitable in traditionally planned towns, if not more profitable,



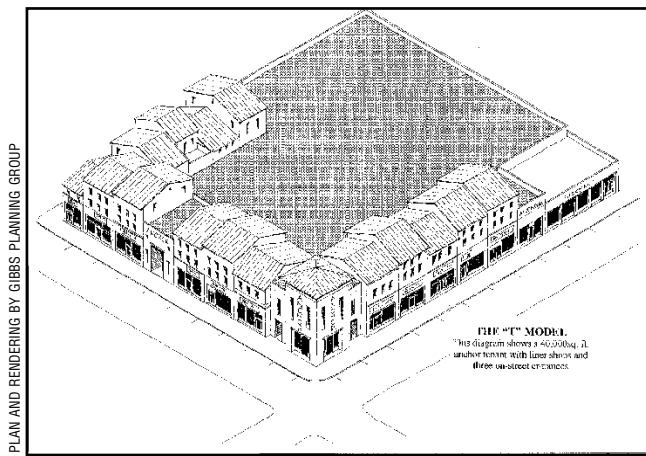
*The urban vestibule, above, and the vestibule and liner, below.*



PLANS BY GIBBS PLANNING GROUP



Two views of the T Model, above and below.



PLAN AND RENDERING BY GIBBS PLANNING GROUP

than in suburbia. Furthermore, big box development is a key to providing the full range of shopping opportunities for low- to middle-income residents in urban and town settings.

Major retailers are beginning to look at more neighborhood-friendly designs and sites in a few locations in the US. Examples exist in South Miami, Florida (Shops at Sunset Place), Gaithersburg, Maryland (Gaithersburg Square Mall), Plano, Texas (Legacy Town Center), Rockville, Maryland (King Farm), Arlington, Virginia (Pentagon Row), Cape Cod, Massachusetts (Mashpee Commons), and Silver Spring, Maryland (the new downtown). A supermarket in Birmingham, Michigan, modified its storefront to make it more accessible and appealing to pedestrians.

At least three distinct models allow big box stores to be integrated successfully into well-designed urban settings. All of them enable buildings to come to the street, provide access from both the sidewalk and parking areas without creating additional security problems for store owners, and avoid the deadening blank wall that is so common in big box designs. In all of these models, parking can be creatively incorporated into a combination of on-street spaces and decks, ramps, or surface lots hidden by the stores. They are the urban vestibule model, the vestibule and liner, and the "T" model.

## Urban vestibule

In the urban vestibule model, an anchor, such as a grocery store, can position a continuous front along the street while supplying parking at the rear of the site. This design is sensitive to retailers' concerns about multiple entries. By creating a vestibule that has a point of entry toward the street and a second point of entry toward the parking area, the retailer is able to maintain the security advantage of having a single entrance and exit for the store. Monitoring entrances and exits is a critical issue for merchants and cannot be overlooked. The urban vestibule is a good model to use in a retrofit, when the store is undergoing expansion and there is also a desire to stitch the building to the urban fabric. To avoid presenting a blank wall to pedestrians, display windows are placed along the sidewalk. Those windows also give the store an opportunity to market its products to pedestrian traffic.

## The vestibule and liner

A variation on the urban vestibule concept, the vestibule and liner goes a step further in activating the street. This model takes advantage of a trend, particularly in grocery stores, toward adding new sections that amount to stores within stores. Thus, the 40,000 sq. ft. grocery store of 15 years ago now has become a 60,000 sq. ft. super-grocery store with bakery, photo processing center, pharmacy, and florist. In the vestibule and liner model, existing components within a store are compartmentalized and given street frontage. Access is provided to these operations from both the store and the street — creating a more interesting streetscape.

Concerns about security can be satisfied in two ways. The first is to design the liner shop to have a two-sided counter where purchases and be handled and service can be provided to customers, whether they come from the street or from the rest of the store. This arrangement does not allow customers from the street to enter the main store. The second method, perhaps better from the retailer's point of view, is to allow shoppers to enter into the main store through the liner stores, but not exit. That brings additional business into the main store, while keeping the integrity of the single exit. Customers come in from both the street and parking lot

## The "T" model

The "T" model, while still driven by a large anchor tenant, allows creation of a true main street environment. In this scenario, the store has high-profile street entrances, but the mass of the store is buried behind liner retail shops. This model can support a variety of individually owned or operated shops, which benefit from the high traffic volume of the anchor. The anchor store, possibly a large apparel store, also benefits from the street traffic and cross-shopping from the smaller shops. The "T" Model is especially applicable to new town developments and existing mall retrofits.

## Making big boxes more civil

Two Denver area shopping centers show how large-scale retail, when subjected to strong community planning, is evolving toward designs that are more accommodating to pedestrians and better integrated into public transportation systems.

Quebec Square, a 740,000 sq. ft. regional shopping center containing Home Depot, Super Wal-Mart, and other big-box stores, opened in mid-2002 to serve the material needs of residents in Denver's 4,700-acre Stapleton redevelopment. The shopping center has one foot planted in the conventional big-box territory and the other planted in more walkable terrain.

A decision was made to extend the street grid of the surrounding neighborhoods into the retail site as much as possible, says Tom Gleason, spokesman for Forest City Enterprises, Stapleton's master developer. "With that street grid come the pedestrian amenities of sidewalks, tree lawns, and other elements designed to make it an appealing environment." People can walk to the Square from existing neighborhoods, nearby hotels, and the United Air Lines Flight Training Center, where 1,200 people work.

The grid gives Stapleton residents several ways to approach the big boxes rather than having to drive on a large arterial. It also allows the center to be redeveloped in the future in a more urban manner if demand materializes. A transit station accommodating buses, autos, bicycles, and pedestrians has been planned near the shopping center's northern edge. A light rail line may arrive later.

Many restaurants and stores on retail pads will have dual entrances — serving pedestrians entering from the street on one side and motorists entering from the parking lot on another. "Restaurants' outdoor seating areas will be placed to help activate the street," Gleason notes. "Buildings have been pulled out to the street as much as possible to reinforce the urban edge." For drainage, a "green swale" runs the length of the center, creating a wildlife habitat and a feature that pedestrians can enjoy. KA Architects of Cleveland planned the shopping center, with EDAW doing the landscape design.

About 12 miles from Stapleton, in the first-ring suburb of Englewood, the Englewood Town Center also mixes big-box retailing with other uses and public transit. The 350,000 square feet of retail in the two-year-old center include Wal-Mart, Petco, and Office Depot, along with a main street area containing smaller stores. The City of Englewood's community development director, Robert Simpson, negotiated to get the big retailers to occupy somewhat smaller buildings than usual and to accept shared parking and lower parking ratios than they would ordinarily have preferred. "They wanted five to six spaces per 1,000 square feet," he says. "Most of them accepted about 4.5. Wal-Mart is 4.9."



*Stapleton's Quebec Square: connected to the grid with pedestrian amenities.*

"The Wal-Mart fits into the grid pattern," Simpson points out. "You can park your car and walk." Four hundred bus trips a day also enter and leave the Town Center. The 70-acre center, built on the site of the Cinderella City mall, which closed in 1997 after years of decline, combines the retail with 438 rental apartments, 350,000 square feet of offices, the Englewood Civic Center, an amphitheater, a central plaza with a fountain, and a light rail station. The Civic Center itself is a multiuse facility featuring a busy public library on the ground floor and city administrative offices and a cultural arts center above.

In return for receiving 14,000 square feet of space in the cultural arts center rent-free, the nonprofit Museum of Outdoor Art offers art classes at reduced rates, mounts exhibitions throughout the year, and has installed what Simpson says are "world-class pieces of sculpture" in the Center. The museum and other cultural organizations, along with a weekly farmers' market, "begin to create a heart and soul," Simpson says. "It's a place where people want to come together."

Calthorpe Associates did most of Englewood's conceptual work. David Owen Tryba Architects of Denver brought the design to fruition.

## Retrofitting malls

The demise of the Sherman Oaks Galleria in Los Angeles received a lot of attention in March 1999, but that failed mall is only the most prominent example of a nationwide trend.

Such dying malls present opportunities for the New Urbanism to revitalize the postwar suburban landscape. New urbanist planners have approached mall revitalization in two ways. One involves changing and enhancing the existing buildings while incorporating them into a neighborhood plan. The second entails demolishing the entire mall and starting from scratch.

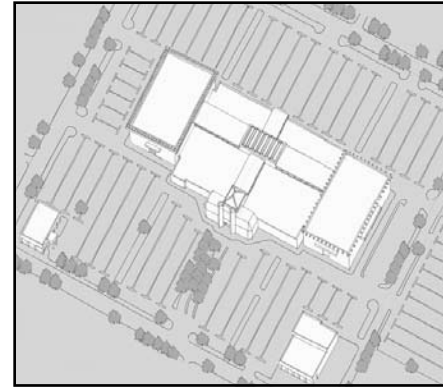
### The incremental approach

Eastgate Mall, in the Brainerd Road suburbs, eight miles from downtown Chattanooga, was built in the 1960s. The 900,000 sq. ft. mall fell on hard times in the 1990s when a more modern mall went up six miles away. Windward Properties LLC had purchased the mall to redevelop the property.

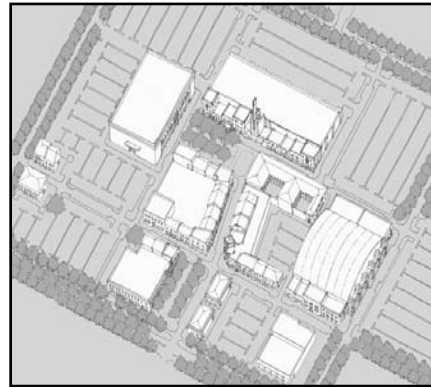
A charrette led by Dover Kohl & Partners of Miami resulted in a multi-phase plan under which the mall first got a facelift that replaced its blank façade with one having doors and windows, in effect turning the empty buildings inside out. Offices, including training facilities and call centers, now occupy the former department store buildings, and the first of several town squares has been created in the parking lot adjacent to the mall entrance. The square currently has two buildings lining it. The two-story buildings house offices, retail, and restaurants. The city gave Windward \$250,000 to develop the square, which has now been deeded back to the city as a civic park. Future phases of the plan call for the mall to be gradually demolished and replaced by dense multistory buildings on a street grid that connects to the surrounding neighborhoods. These future infill phases are on hold, however; the rapidly leased office uses have consumed the surface parking supply, so Eastgate will now wait for property values to mature to the point justifying parking structures before taking the next step. In 2002, ownership of the property was assumed by Prudential.

### Embryonic urbanism

In a first phase, the failing Winter Park Mall in Winter Park, Florida, was almost completely demolished and replaced by a two-block main street terminating in a multiplex theater. In what may be a retrofit unique in the US, the remaining big-box department store has been converted into 58 loft apartments on two floors above retail. The main street, called Winter Park Village, is built on a human scale, is lined with stores, and is designed so that it cleverly masks the size of the massive cinema. The street is a good beginning, but the master plan by Dover Kohl & Partners has been watered down. The cinema does not have liner buildings as originally envisioned. One small



*Winter Park Mall, before redevelopment.*



*The first phase of development, completed.*



*Vision for the future: a dense town center.*

RENDERINGS BY DOVER KOHL & PARTNERS

*A view up the new main street.*



PHOTO COURTESY CITY OF WINTER PARK

square has been eliminated, and another is not fully enclosed, with the result that the public space bleeds into a parking lot. While the project is a clear improvement over the typical strip mall, the architecture retains enough of the mall flavor to detract from the overall impression of



Winter Park Village.

“We still have a long way to go to fulfill our expectations,” says city planning director Don Martin. “Yet, we set a standard for central Florida in terms of infill development.” Developed by the Don Casto Organization, the project currently has 367,000 square feet of commercial space in addition to the loft apartments.

### A beautiful public space

Mizner Park represents a more radical approach — tear down the old mall and build a main street from scratch. The Boca Raton, Florida, project is very dense, almost five times denser than the rest of the city. This, coupled with the mixed-use design, has allowed Mizner Park to operate with lower than normal residential and retail parking ratios. Mizner Park includes a Jacobsen’s department store as well as attractive restaurants, entertainment venues, and smaller retailers.

Why has this redevelopment been successful? “It’s a refreshing change for shoppers to come to a place that doesn’t look like a mall,” says JoAnn Root, marketing director at the Crocker Realty Trust, Mizner Park’s developer. A mix of residents — among them young people interested in the bar scene and elderly people who can get to the post office and the grocery without a car — has also played an important role, Root says. Mizner Park has become a destination for tourists, for whom shopping is part of the vacation experience. The design by architect Richard Heapes created quality public spaces, such as the central pedestrian green, without sacrificing the convenience of direct automobile access to the stores. Mizner Park has had a domino effect, Root says, invigorating all of downtown. Trammell Crow has built apartments nearby and another developer has erected condominiums.

Pages 18-19: the following is a list of town and neighborhood centers designed according to principles of New Urbanism. All include retail as one element in a mix of uses. The list was compiled by New Urban News.

**Retail developments in new urbanist projects<sup>1</sup>**

Project/Location	Description
1. Abacoa Jupiter, FL	347,000 sq.ft. town center in TND includes local stores, services, and 80,000 sq.ft. cinema
2. Addison Circle Addison, TX	Urban center, apartments above 220,000 sq.ft. of retail
3. Afton Village Concord, NC	Village center with apartments above shops and services
4. Amelia Park Fernandina Beach, FL	Beauty salon, travel agency, services; corner store will follow in 70,000 sq.ft. plan
5. Avalon Park Orlando, FL	400,000 <sup>2</sup> sq.ft. town center, now in 20,000 sq.ft. second phase including bistro/convenience store, video store, barber, doctor's office, apartments above
6. Baldwin Park Orlando, FL	52-acre village center with grocery, drug store, banks, shops and services totaling up to 240,000 sq.ft. (under construction in 2003)
7. Beachwalk Michigan City, IN	Cafe with sale of convenience foods; 20 more stores (20,000 sq. ft.) in master plan
8. Bethesda Row Bethesda, MD	225,000 sq.ft. of new and renovated retail on downtown blocks
9. Birkdale Village & The Greens at Birkdale Huntersville, NC	Main street with village greens, 270,000 sq.ft. of retail includes cinema and 50 shops and restaurants
10. Bradburn Westminster, CO	TND town center includes hair salon, dry cleaner, and restaurants in 35,000 sq.ft. first phase
11. Brea Downtown City of Brea	Mixed-use core of infill project; national specialty stores, cinema, restaurants, apartments above retail; 184,000 sq.ft. at buildout
12. Cagan Crossings Clermont, FL	Town center with apartments above small shops; second phase broke ground in March 2003, to include 20,000 sq.ft. regional library and additional shops
13. Carlyle Alexandria, VA	Dense urban neighborhood with 300,000 sq.ft. of retail with offices above
14. Celebration Osceola County, FL	Town center with specialty shops, grocery, cinema, professional offices, civic buildings, and apartments
15. Cheshire Black Mountain, NC	Cafe, apartments in first commercial building; a total of 35,000 <sup>2</sup> sq.ft. of commercial planned

<sup>1</sup>Projects have a mix of uses, including residential; this table focuses only on retail. <sup>2</sup>Includes square footage of offices.

Project/Location	Description
16. CityCenter Englewood Englewood, CO	Redevelopment of former mall site to 500,000 sq.ft. of retail restaurants, and other entertainment uses
17. CityPlace West Palm Beach, FL	600,000 sq.ft. mix of local specialty shops, national and regional restaurants, supermarket, 20-screen multiplex cinema
18. Cornell Markham, Ont. bank	Neighborhood center with coffee shop, convenience store, hair stylist, drug store, dentist,
19. Cotton District Starkville, MS	First commercial phase includes sales and storage space, coffee shop, deli, beauty salon
20. Daniel Island Charleston, SC	Town center includes general store/gas station and other businesses; plan foresees 350,000 sq.ft. of retail at buildout
21. Downtown Albuquerque Albuquerque, NM	Several blocks of downtown redevelopment complete a total of 500,000 sq.ft. planned
22. Eagleview Uwchlan Twp., PA	Restaurant, deli/general store, other services on town square
23. Eastgate Town Center Chattanooga, TN	Converted mall; 140,000 sq.ft. of mixed-use buildings on town square: dry cleaners, restaurant, office space
24. Fairview Village Portland, OR	Town center includes Target store, Main Street retail; 170,000 sq.ft. total at buildout
25. Haile Village Center Gainesville, FL	Market, professional offices, small shops on village-style Main Street; total of 166,000 <sup>2</sup> sq.ft. of commercial uses at buildout
26. Harbor Town Memphis, TN	Main Street grouping includes small grocery, video/pizza shop, and coffeeshop/newstand
27. The Heritage at Freemason Harbour Norfolk, VA	10,000 sq.ft. infill project includes gourmet grocery, bakery, professional services
28. l'On Mount Pleasant, SC	Small town center includes hair salon, real estate office, gourmet food store and pub
29. Kentlands/Lakelands Gaithersburg, MD	Main street with 255,000 sq.ft. of specialty shops, restaurants, cinema, fitness center, upscale supermarket
30. King Farm Town Center Rockville, MD	Supermarket anchors 125,000 sq. ft. town center
31. Lantern Hill Doylestown, PA	5,000 sq.ft. of neighborhood retail in mixed-use infill development
32. Legacy Town Center Plano, TX	Includes 400-room hotel, 115,000 sq.ft. furniture store, small shops, restaurants
33. Mashpee Commons Mashpee, MA	Redevelopment of shopping center into town center with supermarket, cinema and scores of other businesses

Project/Location	Description
34. McKenzie Towne Calgary, Alberta	Town center with 106,000 sq.ft. of retail in single-use buildings, supermarket
35. Miami Lakes Town Ctr. Miami Lakes, FL	Mixed-use town center for new town planned in the 1960s
36. Middleton Hills Madison, WI	Neighborhood center includes cafe, hair salon, live/work units; total of 100,000 sq.ft. at buildout
37. Mizner Park Boca Raton, FL	236,000 sq.ft. of retail below residential in dense redevelopment of mall
38. Newpoint Beaufort County, SC	General store, bakery with offices above
39. Orenco Station Portland, OR	Town center with apartments above 68,000 sq.ft of retail, mostly local shops and services
40. Park DuValle Louisville, KY	Town center will include 25,000 sq.ft. of retail space with apartments above
41. Paseo Colorado Pasadena, CA	560,000 sq.ft. mall replacement anchored by Macy's and featuring more than 70 shops
42. Pentagon Row Arlington, VA	Urban center for dense suburb, apartments above 300,000 sq.ft. of retail
43. Post Roosevelt Square Phoenix, AZ	Ground-level shops and services in mixed-use infill development
44. Post Uptown Square Denver, CO	Dry cleaner, coffee shop, small professional offices
45. Prospect Longmont, CO	Restaurant/cafe built, other businesses planned
46. Redmond Town Center Redmond, WA	660,000 sq.ft. town center adjacent to historic downtown
47. Reston Town Center Reston, VA	Dense urban core with 530,000 sq.ft. of commercial in suburbs
48. River Ranch Lafayette, LA	Town center includes wildlife gallery, neighborhood grocery/cafe
49. Riverside Atlanta, GA	Town square with apartments over 25,000 sq.ft. of retail
50. Rosemary Beach Walton County, FL	Live-work units, B&B/cafe, incubator businesses (art gallery, restaurant, gift shop, ice cream shop) plan calls for 137,500 <sup>2</sup> sq. ft. at buildout
51. Santana Row San Jose, CA	40-acre grayfield mall redevelopment; 680,000 <sup>2</sup> sq.ft. of commercial space
52. Seaside Walton County, FL	General store, specialty shops, and restaurants for tourists
53. Silver Spring Silver Spring, MD	Regional grocery store, local hardware store are early elements of 500,000 sq.ft. plan
54. Smyrna Town Center Smyrna, GA	"Market village" featuring 40,000 sq.ft. of local shops

Project/Location	Description
55. Southern Village Chapel Hill, NC	Cafe, cinema, 70,000 sq.ft. retail center under development
56. Southlake Town Center Southlake, TX	40-acre town center with more than 70 shops and restaurants
57. Stapleton Denver, CO	First of several planned town centers includes grocery store, drug store, restaurants, shops and services totaling 200,000 sq.ft.
58. Town Commons Howell, MI	13,000 sq.ft. of ground-floor retail in three-story buildings, including grocery store with outdoor cafe seating
59. Uptown District San Diego, CA	145,000 sq.ft. of businesses includes supermarket, retail shops, restaurants
60. Vermillion Huntersville, NC	Restaurant, live/work units on neighborhood green
61. Winter Park Mall Winter Park, FL	367,000 sq.ft. development replacing demolished mall; includes book-store chain, restaurants, market, multiplex theater
62. Winter Springs Town Center	Main street redevelopment in older planned community

*Pages 20 through 22: design guidelines and street standards for a traditional main street, created by Urban Design Associates for the City of Portsmouth, Virginia. The design tips are appropriate for both new main streets and redeveloped commercial districts.*

*Traditional Commercial Districts*

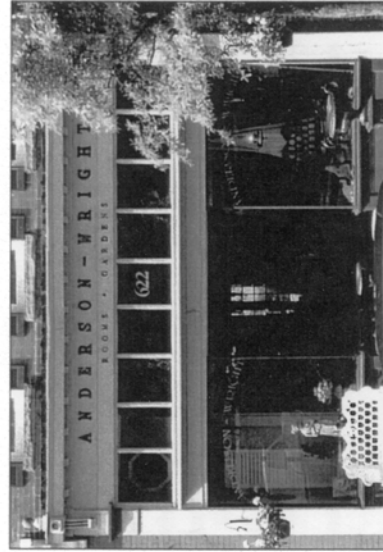
**Traditional Commercial Districts**

People continue to be attracted to traditional commercial streets for many reasons: one-of-a-kind stores and restaurants, window shopping, the historic architecture, and perhaps most importantly, the people. Main streets are great public gathering places; one of the things that makes these streets so special is their intimate character. The street-space is well defined by the building facades which are lined up along the edge of the sidewalk, enclosing the street like the walls of a great outdoor room. The visual interest is created by the large shop windows, the architectural details, the signs and awnings, the streetscape, the outdoor dining areas, and the people on the street.

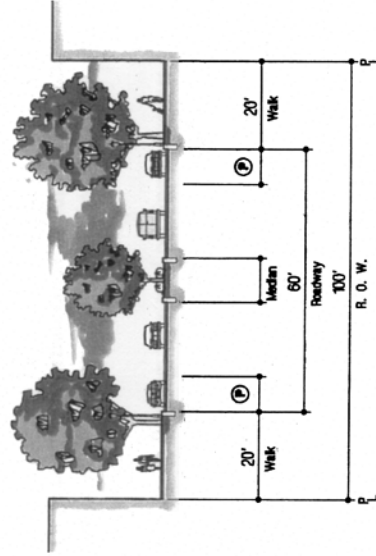
New, infill development and major renovations on traditional, commercial streets should enhance the "Main Street" feeling by maintaining the street wall and by following the scale and articulation of the closest historic buildings.



*Built to the property line, buildings create a street wall*



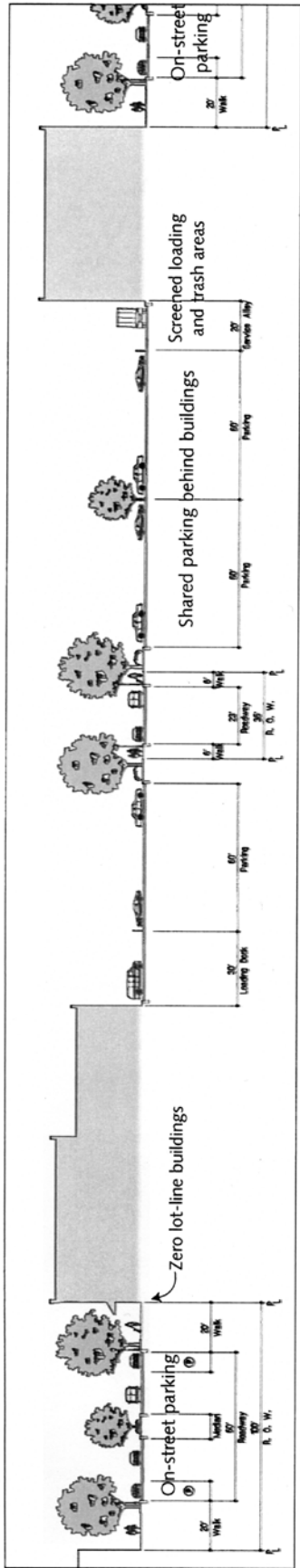
*Window shopping on High Street*



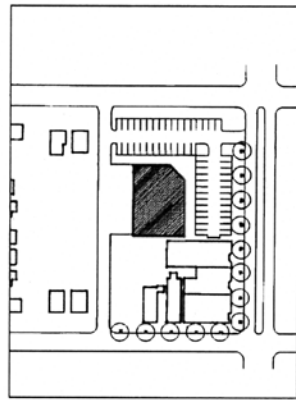
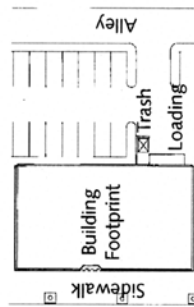
*Typical traditional commercial street*

*Portsmouth Design Guidelines*

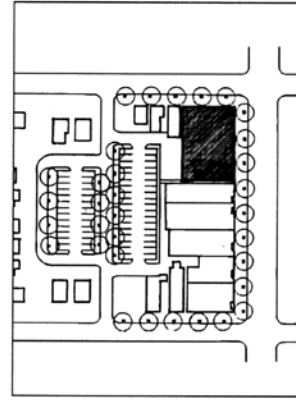
*Traditional Commercial Districts*



Section through two blocks



Inappropriate setback and orientation



Appropriate setback and orientation

## Placing the Building on the Site

In order to maintain the traditional commercial street character, the following guidelines should be followed when placing a building on a site.

**Zero Lot Line:** The main building facade must be placed on the front property line.

**Parking In the Rear:** On-site parking must be located behind the building. (Portsmouth blocks are the ideal size for creating shared parking areas behind buildings – for example, the 600 block of High and London.) Wherever possible parking areas should be shared. Parallel parking on-street is provided for customers.

**Loading/Trash Areas:** Loading areas and dumpsters must be located in the rear of the building and screened from view from alleys or side streets.

**Large Lots:** If a portion of the building is set back, a low screen wall along the front property line must be provided.

**Side-Yard Parking:** Side-yard parking is discouraged. Where it is permitted, it must be screened from the street by a low screen-wall.

**Walkways:** Paved paths between rear parking areas and the main street are highly recommended.

*Portsmouth Design Guidelines*

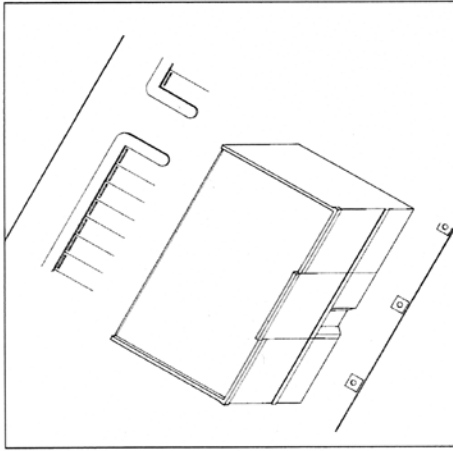
*Traditional Commercial Districts*



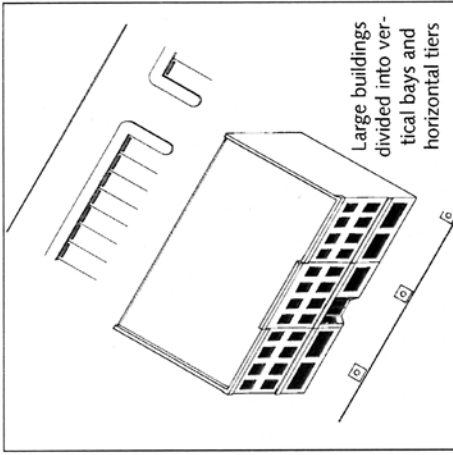
## Massing & Facade Composition

Traditional commercial areas were built at a time when retail stores were smaller – and downtown blocks were divided into lots as narrow as 20 to 25 feet.

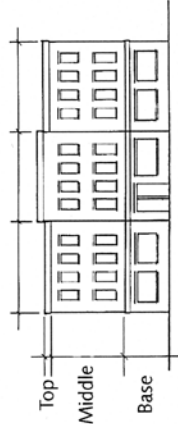
Today, commercial buildings are much larger – but there is no reason why these larger-scale buildings cannot be made to fit within a traditional commercial street environment. The following massing and facade composition guidelines are to be followed for new construction or major renovation of traditional commercial street buildings.



Massing



Facade Composition – Bays



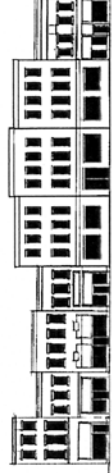
Facade Composition – Tiers

**Massing:** Buildings are composed of simple volumes, and are typically covered by flat roofs.

**Width:** Wider buildings (50' + wide) should be broken down into a series of smaller elements or “bays” – to match the rhythm of the historic shop fronts.

**Facade Composition “Bays”:** Traditional commercial buildings typically have an orderly placement (composition) of windows and doors within each bay.

**Entrance:** The entrance bay should be the most prominent.



Contextual Infill

**Windows:** Ground floor windows should be large plate glass. Upper story windows should be “punched,” vertical in proportion, and arranged in an orderly rhythm.

**Facade Composition “Tiers”:** The principal facade should be divided into a base, middle and top. Taller buildings are created by adding height in the middle tier.

**Height:** Minimum two stories. First floor minimum floor to ceiling height is 12 feet. Upper floors minimum 10 feet. This should reflect nearby historic shop fronts.

*Portsmouth Design Guidelines*