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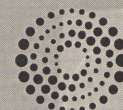
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# Urban Integrated Developments: Visible and Invisible Forces\*

Anthony Flanagan\*\*

## INTRODUCTION

Over the past two decades urban mixed use neighborhoods have emerged in response to a number of forces including globalization, e-commerce and open access to the Internet. Several hallmark examples of urban integrated neighborhoods that have responded skillfully to these changing trends of the 21st century present quite distinct architectural designs.

However, key principles link them and through

exploration, experience and global observation the key elements are described and delightfully accompanied by apt images, starting with the startling image of drones over the hills that run the length of Silicon Valley. The forces and key elements for mixed use neighborhoods are described with particular reference in detail to the development of Santana Row— a bell weather mixed-use development—in San Jose, California.



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\*\* Anthony Flanagan is the Founder and Chairman of Boulevard Properties LLC, a global real estate corporation which works in partnership with businesses and cities to develop, invest, and manage properties world-wide. He has a Master's Degree in Real Estate Development and a Master's of Architecture, both from the Massachusetts Institute of Technology."

## COMPETITION IS NOT YOUR NEIGHBOR

*"It has been said that arguing against globalization is like arguing against gravity."* Kofi Annan

For so many years we've looked at real estate through the lens of traditional evaluation models. Supply and demand assessments and the careful examination of regional competitors have been, and continue to be, the "gold standard" for real estate evaluation.

Determining to "go" or "no go" has, in the past, been largely determined by macro and microeconomics, identifying new markets where demand exceeds supply, determining the top regions and cities, the best street corners, and establishing the optimal tenant mix.

From a macro perspective the North American market has been over supplied with retail while at a micro level key properties around the nation exceed performance expectations far beyond predictions of traditional market analysis.

These new integrated urban models for whole living provide an extraordinary window into creative solutions for technology-evolving cities. As a response to rapidly changing dynamics in societies' expectations, as a result of technology, these examples offer exceptional guidance for revitalizing public space and urban integration for the 21st century.

The properties reveal that synergy, authenticity, connection, and craft of urban integrated districts are more than ever a superior response to our changing times: a living experience expectation of the users, and critically necessary for the health of community. Yet as successful as these properties are, both economi-

cally and socially, all three properties exist in overcrowded markets, in regions that are over supplied, and where there is a plethora of competition.

This article will describe three developments that capture the essence of new urban integrated neighborhoods, ask what then are the essential elements for their success, and propose a set of principles that will define them.

## The Pearl District, Portland, Oregon

The Pearl District in Portland, Oregon is a historic downtown mixed-use neighborhood that once housed a thriving mix of manufacturers, industrial warehouses and transportation. As increased automobile ownership shifted urban patterns away from the district, the neighborhood decayed to the point that by the 1960s it was a largely forgotten district made up of an obsolete rail yard, abandoned warehouses, and shuttered breweries.

Starting with Powell's bookstore in 1971, and followed by a few artist pioneers, the district slowly began to attract a small band of entrepreneurs so that in the late 1980s the city commissioned a study that culminated in a series of planning steps in 1992, 1994 and 1998.

New real estate developments emerged and the district subsequently experienced a renaissance of revitalization, guided by an enlightened city government and development community. The district was reinvented block by block based on principles of place making, social interaction, public expression through art and culture, historic preservation, and sustainability.

It was an exemplary combination of vision and talent. Today the district is highly walkable, lively and stimulating, diverse in use, family

friendly and imbued with public amenities such as park, schools, art, and performance centers. Once a forgotten and undesirable part of the city, today the Pearl District is one of the most desirable places to live, work and shop.

### **Santana Row, San Jose, California**

Opening in 2002, the Santana Row district in the heart of the Silicon Valley is 42 acres, and was created as a mixed-use vertically integrated district on the site of the former 1950s era Town and Country shopping center. Located in the heart of Silicon Valley, its vision was a response to a lack of urban integrated districts in the region, and the identification of an underserved user defined as young, sophisticated, and with an urbane profile.

The resulting Santana Row district, developed from the ground up, initiated not only a cultural response for the region, but became the pioneering project in North America to explore a large scale urban model focused on synergistic integrated living.

The \$590,000,000 first phase development represents 80 percent of its completion and includes the core elements of the district. The district's full entitlement includes 680,000 square feet of street retail and F&B, an art theater, 1,400 residential units of housing, 2 hotels, and a recently added office building.

Combined, the total district includes 2.74 million square feet of buildable area. The retail configuration host 79 shops, 35 restaurants. Over 30,000 visitors a day provide \$24 million in sales tax revenue to the city of San Jose. At its inception, Santana Row suffered the burdens of the market affected by 9/11, the dot com bust, a multimillion dollar construction fire, just prior to the scheduled opening, and the high

cost of installing district-wide project infrastructure.

Regardless, in its initial year of operation it performed at a yield of 5% and significantly outperformed the market rents, and then, unburdened by infrastructure cost write-offs, and a recovering market, its performance increased to an 18% yield in the second phase.

In 2005 Santana Row sold condominiums at record prices for the region, and experienced strong retail sales results, setting a new benchmark for San Jose. In the recently published book, *Retrofitting Suburbia*, Santana Row's economic performance impact on the district's Hotel Valencia, is discussed.

By 2007, it was reported that its Hotel Valencia had been getting 150%-180% RevPAR penetration (i.e., that percentage more than its "fair share" of the competitive set). This inspired General Growth Properties to conduct a study that concluded that hotels attached to retail in master-planned communities command 20%-40% premiums while contributing to boost sales in the other mixed-use components.

As the former Chief Development Officer with Federal Realty Investment Trust, responsible for Santana Row's development, I personally witnessed the resilience the property demonstrated despite the challenges. One of the key factors in Santana Row's success was the unprecedented nature of its vision, a timely new concept in urban public space, and painstaking attention to detail. It turned out to be compelling to everyone involved.

### **Xintiandi, Shanghai, China**

In the heart of Shanghai, Shui On Land Limited redeveloped the Xintiandi/TaipingQiao



project. Its first phase was completed in 2002, and all phases combined, is a 17 million square feet mixed-use district, consisting of; commercial, office, retail, entertainment and residential uses.

At the heart of the project and social hub for the district is a renovated and historically significant Lioing neighborhood, a cluster of 19th century Shikumen housing, of 700,000 square feet.

This small cultural and entertainment hub provides a unique connection to Shanghai's past yet reinvented in a modern way. juxtaposed to its historic past Xintiandi has been renovated as a contemporary social experience; progressive, outward, expressive, and highly public, those characteristics often associated more with western culture.

Today it has become symbol of a new experience; more worldly, prosperous, modern, and celebratory of China's past and future. Paul Goldberger confirms his views of Xintiandi as,

"The most provocative new architectural project in Shanghai, however, has none of the youthful brashness of the Pudong towers. . .Xintiandi has given the residents of Shanghai a place to experience the public realm as something pleasant. . . it has encouraged them to acknowledge the affection they have for the historic parts of the city."

Jones Lang LaSalle identifies the Xintiandi/ TaipingQiao as one of the most desirable districts and the highest market rents in Shanghai. Xintiandi offers Shanghai something it had never achieved before, an urban "living room" that offers something for everyone.

### **PATTERNS: PEOPLE AND TECHNOLOGY**

"For those situations in which we actually do come together physically and not virtually, we increasingly do so in places that represent a new model, something we might call a kind of para-urbanism, or pseudo-urbanism, and it has at least as significant an impact on the evolving definition of the city as cyberspace does." Paul Goldberger





Image courtesy of Wonkette.com

These three places offer insight into a new urban trend and changing social patterns in our cities. For over two decades, we've explored the dynamics of this new urban current, and both the visible and invisible forces behind its movement. Our shifting demographics, the impacts of technology, and evolving society expectation have come together with implicit new demands on community.

This year in the two largest e-commerce markets; USA and China, we've seen double-digit growth. Internet Retailer reports that in 2014 the USA e-commerce market grew to over \$304 billion in sales, and in 2015, China grew to over \$534 billion in sales, in 11 months.

In the past the Baby Boomers led change, today we're experiencing their waning consumption patterns while the younger millennials have now surpassed them as the largest age cohort. This demographic, comprised of those in their 18-34, have very different values and profiles.

For example the millennials were born into a world where technology is a "natural" extension for their social exchange and trend exploration. Although it remains to be seen what their consumption patterns will be, what we see is that their relationship to brand is changing. Mass awareness is no longer effective and inspiring consumers to explore brand has become the trend.



In a survey nearly 50 percent of the millennials stated that they want to have a more meaningful impact on the world, and that they don't want to have just a job, they want a fulfilling life. This new generation will, as in the same way that baby boomers transformed consumerism and lifestyle in the 60s and 70s, once again redefine the world around us.

Today there is little doubt of that as stated by Thomas L. Friedman in his book *The World is Flat*, "people can plug, play, compete, connect, and collaborate with more equal power than ever before – which is what's happening in the world."

Given so much world-wide transformation and what has become a ubiquitous technological society, people remain fundamentally social. Cities still have the power to offer people something vital, a real experience of engagement and connection, with verve and inspiration in a way that the Internet cannot achieve.

The Dalai Lama expresses the essential character of man so well, and validates our need for community, "We are essentially social animals who depend on others to meet our needs. We achieve happiness, prosperity and progress through social interaction."

At the confluence of these new urban currents, both seen and unseen forces are reshaping the land beneath us, and are establishing a new urban paradigm. In its wake are significant

challenges. This new global dynamic is changing the expectation for living.

Today you can shop in your living room 24/7, and explore the splendors of the world without leaving your home. It has created a profound shift in the reason why people travel, where they go, and what they do. Social exchange and experience are the new determinates of time spent.

There is little doubt that today competition and market dynamics ventures far beyond your neighbor and that any assessment of market viability must consider the invisible effects of the Internet, e-commerce and global access. Technology is having a profound impact on place, product, and service.

For the built environment the past paradigm of commodity standardization and segregated uses, indistinguishable from one community to the next, is giving way to a more integrated synergistic environment. The best communities today reflect the new expectation for places that emphasize meaningful public space, and reflect the expectation of an integrated whole living lifestyle.

### HALLMARKS FOR WHOLE LIVING

*"On the city, people make it. And it is to them not buildings that we must fit our plans."* Jane Jacobs





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The three examples outlined above have recognized both the demographic shift and a trend for whole living. These places offer insight to those values we see as changing values and interest in our cities. The whole living dynamic is well illustrated in Xintiandi, Santana Row, and the Pearl District.

They convey those key principles that offer the community a new sense of vigor, meaning, and sustainability. One indicator of community engagement and economic success is number of visitors per year; Santana Row receives over 21 visitors per square feet per year, more than

double the visitor traffic experienced in more traditional retail models such as Tyson's Corner, Aventura Mall, Houston Galleria, and Mall of America, all receiving less than 11 visitors per square foot per year.

These whole living examples integrate those values that support, connect, engage, and inspire the human spirit, and have become the social hub and economic successes for their communities. They've established a synergistic atmosphere to live, learn, work, shop and play in a one-of-a-kind environment that brings civic aspiration to a new level.

## XINTIANDI: PEOPLE ARE FUNDAMENTALLY SOCIAL

*"He who is unable to live in society, or who has no need because he is sufficient for himself, must be either a beast or a god. . .a social instinct is implanted in all men by nature . . ."*  
Aristotle

Xintiandi offers numerous lessons in expressing the value of neighborhood. No matter the technology, the sophistication in social media, or ever growing e-commerce, people remain fundamentally social. Public space and society

are inseparable, and today, Xintiandi is a hallmark example of the relationship between social interaction and meaningful public space.

Its small blocks and transparency between building and street make it outward in nature and as a result promotes engagement. Its approximately 20 blocks of narrow cobbled streets of historic stone buildings cluster around several plazas. It bears the mark of 19th century craftsmanship and the occupation of 21st century ideas. It is the juxtaposition of Shanghai as past, present, and future



Image courtesy of tedtalks.soup.io

Its historic character provides an anchoring of old, while Xintiandi's appeal is purely contemporary as a platform for entertainment, culture, and fashion.

Xintiandi is both a living room for the city and an expression of story for the community.

William H. Whyte in the book *City Rediscovering the Center*, states that, "What attracts

people most, in sum, is other people. If I labor the point, it is because many urban spaces are being designed as though the opposite were true and as though what people like best are the places they stay away from."

Xintiandi attracts people, tens of millions each year. It has become a favorite place to see and be seen, to perform and to linger, it invites city life to its meeting place; to celebrate, exchange



and trade. At 35,000 visitors per day, equivalent to 18 visitors per square foot per year, there is little doubt that Xintiandi serves Shanghai as one of the most popular destinations for both locals and tourist.

### PEARL DISTRICT: CONNECTED, COMPACT, AND WALKABLE

*"The conventional wisdom used to be that creating a strong economy came first. . .The converse now seems more likely: creating a higher quality of life is the first step to attracting new residents and jobs."* Jeff Speck

The city of Portland has been fortunate in that it didn't experience a boom period until after the 1950's, a destructive urban period. Over the next 20 years the City had the benefit of a more insightful urban planning era. Portland maintained its urban grid of small blocks, traditional neighborhood character, and streets scaled for pedestrian use. The City embraced its distinctive neighborhoods, urban patterns, and historic character.



Image courtesy of [www.denaleroux.tumblr.com](http://www.denaleroux.tumblr.com)

The Pearl District, one of Portland's warehouse districts, was transformed block-by-block from its 19th century industrial origin, to an integrated dense and diverse live, work, shop, and play district. This once forgotten neighborhood is now one of the most popular places in the city to live and explore.

In its revitalized form, it consists of approximately 100 blocks of new and historic buildings, defined by a grid of short 250 feet

length square blocks. Jane Jacobs. In *The Death and Life of Great American Cities*, states the importance of short blocks to serve as a primary driver for diversity and engagement:

Like mixtures of primary use, frequent streets are effective in helping to generate diversity only because of the way they perform. The means by which they work (attracting mixtures of users along them) and the results they can help accomplish (the growth of diversity) are inextricably related. The relationship is reciprocal.

The neighborhood character is partly estab-

lished by a continuous pattern of 50 to 100 foot tall structures and a blend of both historic and new buildings. The buildings in each block register tightly along the sidewalk establishing an “edge effect” as discussed by Jan Gehl in *Cities are for People*,

Wherever people stay for a while, they seek out places along the edges of space. . . The preference for staying at the edges of space is closely tied to our sense and social contact norms.

In the Pearl District the edge effect is uninterrupted, making it walkable and encouraging exploration. Its consistency of small blocks and integrated and diversified uses, provide endless opportunities for engagement.

Like a well aged home and long life, the Pearl District expresses a collective memory of place. The neighborhood reveals itself at every turn, a blend of new and old, at times well ordered, and others time chaotic and a little disheveled, puzzling artifacts left over from a time past, 21st century towers alongside 19th century warehouses.

It’s the kind of place that inherently stimulates curiosity, surprise, and a desire to explore. Its traditional roots have been transformed in unconventional ways. In the lecture *Cities, Place and Cyberspace*, Paul Goldberger says that:

. . . the traditional city might appear to be antithetical to the way we live and the way we build and the way we think today, in a metaphorical sense it is absolutely of this moment, for I think of the city not as opposite to the Internet, but as absolutely like it. In a sense, it is the original Internet, the original hyperlink—since cities are places in which random con-

nections, rather than linear order, often determines what will happen. Cities aren’t linear, even though they exist in real space. Random connections are what make them work, and surprise and a sense of infinite choice is what gives them their power.

Most importantly the Pearl District conveys a vitality and creativity that attracts people to want to live and experience the neighborhood over and over again boosting its economic and social value to its community.

## **SANTANA ROW: THE SPACE BETWEEN MATTERS**

*“People and human activity are the greatest object of attention and interest. Even the modest form of contact of merely seeing and hearing or being near to others is apparently more rewarding and more in demand than the majority of other attractions offered in the public spaces of cities . . .”* Jan Gehl

Santana Row has likely been discussed more than any other project in North America. Not only did it have a colorful past, it also represents one of the first large scale projects in America to explore a new urban model, the vertically integrated mixed-use district.

Most certainly it had a controversial beginning as most projects do that are pioneering, particularly when they represent efforts of a publically traded company. Santana Row shared a plethora of challenges; pioneering product, economic recession, and more. Regardless it has demonstrated the effects of a landmark vision.





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From the beginning, it revealed consistent profitability, performing above the market, and immediately became the region's cultural and entertainment hub for millions of people. The world-wide observation is that Santana Row's successful focus on integrating a live, work, and shop environment has established it as a global benchmark. It has been studied by many, and serves as a leading example of rethinking the urban experience.

To be sure, Santana Row has provided our work with a wealth of knowledge and guidance. Its lessons are numerous, and at multiple levels of consideration. As we reflect on what physical elements make Santana Row so appealing to so many, we're convinced that the contribution of the street and public spaces set the framework for its allure.

In 1999, the Chairman of Federal Realty Investment Trust, Steve Guttman set forth his vision for Santana Row: "to create the greatest street in America." That continued to be the guiding principle throughout its development. Now as Santana Row celebrates its 14th year anniversary, the street experience remains one of the most compelling aspects to its popularity and economic success.

In an atmosphere of the undiscovered, there is no doubt that Guttman's genius was his ability to understand that first, people were the most important consideration to Santana Row's creation, and second, that the life between the buildings comprise those activities most meaningful to the user.

This turned out to be completely true and foreseeing. Santana Row experiences nearly

12 million visitors per year, twice the number of visitors on a per square foot basis than the top malls in America.

The challenge was and remains in the translation and execution of an idea. To create the “greatest street in America,” is nothing less than staggering, and perhaps unachievable. It is also true, however, that what Guttman did spark in his organization, was a resolve to pursue an idea and the determination to establish a new urban benchmark in the industry. In this way, many believe, it has been achieved.

When we reconsider Santana Row, it can be difficult to pinpoint precisely the depth of its success as a social experience and economic engine for the region. No doubt they are inexplicably integrated.

From a physical point of view the property is a total of 18 blocks, with a main street of three blocks. At the ground level the unbroken rhythm of narrow shops, and blurred line between indoor and outdoor is continuous from block to block. The streets are narrow in most places, visually connecting the pedestrian to both sides; the sidewalks are wide and occupied by both people and merchandise; the blocks are short, giving way to alternative movement off main street.

Its character, continuity between blocks and ubiquitous use of art and artifacts promote a high level of engagement, curiosity, and discovery, ideal attributes for a pedestrian oriented environment. Unlike the planning of the past where neighborhoods are segregated by use, the synergy of Santana Row’s mix of uses establishes a 24/7 dynamic, which never goes dark.

The stores are diverse, broad in economic

appeal, and often unique in the region. Perhaps, most importantly, is that in an effort to create the greatest street in America, the developer managed to assemble enough of those principle elements to attract more visitors, who stay longer, and come more often. Santana Row demonstrates that people and the experience of place, as its first consideration, can establish both social benefit and economic gain.

As a place for gathering it seems to imbue those principle elements necessary to become a regional magnet for people, as stated by Jan Gehl,

“People are attracted to other people. They gather with and move about with others and seek to place themselves near others.”

For all of the challenges Santana Row experienced, clearly it got one of the most critical ideas correct, the space between. It does this so well, it seems to capture the heart and soul of the community, as noted in Jan Gehl’s book *Cities for People*, “first life, then space, then buildings, the other way never works.”

### Elements of Change

*“To design something really well, you have to get it. You have to really grasp what it’s all about. It takes a passionate commitment to really thoroughly understand something, chew it up, not just quickly swallow it. Most people don’t take the time to do that.”* Steve Jobs

For nearly 13 years Santana Row continues to grow in popularity. It was clear in 2002 we had created something good, something new, and at the time it was unprecedented in North America. Upon completion, we had more questions than answers to the reasons for its allure.

As with any pioneering effort, there were so



many decisions, based less on knowledge and experience, and more on a vision. By the time we opened Santana Row, we still lacked definitive principles. It was a process more akin to a laboratory of exploration than managerial implementation and systematic procedures.

Although we were thrilled with the outcome and so were millions of customers and residents, it's comprehensive understanding was yet to be discovered. It was clear then that establishing a foundation of principles for integrated mixed-use development remained incomplete, and that to create models such as Santana Row, it was vital to first clearly define and translate the successful elements.

Central components to understanding both community and industry is experience and observation. I've been fortunate to have lead the way for projects such as Santana Row, Treasure Island, and numerous others worldwide, and equally privileged to have explored some of the world's great places. It has allowed me to establish a broader understanding of the human experience and to deconstruct the components of past work.

Today, we're fortunate to have explored many great places like; Santana Row, Pearl District, Xintiandi, Coal Harbor, Las Ramblas, and East Brunswick Street, and to explore a great cities like Paris, San Francisco, New York, Vancouver, Barcelona, Copenhagen, London, Melbourne, Munich and Hamburg. These cities promote distinct, dense, walkable, connected, and diverse neighborhoods. They served as great examples of integrated urban living.

Whenever we visit these places we experience the same kind of feeling that encourages people to return again and again, as so well said by Jan Gehl, "A good city is like a good

party. People don't want to leave early." What we've found is that there is a convergence of elements in great places.

The best examples of integrated mixed-use neighborhood projects, and the districts of exceptional cities all share the same key principles. Combined these elements establish the principles of verse that make up a compelling experience for the user.

### PRINCIPLES OF SUCCESS IN BRIEF

**Story:** Place has a story that fits the people who use it, anticipating their movement, their interest, and their values. Story establishes choreography of natural movements that engage and extend the experience and time spent. Having a coffee, time in the office, meeting a friend, shopping for a gift, imagining a moment or idea, a story is a string of events connected by place.

**Synergy:** An integrated and diverse set of uses that recognize the interrelationship of activities. Combined, these mix of uses create an interactive community. People attract other people, and in an integrated community where there is a continued presence the attraction to come, stay, and play is perpetual.

**Between:** There are two components to life between the buildings; the street and the edge. What we've observed is that much of the success in places are between the buildings. The quality of the space between attracts and drives pedestrian traffic making it one of the most relevant considerations in an integrated district.

**Inspire:** A place that can incite the intellect, stimulate curiosity, and kindle imagination. An inspirational place offers something for the heart and mind.

**Vitality:** Places with vitality invite people to explore. Vitality is the intersection of place and activity. Providing both a platform and program for things to do, performances to see, and places to go establishes a liveliness of experience.

**Interaction:** This is an essential community characteristic and an integrated district offers people a multitude of activities and public spaces for interaction, exchange, and expression. The best places establish a “living room” experience where people find comfort and opportunities for interaction with others. It is often a kind of “third place” between home and work.

**Connection:** There are three levels of consideration for connection; physical, intellectual and emotional. Those places that establish physical continuity and connect to the psyche provide far most interest to people than places fragmented and generic in character.

**Diversity:** An integrated and dense neighborhood diverse in activities and uses for trade, culture, and social interaction yield the highest level of visitors, they stay longer, and come more frequently. This has a direct impact on its attraction to the public and economic viability for the community.

**Discovery:** We’ve found that the act of foraging is a basic human desire, highly desirable, and offers a depth of experience that is a fundamental attribute in successful integrated neighborhoods. The nooks and crannies of place provide for discovery and surprise that

make visits more sustainable. At Santana Row, we often said that one measurement of success was defined by a visitor who could return ten times and on each visit they would experience something new and unexpected.

**Authenticity:** This term is commonly used, but often misunderstood. In our observations authenticity is less about historic elements and more related to a place that connects people to community and provides a bridge to one’s aspirations. There is no doubt that historic elements provide in one sense community, an anchoring, but we’ve found it is most importantly about a place that connects people to their values.

**Craft:** This element matters enormously, particularly within the first 20 to 40 feet of the building that is most visually accessible. Craft matters most importantly as a means for reinforcing authenticity of place.

**Distinguishable:** Consistent throughout our experience and observations a superior integrated communities offer a one of a kind environment. The character, activities, and vendors provide a genuine and unique experience. Santana Row, Xintiandi, and the Pearl District are great examples of districts true to their place, and original in the community. Each experience is of their time and captures the values of the people who use them.

### RESHAPING THE 21ST CENTURY CITY

*“Forget the damned motor car and build the cities for lovers and friends.”* Lewis Mumford.





Image courtesy of [www.xanga.com](http://www.xanga.com)

There is little doubt that the 21st century will bring much change to our cities and neighborhoods. For the first time in the history of humanity a majority of the world population now lives in urban locations, and by 2050 it's projected that the urban population alone will exceed a population of over 6 billion people, 66 percent of the total world population. The annual urban growth is projected to average 43 million people, moving from rural to urban locations. The majority of this population is wired and connected to the Internet.

Our society is now at the tipping point of a profound reconfiguration of our communities, one that is primarily driven by an invisible field of technology connecting to a world wide web imbued with the capacity to record, process, and transmit your ideas, inquiries, and transactions 24 hours a day. As online commerce grows at double-digit percentages, the shifting demand on public space and new urban models will be profound.

At the confluence of these urban currents, population growth and advancing technology

will reorient cities transforming the way we live in ways both visible and invisible. If our experience and observations has taught us anything, it is that the integration of technology will continue to change our world and in complex and unexpected ways, and regardless of change, people's primordial desire for expression and social interaction should guide us in the reorientation of our built environment.

In response to the impact of technology in our communities Paul Goldberger states that, "We cannot function alone – no matter what technology brings us, we will not want to be alone all the time. We want to get outside, to be in public, to take the risk of doing what only the real city can do – which is to energize and uplift and inspire us."

The process of technological integration in cities is inevitable and as a result it's vital for us to simultaneously rethink and evolve our urban environments in response to this change. Our global efforts to observe, respond, and create communities that recognize 21st century trends is today critically important, or risk urban deg-

radation, such as the industrial era of the 19th and 20th centuries.

The “smart city” must begin with the fundamental realization that technological and eco-

nomic gain begins with life that captures the imagination and offers an enduring quality for living in our ever-changing cities.

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