

RECREATING HISTORIC
DOWNTOWNS
POST-MALL

AIA LEARNING UNITS

**This Session has been approved for
1.25 LU (Learning Units)
By AIA**

PRESENTERS



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MALLS AND THE RETAIL LANDSCAPE

FIVE MAJOR FACTORS
AFFECTING RETAIL
DEVELOPMENT MOVING
FORWARD

1. OVER SUPPLY OF MAJOR RETAIL BRANDS



- Leading up to the downturn in 2008, Wall Street and the Investor Market was driving Retail Expansion
- Many major retailer lost sight of sound expansion strategies resulting is store cannibalization and dilution of brand
- National retailers will be scaling back on new growth moving forward with some stores reducing the store count by 50% over the next five years

2. MAJOR CHANGE IN CONSUMER BUYING PATTERNS



- Post 2008 the Baby Boomers started to cut back spending, particularly with respect to Goods and General Merchandise
- The X & Y Generation is becoming a significant buying force focused on “Experience” over “Things”
- The new shopper is brand Conscious but not brand Loyal and views most national retailers as a commodity
- National and Local Retailers are adjusting to the new buying patterns and trying to regain their footing....There will be some winner and losers

3. INTERNET SHOPPING INSURGENCE



- Leading up to 2008...Internet shopping was insignificant compared to the dollars spent in bricks and mortar retail...roughly 3 to 8 % of sales
- According to recent studies...internet sales represent over 18% of total sales with the curve trending almost vertical
- Many National Boxes and commodity retailers are seeing the relevance of their stores diminish...some will not survive
- Specialty store are trending towards “gallery” locations

4. DEVELOPMENT PATTERNS SWITCHING TO “URBAN” OVER “SUBURBAN”



- Both Boomers and X & Y's are seeking the city and retailers are following with them with their growth strategies
- Streetsense has experienced the brokerage work shifting from a majority of our leasing activity outside the beltway to the majority of leasing volume inside the beltway
- Urban markets are underserved by most retail categories and represent the biggest opportunity for retail expansion

5. STRATEGY IS KEY TO SUCCESS

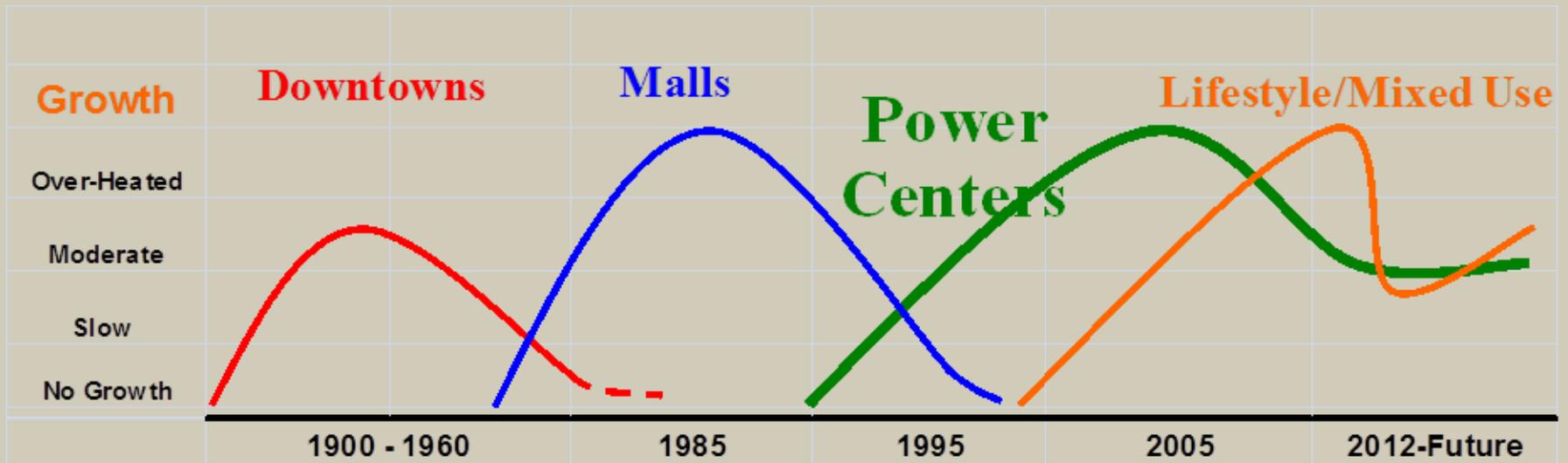


- Understanding the specificity of a market today is critical for success
- Immersive is in...commodity retail is going on-line
- Speculative development has no place in today's development cycle and is very difficult to underwrite
- Harsh Reality: Build It and They might Not Come!



100 YEARS OF RETAIL IN AMERICA

Shopping Center Growth Curves



ALL CATEGORIES MAINTAIN THEIR RELEVANCE – SOME MORE THAN OTHERS



power center



specialty center



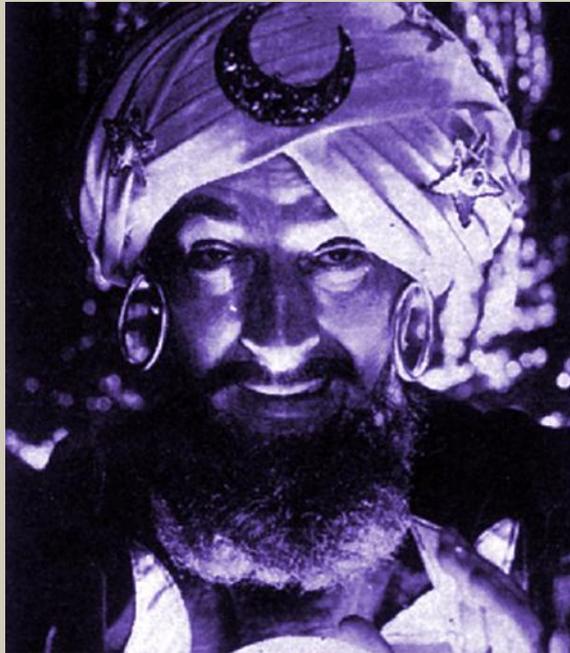
placemaking

URBAN & IMMERSIVE IS “IN” ...

- Many consumers are looking for a mixed-use experience. Some of the main groups are:
 - Aging Baby Boomers looking to simplify their lifestyle.
 - Young professionals looking for a more urban living experience with the convenience of a suburban location.
 - Retirees looking for a more immersive environment that provides public areas to spend leisure time.



FINAL THOUGHTS



PLACE MATTERS TO TODAY'S RETAILERS...

THE CONNECTION BETWEEN DESIGN AND SUCCESSFUL RETAIL
HAVE NEVER BEEN STRONGER



Architect's Vision

Project is receiving push-back from the retail community as “too sterile....we don't get it”



Project Under Construction

Washington DC's City Center

PLACE MATTERS TO TODAY'S RETAILERS...

THE CONNECTION BETWEEN DESIGN AND SUCCESSFUL RETAIL
HAVE NEVER BEEN STRONGER



Animated Sidewalks and Cafes

Annual gross sales over
\$1,000/sf



Unique Storefronts with a mix of National and Local Brands



Historic Architecture and Urban Context

Washington DC's F Street

PLACE MATTERS TO TODAY'S RETAILERS...

THE CONNECTION BETWEEN DESIGN AND SUCCESSFUL RETAIL
HAVE NEVER BEEN STRONGER



Annual gross sales:
\$500/sf

The Shops at Wisconsin Place

PLACE MATTERS TO TODAY'S RETAILERS...

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Animated Sidewalks and Cafes



Unique Storefronts with a mix of National and Local Brands

Annual gross sales over
\$1,500/sf

Bethesda Row

LESSONS FROM HISTORIC DOWNTOWNS

BACKGROUND

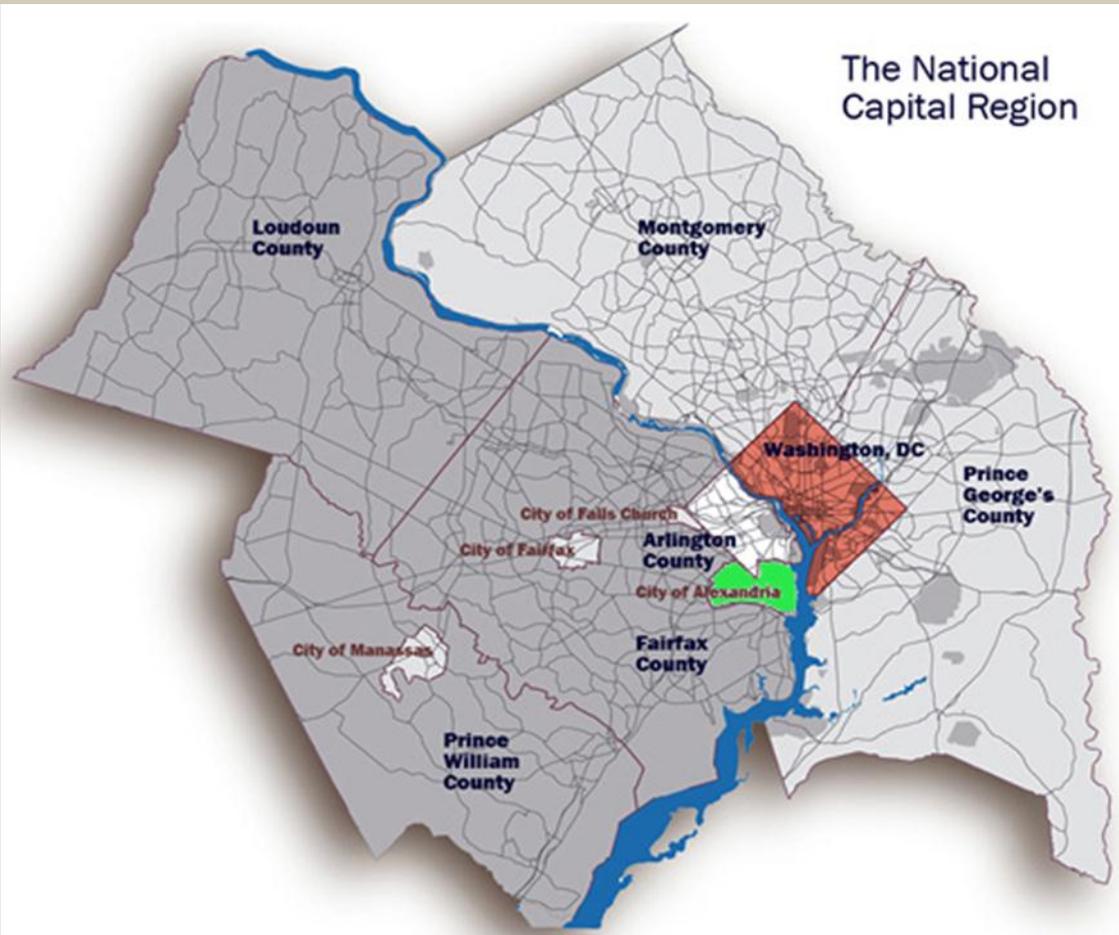


Image: National Capital Planning Commission

- Context
 - The City of Alexandria within the Washington, DC region

PHYSICAL ELEMENTS



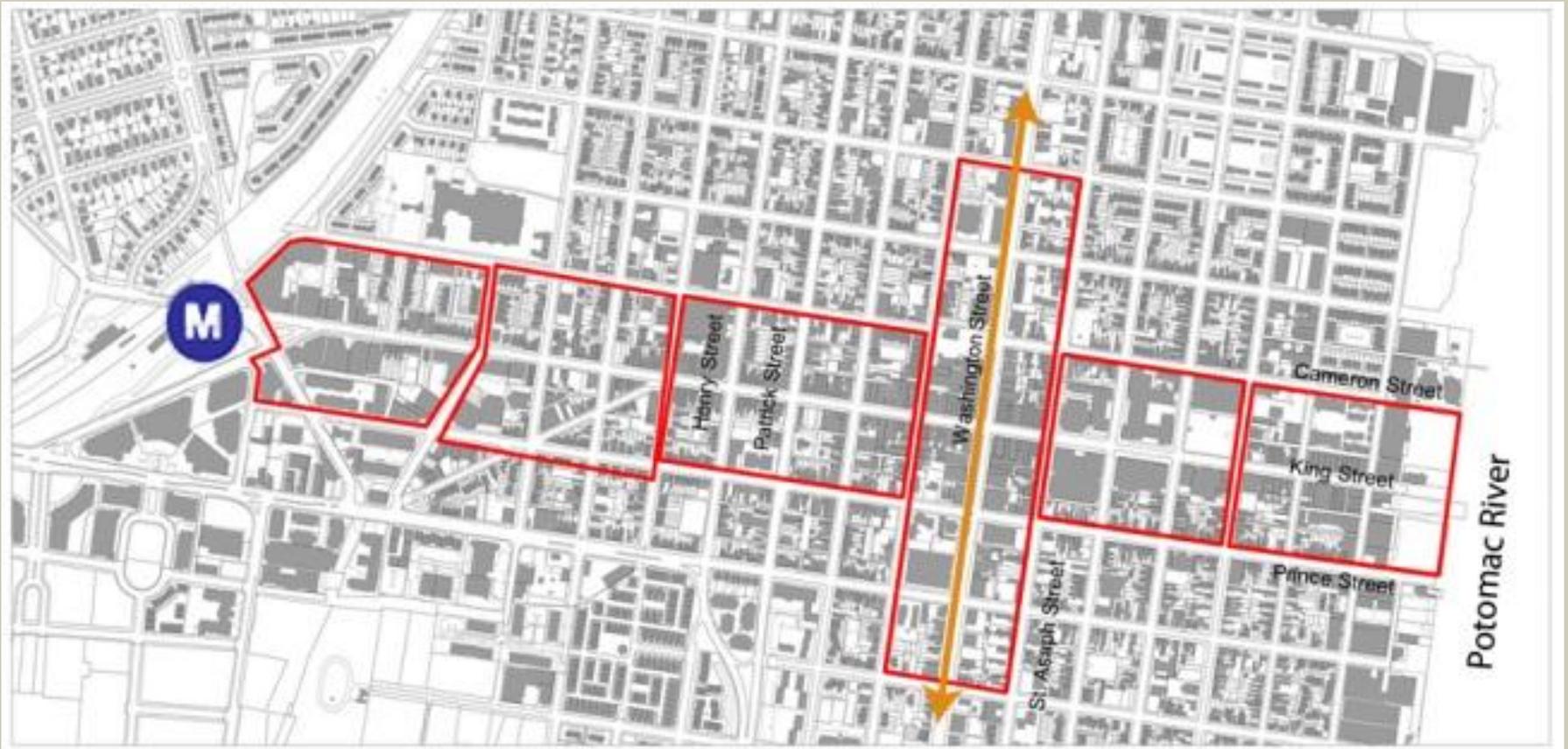
King Street



Carlyle

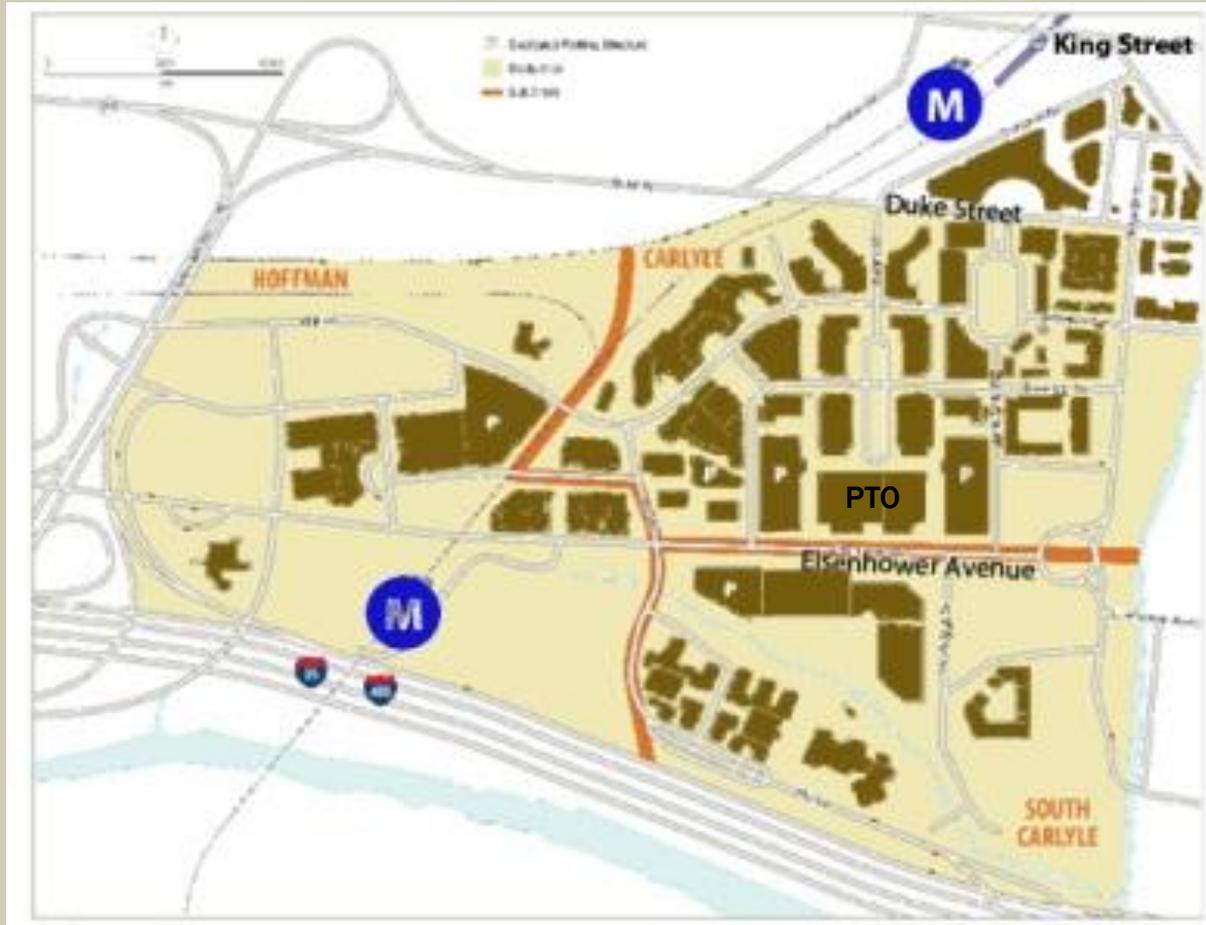
CONNECTIVITY, VISIBILITY AND SIZE

King Street

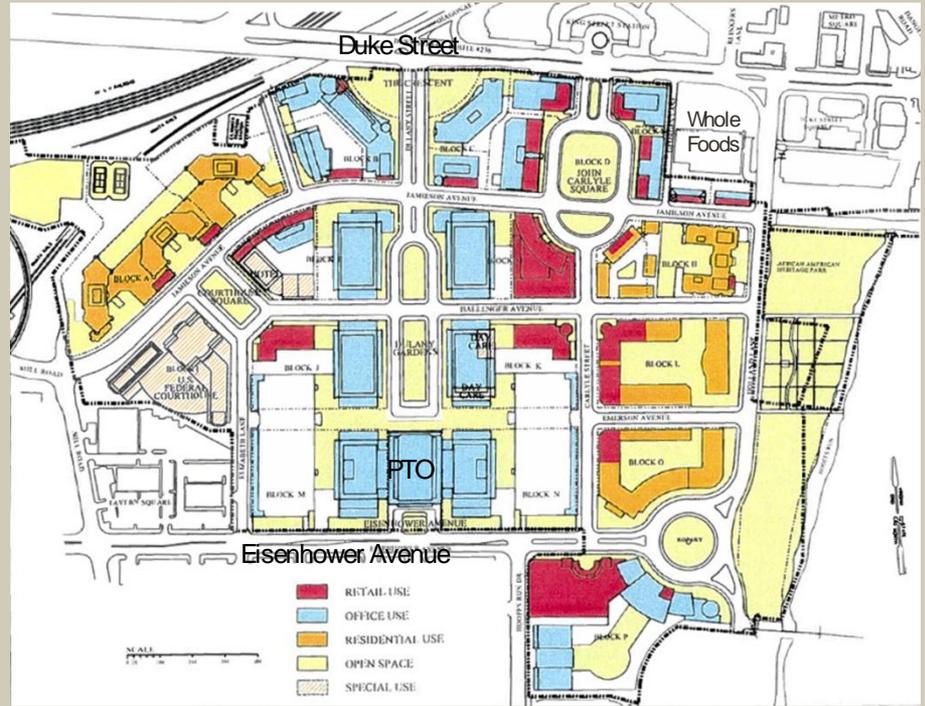
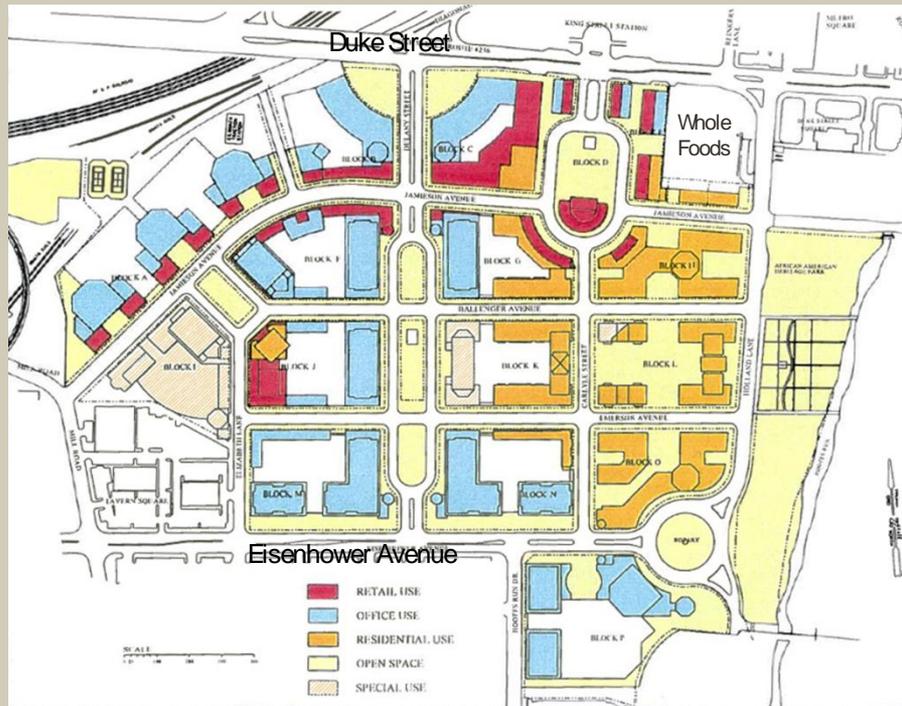


CONNECTIVITY, VISIBILITY AND SIZE

Carlyle



THINGS HAPPEN

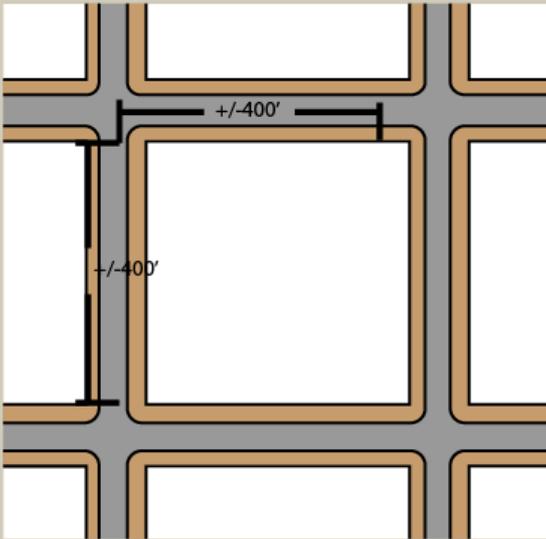


THINGS HAPPEN

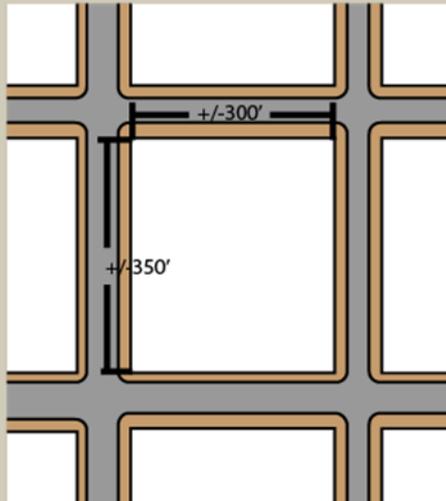


BLOCK SIZE

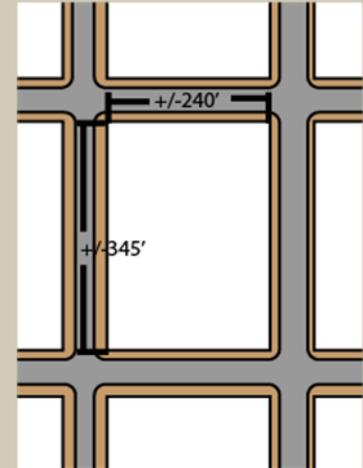
- Small enough for pedestrians
- Large enough for large-format retail, especially grocery



Beauregard



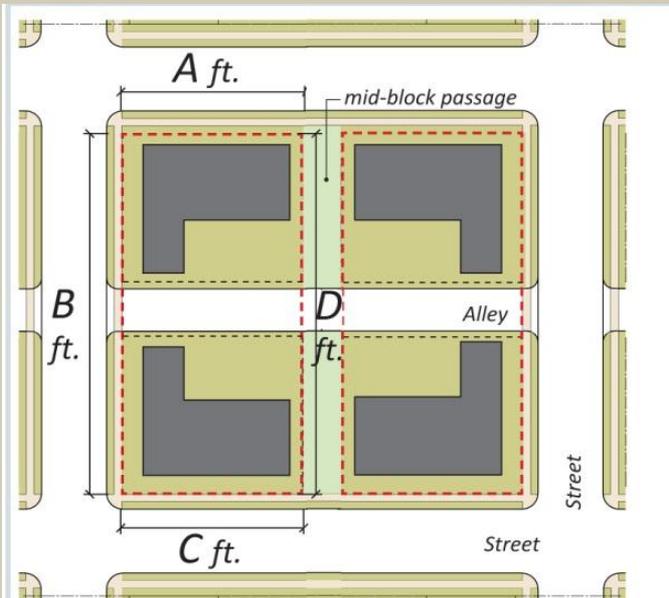
North Potomac Yard



Old Town / King Street

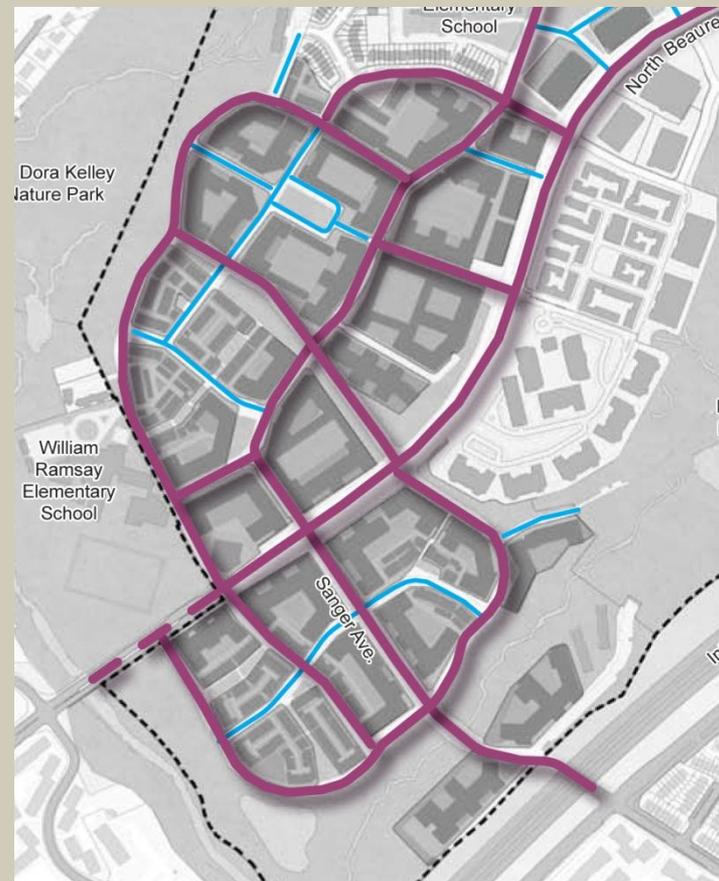
BLOCK SIZE

- Utilizing total block perimeter to allow for topographic & cultural features



Block perimeter is measured as the right-of-way perimeter adjacent to public streets. If mid-block pedestrian passages are provided, the block perimeter shall be measured from public streets to the mid-block pedestrian passages. As shown in the illustration above.

- Block Perimeter
- Lot Line
- Building



STREET HIERARCHY

- Provide A, B, & C streets for differing uses



STREETSCAPE COMPONENTS

- Streetscape Components:
 - Sidewalk widths, plazas, site furniture, street trees, public art



STREETSCAPE COMPONENTS

- Allow for non-standard spaces / form-based
 - Incubator space

Varying the streetwall



STREET WIDTH

- 66' width building face to building face
- But sidewalks aren't wide enough for good outdoor dining



LIGHTING



LIGHTING

- Importance of color rendition



SIGNAGE



- Provide consistent wayfinding system
- But allow for variety

STREET ACTIVATION

- Plazas and parks with programming



NEIGHBORHOOD-SCALE RETAIL

- Lack of visibility, BUT
- One great destination



CONSISTENT STOREFRONT / FAÇADE DESIGN



- Depth of bay 50-80'
- Ceiling height 14 - 18'
- Glazing 60%

BUILDING STANDARDS

- Base, middle, top treatments
- Solid to void ratios
- Massing



PARKING

- Need for parallel parking
- Architectural Treatment – not parking as a defining characteristic
- Parking ratios



THE MIX

Local Retail



THE MIX

Incorporating Urban Residential



Immersive Urban Landscape



THE MIX

Civic Amenities



Cultural Attractions



THE MIX

Institutional Amenities:
traditional neighborhood generators



Cultural Attractions:
Museums = Authenticity



THE MIX

Civic Uses historically compatible in neighborhoods



Magnifying the benefits in new developments



ACTIVATION

Critical to long-term success



Piecemeal vs. Organized
Illustrating the need for a
management structure



MULTI-MODAL



- Critical to success in new urban life
- Constantly evolving

CHARACTER

Authenticity

- Relative & adaptable
- Fabric, not icons, are enduring



ACTIVATION,
ATTRACTION,
MANAGEMENT

PAST IS PRESENT: RETAIL IS CONSTANTLY EVOLVING – AND HAS COME FULL CIRCLE



Downtown DC – 1940s

- **Downtowns**
 - Earliest and most complete retail environment
- **Suburban Strip Center**
 - Retail starts to follow the market, convenience driven
- **Suburban Malls**
 - Consolidation of downtown experience in new package
- **Power Centers & Big Box**
 - Further definition of economy retail
- **Town Centers**
 - Retail embodies old downtown model in new package again

PAST IS PRESENT: RETAIL IS CONSTANTLY EVOLVING – AND HAS COME FULL CIRCLE



**National Harbor – Maryland
Developed by Peterson Companies**



**CityCenter DC – Downtown DC
Developed by Hines & Archstone**

CHARACTERISTICS & ASPIRATIONS OF EMERGING AREAS



**2003 Anacostia Waterfront Framework Plan
Washington, DC**

- Master Plan & Vision
- Density & a Mix of Uses
- Transit Access & Connectivity
- A Central Ownership or Management Entity
- A Sense of Place & Community
- Identity & Authenticity
- Destination
- Safety & Family Oriented
- A High Quality Public Realm

CHARACTERISTICS & ASPIRATIONS OF EMERGING AREAS

The Capitol Riverfront has achieved 33% of it's full build-out.



CHARACTERISTICS & ASPIRATIONS OF EMERGING AREAS

Washington, DC's Capitol Riverfront (Photo by DCAirphotos.com – September 2010)



CHARACTERISTICS & ASPIRATIONS OF EMERGING AREAS

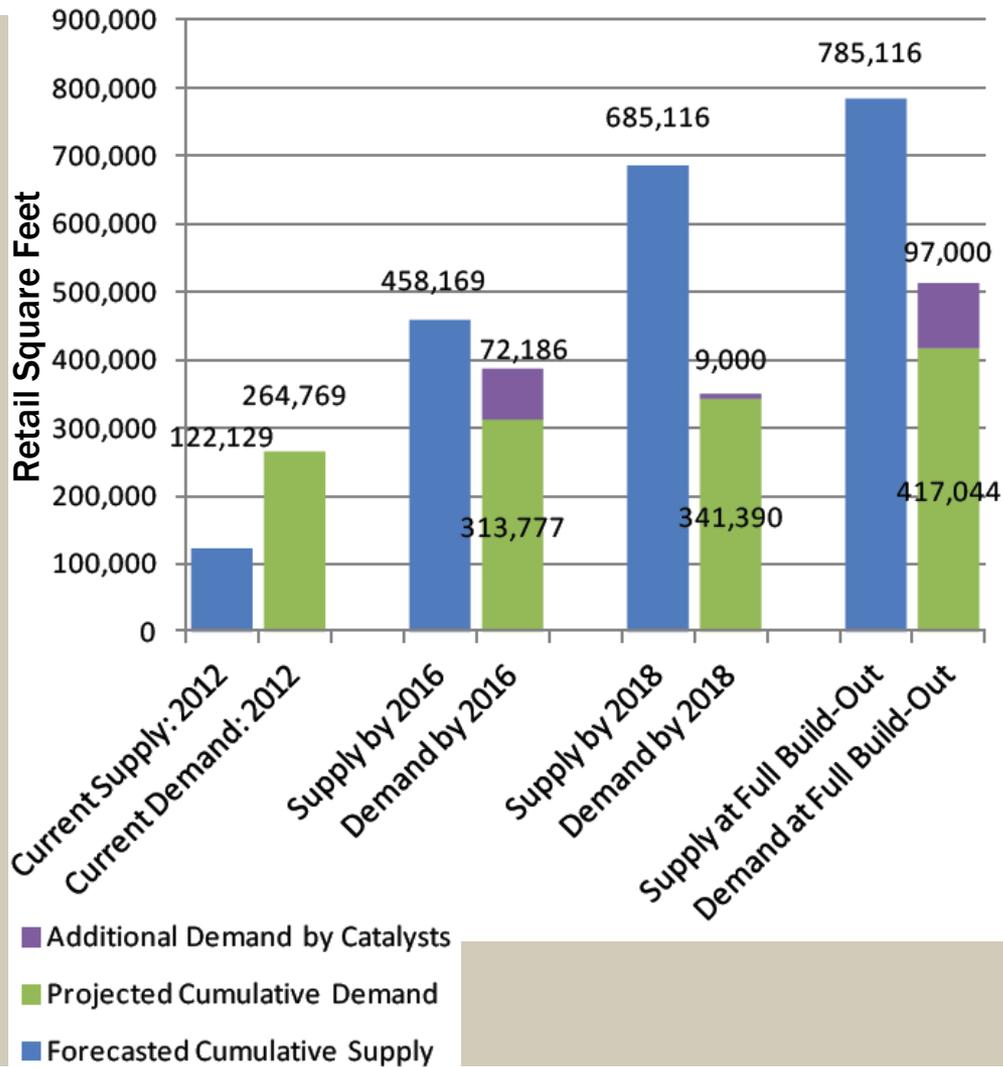


CATALYTIC PROJECTS & LAND USES



- Public Infrastructure
 - Water/sewer upgrades, transit access, new roads & bridges, etc.
- Public Parks
 - Parks are often a fundamental building block for redevelopment or new town center projects
- Sports Facilities
 - Nationals baseball stadium seen as a catalytic use & major public investment
- Office & Residential Uses
 - Demand drivers for retail uses, they are a must for redevelopment success in bringing day and nighttime users to project
- Retail/Entertainment Clusters
 - Often the last to enter a market, except for a single purpose project like a mall redevelopment or repositioning.
- Civic Uses
 - Non-retail “people pumps” such as libraries, schools, museums, etc.

RETAIL IS NOT THE ONLY ANSWER – IT IS ONE OF MANY



- Capitol Riverfront is Over-zoned for Retail
- Zoned for ~800K SF, probably capture 500K SF
- Projection & Absorption Analysis
 - this should be the basis for the decisions on how much retail any project or community can logically support (absorb)
- More Retail is Not Necessarily Better
 - there are thresholds for a minimum amount of retail to function as a destination cluster, just as there are maximum amounts that can be absorbed

RETAIL CLUSTER FRAMEWORK



- A Cluster Strategy
 - Concentrate retail in reinforcing clusters
 - Town center concept
- Appropriate Mix of Retail Uses
 - Mutually reinforcing retail uses
 - Co-tenancy plan
- Create Destination & Experience
 - Connect the dots between retail activity centers

RETAIL CLUSTER FRAMEWORK



**Boilermaker Shops at The Yards
Developed by Forest City Washington**



**Lumber Shed at The Yards
Developed by Forest City Washington**

OLD ASSUMPTIONS MUST CHANGE



- If you build it, they will come
- Retail is first entry into market
- All ground floor space should be retail and restaurants
- Parks and the public realm are easy to maintain



THIRD SPACE PLACES & A CIVIC FRAMEWORK



- Filling Retail/Activity Voids
 - Traditional & non-traditional uses can animate “gaps” in the urban fabric
- Utilize ‘third place’ spaces to animate
- Establish a Civic Framework
- Temporary urbanism
- Programming of space

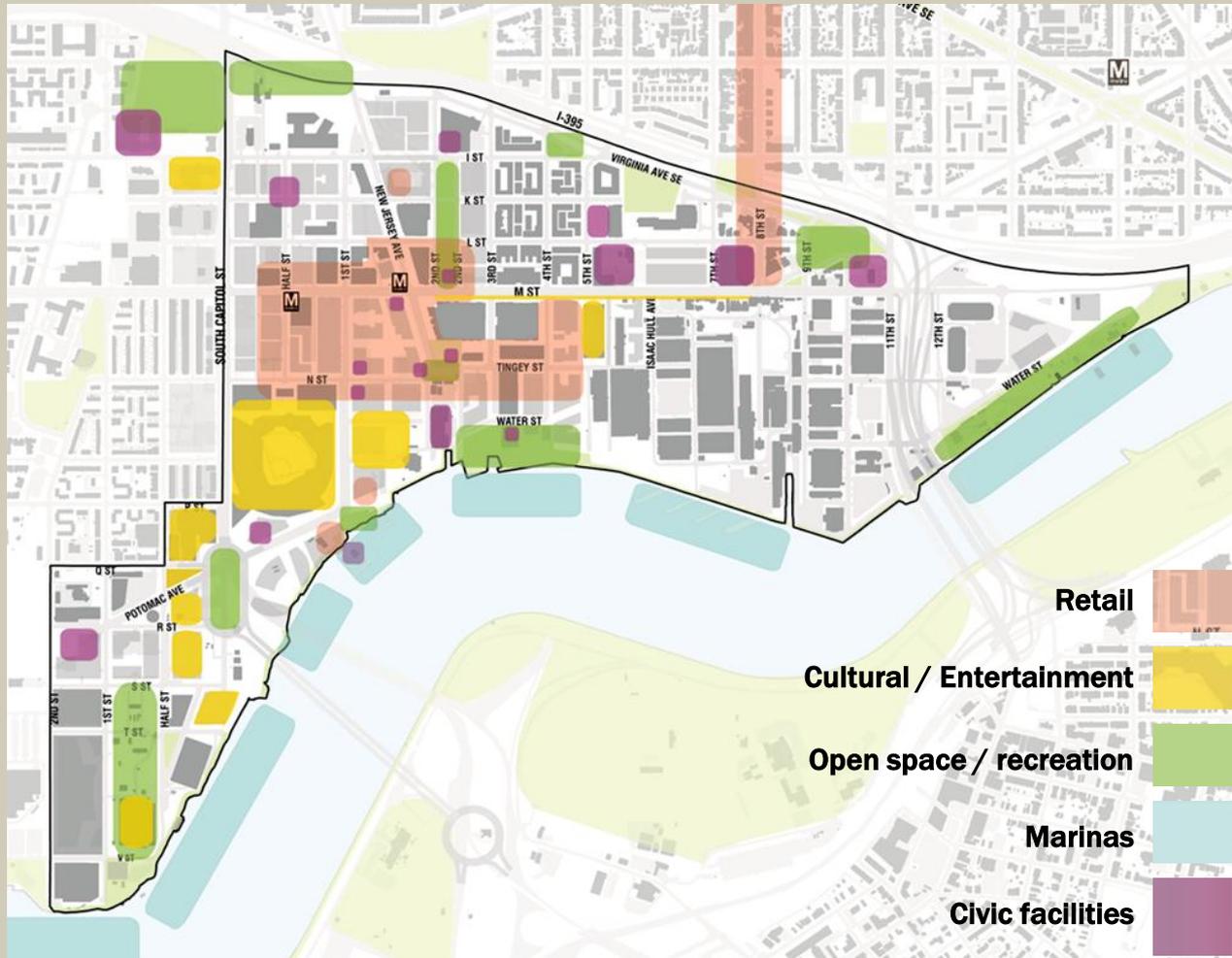
THIRD SPACE PLACES & A CIVIC FRAMEWORK



■ Third Place Spaces

- Libraries
- Museums
- Recreation Centers
- Daycare Centers
- Schools
- Hotel Lobbies
- Theaters (live & movie)
- Medical Office (ground floor)
- Business Incubators

A CIVIC FRAMEWORK PLAN



PARKS CREATE A SENSE OF PLACE, COMMUNITY & IDENTITY

- Parks can be initial people pumps
- Parks must be programmed to operate optimally
- Parks can ultimately create retail address
- Parks create destination & are community anchors
- Parks create sense of ownership



PARKS CREATE A SENSE OF PLACE, COMMUNITY & IDENTITY

Yards Park

- 5.5 acre public park
- Passive & active spaces
- Riverwalk Trail connection & boardwalk
- Maintained & programmed by BID
- Active security presence
- 'Front yard' for community



PARKS CREATE A SENSE OF PLACE, COMMUNITY & IDENTITY

Yards Park



PARKS CREATE A SENSE OF PLACE, COMMUNITY & IDENTITY

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Yards Park



PARKS CREATE A SENSE OF PLACE, COMMUNITY & IDENTITY

Yards Park



PARKS CREATE A SENSE OF PLACE, COMMUNITY & IDENTITY

Canal Park

- 3 acre linear park
- Seasonal ice skating
- Restaurant on site
- Light cube
- Water features
- Kids play area
- Large open lawn



PARKS CREATE A SENSE OF PLACE, COMMUNITY & IDENTITY

Canal Park



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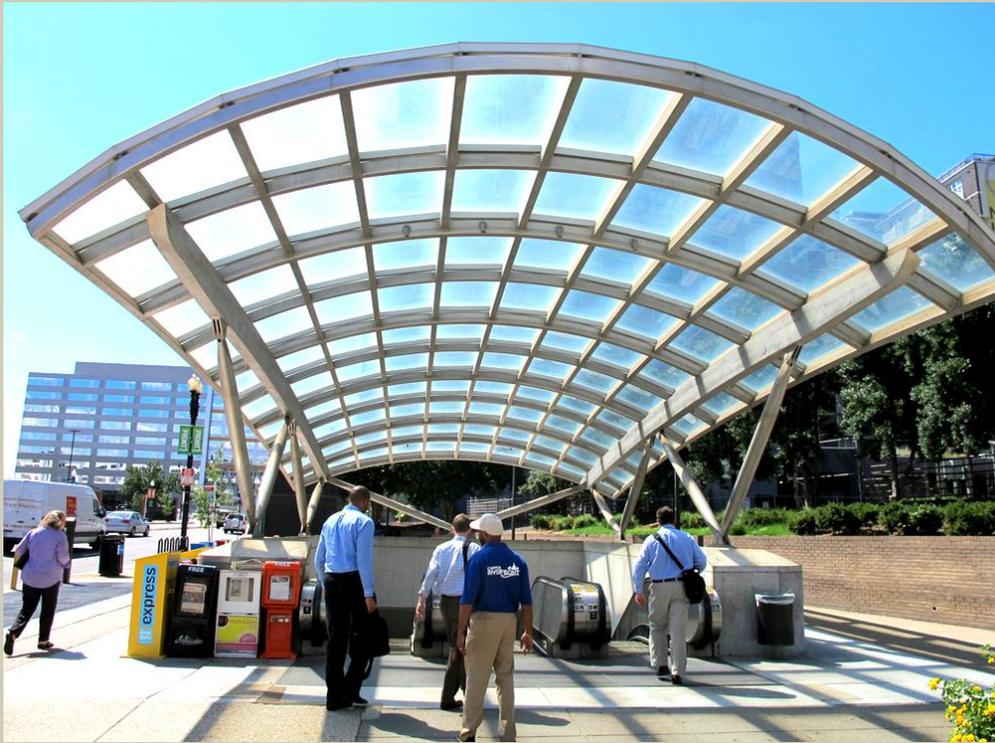


QUALITY OF THE PUBLIC REALM



- Clean & Safe Teams
- Consistency in streetscape/landscape systems
- Uniform sidewalks that connect activity centers
- Outdoor dining to animate streetscape
- Adjacent private envelope should be well designed

MAINTENANCE & MANAGEMENT



- Overall Management Entity (BID)
- Realistic Budget
 - Operations
 - Maintenance
 - Replacement & Repair
 - Programming
 - Marketing
- Security Presence
- Oversight of the Public Realm

A CAPITAL RESERVE

Pump Room for Waterfall and Canal Basin at Yards Park



BID_s AS CENTRALIZED MANAGEMENT ENTITIES



- Clean & Safe
- Place Management
- Economic Development
- Business Attraction
- Strategic Planning
- Marketing/PR
- Special Events
- Advocacy
- Transit & Infrastructure Analysis
- Research & Data Collection/Analysis



THANK YOU
QUESTIONS?