provisions. This type of code is discussed briefly in 'Implementation,' below, and in more detail in Chapter 10.

## IMPLEMENTATION

In order to implement many of the recommendations of the Mooresville master plan, it was important to establish a new regulatory framework in which appropriate future development could occur. The current zoning regulations were insufficient to enforce many of the recommendations, and we therefore wrote and drew a new design-based zoning ordinance for the town to cover the master plan area, and which could be extended to other parts of town as needed. This zoning code was adopted by the town in 2001 shortly after the acceptance of the master plan.

The new code for Mooresville is very similar to the one described in detail in the next chapter, developed for our neighborhood-scaled master plan for Greenville, South Carolina. The Mooresville version was an early example of the more developed format we now use as standard. Accordingly, we will defer detailed explanation of design-based zoning until Chapter 10, where the more evolved effort can best be described (see also Appendix III for typical pages from the Greenville code). Suffice it here to say that the whole code for Mount Mourne comprised only 19 pages, of which six were full-page diagrams and drawings.

## CONCLUSIONS

From the outset, this plan was a hybrid, collaging together a transit-oriented urban village, a park-and-ride facility, a more conventional scenario of office development around a freeway interchange and the opportunities for large-scale residential development on adjacent sites. An additional complexity was the presence of the small community of Mount Mourne.

With so much potential development activity adjacent to the existing community, we decided from the outset to follow the clearly stated wishes of the existing residents and curtail any redevelopment within the small settlement. Instead, we concentrated new buildings in the other three quadrants around the train station. This led to a distortion of the classic TOD model with the transit stop in the center of an evenly developed, circumferential neighborhood. This asymmetry, combined with the need to accommodate the extensive car parking for the train station, were important factors in deciding to design the urban village as an employment-led development rather than basing it primarily on residential uses. This decision reinforced the potential for office development around the hospital and the freeway interchange and created a critical mass of future employment. Our prognosis that the Mount Mourne area could become the primary workplace destination on the North Transit Corridor was handsomely fulfilled with the selection of the site by the Lowes Corporation for its national headquarters.

**Figure 9.4** New Townhomes at 'Station View.' These new homes, constructed in 2003 in locations indicated by the master plan were the first new residential buildings to capitalize on the location of the future commuter train station.

While most development within the plan area since its adoption by the town has been offices, some new residential buildings have also been constructed. Figure 9.4 illustrates a development of modest townhomes that have been built exactly where we drew them on the plan near the future site of the train station.

## CRITICAL EVALUATION OF CASE STUDY

This is a project with several phases, and very much a work in progress at the time of writing this book in the late spring of 2003. This plan is a living organism that is adapting to change in an exciting manner. We have revised it once, in 2001, to accommodate the specifics of the new corporate headquarters, and expect to do so again in 2004. At that time we will

examine how the multitude of smaller companies who supply Lowes with equipment and products, and who wish to relocate close to the new headquarters, can be accomodated without compromising the intent of the original plan concepts.

The dynamic nature of this master plan is a working testament to our thesis that designing communities in detail provides the best means of managing change. In this Mooresville example, developments of a scale not imagined in our first version of the plan have evolved, but the original detailed design enabled us to establish a spatial framework that could absorb and even direct this change. The detail indicated on the master plan went a long way to calming the fears and concerns of Mount Mourne residents in ways that conventional colored bubble diagrams of land uses never could. The clarity of the plan and its new zoning was also a major factor affecting the decision of Lowes to relocate its headquarters to this site, with great economic benefits to Mooresville and the surrounding region.

All too often, promoting development as a means of economic growth and job creation has meant getting rid of the zoning provisions and environmental controls that were designed, however imperfectly, to protect American communities. These environmental and community safeguards were usually seen as impediments to economic efficiency by developers and business lobbyists. Indeed, in their typical, generic form, conventional planning and zoning practices do often fail to facilitate development or enhance community liveability. This master plan succeeded in both aspects by means of its detail. It was able to communicate clearly and effectively the development potential of property and the design character of new neighborhoods, centers and districts. It was able to bridge the gap between external development interests and the local community, groups that are usually adversarial in growth and development debates. In 2003, three years after we produced the first version of the plan, we had the pleasure of sitting in a meeting with representatives of local business groups, traditional opponents of government planning and zoning, and hearing the master plan praised as the town's most effective tool in economic development.

This was one of our earliest yet most successful master-planning projects. At that time we were still refining our charrette techniques and graphic repetoire, and this leads to our one caveat: three days is too short a time to undertake projects of this scope and complexity. Although the three-day time period enabled us to identify quickly the complexities of this area, it was not long enough to deal satisfactorily with all the issues, and as a principle we now never undertake charrettes of less than four days' duration. This shortness of time resulted in, amongst other things, a lower quality of drawn finished product. (Compare the plan graphics in Plates 32 and 40). Because some drawings lacked sufficient graphic discipline, we instituted a progressively more rigorous regime of standard graphic colors, conventions and techniques for subsequent charrettes.