NEORETROISM: The Hidden VIII AGE

Bringing Old-World Culture Back To Modern Day Developments

JEFFORY D. BLACKARD

NEO-RETRO-ISM: An advancement of the philosophy which advocates he recreation of old world culture in a modern day development environment.



Bringing Old-World Culture Back To Modern Day Developments



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A small village in Hvar, an island in the Adriatic Sea, and the longest and sunniest Croatian island

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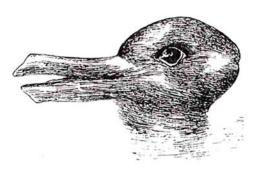
Belém, a small village built along the Amazon River



Red tiled roofs applied to Old Town buildings after the 1991-1992 bombings - Dubruvnik, Croatia

PREFACE: THE JOURNEY AND ITS ORIGINS

THE PURPOSE



Rabbit-Duck Illusion/Perception

his book is written for the benefit of those that serve in a position of authority over or who govern the affairs of municipal growth and development. Prime ministers, cabinet and council members, mayors, city planners, Wall Street, and even the general public will find it to be an essential tool in shaping the futures of their village, town, city or country.

Most importantly, the purpose of this book is to enlighten and encourage developers. If, in reading this book, the questions "Why?" or "What is the benefit?" are pondered, then it has succeeded. NeoRetroism, as a development model, challenges us to consider how we see things. As an example, the image to the right by American psychologist Joseph Jastrow demonstrates the ability and flexibility of the mind to switch between seeing the duck or the rabbit.

Things are not always as they seem, especially at first look. We must be open to the possibility that we have overlooked something in our approach to development. Can we change our perception as our ancestors did through discovering that the earth was not flat and that the great plagues of Europe were not caused by Jews? Could there be room for old world philosophy in modern design? These are important and necessary questions for the sake of providing a healthy foundation for future generations.

To address the issues of today's development environment, we must understand history. To answer these and other questions, I share with you my journey of discovery. I would like to begin by qualifying myself. I understand that you would want to ensure that a brain surgeon has accumulated extensive experience and knowledge before you would consider their suggestions for improving the art and skill of neurosurgery. Therefore, I present my personal story and subsequent discovery.

THE DISCOVERY

In order to understand NeoRetroism, I must first share with you some of the highpoints of my life's journey. It is in understanding my history that the meaning of this word "NeoRetroism" will become clear and meaningful as it applies to the course of our country and our world. The significance of NeoRetroism and its very discovery is the result of personal soul searching and self-reflection. Within all of us is an inner compass.

Reflecting on my life made me instinctively aware of my spiritual core. Years of experience in multi-million dollar real estate developments with acclaimed professionals led this small town boy from Peoria, Illinois, half way around the world to a bench in the village of Supetar, Croatia.

There I discovered a cutting edge and progressive strategy for community development. This idea evolved over time, for it required time and persistence and dedication to fit all the pieces together.

This is not the only reason I feel compelled to share this enlightened realization. My hope is that my story and my experiences are replicated and passed on to others around the world. The best developments go beyond titles and accolades. They work to propel the betterment of our fellow man.

The inherit good in each of us demands that we act on behalf of our neighbors, our communities and ultimately our world.



Panoramic view of Hvar, Croatia

I. IN THE BEGINNING

THE LEGACY

eoRetroism by definition borrows from the past and applies the best principles to present and future ventures. Join me as I look back at my history to better understand my own personal growth and development that led to the creation of this new philosophy.

I come from a family that has always been involved in the construction industry, even long before it became known as such. Real estate development was passed on to me through my father and grandfathers, and I have continued in this legacy.

In Peoria, Illinois, my maternal grandfather, Arthur Jos, dug ditches for water and sewer lines for building



A vintage postcard from Peoria, Illinois

contractors. My paternal grandfather, Watt Vernay Blackard, began as a bootlegger buying and selling whiskey in Arkansas, and eventually started selling real estate. Similarly, my father dabbled in advertising before he started his own company developing small subdivisions, eventually progressing into building apartments and condominiums throughout the Midwest.

My childhood was typical. I have an older and younger sister. For the



most part, Peoria was all I that knew. It is a river town known for its Caterpillar Tractor Company. Times were simpler until I was eight years old. That is when the world, as I knew it, fell apart and shook me to my very core. FAILURE: A CRUCIAL STEP TOWARDS SUCCESS

NeoRetroism embraces the weaknesses and strengths of the past for the sake of future survival. My own life echos this truth. My father and mother divorced when I was in second grade. This was so devastating to me that I failed school that year. I repeated the same grade with new students the next year and I was very embarrassed. Then I failed third grade. The school principal even said that I would not make it past grade school.

I overheard him saying this at a private meeting with my parents. Little did he know that I would eventually go on to become one of the 100 most notable graduates of the highly acclaimed Northwestern University, and among one of the brightest and foremost students in the world. Undoubtedly, there are many other young children in this world today who are affected by the lack of faith in them by those who are responsible for their educational progress.

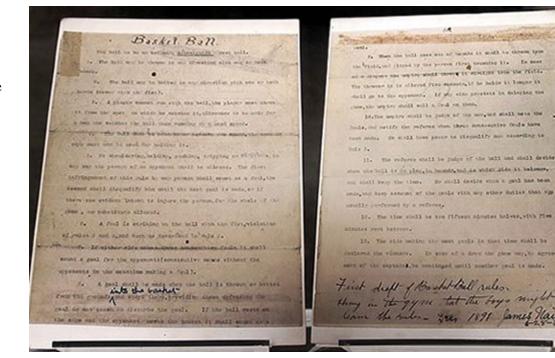
I missed the most critical and elementary educational milestones in my young life. I know, firsthand, the importance of this phase in a student's career; this is the time when a student learns to read and write. Before I continue to digress, it was not until years later that I realized how severely my mother's yelling and my father's fighting with her affected my identity. In fact, defining my life's purpose became a continual struggle.

In deale

WINNING: AT BASKETBALL AND HIGHER LEARNING

By the time I reached the fifth grade at Concordia Lutheran School, I was older and taller than most of the other kids. I excelled at basketball. In order to play, though, I had to maintain good grades and this was a challenge for me. I used every skill that I possessed to achieve passing grades.

Just as a blind man sharpens his hearing, our senses are intensified and begin to compensate for the things that threaten to hold us back. So I learned to pay attention to everything in my environment. This sensitive awareness to everything around me became my skill base; it was necessary for my



survival and helped form my identity.

Acutely aware of my environment, I studied people's interaction. This skill served me well through grade school, high school and well into college. I entered Northwestern University on an

athletic scholarship to major in communications. Here I learned about how the world, retailers, and everyday people interact and the significance of those interactions. I learned how to recognize, compartmentalize and

leverage my skills in life. It would be the single most important influence on my success, even to this day.

CONSTRUCTION

Upon graduation from Northwestern, armed with experience in my father's property management company, I set off for the West Coast. There I worked for six months at a real estate appraisal firm but soon realized what I really wanted to do was build houses.

I returned to Illinois, packed my bags and headed south in my beat-up Chevy to the land of opportunity, which in 1980 was the great State of Texas. Texas was experiencing the largest growth of any state in the United States. I settled in the Dallas-Fort Worth area. I



NORTHWESTERN UNIVERSITY

was a recent graduate and proud that I had graduated with a B+ from one of the finest universities in the world. This was very significant for me, especially considering that I had flunked the second and third grades. Despite this, I found myself struggling to find a company in the Metroplex interested in hiring me.

DEVELOPMENT

Finally, I joined a real estate development company that also built

retail, apartment, and trailer park properties. I interviewed with the brilliant Bill Parsons who had earned both an undergraduate engineering degree from Stanford University and a Master's degree from Harvard University. His brother-in-law, Chuck Wilson, was also a graduate of Stanford.

For years, I worked at least fourteen-hour days, every day, including Christmas. I was the first one to arrive at five a.m. and the last one to leave. This became my identity, my meal ticket. Whereas before I was recognized for my basketball skills, now I was being recognized for my hard work. Money was not the motivating factor. In fact, I was both content and grateful for the experience I was obtaining. I am especially thankful for Bll Parsons' mentorship on negotiation and brokering skills with larger companies such as Fox and Jacobs.

At only 23 years old, I found myself in a managerial position. I was very involved in every aspect of numerous projects, some involving the development of 5,000 residential lots. I not only drafted the contracts for the tradesmen but could also be found checking and surveying the grades.

In retrospect, my communications major played a critical role. Communication and organizational skills are invaluable when working with the various contractors and parties involved in the development process. I went the extra mile to familiarize myself with all aspects of development and insisted on checking and verifying the engineers' and architects' work, drawings and plans.

At age 26, after a few short years full of unbelievable experience, Bill and Chuck promoted me to company partner. We were undoubtedly one of the largest master plan community developers at the time.

EXPANSION

By the age of 30, I expanded my development experience to include several office and industrial park divisions. At this time, I started my own company and recruited a team of some of the brightest individuals with PhD's and master's degrees in architecture, engineering and landscaping. We began to geographically diversify our work across the nation in Connecticut, North and South Carolina, and all throughout



Texas. Numerous Fortune 500 companies and institutions consulted us as we were equipped to provide financial analysis on development planning and property value. The insight I gained through all of this experience is key to understanding the fundamental similarities in growth and development trends that exist among villages, towns and cities. Moreover, I now recognize that the master-planned communities' industry is not a franchise or business; it is an investment in peoples' lives.

Investing in the uniqueness of a particular location creates superior developments. Just as each one of us is unique, every development project, when planned with care, will project its unique identity and character.

Furthermore, I learned to value the

meticulous study of a development's location and its corresponding city council and engineering department.

II. THE GLOBAL CONDITION



A cookie cutter urban development

ENVIRONMENTAL CONSIDERATION BY NATURE

believe in doing what is right, especially as a developer. Today's world tends to be so fast-paced that, often, doing what is best is ignored. In development, this creates a mentality of microwave-ready construction and cookie-cutter subdivisions. The goal is to quickly produce goods that Wall Street can market. NeoRetroism, by definition, runs counter-culture to the existing paradigm; however, it is also highly marketable.

Although I have won the nation's highest award for my environmental work and contributions, I resist the title "environmentalist". I simply support doing the right thing, by nature, without regard for profit, energy savings, or other incentives. A financial pay-off exists, yet it is not the motivating factor that drives my decision-making. Necessity and efficiency in production lead to environmentally aware outcomes.

Consider a new development project confronted with how to handle fifteen 100-year old oak trees. Locating the houses around those trees to preserve the environment is far more valuable than the \$50,000 or so I would have gained from clearing the land.

When I consider developing a piece of property, I take the time to walk it in order to understand the topography of that particular location before I put pencil to paper in the design process. This differs from Webster's definition of "developer". Understanding the direction of a project and the many aspects that impact design is essential when coordinating and guiding the project's attorneys, planners, architects, engineers and builders.

The developer is a leader, a captain who has a vision for communicating to, rather than consulting with, the architect. The role of the architect should be to precisely produce the requested drawings for the developer. The sole responsibility for plan development lies with the developer, rather than the architect or engineer. The developer also assumes the role of creative collaborator with the city's planning and regulatory agencies.

LESSONS LEARNED

In "Outliers", author Malcolm Gladwell states that in order for a person to have credibility and expertise in a field, one needs a minimum of 10,000 hours of experience. Developers are visionaries and leaders as well as experts in a variety of subjects necessary for thoughtful community planning. I argue that successful developers might require four times that number of hours to gain credibility and expertise in real estate development.

Furthermore, it is my opinion that well-intentioned and experienced developers should take at least as much time in the careful planning of a development as they take in the actual construction of it.

Outliers THE STORY OF SUCCESS MALCOLM GLADWELL #1 bestselling author of The Tipping Point and Blink

SPECIALIZATION

When I finally recognized the merit of specializing and investing in local projects, I suspended my work in other parts of the country to concentrate my efforts on fewer projects with greater ownership. Local investment and taking ownership is critical to NeoRetroism.

Throughout my life and career, dedication to value and ownership opportunities have driven me to be very selective. For example, I once financed the creation of a hand-held mouse which was manufactured in China. This investment process taught me that the reward of ownership never comes without risk or difficulty.

The generation of a great idea is as complex and challenging as its entry into

the market. This led me to return tocompletely designing my own projects.I traveled across the country to study thebest designs and why they uniquelywork for a particular community.

Through pictures, I categorized the best mailboxes, sidewalks, and gazebos. Disney World's engineering and architecture firm takes the same care and attention to detail when designing their projects around the world. Disney Parks and Resorts Planning Division spends a great deal of time and effort to carefully design every aspect of their parks including small details such as sidewalks, lamp posts, and trash bins.

I have personally chronicled over 250,000 pictures that capture and reflect the extensive research that Disney invests in every detail. When considering how to improve a project, the key is to ask "Why?" Why can't a spillway with a hydraulic leak be corrected by creating a beautiful water feature without additional cost?

Through this process, I began to understand the power a developer wields in the design process and the communication skills necessary when dealing with a city government.

While the restrictions of a city's zoning laws are defined through governance, there is a great deal of responsibility upon the developer to create and organize the execution of an urban plan.

The Disnep Keys To Excellence



A Disney Professional Development Program



Jeffory D. Blackard | CEO of Blackard Global



A bronze statue of the great visionary Walt Disney

THE GLOBAL CONDITION

III. PEOPLE, PLACES AND THINGS

HOPE FLOATS

ith over 15,000 residential sites and at least 40 master-plan communities, I had earned the title "master-plan developer". Around this time I began designing the structure of the Linda Esperanza, a 100-foot riverboat used to spread the gospel and meet medical needs in the Brazilian Amazon. Ten years prior, I visited the Amazon for mission work on a yearly basis.

Traveling from one end of the Amazon to the other, via everything from dugout canoes to airplanes, afforded me the opportunity to learn a great deal about the function of different villages. Building a boat, in a sense, is much like building a village or



The Linda Esperanza boat in the Amazon

community; in both cases safety is the primary consideration. Everything within a boat has a purpose and supports the community's survival. It is a microcosm that learns from history and serves to carry on history.

In villages around the world, people live organically and simply. In the Amazon, I observed that one family would build a dock for fishing, another would have a hut for basket weaving, and another for baking.

Structures were built for shelter but also for certain specialties and skills. I was amazed to see that in a jungle atmosphere, everything is so well thought out, planned and maintained. Everything has a useful purpose there; this greatly improves the value of the community and quality of life.



Part of the missionary crew of the Linda Esperanza

TRANSFORMATIONS

In Galveston, Texas, I developed a massive resort project known as Pirate's Cove. This project introduced me to Marion Dusek Puget, the ambassador of Croatia. Honestly, I didn't know where Croatia was before I was invited to visit the country and encouraged to consider investing there.

While visiting Croatia, I met with some of the country's most notable people. They were discussing the importance of protecting their borders after the recent war. I suggested that they consult with a strongly influential non-Croatian American as U.S. citizens are known to protect American-owned zones in other countries. This would require greater political influence than I



Pirate's Cove in Galveston, Texas

could offer at the time. For the next year, I traveled up and down the coast of Croatia looking for something to purchase because it was so beautiful and fascinating. As a child, I developed the skill of paying great attention to my surroundings and absorbing every detail. Here, in Croatia, I yearned to invest in a property with the same depth of attention and understanding.

My business partner soon joined forces with me and we discovered a beautiful coastal resort town named Supetar. I took time to study this village, walking it, taking pictures and watching the people go to fish markets and bakeries. For months I tried to understand what makes a real village function. In picture after picture, I captured every window, shutter, bell and



Vrboska, the smallest town on the island Hvar in Croatia

bell tower. I especially took time toconsult with clay tile roof manufacturersand bell makers in hopes of gaininggreater insight into and knowledge of thecultural history and heritage of Croatia.



(L) The tile roofs of Supetar (R) The Bell Tower in Supetar





Night view of the old town Supetar in Croatia



The Bell Tower at Cathedral St. Domnius in Split, Croatia



The Old Town of Dubrovnik, Croatia

SENSE AND COMMUNITY

While enjoying the harbor's waterfront in Supetar, Croatia, I was struck with the true meaning of the word village. As I sat next to the hotel bartender, I noticed he spoke fluent English. I learned that he had earned a law degree and I wondered if he would ever consider moving to London.

He adamantly explained that this village was his home. Similarly, most of the hotel maintenance staff had earned medical and nursing degrees yet were content with their positions as hotel staff. The bartender relayed that as long as each could contribute to and remain close to their family, home, village and community, they were perfectly content to stay.



View from the hill overlooking Supetar Harbor

A citizen's home, therefore, is not merely rooted in a geographic location, but also in a sense of place, of belonging within a community. It is from this sense of belonging that interdependence arises among the members of the community. Thus, the evolution of a village lies in both mystery and history. More importantly, it arises from the needs of the community. PEOPLE, PLACES AND THINGS

IV. THE VILLAGE

VILLAGE ROOTS AND CHARACTERISTICS

he hallmark of any village is most often a central landmark, such as a boat dock where community resources are pooled and traded. A centrally located bell tower is another core indicator of the beginnings of a village. The bell serves as communication between the inhabitants of the village. Furthermore, a village is defined by a reasonable walkingdistance boundary or generally recognized perimeter.

Villages have historically originated from the interdependence of people for day to day survival. Growth patterns, due to the trading of goods, also influence the development of a village. Villagers gather their goods and bring them back to the community. In a village, a limited supply of specialized goods and materials allows for prices and profits to be raised. This is unlike the "Wal-Mart" or large corporations of the world which offer the lowest price for mass produced products. In a village there exists interdependence on each other because there is a need to mutually produce a common product.

Everyone contributes their skills and works together to manufacture this product. For example, if a village resides near water, they may trade fish. Essentially, they produce, manufacture and trade their local supply. In the Amazon, the village is a cashless, strictly trade-oriented society. The success of a community lies in its evolution over time. If it is not self-created, there is difficulty in assigning rules to regulate behavior. Interdependence and evolution leads to a more successful community, adding to a history of generations working and growing together in a natural progression. A community is far more successful in working together toward a common goal than anything ever achieved independently by an individual.

Village citizens take great pride in ownership and investment within their group. This creates a legacy that will carry forward to future generations. Lives are enhanced and there is a strong sense of belonging. The success of a village is clearly demonstrated by the cooperation of the people to meet their basic needs such as water, shelter and communication. Inhabitants use natural



The main square in Supetar, island of Brac



A Yanomami girl at Xidea, Brazil in the Amazon

and local materials as everything has a purpose to serve the community's need for survival. Villages of the future can learn from history with a heightened awareness and understanding of how people function. My own survival and success has greatly depended on my ability to study my investments with great sensitivity.

I learned this concept early in life and I am compelled to share it with you to influence and improve the fate of our future. Pride in ownership becomes contagious and it leads to a more sustainable community.

Village members understand their responsibility to contribute to the social, cultural and environmental consciousness of the group.

CASE STUDY: THE AMAZON

Since 1965 my friend and colleague, Boyd Walker, has experienced first-hand the evolution of villages in the Amazon.



Yanomami men at Xdea, Brazil in the Amazon



An Amazon canoe girl

He witnessed two primary reasons why members might leave the village – dissension and desperation. Sometimes, when there is dissension among the group, a power struggle can develop within an existing tribe or clan. For example, the ambition of a strong personality within the society leads to a search for a better way of life, for more opportunity.

As some of the people follow this new leader, each inhabitant offers their unique capabilities and gifts. Consider the instance of families migrating to a cleared area for the purpose of planting manioc, a plant whose root is ground to make flour. This village, in meeting a need, gives rise to the origin of a new community.

Desperation can be a strong impetus

for leaving. Men might venture outside the village to find a wife. Often, they transplant themselves in a city to find new opportunities. I am reminded of the phrase "no man is an island". In the Amazon, according to Walker, leaving one's village out of desperation, can lead to despair instead of opportunity.

Consider an Indian tribe which has had no influence from the outside world. The Zoe's are pure and their sole contact with the outside world is through the government. Their way of life does not depend on Westernized amenities such as pots, pans, cutlery, or even clothing.

One clan does not branch away from an existing tribe unless there is conflict or dissension. So long as the village was functioning harmoniously, new communities were rarely birthed. Migration had to be worth the risk, even when one's tolerance of his existence was waning.

In the Amazon, uprooting oneself to an area that has not been cleared poses a greater threat to survival and continuity.

THE VILLAGE

V. THE HISTORY OF ARCHITECTURAL DEVELOPMENT

IT STARTS AS A VILLAGE

Performance of the compelling advantages of natural resources and location (coastal port), environment (fertile crop or rangeland), security (mesa or plateau), and other characteristics.

Villages that thrived grew in both physical size and population until they annexed or merged with adjacent villages, leading to larger population centers. The most established of these became the core of the world's great cities that we know and recognize today. American development started essentially as a wave originating from the East Coast. Over a three century period, villages, then cities, developed from the Atlantic to the Pacific. Many of America's most historically important cities have maintained their original cores while concurrently allowing them to develop in a sensitive and compatible fashion. Boston, Philadelphia, and Charleston are but three examples of cities that understand the importance of their origins.

It is no surprise that these cities enjoy an active tourist economy. We are drawn to these areas because we are instinctively attracted to them. Given that we enjoy these areas so often, why do they only hail from our past, but not our present? How did the U.S. stray from this natural village evolution? How did we create sterile, non-descript, and soulless developments? How did we stumble?



Pioneers on the Oregon Trail

HOW WE GOT HERE

No one intentionally seeks to create uninspired developments. The U.S. development pattern has been largely affected by a series of unintended consequences from various influences for more than 150 years. The roots of these influences go back as far as the mid-1800s.

GROWING PAINS

In the 1850's and 1860's, two divergent activities were occurring. The U.S. population began to rapidly increase, due in large measure to European emigration. Total U.S. population surged to 100 million by 1915. Many of these new citizens settled in East Coast cities at first, resulting in an increased demand for jobs, housing, transportation, and the basic necessities of life. By 1900, 7% of the country's population was located in three cities – New York City (3.5 million), Chicago (1.7 million), and Philadelphia (1.5 million). By 1915, the country's population hit 100 million.

At about the same time, construction technology was improving to allow taller and safer buildings. Steelframe construction, elevators, larger sheet glass, and deeper floor plates all contributed to taller and denser development.

Personal transportation options were limited to a horse, if you were lucky. Most people had to rely on either their own two feet or the nascent public transportation systems. Therefore, most people worked within a short distance of their homes. Factories, producing everything from clothing and jewelry to appliances and food products, were often vertical and urban. Some people lived above their workplace, be it an office, store, or factory. This was convenient, since the streets and thoroughfares were less than ideal for walking. Most were muddy messes or worse – after all, horses were the dominant transportation.

In fact, a study projected that New York City could never grow beyond 25,000 people due to the need for equine facilities. American urban living at the end of the 19th century was not exactly glamorous. Many U.S. cities were considered ugly and dangerous. Newspaper investigations in the late 1800's revealed poor and unhealthy living conditions from New York City all the way to Chicago.

This was far from the idealized notion that attracted many immigrants to the U.S. They came from older established cities like Dublin, Rome, London, and Munich, all of which had beautiful architecture and public plazas. The U.S., at that time, was still finding its way as an urbanized environment.

THE CITY BEAUTIFUL

From 1873 to about 1896, the world was experiencing a global economic crisis known as the Long Depression. The U.S. was not immune to this malaise and suffered economically as it tried to rebuild and mend itself after the Civil War. Tragedies like the Great Chicago Fire (1871) did not help matters either,



Workers at the Woolworth Building, NYC 1926

although it did provide needed construction jobs.

As Chicago continued to rebuild after the devastating fire, it did something audacious. In the grips of the Long Depression, it competed for and won the right to host the 1892 World's Fair, celebrating the 400th anniversary of Christopher Columbus' voyage to the New World. The city committed an outrageous sum – \$24 million (over \$500 million in today's dollars) – to build the Columbian Exhibition.

Construction delays forced the Fair's opening to miss the actual anniversary, launchng instead in April 1893. The World's Fair ran for six months and attracted over 27 million visitors. The 1892 World's Fair was a turning point for the U.S. Designed by noted Chicago architect and city planner Daniel Hudson Burnham, the fairgrounds became the American recreation of the ideal city. The buildings were painted white to hide construction imperfections with the building material, earning it the name the White City.

Designed on the principles of scale, harmony, and ensemble, the Fair provided a very familiar atmosphere to European immigrants and visitors. It showed the world that not only could Chicago come back from a devastating fire, but that Americans were capable of building beautiful cities.

This, in fact, promoted the *City Beautiful Movement*, which sought to elevate the quality of American cities, based on European Old World ideals. The Fair closed in October 1893 but

suffered a sad end.

The buildings were intended to be temporary and were constructed of a relatively flammable material. With no money to dismantle the fairgrounds, they stood empty along Chicago's lakefront until July 1894 when they burned to the ground. The fire was allegedly initiated by the hand of an arsonist associated with the Pullman Strike.

The 1892 World's Fair lives on in two popular cultural icons. Reporter L. Frank Baum, of The Chicago Tribune, reported on the Fair during its course. He was so impressed by the White City that, years later, he incorporated the concept in his series of children's books that includes *The Wizard of Oz. It* remains a classic to this day. Oz, the Emerald City, is Baum's reinterpretation of the White City. Emerald was chosen because the city was so brilliantly white that one needed green sunglasses to see it. The 1939 film relied heavily on the design of the White City.

The second icon sprang from a former Fair construction foreman. Years after the Fair closed, he told stories that fascinated his children. Elias Disney's son Walt remembered those childhood stories and, in 1955, opened Disneyland in Anaheim (California).

Disneyland is the modern reinterpretation of the Chicago World's Fair, allowing us to experience the same admiration and awe as those who visited the White City in person.



The Chicago Ferris Wheel at the 1893 World Fair



Palace of Mechanic Arts and Lagoon at 1893 World's Columbian Exposition

THE CITY PRACTICAL

In pre-democratic cultures, leaders with virtually unlimited and inexpensive labor and resources could easily build beautiful cities. As inspiring and influential as the architecture of the Chicago World's Fair was, it simply was too expensive to implement on a permanent basis in cities across the U.S.

Cities were looking for ways to control development without suffocating it. The U.S. was emerging from the throes of the Long Depression while trying to strike a balance between growth and responsibility. In the early 1900's, American development was enjoying what economist Alan Greenspan would later call "irrational exuberance". Companies wanted to show off their financial might by building tall and impressive edifices. One such company was Banker's Trust & Equitable (now called AXA Financial). To demonstrate their corporate strength and stability, they built the world's tallest building (at that time) at 120 Broadway in Lower Manhattan, 750 feet from Ground Zero. In its time, the Banker's Trust building was impressive – 40 stories (pared down from the originally-proposed 60), 1.2 million square feet, and housing for over 13,000 workers.

It was so tall that it cast a perpetual shadow over 7 acres across Lower Manhattan. This enraged even the most conservative pro-business publication of the time, *The Real Estate Record & Guide*, which called the Banker's Trust building a "wholesale theft of daylight". (The building is still in use today as an office building, not far from the World Trade Center site.) For New York City officials, the Banker's Trust building was simply the last straw.

There were other similar "offenders" that cast their streets in darkness, but none as much as that example. In 1916, New York City adopted the country's first zoning ordinance as a means to prevent future buildings like this from being developed.

Ordinances required that development allow for light penetration and air circulation, resulting in the classic tiered "wedding cake" shape of many of New York City's skyscrapers. The code was form-based, meaning it only regulated the shape of the structure, but not the uses that occurred within. Other cities began to follow New York City's lead and adopted similar measures. Concerns over the direction of city development eventually were addressed in the landmark zoning code in the Village of Euclid (Ohio).

A small village located immediately adjacent to the Cleveland city limits, Euclid passed a zoning ordinance in 1924 to control the types of land-uses in order to deny a proposed industrial development. The code was challenged and eventually upheld in 1926 by the U.S. Supreme Court.

The code resulted in what came to be known as *cumulative* or *Euclidean* zoning, isolating more intense uses (industrial, retail, office) from less intense uses (residential and agriculture). Other U.S. cities took notice of Euclid's new code and saw it as a means to address concerns over the health, safety, and welfare of the general public – the exact wording of the *Standard State Zoning Enabling Act* adopted by the U.S. Department of Commerce in the late 1920's. Today, over 80 years after the Euclid decision, the basis for almost every zoning ordinance in the U.S. can be traced to the New York City and Euclid zoning codes.

Elements of the *City Practical Movement* were exhibited in other ways. Engineers and planners influenced the form and pattern of urban development through seemingly innocuous aspects such as infrastructure, power grids, and roadways. All designed with the public's best interest at heart, they resulted in uncontained development and sprawl across the entire country.

THE BABY BOOMER GENERATION

In spite of the engineering and regulatory improvements of the *City Practical Movement*, American development remained relatively smallscale and contained until the end of World War II. U.S. population growth was steadily increasing, but it would take 49 years for the country to double its population to 200 million in 1964 (from 100 million in 1915). During this time, there were several unrelated decisions that resulted in the all-toofamiliar pattern of suburban sprawl we know today.

1942

The technology behind remote bomb detonators used in World War II was adopted by a Chicago company to develop the first wireless electric garage door opener. The ultimate in residential convenience at the time, it allowed a homeowner to stay inside the comfort of his or her car to avoid braving the elements to open the garage door. A luxury item in the 1950's, it became a standard item in almost every home by the early 1980's.

Unfortunately, a result of the remote garage door opener is that homeowners no longer have random social interactions with friends and neighbors as they pass by. You can go from your car to your home in total privacy. Some sociologists cite this technological advance as a contributor to the desocialization of the suburbs.

1944

As soldiers returned from World War II, the U.S. Congress passed the *Service Members Readjustment Act of* 1944, largely to correct the poor treatment of World War I vets. Known as the *GI Bill*, the Act included low-cost tuition and mortgages for the returning soldiers. Over 2.4 million low-interest mortgages were written, causing an unparalleled demand for housing. This resulted in the Levittown-style subdivisions that were developed across the U.S. for over 50 years. The Baby Boomer Generation was born.

1947

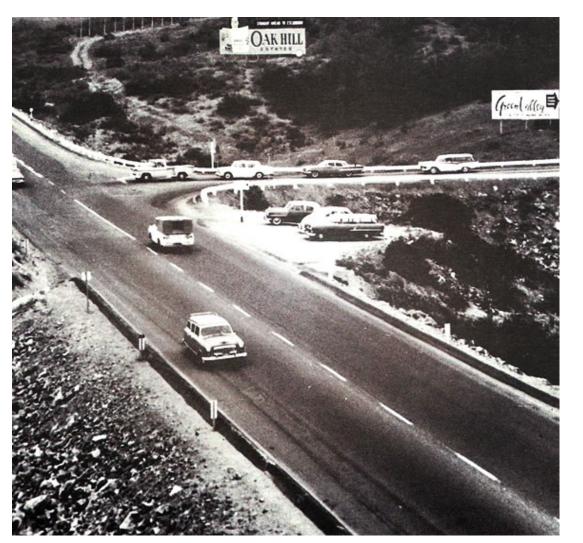
Scientists at Bell Labs invented the transistor as a replacement for the vacuum tube and as a means to replace the large mechanical switchgear used by Bell for local and long-distance telephone calls. Transistor applications allowed the development of room-sized computers and, by 1954, the first transistor radio was marketed, the beginning of today's consumer electronics industry. Without the invention of transistors, personal computers, smart phones, the Internet, and other technologies would not exist. These have shaped communities by allowing for distance learning, telecommuting, and other innovations.

1956

Another vestige of World War II was the creation of the *National Interstate Defense Highway System* in 1956. President (and former World War II general) Dwight Eisenhower sought to address the nation's generally poor roadways with solutions he saw in Germany's Autobahn and in Italy's Autostrada.

The Federal government had been arguing about how to pave roads since the creation of the Bureau of Public Roads in 1915, but could not agree on how to implement and pay for such a system. The *National Interstate Defense Highway System* proposed a network of new high-speed highways connecting major urban areas across the entire U.S. This was ostensibly for the purpose of transporting personnel and equipment in times of war or national emergency. For example, bridges were sized for a clearance of 13.5 feet to allow missilecarrying transports to drive underneath. Funding would be provided by a new national gas sales tax with a proposed completion date of 1968 at a total cost of \$25 billion. Today, the taxation source remains largely unchanged and the system is still being built.

The interstate highway system was also intended to avoid traffic congestion and population density. Unfortunately, developers found this a fast and free way to access new land. Suburbs flourished and congestion and growth soon followed. Today, some of the nation's most congested roadways are portions of the old interstate highway system.



Poway Rd. and Highway 395 Intersection - 1962



The Tower at Country Club Plaza in Kansas City, MO

MIXED-USE DEVELOPMENT

U.S. retail use development was mostly urban until the post-World War II/Baby Boomer period. "Going shopping" was an event, usually reserved for special occasions like Christmas. Families would dress up, go to the big downtown department store, and marvel at the extravagant window displays.

Retail was not always relegated to downtowns. Two landmark retail centers – *Country Club Plaza* (Overland Park, Kansas, 1922) and *Highland Park Village* (Highland Park, Texas, 1931) – created unique shopping environments in non-urban settings. *Country Club Plaza* was developed on a former pig farm and was based on designs found in Seville, Spain. *Highland Park Village* was part of vacant land north of downtown Dallas and was inspired by the architecture of Barcelona and Seville, as well as Mexico and California. These two unique and upscale shopping centers catered mostly to adjacent upscale and wealthy neighborhoods. Other shopping centers attempted to copy these forms, including the influential *Town & Country Shopping Center* (Columbus, Ohio, 1949) which introduced the now-familiar linear retail strip.

Retail patterns began to change significantly in the mid-1950s as the population moved further away from the central city. The first enclosed regional shopping center – *Southdale Center* (Edina, Minnesota, outside Minneapolis) – opened in 1956 and was a response to



The Village Theatre at Highland Park Village in Dallas, TX

the harsh winters in the Twin Cities, allowing developers to provide shoppers with a pleasant indoor environment during the all-important holiday shopping season. The principal architect – Austrian designer Victor Gruen – was a strict socialist; he despised the American suburban development trend. He saw *Southdale* as a way to bring people back together, to mimic the downtown shopping experience. Unfortunately for Mr. Gruen, his designs were copied over and over again nationwide, resulting in the opposite effect, at the expense of the health and vitality of downtowns.

American shopping centers eventually became huge developments, occupying as much as 400 acres in some cases. They were typically developed in the center of a parcel located at the intersection of two highways

("bidirectional access"), surrounded by thousands of parking spaces. In later generations, smaller pad site outparcels would be developed near the perimeter to appeal to shoppers not wanting to go into the bigger mall. Some malls average 150 to 200 stores. The largest U.S. mall, the Mall of America (Bloomington, Minnesota, 1992), consists of over 500 stores, over 4.2 million square feet, and over 20,000 parking spaces.

This pattern continued for the better part of the 20th century until the development of *CityPlace* (West Palm Beach, Florida), the first of a new generation of mixed-use "lifestyle retail centers". Opened in 2001, *CityPlace* sought to revitalize a poor section of West Palm Beach just west of the railroad tracks that defined the edge of downtown. *CityPlace* did what no modern U.S. mall could – it integrated residential and office space with traditional retail, dining, and entertainment uses. There is even a grocery store on its northern edge.

CityPlace incorporated over 100 stores and restaurants with 600 apartments and condominiums, an 18story office tower, and a restored church (performance space) on a 72-acre parcel. *CityPlace* faced early opposition from retailers on nearby Clematis Street, the City's traditional retail, gallery, and dining corridor. They feared *CityPlace* would cannibalize their customers. Indeed, *CityPlace* did not enjoy initial success, but largely because of their unfortunate timing of an August opening. Eventually, they found their market and the Clematis Street corridor has been able to attract additional customers and tenants as well.

CityPlace has been copied from coast-to-coast, with varying degrees of success. In most versions, the residential component is either removed entirely, pushed off to one side, or is significantly marginalized. This has the immediate effect of making these projects less vibrant, and essentially just a regional outdoor mall.

This is visible in such projects as Southlake Town Center (Southlake, Texas), Forrestal Village (Princeton, New Jersey), the Streets of Southpoint (Durham, North Carolina), Easton Town *Center* (Columbus, Ohio), and other similar lifestyle retail centers. These are predominantly retail, dining and entertainment centers with some office space and are, therefore, not truly mixeduse developments. This new generation of retail developments has started to become nondescript.

There are only a small number of mall developers – Simon, General Growth, Westfields, etc. – which breeds homogenous similarity in mall tenants due to national leasing agreements. Reliance on a few architecture firms leads to a similarity in style regardless of the location of each mall. These centers, while promoting mixed-use, are merely smaller-scale versions of the previous enclosed regional shopping center.



The Palms of CityPlace in West Palm Beach, FL



Panoramic view of CityPlace in West Palm Beach, FL

VI. HALTING EXISTING TRENDS

MASTERS OF SEGREGATION

et us return to the village examples of the Amazon. Prior to the arrival of English missionaries, the protection and security of the village family was reflected in the original one-dwelling design of the entire community. As the white man encroached upon primitive cultures, he introduced segregation of families and couples into huts as a means to "civilize" the tribe.

Just a half a century ago, due to the influence of western man (according to Boyd), village life in the Amazon experienced a shift from communal living to separation and sprawl within a geographic confinement. Due to the rigor and expanse of the environment, survival depended on working together. Presently, we have forgotten this principle of interdependence. With the prominence of technology, and especially the internet, our independence prevents us from benefitting from community life.

Modern culture has become so far removed from village living that it is difficult for most of us to even imagine it. Perhaps we have a vague idea from a television show or a trip abroad to another country. As a result, we have become masters of segregation instead of integration and, to that end, we fail to see the successes of evolving village communities.

Most of today's development patterns favor standardized approaches to our built environment. Cities and developers fall victim to doing the "same old thing" because it is easy and familiar to the financial institutions involved. Erroneously, they might also think that is what the public wants. This has resulted in homogeneous development devoid of context and character.

In 2008, a United Nations study revealed that, for the first time in history, more than 50% of the world's population lives in urbanized areas, with more than 5 billion city-dwellers worldwide by 2030. The quality of our built environment is an increasingly critical component not only to our collective quality of life, but also to our global economy, environment, and social wellbeing. In America, we tend to forget and misuse the term village and villa. While striving to achieve the American



Segregationists displaying their signs in the South

Dream, America has forgotten how to live well. The cookie cutter culture of efficient and profitable housing options has left us with an environment bereft of shared spaces and diverse neighborhoods. Conversely, there are places in the world that were built to help people enjoy each other's company in beautiful surroundings - to be entertained and delighted by the mere act of being there.

INTEGRATION

In contrast to homogenous development, the instrinsic nature of village design celebrates integration. A village provides opportunity for vibrant living, education, social exchange, growth, and development through a natural integration of people with varying socio-economic backgrounds. Mixed-use spaces allow for a crosspollination of people, income levels, and ideas.

Young and old alike benefit from the organic interaction and conversation that are commonly found in a village. Individual and unique specialties are celebrated and exchanged. Priorities lie in faith, family, friends, traditions and memories. All these aspects are reflected in village design, as seen in the recent example of Adriatica, a mixed-use development of homes and lifestyles for people of different backgrounds and income levels. Within a short walking distance, residents and visitors can enjoy nature, a place of worship, and distinctive shops. The walkability of a development is a foundational aspect to

this design. Adriatica's success relies on a perimeter to support pedestrian use and spaces that help the village populate and sustain itself. Unlike the "every man for himself" mentality of our modern cities, the village amplifies our interdependence to create and nourish the ethos and success of a community.



Elizabeth Eckford, one of the Little Rock Nine - 1957



President Lyndon B. Johnson meeting with Rev. Martin Luther King, Jr. in the White House Cabinet Room - 1966

VII. CULTURAL OUTCOMES

APPLICATIONS

s a passionate developer of communities, I am fascinated with the design and function of thriving villages. My travels and studies allowed me to discover and compare similarities between villages around the world from Tuscany to the Amazon. Whether in Montenegro or Manaus, the commonalities of traditional village development are fundamentally unique.

After two years of travel and research, I decided to apply this knowledge and design a village in the United States. Due to its stability and sustainability in the real estate market (despite recent economic crises), I chose Texas for my location. I, then, identified the county with the most growth potential based on statistics: Collin County. This inaugural village would be the centerpiece of Stonebridge Ranch, a community of over 20,000 residents.

Intrinsic to village design, I began by considering the local and unique characteristics of this environment and by applying the general principles of the evolution of a village. Outside of this particular project, I set upon the goal of redefining the approach to developing properties in the future. Thus, the requirements and definition of NeoRetroism, as exemplified in Adriatica, were born.

With the addition of Adriatica to the heart of Stonebridge Ranch, the traditions of community are rediscovered. Adriatica isn't just a place to live or shop; it's a place to relax, be entertained or to just be part of the collective experience of a community. By providing all we desire to enjoy life outside our homes, the village beckons us to live and laugh and play within our own community, reducing the need to drive several miles away. Adriatica is bringing back the lost art of living well.

Adriatica is a "new" concept, only in that it applies time-tested design principles in a contemporary context. My work seeks to change the "suburbia" trajectory by returning to this nostalgic pattern of development – the village.

Adriatica upholds the timeless qualities of small towns and villages that create desirable destinations and applies them to modern 21st century development.



South facade of the Kastel Building in Adriatica Village

The European sensibility of Adriatica stands out in opposition to the status quo exemplified in Stonebridge Ranch. The European look and feel challenges our mindset of living bigger and makes way for living better. A sense of ownership and personal investment is of paramount importance to those that live in a village community. By design, this leads to permanency, educational opportunities, and social growth through the communication and interdependence of the citizens. Studies have shown that, in an interconnected community, both the old and young live longer and happier lives.



Vineyard view of the townhouses in Adriatica Village



Side corridor to one of the retail shops in Adriatica Village

CASE STUDY: ROSETO VILLAGE

Consider, for example, the village of Rosetto, Pennsylvania discussed in Malcolm Gladwell's Outliers. In this community, health risks were reduced by over 30%; high cholesterol and heart disease were rare. The inhabitants of Rosetto led happier, healthier, and longer lives while enjoying a low crime rate and a community fostered by interdependence. In this small selfsufficient world of the 1950s, people typically died of old age. Respect for their elders and unification through civic and religious organizations were integral beliefs. Working for the common good drove the success and vitality of this village that featured a powerful and protective social structure.



Newly restored Colonial Hotel/Broadway Pub in Bangor, PA

CULTURAL OUTCOMES

VIII. A PROFITABLE NEW PARADIGM

A SCALE OF 1 - 10

From a financial perspective, analysis and comparison of the risk involved in the various development typologies is necessary. On a scale of 1-10, "10" is the ultimate goal (the successful model of the evolved village) and "1" is the least desirable result (single house) and therefore, the most risky and unstable investment.

In the evolved village, there are multiple owners and investors. This builds stability in the same way a parallel, instead of a series, electronic circuit design does. The entire circuit's survival is not disrupted by the failure of one component.

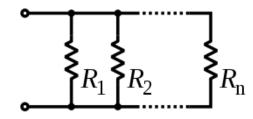
One house design (the highest risk

level) leads to a subdivision and then a master plan community. When one house in the community suffers, the community as a whole becomes affected in terms of value and worth. Subdivisions, for the most part, specialize in residential housing zones. The success of the evolved village lies in its diverse owner and investor pool, not only in different housing types, but also in different business types which all serve the interest of this true community.

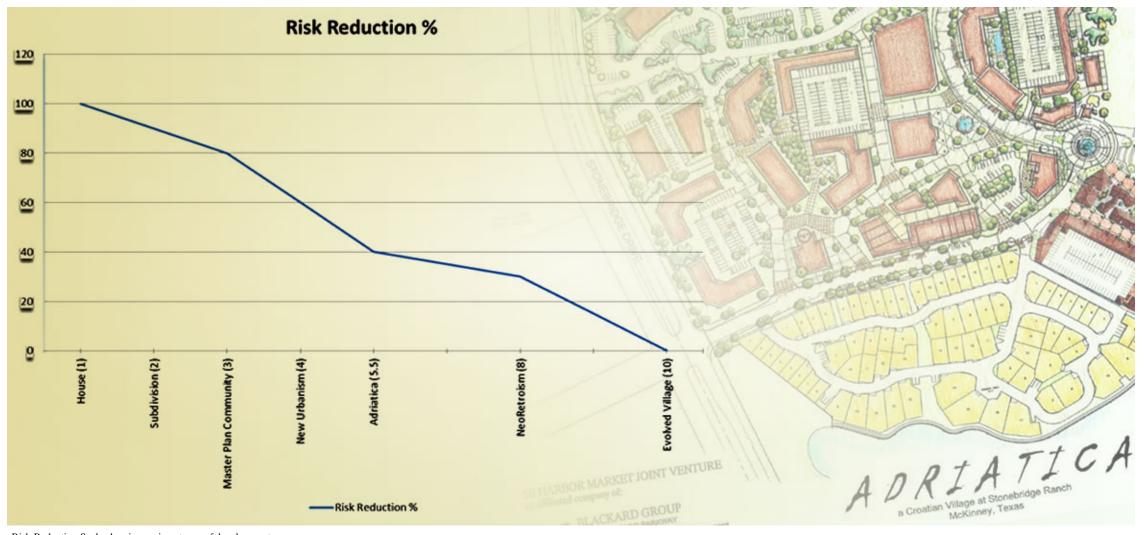
Today, New Urbanism developments are successful experiments in terms of commercial value yet they fail to grab residential investors. The Croatian-inspired village of Adriatica, in McKinney, Texas, by The Blackard Group, is an experiment in NeoRetroism. Adriatica is not a "10" on the scale because it has not had time to evolve. It does, however, borrow inspiration and apply principles from the ideal village model, which makes it more successful in risk reduction than previous development types. NeoRetroism can also be defined as *true* urbanism or even proto-urbanism.

-<u>^^__</u>..... $R_{\rm n}$

SERIES CIRCUIT (wired such that if one resistor (R1) is damaged the others (R2...Rn) will also be affected and damaged)

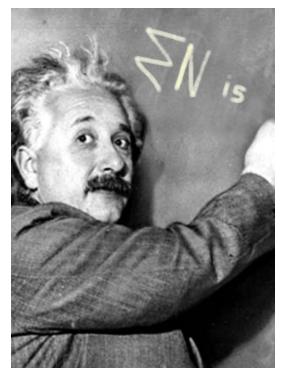


PARALLEL CIRCUIT (wired such that if one resistor (R1) is damaged the others (R2...Rn) will function properly and without being affected)



Risk Reduction Scale showing various types of developments

The architecture world is driven by	Therefore, if	Where $\sum N$ is:
the philosophy of Form (design) and		
Function (purpose). This has been the	IDEAL VILLAGE	$\sum \mathbf{N} = [P_L \text{ (Limited Number of People)}]$
standard for many years and it has	=	x
remained unchallenged and unchanged.	Form	P _N (Needs of P _L)]
Until now that is.	+	
	FUNCTION	
ARCHITECTURE SUCCESS	+	
=	EVOLUTION	
Form		
+	Then,	
FUNCTION		
	NEORETROISM	
Just as in the scientific theory of	=	
evolution, could there be an elusive	(IDEAL VILLAGE)/ $\sum N$	
missing link? That missing link is the	=	
fourth dimension, Time. Architecture, in	(Form + Function)	
and of itself, does not make a village	+	
successful; the community of people	EVOLUTION)/ $\sum N$	
does.		



Albert Einstein

Let us take the case of P_L where there is diversity in income within the population group. The success of a NeoRetroism village like Adriatica lies in its offering of different residential options for a wide range of people with different backgrounds and income levels at a high and uniform architectural standard of quality and excellence.

Adriatica is designed for various businesses and residences to thrive. Its success lies in its diversity, evolution and lack of homogeneity. Its design is studied, purposeful, and anything but unintentional or haphazard. In NeoRetroism there is economic and demographic integration achieved through a ½ mile-walking radius. Moreover, Adriatica is not just a replica of a Croatian Village; it is a thoughtfully crafted community.



The Bell Tower in Adriatica Village

For example, when designing the Bella Donna Chapel, I studied countless chapels overseas, and built it t the same proportions, which resulted in nearly perfect acoustical design.



The Bella Donna Chapel in Adriatica Village



Singers and musicians performing at the Bella Donna Chapel

A PROFITABLE NEW PARADIGM

IX. MODEL VILLAGE: FOUNDATIONS OF NEORETROISM

PEOPLE > ARCHITECHTURE

he community of Adriatica and the design philosophy of NeoRetroism are not simply just about architecture. Both the concept and the built environment recognize that design can influence, draw upon, and encourage interaction and interdependence.

In traditional architectural design, form and function are the primary focus. Rarely does modern day development give credence to the fourth dimension: time. When we add the consideration of evolution over time to the standard aspects of purpose and design, we encounter the core of village development, leading to environmentally-friendly, secure, safe and enduring communities.

Village design draws upon the benefits and incentives of integration and commonality. It emphasizes the collective strengths of the group rather than individual weaknesses. This is in sharp contrast to the more prevalent occurrence of competing with each other and oneself.

The unique identity of the village is manifested and reflected by embracing the geographic location, topography, and local environment. Investing in oneself is investing in the village community and vice versa. A healthy Adriatica leads to a healthy McKinney which, in turn, encourages a healthy Dallas, Texas.

Just east of the NeoRetroism village of Adriatica, lies the historic square of downtown McKinney. When planning Adriactica, others cautioned me that their close proximity could lead to competition. I am adamant that the two are not mutually exclusive.

As stated before, emphasizing integration over segregation is a driving concept in the life of a village. Whether the physical structures be an Amazonian hut or a European stone villa, the people of a community define the priority and purpose. Architectural style is irrelevant. The unique character and mystery of a design serve to enhance the needs of the community. Honoroing individuality and specificity is essential to longevity, ownership, and survival.

WHY ADRIATICA MAKES SENSE

Much of today's existing development in the U.S. can be

attributed to the convergence of wellmeaning but unconnected factors such as isolationist zoning, infrastructural efficiency, and vehicular access – all at the expense of actually creating livable, memorable, and desirable places. This was not some evil plot or conspiracy. It was just a series of unfortunate and unintended consequences. The expansion of the suburbs was due in part to the desire to escape the problems of the city.

When those problems followed us out to the suburbs – traffic, crime, air pollution, etc. – suburbs became less desirable destinations. The encouraging news is that these trends can be undone. Today, there is an increasing interest in urban living. People of all ages are electing to live in urban environments of

all types.

For some, the impetus is access to culture and art; for others, it is a vibrant and exciting environment. Some appreciate the ability to walk or use transit rather than relying on a car. Others like being closer to their office, with a commute time measured in a few minutes rather than an hour or more.

Adriatica provides all of these aspects and more. It may seem like a new approach, but it is based on a traditional form of development - one that has served us for hundreds of years; one that is instinctively desirable for most people; and one that is replicated in our most desired vacation destinations from Tuscany to Disney World.

MISSION STATEMENT

Adriatica is a timeless model of development whose time has come again. People who live, work, or relax in Adriatica are seeking a new kind of American dream. They are seeking new rules to decide what makes a person successful. Their values are different, their status symbols are different, and they want to find experiences to match. People in Adriatica aren't looking for the biggest house on the block, but the most popular one for barbecues.

They aren't interested in living in just a gated community, a retirement community, a vacation resort, or a hip urban space. They want a place where people talk to each other and children can play in the streets; a place where you can walk to a café on a Saturday, and stay there all day if you want.

Timeless - Adriatica isn't a new concept but it isn't old either – it is timeless. The shops and amenities cater to the modern needs of residents and visitors. Stone structures speak to permanence. Narrow streets rich with activity create perceptions of a place that existed long before we became slaves to our automobiles.

Spiritual - In everything we do there is an unspoken reference to our vision. Adriatica isn't just a housing development. It isn't just a retail space. It isn't even just a village. We believe it is a mission - in every sense of the word. It isn't just about relaxation. It's about finding peace. It isn't merely a place to be entertained; it is a place to take joy in your surroundings and your fellow man. It isn't just a place to get married; it is a place to make a covenant.

Magical - As a village model, Adriatica's tone should embody some of the wonder found at a Disney theme park. Children will be enchanted; parents will be entertained; and virtually everyone will lose track of time as they wander down the narrow streets and walk along the harbor.

Deliberate - Nothing will be done, written, or said unintentionally. Adriatica will stand out in the sea of sameness. If our goal is to change the way people think about community, we will meticulously design our environment and our communications in contrast to the status quo. We are deliberately thinking, speaking, and living intentionally. In short, Adriatica makes sense

Although there are countless more, here are 10 characteristics that make the community of Adriatica superior to other current models:

10 GOOD REASONS

 Adriatica is scalable | At 45 acres,
 Adriatica is the ideal size for a walkable community. Most everything is accessible within a five-minute walk.
 This model is inherently scalable to almost every size, from a small 10 acre urban infill parcel to a 100-plus acre greenfield location. For larger sites,
 multiple village components may be combined around one or more town



Landmarks in Adriatica



Landmarks in Adriatica

centers. The architecture and physical layout may be modified to adapt to local topographic and design considerations. Adriatica incorporates the timeless design principles of scale and harmony, then assembles these same principles much like the White City at the 1893 World's Fair.

2) Adriatica promotes multi-modal access | Too many developments rely on automobiles for primary access. The typical American retail development provides 4 spaces per 1,000 square feet of retail space. That is 40% more parking area than building area (4 parking spaces equal roughly 1,400 square feet)!

Adriatica is based on a park-andwalk model. Residents can walk or bike to every destination without the need for their cars. Mixed-use developments like Adriatica can realize a 25% (or more) decrease in the number of parking spaces required. Adjacency to a rail transit station or bus stop can increase this reduction to almost 50%.

The practical result of this is a significant cost-reduction in parking facilities (surface parking spaces can run \$2,000 each or higher, while structured parking can cost upwards of \$10,000 or more for each space). Multi-modal access saves dollars and makes sense.

3) Adriatica creates a strong sense of ownership | When people own a piece of a development – a condominium, an office, a store – they become part of the place. They feel connected to it and take interest in its success. Ownership creates stability, harmony, and community.

4) Adriatica is vibrant | Adriatica is an active and vibrant village environment.
Typical lifestyle mixed-use centers are active only during normal shopping hours. Adriatica does not need to rely solely on shoppers to create its activity.
Residents, employers, visitors, and guests combine to create an active and interesting atmosphere every day of the week, every week of the year.

5) Adriatica is safe | Noted urban designer Oscar Newman observed that the more invested people are in their community, the safer the area becomes. His theories of *Defensible Space* and *Crime Prevention Through Environmental Design* (CPTED) helped shape many cities and suburbs throughout the 1960s and 1970s.

While Newman proposed more drastic architectural responses to community safety, his theories are applicable through master planning and complete-community design. Adriatica is inherently safer than comparable developments because residents and employees know each other and their community. They can quickly spot when something seems out-of-place and avert problems. Adriatica's basic design contributes to a safer community.

6) Adriatica is cultural | Adriatica is the exact opposite of the "cookie-cutter"

subdivision. It includes amenities that attract events and artists on a regular basis. Residents need only walk a few minutes to be exposed to art, performances, and events that they might otherwise have to drive to.

7) Adriatica is environmentally
responsible | As an urban village,
Adriatica's efficiency is built-in. Denser
residential patterns and vertically-mixeduse buildings are environmentally
responsible. For most residents, walking
is the primary mode of transportation.
With Green building standards being
adopted nationwide, developers need to
go beyond LEED standards to claim
their development is unique. Adriatica
already achieves this distinction.

8) Adriatica is socially and sociably

equitable | Residents of all ages and income levels are attracted to Adriatica – from SINKs (single-income no kids) and DINKs (double-income no kids) to families and empty-nesters. Residential units of various types and price-points allow residents at all stages of life to enjoy village living. Access to personal transportation is not a must for an active and interesting community.

9) Adriatica is profitable | Even in light of the Great Recession of 2008,
Adriatica grew and was profitable. This is due to its unique nature in the marketplace – there simply is nothing else like it. It provides residents and businesses with a unique opportunity that cannot be found in other urban, suburban, or rural communities. While the Great Recession caused many homebuilders, retailers, and communities to scale back, Adriatica grew. This is not an accident. Adriatica provides an essential element that is missing in every other American development.

As a village, it can provide a unique environment for its residents and tenants, without creating a gated private enclave. It returns us to our roots and appeals to our most basic desires for connection and community.

10) Adriatica fits everywhere | The architecture of McKinney's Adriatica may be altered to fit local contextual design. Therefore, it can be modified to enhance any condition or locale. It is, simply, the right design that is timeless, not timely. It also thrives in urban, suburban, and rural locations. The current village exists nicely with its surrounding community, consisting of standard suburban single-family homes, apartments, and retail space. It is a village model that can suit urban infill sites and rural greenfield sites. Adriatica meets every lifestyle and residential need.

"I skate to where the puck is going to be, not where it has been."

- Hockey Hall of Famer Wayne Gretzky

Mr. Gretzky's quote is applicable to the future of mixed-use development as well. Underperforming development patterns should not be perpetuated. The Adriatica model builds a contemporary version of an age-old and proven

development form.

It is the direction toward which we are and should be turning. As the world continues its inevitable increase in urban living, the Adriatica model is appropriate for every corner of the U.S., as well as internationally. While China opts to build brand new cities that will house up to one million people (or more), many regions of the world are vacant, prime for thoughtful development. The Adriatica model allows development to grow, merge, and adapt alongside population growth.

X. APPENDIX

DEFINITIONS		Neo	New
		Retro	Old World
Neo	New	Habitus	Construction
Retro	Old World	Tuontus	Construction
Ism	Philosophy	Neo-Retro-Habitus: A s	

Neo-Retro-ism: An advancement of the philosophy which advocates the recreation of old world culture in a modern day development environment.

NeoNewRetroOld WorldOlogyScience

Neo-Retro-Ology: A study of the science which advocates the recreation of old world culture in a modern day development environment. Neo-Retro-Habitus: A system of building based on the recreation of old world culture in a modern day development environment.

NeoNewRetroOld WorldUrbanCommunity

Neo-Retro-Urban: A community built by recreating old world village culture in a modern day development environment.

A CROATIAN'S ACCOUNT OF SUPETAR AND ADRIATICA – BY VESNA SOLANO

The name Supertar originated from one of the most crystal-clear seas of the Mediterranean, the Adriatic Sea, which ties the shores of Italy and Croatia. In the world of European tourism, Croatian Adriatic is well known for its pristine beauty, more than a thousand pinescented islands, stunning sunsets, and its ecologically oriented destinations for yachts and nature lovers.

After Illyrians, Greeks and Romans, Croats came to the present area of Croatia in the 7th century. After evolving into a Dukedom and then a Kingdom, the Turks and Venetians invaded Croatia, followed by the Austro-Hungarian Monarchy. Germans and Italians tried the same in the Second World War and, unfortunately, so did the Serbs 15 years ago. They all fought for its great geographic position, but the Croats have managed to keep it as scythe-shaped homeland with their tradition and culture. All those invaders from the East and West left their influence visible in customs, food and architectural diversity blending into unique harmony and rare beauty.

Recently rediscovered, there are so many facts about Croatia unknown to the general public. In the middle of Croatian Adriatic, in the province of Dalmatia (which named the Dalmatian dog), lies the island of Brac with its 20 picturesque villages.

According to legend, Antenor, upon the destruction of Troy, sailed on to Brac where he left a few Greeks from Ambracia (the shepherd Braha, the seaman Elaf and Silen the peasant) from which the name Bracia is derived. Silen brought to Brac the vine, olive tree and some cocoons from which the cicada emerged.

The village of Supetar has become the main inspiration for the Adriatica project. Upon landing by ferry, you will realize that life on the island differs greatly from the life on the coast. It is a world inside the world, an oasis filled with everything you need, yet miles away.

Time on Supetar can be counted between arrivals and departures of the ferry, which replaced the steamboat long ago. It is mind food to observe who is arriving, who is leaving, who is dating whom, who bought what... and the story continues on the benches of the harbor (*porat*). The late Sunday afternoon, sitting on sun-blasted benches under palm trees while watching people strolling the riva (the long waterfront promenade that winds around the harbor), is irreplacable. Each bench has its own story, whether it welcomed couples in love, groups of retired old men, housewives, schoolmates, or new moms with their babies. It is easy to imagine scenes of all generations gossiping and telling stories with at least one grain of the truth.

The most interesting characters of them all can be found in the wrinkled, suntanned faces of the old men. Their rough hardworking hands with deep lines tell the story of many sleepless nights in the fishing boat, cold and windy olive harvests, and sunny days in the vineyards. People are not quick to hug or kiss your cheek or lavish you with their words. The expression of their affection is present in their actions and their promptness to welcome you in their homes and offer you a hearty homemade meal. You can feel that kind of honest, trustful love, which is fading throughout the world. House doors, never locked and only closed at night, are clear displays of trust and openheartedness towards neighbors and visitors.

Summer is an enjoyable time of the year in Supetar. The whole village becomes alive showing its sounds, colors and fragrances of the Mediterranean. You can wander narrow, cobbled streets (*kala*) that all lead to the harbor; enjoy old and new stone sculptures; visit museums, ruins, mausoleums, and street galleries; shop in the craft stores or buy fresh fish, fruits and vegetables from the local market.

After purchasing their early morning groceries, locals enjoy sipping the coffee (*kava*) in an outdoor café for hours. Afternoon is normally reserved for sun tanning on the pebble beach or playing *picigin* (the hand ball game in the shallow sea, no matter what the sea or air temperatures are). Whatever you do and wherever you go, you'll be followed by the rhythmic songs of cicadas and the scent of sea salt mixed with pine fragrances.

It's magic. Nights bring romantic lights and reflections from the anchored

boats in the harbor and outdoor restaurants shining on a river of tanned people walking from place to place. Music from hotel terraces and bars invite you to dance. You can also watch a movie under the stars in the outdoor theatre or just experience the harmonious songs of *klapa* (group of singers that sing acapella).

Winter paints a completely different picture. Like a reverse process of metamorphosis, a once vivid and colorful village full of foreign languages fades into a gray and rainy scene. Headaches are brought on by *jugo* (wind from the sea). People are fonder of *bura* (northern wind) which is sometimes so cold that it gets into your bones, but brings such a dense blueness of sea and sky and a crisp, clear air. Spring is a cheerful time that starts with yellow flowers of Spanish broom (*brnistra*) that blossom all along the roads. The scent of it while driving or walking is a great therapy for the human soul. Green pastures with colorful little flowers, porches with yellow mimosa, and wine color bougainvillea leaning over stone stairs, balconies, and windows full of flower pots all delight the eye.

Lemon, tangerine and orange blossoms combined with a smell of lavender, oleander, tamarisk, rosemary, sage, basil and thyme fill the air. Throughout the year, but especially at this time, family gatherings and celebrations with grilled lamb on the pit are the tradition. You can taste the grass and sea salt in the meat of the lamb or kid goats, and local experts can distinguish the area from which they came.

Fall is the busiest part of the year when vineyards are covered with people. The vine has been cultivated on the territory of Croatia since 100 BC. Karst terrain, terraced vineyards on the slopes of the hill, are constantly fighting for the sun. Cultivating grapes in this not so fertile soil is not as easy task.

However, man survived, thanks to the vineyards that require skill and hard work, bringing respect and admiration due to the homemade wine. The same traditional methods used for centuries are still active for production of sweet wine (*prosek*) and brandies made of grapes, herbs, figs and green walnuts which are sometimes so strong that they are used to clean windows or wounds and cuts. When entering the wine cellar (*konoba*) you just might become drunk by smelling the old wooden barrels and their corks.

Fall is also famous for the olive harvest in November. As a symbol of peace, wealth and longevity, the olive is a hallmark of Brac island identity. Long standing traditions of the cultivation and processing of olives have resulted in a superior quality olive oil that gives soul to the meals. Due to the specific characteristics of the Mediterranean climate, olive oil is uniquely rich in vitamins and minerals.

Olive oil is used as food dressing, medicine, and sun tan lotion when mixed with seawater. Second only to cooking with olive oil, harvesting the olives is considered most enjoyable in Supetar. Typically, the entire family will come together to bring this essential and valuable fruit to the table. To make this unavoidable duty bearable, it is tradition to make a fire, grill some sausages, sing and have a glass of wine to warm the body during lunch breaks in the fields.

If it rains, the inhabitants hide in *bunja* (a small round stone structure with a domed roof). Some of the finest examples of these ancient shepherd dwellings in the Mediterranean can be found on the island. There are dry rock walls (*gomila*), which divide properties, all around the island. You can also see stone sarcophagi from early Christian times that are still preserved.

Brac is an island famous for the tradition of carving stone, which is kept

alive in the local stonemason school, the only one in Croatia. Many famous buildings all around the world make Bracans very proud of their white stone (the White House in Washington D.C., Parliament in Vienna, Parliament in Budapest, Regents Palace in Trieste, Diokletian Palace in Split).

Every single house on the island is built out of stone. Although the stone is cold on the façade, once you enter the house you can feel the warmth of the people that braid it in their souls. Roofs are covered with orange tiles or heavy slabs that resist the northern wind. It almost appears that the houses grew together with the landscape which always render different, but never repeated, images. Past and present live side by side in harmony giving the impression of durability and eternity. Ungrateful topography, hard work, and a determined people created a land that demonstrates their strength, courage and appreciation for all they have.

There are three great loves in the life of every Dalmatian: God, spouse, and soccer. The young and old alike love their sports, especially the traditional ones like *boce or balote*. The spirit of Supetar is not materialized only in fascinating stone buildings and charming streets, but tasted in the seafood salad, grilled fish, goat and sheep's cheese, homemade prosciutto, dried figs and delicious roasted meals under *peka* (earthenware dish in the fireplace).

Keep in mind that food is always accompanied by the olive oil and wine,

followed by the song with or without guitar. As the old saying goes, anchovies swim three times: first, in the sea, then in the olive oil when served, and at last in your stomach when eaten.

The landmark of each village, that is reminiscent of a tall cypress, is its bell tower or *kampanel*, which rises above the sea of red tile roofs. Church bells are significant for revealing the spiritualism of a village in comparison with traffic noise and the coldness of technology.

Even the 2004 Olympic Games in Athens used 5 bells as symbols of 5 continents, and one bell was given to each participant. Bells were not only used for gathering people to pray but also as a means of communication. Each chime is different, denoting time of day or important events such as a death, a marriage, or invitation for church holidays and celebrations. Bells are a symbol of order and peace. Today when the image of the world is changing so fast, these old bells stand for preserved cultural heritage and identity of Christian community. Nicely decorated bells with their melodic voice sing thanks to God.

Although Croatian Adriatic includes the islands, coast and part of hinterland, it centers on the sea itself. For centuries, small and large boats carrying goods and culture from one place to another have crossed this sea. One of them, Galleon from the 16th century, contributed significantly to the golden age of Dubrovnik. She was suitable for long sea voyages both as a merchant ship and as a war ship. Because of her beauty and remarkable presence, she will be part of the Adriatica project in her natural size situated in the picturesque harbor surrounded by the wide *riva* waterfront that stretches along the harbor.

These memories speak to the unique and special qualities of Adriatica. The inherent nature of Adriatica urges us to leave behind fast-paced living and hurriedly eating in our cars so as to embrace family meal time and togetherness. It calls us to enjoy practices of old such as buying freshly baked bread in the morning, walking to school with friends, and later playing in the streets. When you visit a place like Supertar, the tensions of modern life fade into insignificance.

The molding of our environments

for the past 150 years has ignored the critical component of community. The time has come to return to our inner core and our simple needs with modest joys of life, recapturing our very essence. Hence, Adriatica is a lively place to find your fulfillment, identity and sense of belonging. Although imitations never fully embody the originals, the Adriatica oasis is created as a testimony to the Croatian and mainly Dalmatian identity and culture. The unique character of Adriatica, with its story, is an invitation to wake you up, get you out of your faceless neighborhoods, and expand your vision beyond the plastic, trivial world.

We have an opportunity to live differently, happier and easier. The Old World teaches and reminds us that a life lived enriched by traditional spirit and beauty is, indeed, a beautiful thing. Appendix

XI. ABOUT THE AUTHOR

THE PERSONAL BIO

Founding Partner of a new venture called Building Villages, LLC.

Beginning his Real Estate career in Dallas-Fort Worth in 1981, Mr. Blackard has developed over 30 Master Planned Communities with over 15,000 singlefamily home sites. In addition to an early focus on single-family home site development, Mr. Blackard has covered the gamut of the real estate arena by acquiring and/or developing projects including: commercial centers, office parks, multi-family flats, recreational



and amenity centers, condos and villas, patio home communities, row homes, town homes, luxury estates, towers, manufacturing facilities, industrial parks, houses of worship, retail centers, education facilities, hotels and resorts, restaurants, marinas and golf courses. Blackard Entities have also been responsible for tens of millions of dollars in public/private infrastructure projects such as water and sewer treatment plants, structured parking systems, underpasses and bridges. Mr. Blackard is also a partner in the most anticipated resort development project in Europe, Croatian Dream.

Through his years of extensive world travel and research, Mr. Blackard has become an expert on the evolution process of a village. Over time, he developed a sense of awareness on how the Euclidean development patterns, typical in America, had actually segregated society and had torn it apart at the very fabric of communities. After spending several years traveling abroad and managing his interests in a Croatian resort, Mr. Blackard had an epiphany – "Our zoning constructs have taken society away from its natural evolution; the village. Villages have evolved over thousands of years and embody how people were meant to live together."

As a result, Mr. Blackard decided to recreate a true European village. This is now being realized in Adriatica, a \$350 million vertically integrated, mixed-use development located in the heart of McKinney, Texas.



Adriatica takes its inspiration from the Croatian fishing village of Supetar on the island of Brac, where Mr. Blackard owned interests in the resort hotel and village on the island. After years of work and exquisite planning, Adriatica has become the prototype of the most revolutionary concept in real estate development, NeoRetroism; the advancement of the philosophy which advocates the recreation of old world culture in a modern day development environment.

Now that NeoRetroism is well into the incubation stage, Mr. Blackard's goal is to revolutionize the design and development world by applying successful historic community characteristics, which contributes to a sustainable and healthier world for future generations. His passion is the foundational cornerstone for his latest real estate venture, Building Villages, LLC. Mr. Blackard's interests include a lasting commitment to protect the environment, having once been awarded the National Wetland Conservation Award.

Mr. Blackard's projects give meticulous attention to the needs of people with disabilities and physical challenges. He was once awarded the Developer of the Year Award by Accessology Too, LLC.

Outside of the world of real estate, Mr. Blackard exhibits a passion for spreading hope throughout the world by giving both resources and time to charitable ventures. He founded Amazon Outreach to take the Gospel to the most remote regions of the Amazon Basin.

He then spearheaded the construction of the Linda Esperanza, a 100-foot riverboat equipped with medical and dental facilities. By doing this, he was able to provide aid to the most inaccessible native tribes. Mr. Blackard is also involved with the Christian mission's organization, E3 Partners, and has traveled to over 20 countries on five continents, ministering to a variety of people from orphaned children to Heads of State.

Blackard's influence extends to the political realm, being regularly called upon by Presidents and Prime Ministers for consultation. With expertise in how communities, economies and people develop, he continues to act in an advisory role for international Heads of State, as well as a variety of state and local politicians and businessmen in the United States.

Mr. Blackard holds a Bachelor of Science degree from Northwestern University where he majored in Communications. He attended the University on an athletic scholarship in both basketball and track (decathlon).

Mr. Blackard also holds a PhD in Human Ecology and has been recognized as one of Northwestern University's 100 Most Notable Graduates. Mr. Blackard lives with his wife Donna in McKinney, Texas. They have 5 adult children and have been blessed with 2 grandchildren. ABOUT THE AUTHOR



Bringing Old-World Culture Back To Modern Day Developments



