

Appendix A: Design Guidelines for New Development



The North Reserve|Scott Street is envisioned as a vibrant center of new development in Missoula. New development is anticipated to occur across a spectrum of different uses and scales. This Chapter presents design guidelines that apply to private development across the entire Plan Area. While the guidelines address design of private development, many of the guidelines focus on how private development interacts with the “public realm” (the area in the public right-of-way that immediately abuts private property).

These guidelines are organized by general land use categories of Commercial, Industrial and Residential. It is important that each development contributes to an overall sense of continuity and identity in the Plan Area as a whole and in the individual design contexts. Design principles that encourage appropriate scale and pedestrian-friendly environments serve as the basis for the commercial and residential guidelines. In contrast, for industrial development, the primary design principle is simply to buffer industrial activities from public rights-of-way.

This chapter should be used in conjunction with Chapter 3: Plan Vision, Chapter 4: Plan Concept, and Chapter 5: Land Use and Urban Design. These previous chapters provide a more specific description of land use categories, and general guidelines for development.

General Intent

The following guidelines apply to all commercial development in the Plan Area, including development in the areas identified in Chapter 4: Plan Concept as Corridor Retail, Transitional Commercial, Office, Transitional Industrial, Neighborhood Commercial and Live/Work. Although the Plan Area today is primarily auto-oriented, it is important to consider how buildings interact with the street and how spaces and buildings are experienced by people after they park their vehicles. Additionally, the Master Plan envisions that new development in the Plan Area will include hotels, residential units, office space and employment centers, as well as a variety of retail uses (from small format to big box). Therefore, it is essential to accommodate increased pedestrian and bicycle traffic as well as vehicular traffic that will be generated by new development.

C.1. The Interface with the Public Realm

The public realm in commercial areas of the Plan Area should be dynamic, active and pedestrian friendly. For larger format retail (or big box), this includes areas of the public realm adjacent to surface parking areas. Much of what contributes to the public realm occurs within the public right-of-way, but private development at the interface of the public realm also contributes to its character.

1. Commercial development should be designed to contribute to the public realm in a positive way using the following elements:
 - Active street frontages
 - Street-facing entries
 - Street-facing windows
 - Small open spaces linked to the sidewalk
 - Buffering and screening between surface parking and the public realm



Storefront windows and outdoor open spaces should activate the public realm.



Connect new development to off-site pedestrian ways with private sidewalks and mid-block passages.



Locate a new walkway to animate the Plan Area pedestrian network and its associated outdoor space.

C.2. Pedestrian Connections

Pedestrian circulation systems should provide access to buildings, courtyards, paths and plazas. These systems should interconnect and facilitate pedestrian movement. It is especially important for retail establishments to create pedestrian connections wherever possible. However, it is also important for office and light industrial development to consider how employees and other pedestrians will access and leave their site.

1. Connect new development to off-site pedestrian ways, such as sidewalks and trails.

Appropriate connections include:

- Private sidewalks
- Mid-block passages or multi-use alleys
- Building entries that directly open onto a public sidewalk

2. Locate a new walkway to animate the Plan Area pedestrian network and its associated outdoor spaces.

- Direct a walkway through a plaza, courtyard or other outdoor use area to help animate the space.
- Use walkways within an individual property to link various pads, buildings and public spaces.

C.3. Courtyards, Plazas and Open Space

Courtyards, plazas and pocket parks provide places for people to gather, engage in activities and enjoy a sense of community, and these are encouraged throughout the Plan Area, particularly in commercial areas. These spaces should activate the street and enhance the pedestrian experience. The size and location of such an amenity should be sufficient to accommodate the intended uses, and provide a sense of energy. It should not be over-sized, such that the space will appear to be under-utilized.

1. Design a plaza, courtyard or pocket park to be inviting.

- Orient this space to link with other pedestrian activities, primary circulation paths, views, cultural resources and natural features.
- Size this space to provide a comfortable scale for pedestrians.
- Define the space with building fronts that convey a human scale.
- Locate the space along active pedestrian circulation paths where possible.
- Locate a space at the sidewalk level where feasible; a sunken or raised courtyard that is substantially separated from the sidewalk is discouraged.
- Take advantage of solar access.
- Provide seating so people may rest.

Appendix A: Commercial Design Guidelines

2. Create open space for public enjoyment.

- Where open space is required for landscaping, design the area so that it can be used or observed by the public as an asset.
- Include shade trees, seating, dining areas, or water features provide public amenities.
- When open space is needed to meet engineering requirements, such as storm water retention, consider designing the feature or area so that it can be actively used or viewed as an asset.

C.4. Outdoor Dining

Outdoor dining areas help animate the public realm and are welcomed throughout the commercial areas in the Plan Area. An outdoor dining area typically involves a grouping of tables and/or seating for the purpose of eating, drinking, or social gathering. This may not be applicable to all commercial development, such as light industrial, pure office or some big box retail.

1. Design an outdoor dining area to be inviting.

- Place the dining area immediately adjacent to a building front or along a path, plaza or other amenity.
- Use a railing, detectable barrier, a series of planters or other landscaping to define the perimeter of the outdoor dining area.
- If used, the railing or detectable barrier should be sturdy and of durable materials.



Create open space for public enjoyment.



Design an outdoor dining area to be inviting.



Design the main entrance to a building to be clearly identifiable.

C.5. View from the Public Right-of-Way

Views from public rights-of-way to the surrounding natural features and landmarks should be maintained and taken into account in the design of sites and buildings. The location of a building on a site, in addition to its scale, height, and massing can impact views from the public right-of-way, including streets, sidewalks, intersections and public spaces. Development projects should try to preserve noteworthy views to the surrounding foothills from public roadways.

1. **Preserve views from the public right-of-way to natural features and landmarks when feasible.**
 - Strategically locate a building on a site to maintain key views or frame views as perceived from the public right of way.
 - Vary a building’s height and massing to retain view corridors.

C.6. Primary Building Entrance

The primary entrance of a structure should orient toward a major sidewalk, pedestrian way, plaza or street. The objective is to provide a sense of connection with the neighborhood. In most cases, locating the entrance to directly face the street is preferred, but in some designs, orienting an entrance to a courtyard or interior circulation network that is active and visible from the street may be appropriate.

1. **Orient the primary entrance of a building to face a primary street, or an active open space or pedestrian way.**
 - Orient the front door to face the street whenever possible. Other configurations may be appropriate as long as the main entrance is clearly recognizable and connected to an active plaza or pedestrian way.
2. **Design the main entrance to a building to be clearly identifiable.**
 - Provide a sheltering element such as a canopy, awning, arcade or portico to signify the primary entrance to a building.

C.7. Surface Parking on Site

This Master Plan seeks to minimize the visual impacts of surface parking lots where they occur. On-site parking in commercial areas should be subordinate to other uses on the site and parking areas directly adjacent to the street should be avoided where possible. Where a portion of a lot will be exposed, it should be buffered with landscaping. Buffering and landscaping is particularly important for big box retail development that typically requires large floorplates and surface parking areas.

1. Locate a parking area to the interior of a site.

- This is especially important on a corner property.
- Place the parking at the rear of the site, or if this is not feasible, beside the building.

2. Provide a visual buffer where a parking lot abuts a public sidewalk.

- Note that “buffering” does not mean fully screening the parking, but it does involve creating a visual “filter” that softens the view of parked cars.
- A low wall may be used as a buffer. Its materials should be compatible with those of the building on the site.
- A planted buffer may also be used, consisting of a combination of trees, shrubs and ground cover.



Provide a visual buffer where a parking lot abuts a public sidewalk.

3. Provide clearly delineated and attractive pedestrian pathways that lead people through surface parking areas to buildings and public sidewalks.

- Use paving patterns and landscaping to provide attractive and safe pedestrian-ways through parking lots.



Divide a large parking area into small modules with landscape buffers.

4. Divide a large parking area into small modules with landscape buffers.

- Use landscaped buffers strips and islands to separate modules.



Provide an architectural screen.

C.8. Structured Parking

Although current market conditions may not warrant structured parking, it may happen in the future. If a parking structure is desired, the street level should ideally have an active use at the sidewalk edge. On some secondary streets, it may be acceptable to screen the street level and not have an active use.

1. Wrap the ground floor of a parking structure with an active use at the sidewalk edge.

- On a secondary street, other methods of providing visual interest may be employed. In these locations, use architectural details, murals and public art, wall sculpture, landscaping or display cases at the street level to provide interest to pedestrians.

2. Parking levels located above the first floor should be screened.

- Wrapping the parking with another use is preferred.
- When an active use is not feasible, provide an architectural screen. This could be created with special materials or landscaping.
- Screening that reflects window patterns along the street is encouraged.

C.9. Drive-Through Facilities

Some commercial operations, such as bank tellers, gas stations, fast food restaurants and other retail and service-oriented businesses, may have drive-through facilities. They should be designed to minimize conflicts with pedestrians, and should assist in achieving goals for consistent street edges defined with building walls. In that regard, a drive-through facility should be located to the interior of a property and should be visually subordinate to the primary structure.

1. **Driveways and waiting lanes should not be located between the building and a primary street.**
 - Locating the primary building at the sidewalk edge is preferred.
2. **A drive-through aisle should be screened from the view of secondary streets and adjacent parking areas.**
3. **Clearly mark a pedestrian walkway that crosses a drive-through lane.**
 - Use specialty paving, a raised crosswalk or similar to define a pedestrian crossing point.



Locating the primary building at the sidewalk edge is preferred.



Drive-through aisles should be screened from view of secondary streets and adjacent parking areas.



Screen a service area with a wall, fence or planting.



Minimize the visual impacts of exterior building equipment from the public right of way.

C.10. Service Areas

Service areas, such as loading docks, dumpsters and delivery entrances, should be visually unobtrusive and should be integrated with the design of the site and the building. Vehicle access should be located to minimize conflicts with pedestrian circulation.

1. **Minimize the visual impacts of service areas.**
 - Orient the service area toward a service lane or alley and away from major streets.
 - Screen a service area from view with a solid wall, opaque fence or landscaping.
 - Where a service area must be oriented to the street, screen it with an architectural feature. The design should be in character with the building and provide visual interest at the street level.

2. **Locate vehicle access to service areas away from pedestrian circulation.**

C.11. Exterior Mechanical and Electrical Equipment

Junction boxes, solar panels, wind turbines, external fire connections and standpipes, utility meters, telecommunication devices, cables, conduits, satellite dishes, HVAC equipment and fans, and other exterior equipment should be concealed from public view to the extent feasible while still meeting their functional requirements.

1. **Minimize the visual impacts of exterior building equipment from the public right of way and the surrounding neighborhood.**
 - Locate exterior building equipment out of public view when feasible.
 - Do not locate exterior building equipment on the facade or primary elevation when other options exist.
 - When exterior building equipment must be located on a building elevation that is visible from the public right-of-way, screen it from view or design the equipment to be visually subordinate to the building.
 - Seek to minimize building setbacks while still providing ample space for the street design concept demonstrated in Figure B-6.
 - Use low-profile or screened mechanical units on rooftops.
 - Locate utilities underground.

C.12. Fences and Walls

Fences and walls generally screen parking or service or storage areas in the commercial areas of the Plan Area. Fencing and walls can also be helpful to property owners seeking greater security and privacy and may be appropriate along the rear and side of lots in some contexts. While fences and walls often serve a utilitarian function, they should also enhance the character of the street and appear to be integral components of site design. Aside from those that may be used to screen trash storage, fences and walls should typically be pedestrian scaled and permit partial views into the property.

1. **Design a fence or a wall to be compatible with its context and the site.**
 - Design a fence that is an integral part of the site and serves as an amenity that adds visual interest to the property.
 - Use materials that are both durable and compatible with the primary structure on site.
 - Masonry walls are preferred in most cases.
 - Vinyl, chain link, or any fence with razor wire is generally inappropriate, except on non-street facing portions of Transitional Industrial uses.
 - Opaque privacy fences are generally inappropriate in front setbacks throughout commercial areas in the Plan Area, but may be considered in some cases in Transitional Industrial areas.



Design a fence or a wall to be compatible with its context and the site.



Establish a sense of human scale with horizontal articulation using material changes or an offset in wall planes.



All sides of a building should include architectural details to avoid presenting a “back side” to the street or to neighboring properties.

C.13. Building Height and Scale

Variation in building height helps to provide visual interest and establish a sense of human scale, and is encouraged. This is particularly important in commercial areas in the Plan Area in order to promote human-scaled development.

1. **Provide variation in building height in a large project. Variation techniques include stepbacks/stepdowns, building modulation, notches, etc.**
2. **Establish a sense of human scale in a building design with vertical articulation.**
 - Use moldings, columns, changes in material or an offset in the wall plane to define different building modules.
3. **Establish a sense of human scale in a building design with horizontal expression at lower floor heights.**
 - Use moldings, changes in material or an offset in the wall plane to define the scale of the lower floors in relation to the street.

C.14. Architectural Character

Commercial buildings should reflect the character of Missoula and should seek to create a sense of “relatedness.” This is especially important for “big-box” development of large format, single-story buildings that may be prone to having long, blank walls.

1. **Establish a sense of “relatedness” in building designs.**
 - Features that convey a sense of relatedness include similar materials, the horizontal alignments of moldings and other wall features, and similar setbacks.
2. **All sides of a building should include architectural details to avoid presenting a “back side” to the street or to neighboring properties using techniques, such as:**
 - Changes in material
 - Wall notches/insets
 - Arcades
 - Porticos
 - Colonnades
 - Architectural details
 - Windows
 - Doors/Entries
3. **An outdoor storage area, such as an outdoor garden center, should be incorporated into the architecture of the primary building.**

C.15. Street Level Interest

Commercial buildings should be designed to provide visual interest to pedestrians.

For example, commercial buildings with storefronts are of interest to passersby. These features encourage pedestrian activity and should be used. This is particularly important in the Corridor Retail and Transitional Commercial land use categories, but less important in the Transitional Industrial and office categories.

1. **Develop the street level of an existing building along primary pedestrian ways and street frontages to enhance the pedestrian experience.**

2. **The first floor of a commercial building should have a high degree of transparency in order to provide street level interest. Alternatives include:**

- A display window that provides views to activities in the building.
- Display cases for exhibits
- Decorative wall surface, for example, a change in materials, canopies
- Building articulation
- Site walls and raised planters
- Murals



Provide street level interest with a high degree of transparency at the street edge.



The use of traditional masonry, stone and concrete materials is encouraged.



Detail glass to provide a sense of scale.

C.16. Building Materials

Materials that are “authentic” and durable are preferred for commercial buildings. Materials for new structures and additions to existing buildings should help establish the visual continuity of the Plan Area and convey high quality in design and detail.

1. Use building materials to help establish the visual continuity of the design context.

- Genuine masonry, metal, concrete and glass are preferred at the street level.
- Imitation materials, such as synthetic lap siding, panelized brick or stone veneer and plastic, are generally inappropriate.
- The use of highly reflective materials is also discouraged.

2. Use high quality, durable materials.

- The material should be proven to be durable in the Missoula climate.
- Materials at the ground level should withstand on-going contact with the public.

3. The use of traditional masonry, stone and concrete materials is encouraged.

- Brick and stone are well-established materials in Missoula and their continued use is encouraged.
- Use traditional masonry units, which appear authentic in their depth and dimension.
- Assure that masonry units wrap around corners of walls, and thus do not appear to be an applied veneer.

4. Architectural metals, which are detailed to provide a sense of scale, are appropriate.

- The metal should have a proven durability in the Missoula climate.
- Metals which are applied in panels that convey a sense of human scale should be detailed.
- Expanses of unarticulated wall space should be minimized.

5. Genuine stucco may be considered as a material.

- Stucco that is applied and detailed by hand is appropriate.
- It should be detailed to provide visual interest and provide a sense of scale.

6. The use of synthetic stucco (such as EIFS) is discouraged.

- However, it may be considered for use in limited applications on upper floors.

7. Architectural glass may be considered as a primary material.

- Detail glass to provide a sense of scale.
- Using glass that permits views into activities in the building is preferred, to provide visual interest.
- The use of tinted windows on the ground floor is inappropriate.

Appendix A: Industrial Reserve Design Guidelines

General Intent

The Industrial Reserve area includes a vast area in the interior of the Plan Area. The Industrial Reserve area is designated for heavy industry and intended to preserve the current industrial operations that are located here, while also allowing new industrial development if market conditions favor it. This area is also intended to accommodate accessory office uses when they are necessary for industrial operations. Lot sizes in the Industrial Reserve area tend to be quite large, and structures tend to be located on the interior of the lots. Large setbacks and fencing ensure development in the Industrial Reserve is mostly secluded from the public realm.

I.1. View from the Public Right of Way

In order to reduce the visual prominence of industrial operations and promote public safety, development in the Industrial Reserve should screen operations, storage and work areas from the public right of way.

1. Screen industrial operations, storage and work areas from the public way. Appropriate screening methods include:

- A landscaping buffer
- A fence or wall that is detailed and of high quality materials such as wood or masonry (other materials may be considered)



Screen industrial operations, storage and work areas from the public way.



Contribute to the public realm with entry elements on the front facade, such as stoops or porches.



A pergola and a pathway connect a multi-family project to the street.

General Intent

The following guidelines apply to development in the residential land use category, including live/work. The Residential category, as the name implies, is intended to accommodate residential growth in the East End of the Plan Area. It is anticipated that the Residential area will be comprised of a mixture of single-family homes, duplexes and townhouses, and apartments. The Residential area in some ways should continue the development patterns of the adjacent Northside neighborhood, albeit with contemporary interpretations.

R.1. The Interface with the Public Realm

The public realm in the residential areas of the Plan Area should be dynamic, active, pedestrian friendly, and contribute to a neighborhood feel. Much of what contributes to the public realm occurs within the public right of way, but private development at the interface of the public realm also contributes to its character.

1. Residential development should be designed to contribute to the public realm in a positive way using the following elements on the front facade:
 - Porches
 - Stoops
 - Portico
 - Patios
 - Street-facing entries
 - Street-facing windows
2. For multi-family projects, townhouse entries or shared lobby entry that is connected to the street are also appropriate options.

R.2. Internal Pedestrian Network

Internal pedestrian pathways should be included on a large residential development, such as an apartment complex. Pathways should connect buildings to each other and to the street.

1. Connect large residential development with pathways and pedestrian facilities.

- Pathways should connect buildings to each other and create an internal pedestrian network.

R.3. Building Setbacks and Orientation

The uniform alignment of building fronts along a block helps to define a “street wall,” which provides a sense of enclosure and a comfortable scale for pedestrians. Live/Work buildings should be built to the street edge in order to provide an active pedestrian experience and also to facilitate the movement of goods in and out of Live/Work businesses. Buildings should be oriented to face the street.

1. In residential areas, development should provide a consistent front setback to frame the street.
2. A Live/Work building should be built to the sidewalk edge.
3. A residential building should always be oriented to the street.



Develop a consistent front setback pattern to frame the street.



Build a Live/Work building to the sidewalk edge.



Orient the primary entrance of a building to face a primary street.



Create open space for public enjoyment.

R.4. Primary Building Entrance

The primary entrance of a structure should orient to a major sidewalk, pedestrian way, or plaza. The objective is to provide a sense of connection with the neighborhood, and add “eyes to the street.” Live/Work buildings should have highly transparent facades to help create a vibrant streetscape and promote pedestrian activity.

1. **Orient the primary entrance of a building to face a primary street, or an active plaza or pedestrian way.**
 - In most cases, locating the entrance directly facing the street is preferred.
 - In some cases, orienting an entrance to a courtyard or common area may accomplish the same objective.
2. **Design the main entrance to a building to be clearly identifiable.**
 - Provide a sheltering element such as a porch, stoop or canopy for residential building or portico to signify the primary entrance to a building.
3. **A Live/Work building should create a high degree of transparency at street level using the following elements:**
 - Storefront windows
 - Glass and metal sectional garage doors

R.5. Open Space

Open space should be provided in a large residential project, when the opportunity exists and may take the form of a playground, courtyard, mini-park or a landscaped feature that is visible from the public way. The opportunities for providing open space will vary by design context.

1. **Create open space for public enjoyment.**
 - Where open space is required for landscaping, consider designing the area so that it can be used or observed by the public as an asset.
 - Inclusion of shade trees, seating, dining areas, or water features provide public amenities.
 - When open space is needed to meet engineering requirements, such as storm water retention, consider designing the feature or area so that it can be actively used or viewed as an asset.

R.6. Fences and Walls

Aside from those that may be used to screen trash storage, fences and walls should typically be pedestrian scaled and permit partial views into the property. A fence or wall should be designed to provide privacy for the resident but should avoid “walling off” a property from the street.

1. Design a fence or a wall to be compatible with its context and the site.

- Design a fence that is an integral part of the site and serves as an amenity that adds visual interest to the property.
- Use materials that are both durable and compatible with the primary structure on site.
- Masonry walls are preferred in most cases.
- Vinyl, chain link, or any fence with razor wire is inappropriate in the Residential category.

2. Opaque privacy fences are generally inappropriate in front setbacks in the Residential land use category.

- Any fence that is located in the front setback should be transparent to allow views from the street.

R.7. Parking and Garages

Parking in the Residential area should visually subordinate and should be designed to minimize interruptions to the streetscape.

1. Locate parking access and driveways on a rear alley.

- Whenever possible, garages should be rear loaded. They may be attached or detached.
- When an alley condition is not present or possible, garages should be side loaded, or if front-loaded, set back from the front facade.

2. Design a garage to be visually subordinate to the front facade of a primary building.

3. Design a surface parking lot for a multi-family development to be visually subordinate.

- Whenever possible, surface parking lots should be located to the interior of a site or behind buildings.



Design a fence to be compatible with its context and the site.



Locate parking access and driveways on a rear alley.



Establish a sense of human scale in building design with vertical and horizontal articulation.



Establish a sense of “relatedness” in building designs.

R.8. Building Height and Scale

Variation in building height helps to provide visual interest and establish a sense of human scale, and is encouraged. This is particularly important where new residential development abuts the existing Northside Neighborhood.

1. **Provide variation in building height in a large multifamily building. Variation techniques include stepbacks/stepdowns, building modulation, notches, etc.**
 - This is especially relevant for larger buildings that extend for a major portion of a block.
2. **Establish a sense of human scale in a building design with vertical articulation.**
 - Use moldings, columns, changes in material or an offset in the wall plane to define different building modules.
3. **Establish a sense of human scale in a building design with horizontal expression at lower floor heights.**
 - Use moldings, changes in material or an offset in the wall plane to define the scale of the lower floors in relation to the street.
4. **When a higher multi-family building abuts a single-family residential area it should stepdown in height on the side that faces the single-family residential area.**

R.9. Architectural Character

Residential buildings should reflect the character of Missoula and should seek to create a sense of “relatedness.”

1. **Establish a sense of “relatedness” in building designs.**
 - Features that convey a sense of relatedness include similar colors, materials, horizontal alignments of moldings and other wall features, and similar setbacks.

R.10. Connection to the Street

All residential development should connect to the street in order to provide an active pedestrian environment and a neighborhood feel. In single-family areas, homes should have walkways that connect their front door to the sidewalk. In multi-family areas, there should be pedestrian walkways that lead from the sidewalk to building entrances.

1. Provide a pathway from the sidewalk to the entrance of a residential building.

- A residential building should be connected to the street with a pathway that leads from the front door to the sidewalk.

R.11. Building Materials

Materials that are “authentic” and durable are preferred for residential buildings. Materials for new structures and additions to existing buildings should help establish the visual continuity of the Plan Area and convey high quality in design and detail.

1. Use building materials to help establish the visual continuity of the design context.

- Genuine masonry, wood or composite siding is encouraged at the street level.
- Imitation materials, such as panelized brick or stone veneer and plastic, are generally inappropriate.
- The use of highly reflective materials is also discouraged.

2. Use high quality, durable materials.

- The material should be proven to be durable in the Missoula climate.

3. Architectural metals, which are detailed to provide a sense of scale, are appropriate in some residential contexts.

- The use of architectural metals may be appropriate in Live/Work and multi-family development.
- The metal should have a proven durability in the Missoula climate.
- Metals which are applied in panels that convey a sense of human scale should be detailed.
- Expanses of unarticulated wall space should be minimized.



Provide a pathway from the sidewalk to the entrance of a residential building.



Use high quality, durable materials. Masonry or composite or wood siding is preferred at the street level.



The use of synthetic stucco is discouraged but may be considered for use in limited applications.

- 4. Genuine stucco may be considered as a material.**
 - Stucco that is applied and detailed by hand is appropriate.
 - It should be detailed to provide visual interest and provide a sense of scale.

- 5. The use of synthetic stucco (such as EIFS) is discouraged.**
 - However, it may be considered for use in limited applications on upper floors.

- 6. Architectural glass may be considered as a primary material in some residential contexts.**
 - The use of architectural metals may be appropriate in Live/Work and multi-family development.
 - Detail glass to provide a sense of scale.
 - Using glass that permits views into activities in the building is preferred, to provide visual interest.
 - The use of tinted windows on the ground floor is inappropriate.