

interview for

# urban design/planning study for the **central** and **kendall square area**

PRESENTED TO CITY OF CAMBRIDGE | FEBRUARY 28, 2011



Goody Clancy with Ferrell Madden Lewis | Nelson\Nygaard | MJB Consulting | Carol R. Johnson Associates | W-ZHA

# Agenda

City Council roundtable  
May 9, 2011

- Understanding the opportunity
- Shaping a vision to achieve the opportunity
- Making it happen



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UNDERSTANDING  
THE  
OPPORTUNITY:  
finding the  
synergies between  
*creating  
community and  
competing in the  
21st century*



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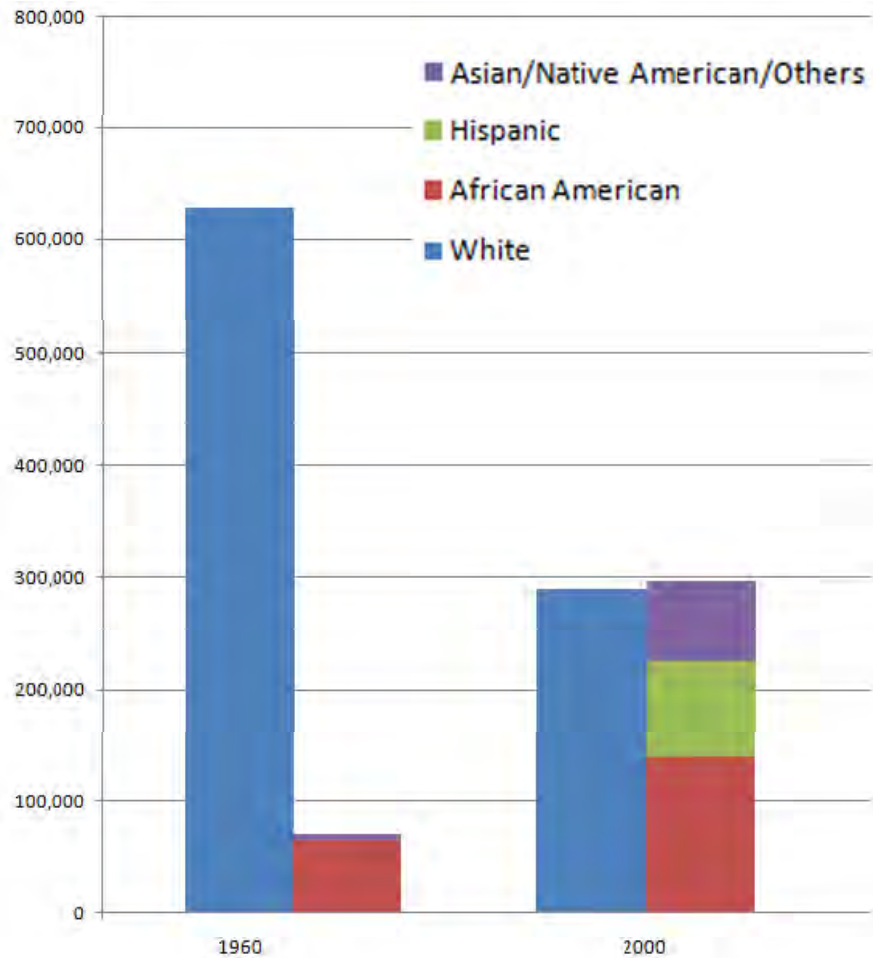
# The right time and place: “demographics are destiny”

- More than half of all households in the region are singles and couples
- ...roughly twice the percentage of a decade ago
- ...large majority of households seeking housing included kids 20 years ago...less than one-quarter today
- ...family households still have an important place...
- ...trends that will dominate housing...and neighborhood...choices for 15-25 years



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# Boston/Cambridge: 1960 to 2000



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# America faces a long-term shortage of innovation workers

- 25-34-year olds were no more likely than the rest of the population to want to live in or near a downtown 20 years ago
- Today they are 33% more likely
- “Creative workers” in this age range are 53% more likely



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# Changing demographics are changing values that *shape* our living environment

## 1950s to 1990s:

- Golf courses
- Large backyards
- Homogeneity
- Escape from work



## 2000s:

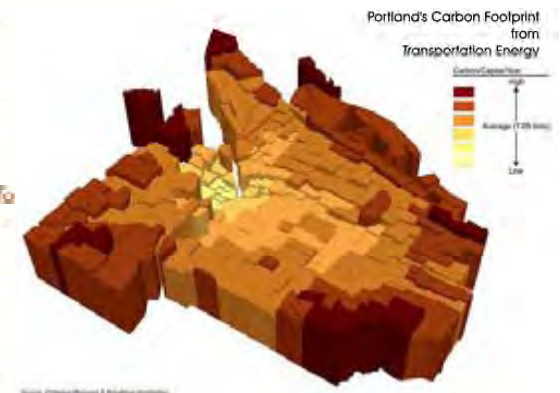
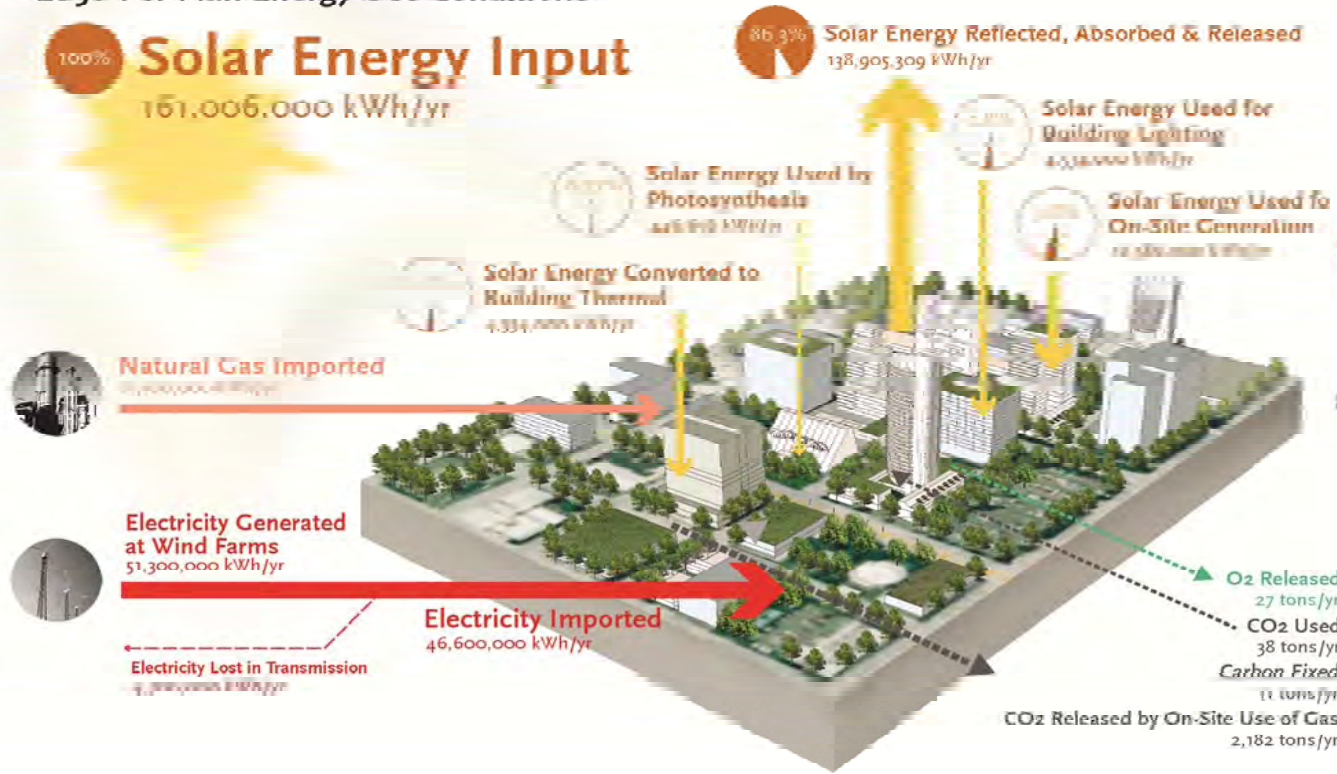
- Main Streets
- “Social places”
- Diversity
- Live near work
- Social and environmental responsibility



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# Changing technologies offer opportunities to improve our natural environment

## 2050 Per Plan Energy Use Conditions



Note: This concept plan is not intended to represent specific planned or required development proposals.

**Carbon Balance**  
Net add to atmosphere: 2,144 tons/yr

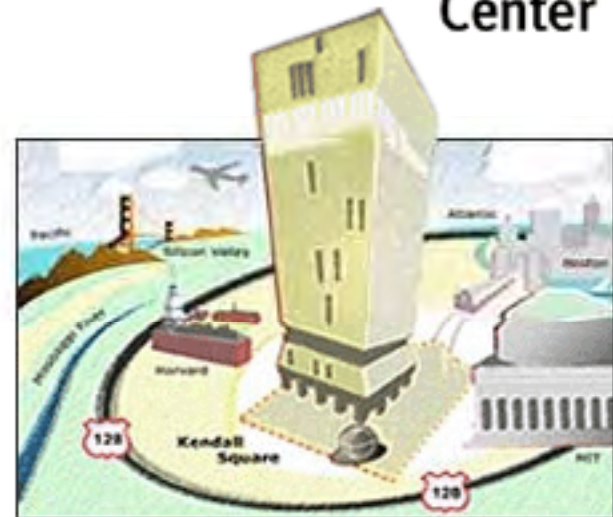


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# Changing working patterns require us to rethink our working environments

- Microsoft, IBM, and Amazon report that less than half their employees are at their desks any particular day
- Forester urges its employees to exercise for one hour during the day
- Research shows frequent interaction among employees representing different disciplines produces more innovation



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# SHAPING A VISION: *Analogs?*



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# *Kendall Square: University City, Philadelphia—a city, community, institution partnership*



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# *Kendall Square: South Lake Union, Seattle— a 21<sup>st</sup>-century knowledge district initiative*



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# Central Square: Downtown Asheville, NC



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# Central Square: Washington, DC ... U Street, Columbia Heights, Eastern Market



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# Central Square: Rockridge (Oakland)



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# Most relevant project?

- How we work: interdisciplinary practice, internally and within teams.
- Community-based
- What we work on: urban places, campus and community, public/private/and institutional projects



DC Streetcar Land Use Study

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# Most relevant projects: Eastern Cambridge plan, ARE peer...the right kind of density



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# Most relevant projects: Eastern Cambridge plan, ARE peer...the right kind of density



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# Crown Center— enlivening a knowledge district





# Collegetown, Ithaca —community/university synergies



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# Clifton Corridor Partnership, Emory —the power of walkability





PRECEDENT PROJECT

GOODY  
CLANCY  
ARCHITECTURE  
PLANNING  
PRESERVATION

# High Street, University District, Columbus, Ohio

about place

2010 APA National Planning Excellence Award for Implementation

TO OUR CLIENT, CAMPUS PARTNERS, FOR REVITALIZATION OF THE UNIVERSITY DISTRICT IN COLUMBUS, OHIO





# Context

- Columbus' Main Street
- Heart of the University District
- The "front door" for 50,000 jobs
- ...and surrounded by very diverse neighborhoods



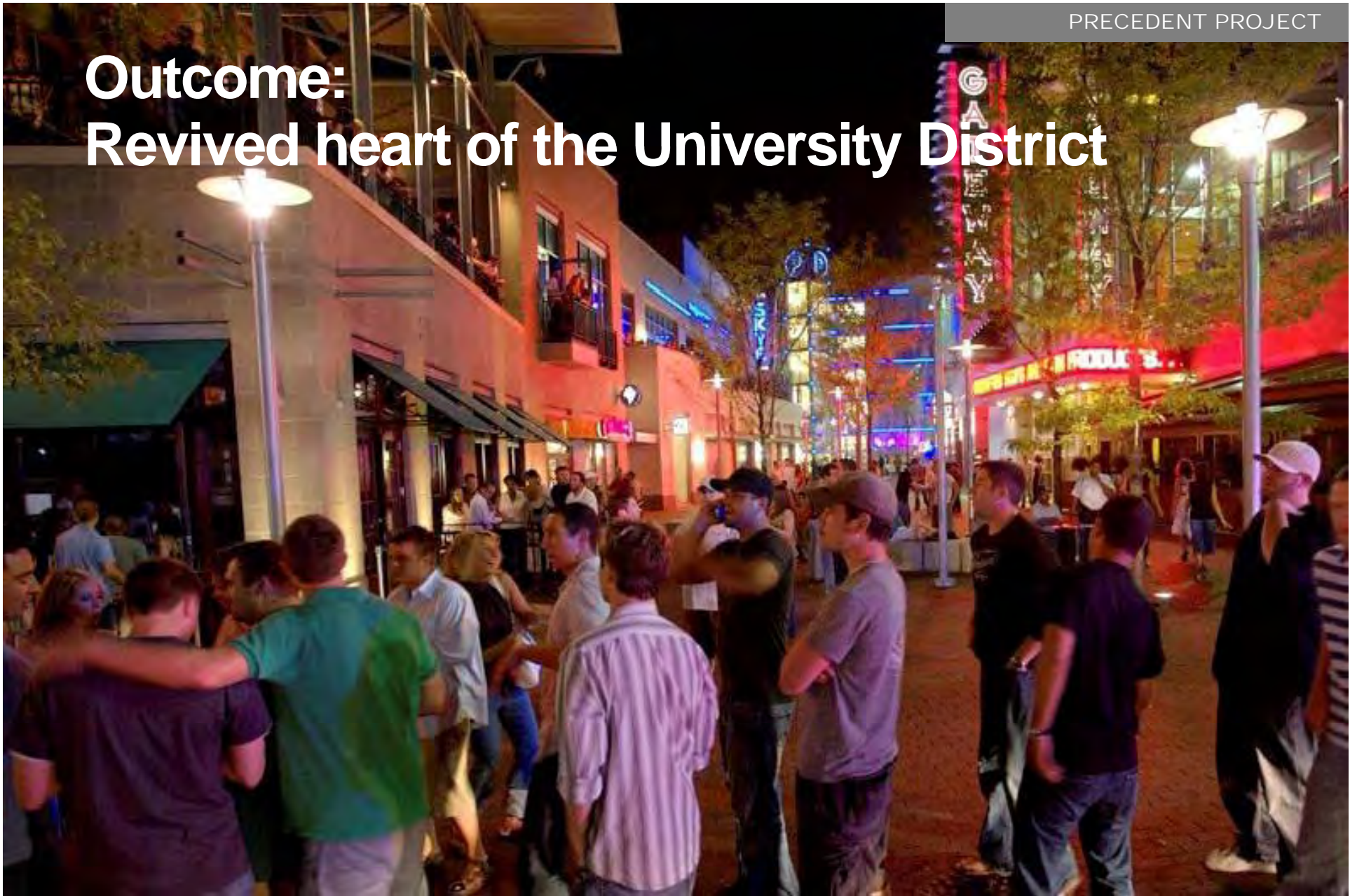
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# Outcome: Revived heart of the University District



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# Shaping Kendall Square's next chapter: a vibrant home for the emerging knowledge community

- Vibrant public realm
- Mixed-use
- Innovative access to support growth
- Strong BID



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# Reviving Central Square as the heart of a diverse community

- An expanded mix of uses
- A more complete destination
- More connected to the neighborhood
- Red Ribbon Commission



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# Transforming Main Street into a place of community connections

- Front door of a mixed-use neighborhood
- Walkable place connecting Kendall to Central Square
- ...and Area 4...and MIT



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# Urban design: vitality





# Urban design: vitality





# Urban design: vitality, community



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# Urban design: vitality, community



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# Urban design: vitality, community, and connection





# Urban design: vitality, community, and connection



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# Making it happen: Critical issues...and the team?

- Integrating all perspectives
- Market
- Feasibility and implementation
- Transportation
- Community
- Urban design



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# Leadership and integrating all perspectives: Goody Clancy



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# Markets: MJB and W-ZHA

- Retail uses and mix
- Office and research—uses and competitive setting
- Housing
- Michael Berne
- Sarah Woodworth



## Wichita Business Journal

Friday, August 6, 2010

### As master plan nears completion, \$100M in projects already under way downtown

Projects moving forward despite tough lending environment

More than \$100 million in capital investment projects either have been completed recently or are on the drawing board in downtown Wichita.

It's a sign, says the city's top advocate for the central business district, that Wichita's effort to rejuvenate its downtown has taken firm root. The city's downtown master plan consultant, Goody Clancy, is set next month to roll out the final version of its development plan for the city. And the [Wichita Downtown Development Corp.](#) says it already is fielding calls and planning a marketing strategy about downtown Wichita.

"This begins to tell a very powerful story nationally," says Jeff Fluhr, president of WDDC.

At least 10 ongoing projects in downtown Wichita create a total volume of \$139.2 million in capital investment. They don't include the \$206 million [Intrust Bank Arena](#) or the \$63 million in private and public funds spent at the WaterWalk project during the past eight years.

The projects range from the recently completed Flats at 324 apartment project, at \$6 million, to the \$28 million renovation of the [Broadview Hotel](#). They also include the \$46 million apartment conversion project at [Exchange Place](#) that has received approval for city incentive dollars but has yet fully to secure private financing.



But WDDC hopes that when taken together, the projects create an impressive story to tell during a tough economic time.

"What we need to do is demonstrate graphically all the things that are under way," Fluhr says. "This is the first evolution."

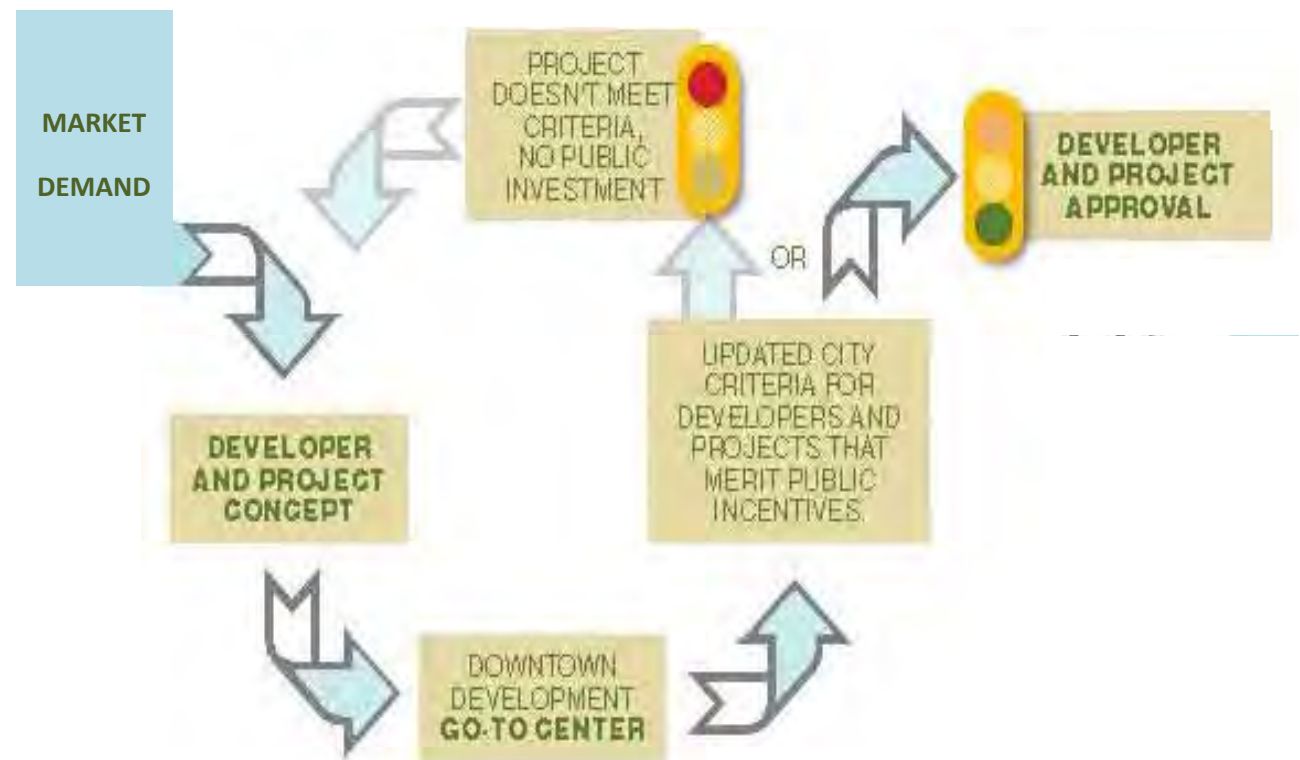


Downtown Wichita  
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# Feasibility and implementation: W-ZHA and Farrell Madden Lewis

- Translating market opportunities into achievable...
- Projects
- Policies
- Sarah Woodworth
- Sarah Lewis



Downtown Wichita



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# Transportation: Nelson/Nygaard

- Transportation as placemaking
- Managed system
- Access and growth
- Ralph DeNisco



New Downtown, Dublin, Ohio



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# Community: Goody Clancy

- Education
- Collaboration
- Building political will



Eastern Cambridge



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# New Orleans: a hard won victory

**GOODY CLANCY** ARCHITECTURE  
PLANNING  
PRESERVATION

**THE OFFICIAL POST-KATRINA PLAN FOR THE CITY OF NEW ORLEANS**

- > APA 2011 National Planning Achievement Award
- > APA Louisiana 2010 Award for Outstanding Plan—Large Jurisdiction



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# Urban design: Goody Clancy, Carol R. Johnson

- Great public realm
- ...integrated with the private realm
- ...connected to the community around it
- Ben Carlson LEED AP,  
David Dixon FAIA
- Jeanne Lukenda



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# Planning & Urban Design Awards

## national recognition

### AMERICAN INSTITUTE OF ARCHITECTS

#### Honor Award for Regional and Urban Design

- Boston's Newest Smart Growth Corridor (2007)
- Harvard University/North Allston Strategic Framework for Planning (2005)
- UrbanRiver Visions (2004)
- A Civic Vision for Turnpike Air Rights in Boston (2001)

#### Thomas Jefferson Award for Public Architecture

Awarded to David Dixon, principal-in-charge of planning and urban design (2007)

### AMERICAN PLANNING ASSOCIATION

#### Planning Achievement Award for a Hard-Won Victory

Plan for the 21st Century: New Orleans 2030 (2011)

#### Planning Excellence Award for Implementation

Campus Partners' University District Revitalization (2010)

#### Merit Award

West Broadway Housing

### AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

#### Award of Excellence for Analysis and Planning

Charles River Basin Master Plan (2001)

### BRUNER FOUNDATION

#### Rudy Bruner Award for Urban Design Excellence

Harbor Point

### CONGRESS FOR THE NEW URBANISM

#### Charter Award

- Clifton Corridor Urban Design Guidelines (2010)
- Boston's Newest Smart Growth Corridor (2009)
- Harvard University/North Allston Strategic Neighborhood Plan (2004)
- UrbanRiver Visions (2003)
- Initiative for a 20/20 Vision for Concord, New Hampshire (2002)
- Cleveland Riverview HOPE VI Redevelopment (2002)
- A Civic Vision for Turnpike Air Rights in Boston (2001)

### INTERNATIONAL DOWNTOWN ASSOCIATION

#### Merit Award in Planning

- Asheville Downtown Master Plan (2010)
- Unified New Orleans Plan—District 1 (2007)

### SOCIETY FOR COLLEGE AND UNIVERSITY PLANNING

#### Excellence in Planning Award

- University Village Land Use Plan—Faculty of Arts & Sciences, Aga Khan University (2010 Merit Award)
- Clifton Community Partnership Urban Design Guidelines (2009 Merit Award)
- Harvard University/North Allston Strategic Framework for Planning (2005)
- High Street/University District Plan (2004)
- Emmanuel College Endowment Campus Plan (2001)

### URBAN LAND INSTITUTE

#### Special Award for Excellence

Harbor Point

### THE WATERFRONT CENTER

#### Excellence on the Waterfront Award

UrbanRiver Visions (2003)

## regional and local recognition

### AMERICAN INSTITUTE OF ARCHITECTS

#### AMA NEW ENGLAND

#### New England Regional Award

Cabrini-Green Revitalization Plan

#### Outstanding Planning Award for Comprehensive Planning

A Civic Vision for Turnpike Air Rights in Boston (2000)

#### TEXAS SOCIETY OF ARCHITECTS

#### Citation of Honor

Tyler 21 Comprehensive Plan

### AMERICAN PLANNING ASSOCIATION

#### APA CONNECTICUT

#### Community Development Award

Quinnipiac Terrace/Riverview HOPE VI Redevelopment (2003)

#### APA FLORIDA

#### Award of Merit

Miami Parks and Public Spaces Master Plan (2007)

#### APA GEORGIA

#### Outstanding Implementation Plan Award

West Savannah Revitalization Plan (2007)

#### APA ILLINOIS

#### Excellence in Planning Award

Near North Redevelopment Vision, Plan and Guidelines (2003)

#### APA KANSAS

#### Sod Award

Wichita's Mayor Carl Brewer for his work on the Wichita Downtown Master Plan (2010)

#### APA LOUISIANA

#### Outstanding Large Jurisdiction Plan

Plan for the 21st Century: New Orleans 2030 (2011)

#### APA MASSACHUSETTS

#### Outstanding Planning

- South Coast Rail Corridor Rail (2009, President's Award)
- A City-Building Vision for Lowell's Hamilton Canal District (2009, Social Advocacy Award)
- Concord-Alewife Plan (2006, Planning Project Award)
- Advancing Downtown Attitash (2006, Planning Project Award)

### Excellence in Planning

Brookline Comprehensive Plan (2005)

### Award for Comprehensive Planning

- Wellesley Comprehensive Plan (2007)
- A Strategic Action Plan for Plymouth (2004)
- Fort Point Channel Plan (2003)
- Charles River Basin Master Plan (2002)
- Quinnipiac Terrace/Riverview HOPE VI Master Plan (2002)
- Eastern Cambridge Planning Study (2001)

### Social Advocacy Award

Hamilton Canal District Neighborhood Visioning Plan (2009, Honorable Mention)

### APA NORTH CAROLINA

### Outstanding Comprehensive Planning in a Large Community

Downtown Asheville Master Plan (2010)

### OHIO PLANNING CONFERENCE

### President's Award

Rebuilding the Uptown Neighborhood (2005)

### APA UPSTATE NEW YORK

### Outstanding Comprehensive Community Plan

Jamestown Urban Design Plan (2007)

### BOSTON SOCIETY OF ARCHITECTS

### Campus Planning Award

Clifton Community Partnership Urban Design Guidelines (2009)

### Urban Design Award

- A Civic Vision for Turnpike Air Rights in Boston (2001)
- Cleveland Riverview HOPE VI Redevelopment (2001)
- Charles River Basin Master Plan (2001)
- Federal Courthouse Area Master Plan
- MIT University Park Master Plan
- Southwest Corridor Development

### CONGRESS FOR THE NEW URBANISM

#### CONJ NEW ENGLAND

#### New England Chapter Award

Boston's Newest Smart Growth Corridor (2006)

#### COMMONWEALTH OF MASSACHUSETTS

#### Governor's Smart Growth Innovation Award

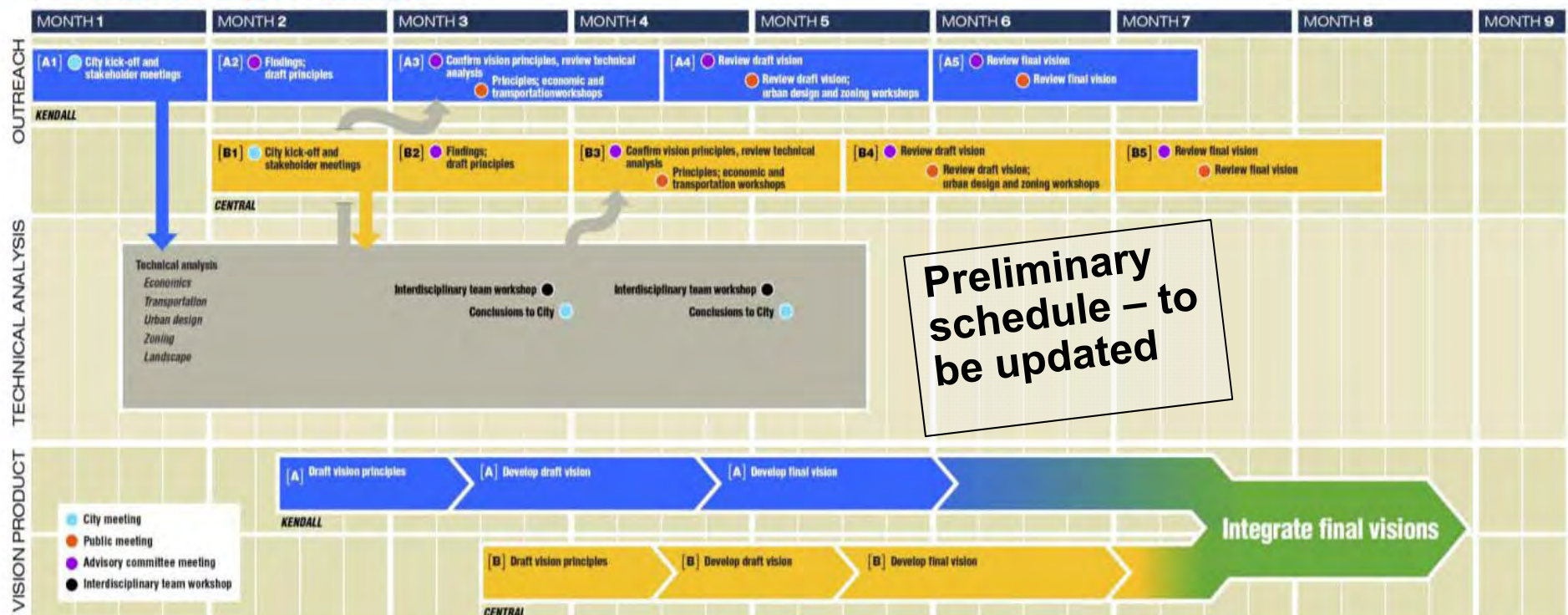
- Master Plan for Salem's North River Canal (2005)
- Concord-Alewife Planning Study (2005, honorable mention)



# Approach? making places for people in 21<sup>st</sup>-century Cambridge

- Integrated approach to Central & Kendall Squares and the area between
- June 9 Central Square charrette incorporating Red Ribbon Comm. ideas
- May-September emphasis on Kendall Square vision
- July-November emphasis on Central Square vision
- Coordinated plan by late fall 2011

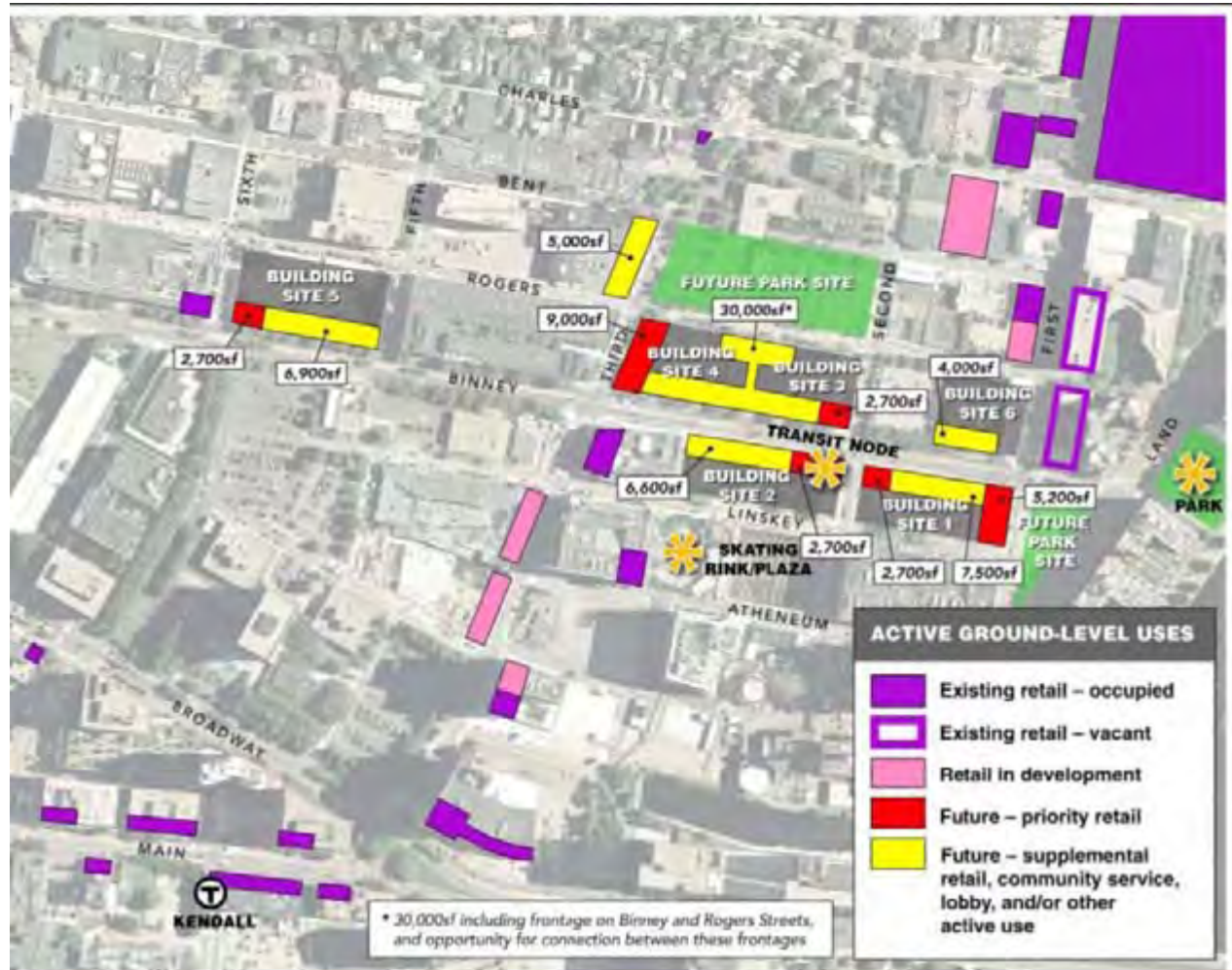
## Proposed Project Timeline



# Retail...Kendall Square

- Retail traffic drivers
  - Office/lab workers
  - Business travelers
  - Residents

Retail targeting diagram,  
Goody Clancy peer  
review of ARE  
development proposal



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# Kendall Square

- Strategic about retail
  - Specific categories and formats
  - Particular locations



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# Central Square

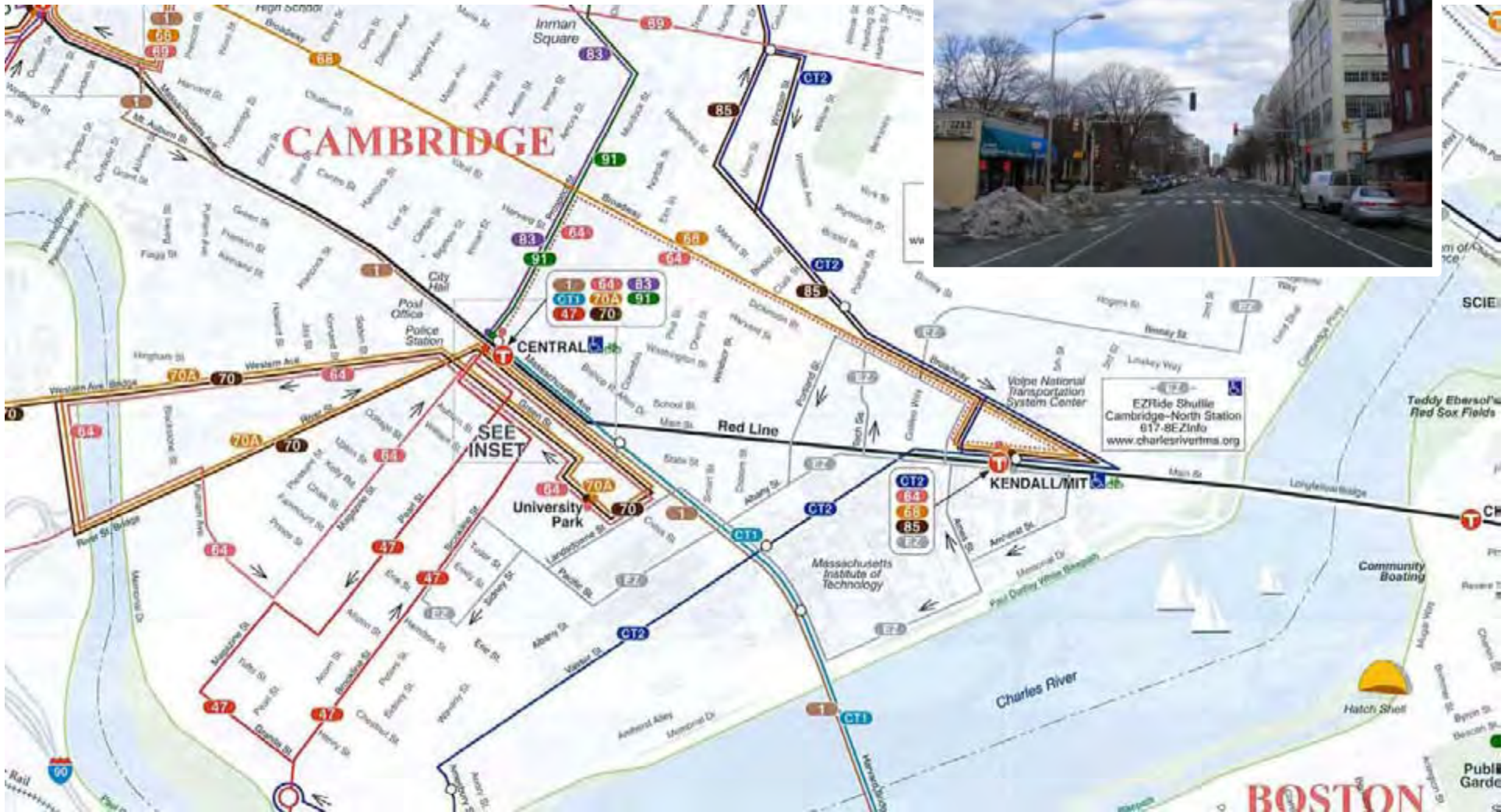
- Diversifying retail mix
  - “Comparison” goods
- Competitive context
  - Psychographics
  - Total immersion



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# Transportation

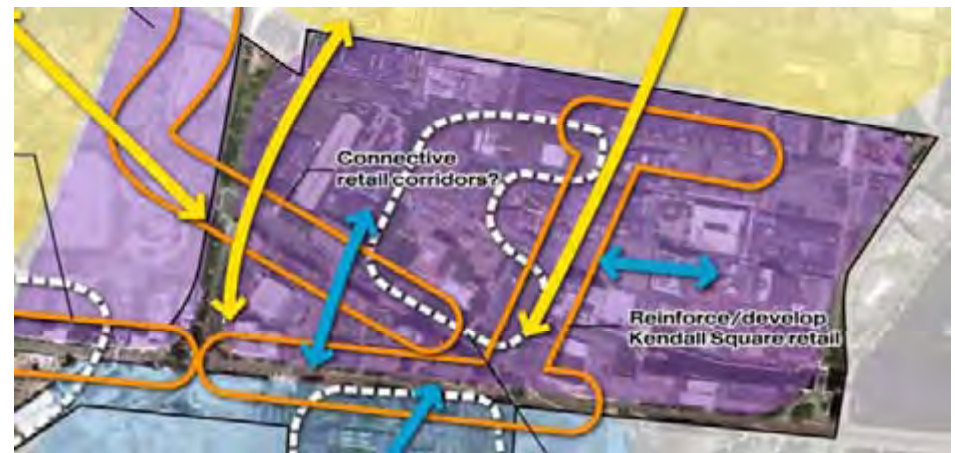


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# Transportation

- unlocking redevelopment sites
- ...walkability
- ...capacity



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# Sustainability



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# Engaging the community

- Education
- Collaboration
- Political will



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# Shared interests yield shared outcomes



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## Process: “formal” elements

- Identifying the full spectrum of stakeholders
- Interviews
- Education workshops
- Community-wide charrette



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## Process: “informal” elements

- Staying in touch...going to where the stakeholders are
- Maintain visibility via storefront
- Maintain the process



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# Social media

- Walkshops
- Interactive website
- Video



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# Steering committees...owning the results

- Partners
- Facilitators
- Implementers



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# Process

## TO DATE:

- Ongoing meetings with community members, property owners and other key stakeholders

## COMING UP:

- First Kendall Square steering committee meeting, May 19
- First Central Square public meeting (charrette), June 9



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# Initial criteria: zoning and design issues

Mix of land uses

Ground floor building use and design

Street trees and other streetscape elements

Building height and massing

Access choices

Innovation dynamics



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