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
UNDERSTANDING THE OPPORTUNITY: finding the synergies between creating community and competing in the 21st century
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
Boston/Cambridge: 1960 to 2000
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
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
Changing technologies offer opportunities to improve our natural environment.
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.
SHAPING A VISION: Analogs?
Kendall Square: University City, Philadelphia—a city, community, institution partnership
Kendall Square: South Lake Union, Seattle—a 21st-century knowledge district initiative
Central Square: Downtown Asheville, NC
Central Square: Washington, DC … U Street, Columbia Heights, Eastern Market
Central Square: Rockridge (Oakland)
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/institutional projects

DC Streetcar Land Use Study
Most relevant projects: Eastern Cambridge plan, ARE peer...the right kind of density
Most relevant projects: Eastern Cambridge plan, ARE peer…the right kind of density
Crown Center—enlivening a knowledge district
Collegetown, Ithaca
—community/university synergies
Clifton Corridor Partnership, Emory — the power of walkability
High Street, University District, Columbus, Ohio

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
Outcome:
Revived heart of the University District
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
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
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
Urban design: vitality
Urban design: vitality
Urban design: vitality, community

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Urban design: vitality, community
Urban design: vitality, community, and connection
Urban design: vitality, community, and connection
Making it happen: Critical issues...and the team?

- Integrating all perspectives
- Market
- Feasibility and implementation
- Transportation
- Community
- Urban design
Leadership and integrating all perspectives: Goody Clancy
Markets: MJB and W-ZHA

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

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, Cassidy Chlaney, 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 receiving calls and planning a marketing strategy about downtown Wichita.

“This begins to tell a very powerful story nationally,” says Jeff Fruhr, 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 Place at 324 apartment project, at $6 million, to the $28 million renovation of the Broadway Hotel. They also include the $46 million apartment conversion project at Exchange Plaza 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 to demonstrate graphically all the things that are under way,” Fruhr says. “This is the first evolution.”

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

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

Downtown Wichita
Transportation: Nelson/Nygaard

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

New Downtown, Dublin, Ohio
Community: Goody Clancy

- Education
- Collaboration
- Building political will

Eastern Cambridge
New Orleans: a hard won victory
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
Planning & Urban Design Awards

national recognition

AMERICAN INSTITUTE OF ARCHITECTS
Honor Award for Regional and Urban Design
• Emerson’s Newest Smart Growth Corridor (2007)
• Harvard University/North Allston Strategic Framework for Planning (2005)
• UrbanRiver Visions (2004)
• A Civics Vision for Turnpike Air Rights in Boston (2001)

AMERICAN PLANNING ASSOCIATION
Planning Achievement Award for a Hard-Won Victory
Planning Excellence Award for Implementation
Campus Partners’ University District Revitalization (2011)
Merit Award
West Broadway Housing (2001)

AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS
Award of Excellence for Analysis and Planning
Charles River Basin Master Plan (2001)

BRUNNER FOUNDATION
Rudy Bruner Award for Urban Design Excellence
Harbor Point (2001)

CONGRESS FOR THE NEW URBANISM
Charter Award
• Clifton Corridor Urban Design Guidelines (2010)
• Boston’s Newest Smart Growth Corridor (2006)
• Harvard University/North Allston Strategic Neighborhood Plan (2004)
• UrbanRiver Visions (2003)
• Cleveland Riverfront 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 (2005 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 (2001)

THE WATERFRONT CENTER
Excellence on the Waterfront Award
UrbanRiver Visions (2003)

regional and local recognition

AMERICAN INSTITUTE OF ARCHITECTS
NEW ENGLAND
New England Regional Award
Culinary Green Revitalization Plan
Outstanding Planning Award for Comprehensive Planning

TEXAS SOCIETY OF ARCHITECTS
Citation of Honor
Tyler 21 Comprehensive Plan (2001)

AMERICAN PLANNING ASSOCIATION
APA CONNECTICUT
Community Development Award
Quinipiac Terrace/Riverview HOPE VI Redevelopment (2007)

APA FLORIDA
Award of Merit
Miami Park & Public Spaces Master Plan (2007)

APA GEORGIA
Outstanding Implementation Plan Award
West Savannah Revitalization Plan (2007)

APA ILLINOIS
Excellence in Planning Award

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

APA MASSACHUSETTS
Outstanding Planning
• South Coast Rail Corridor Rail (2008, President’s Award)
• A City-Building Vision for Lowell’s Hamilton Canal District (2009, Social Advocacy Award)
• Lawrence-Attleboro Area (2008, Planning Project Award)
• Advancing Downtown Attleboro (2006, Planning Project Award)

EXCELLENCE IN PLANNING
Bookline Comprehensive Plan (2005)
Award for Comprehensive Planning
• Wellesley Comprehensive Plan (2007)
• Fort Point Channel Plan (2003)
• Shinnecock River Basin Master Plan (2003)
• Quinipiac 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)

NATIONAL PLANNING CONFERENCE
President’s Award
Foster Building for Uptown Neighborhood (2009)

APA URBAN NEW YORK
Outstanding Comprehensive Community Plan
Jamaicaway Urban Design Plan (2007)

BOSTON SOCIETY OF ARCHITECTS
Campus Planning Award

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
CNJ 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 (2006)
• Concord-Ake-Wife Planning Study (2005, Honorable Mention)
Approach? making places for people in 21\textsuperscript{st}-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
Retail...Kendall Square

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

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

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

- Diversifying retail mix
  - “Comparison” goods

- Competitive context
  - Psychographics
  - Total immersion
Transportation

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Transportation

- unlocking redevelopment sites
- …walkability
- …capacity
Sustainability

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Engaging the community

- Education
- Collaboration
- Political will
Shared interests yield shared outcomes
Process: “formal” elements

- Identifying the full spectrum of stakeholders
- Interviews
- Education workshops
- Community-wide charrette
Process: “informal” elements

- Staying in touch…going to where the stakeholders are
- Maintain visibility via storefront
- Maintain the process
Social media

- Walkshops
- Interactive website
- Video
Steering committees...owning the results

- Partners
- Facilitators
- Implementers
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
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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