

A BRANDING & IDENTITY STRATEGY FOR DOWNTOWN CROSSING

FINAL
RECOMMENDATIONS

MAY 2008

THOMAS M. MENINO, MAYOR
CITY OF BOSTON



CITY OF BOSTON
Thomas M. Menino
Mayor

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BOSTON REDEVELOPMENT AUTHORITY



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A LETTER FROM
MAYOR
THOMAS M. MENINO
May 2008

Dear Friends:

Downtown Crossing is a treasured place that is held dearly in the hearts of Bostonians.

In October 2004, I launched the Downtown Crossing Economic Improvement Initiative, signaling a renewed commitment to the beloved but tired shopping area. Over the past four years, the city has contributed significant resources and staff who have worked closely with downtown residents, shop-owners, developers, institutions, and others to direct changes in the neighborhood.

Working with City of Boston staff, a team of consultants have spent almost two years preparing a branding and identity strategy for the area which you will find on the following pages. With the guidance of this plan, we can help ensure that Downtown Crossing realizes its potential as a world-class downtown destination, becoming a meeting place for all.

The City of Boston has and will continue to commit substantial resources to this effort, and will work closely with state agencies, private developers, and stakeholders to implement key pieces of this Strategy. I am excited to share this vision for Downtown Crossing with you and look forward to witnessing the transformation of one of Boston's most dynamic districts.

Sincerely



Thomas M. Menino
Mayor of Boston



CITY OF BOSTON
Thomas M. Menino
Mayor



Boston
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BACKGROUND AND INTRODUCTION

For more than a century, the City of Boston has relied on Downtown Crossing to be an important economic engine for the region. The area has been known as the region’s primary retail district, attracting a diverse range of people. Recent market forces, however, have combined and resulted in a decline of the retail prominence of Downtown Crossing. New uses such as residential, educational, institutional, office space, business, arts, culture, and entertainment are creating a richly layered neighborhood.

In November 2004, Mayor Thomas M. Menino announced the creation of the Downtown Crossing Economic Improvement Initiative. While the initial emphasis was on physical upgrades, the initiative has grown to include an examination of the direction and vision for the area. A vision has emerged for a more vibrant, unified district with a greater emphasis on retailers who can increase economic vitality and become a catalyst for positive change in the neighborhood. The initiative is a private/ public partnership, led by the Boston Redevelopment Authority (BRA).

Two major events—the redevelopment of the former Filene’s Department Store Block into a mixed-use development, and the completion of the Rose Kennedy Greenway including the Crossroads Initiative—marked this as an opportune time to develop a strategic plan to harness and direct the economic resurgence of the Downtown Crossing neighborhood.

In October 2006, a multi-disciplinary team of international and local experts was assembled by the BRA to conduct an Identity and Branding Strategy for Downtown Crossing. The team was lead by Urban Marketing Collaborative (UMC) and included Moore Iacofano Goltsman, Inc. (MIG), 1600vergo, BSC Group, and Intelligent Space Partnership (ISP).

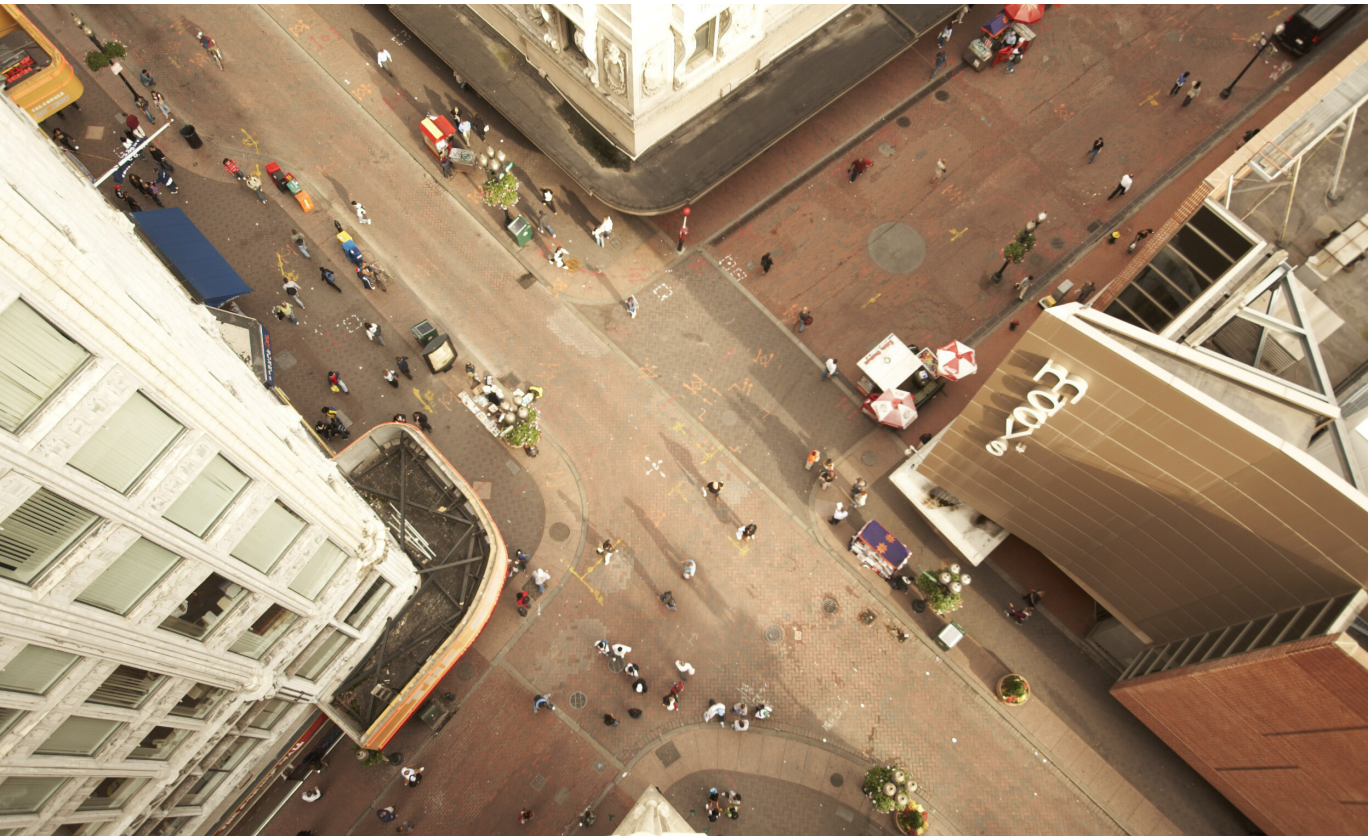
In total, 15 professionals from five consulting groups with expertise in retail development, organizational needs, physical and urban design, marketing and branding, communications, pedestrian movement modeling, and transportation planning created this strategic action plan for Downtown Crossing’s stakeholders.

- The following key issues and opportunities have been identified:
- Downtown Crossing is transforming from a retail hub to a true urban neighborhood with diverse activities and users
 - There is tremendous pedestrian traffic (>6,000 people per hour), an asset that needs be harnessed to assure economic vitality
 - The residential population within a 20-minute walk will rise to 42,000 people in the future
 - There is a significant amount of retail space (1.3 million square feet), but Downtown Crossing will best succeed by becoming more than a retail center
 - Downtown Crossing is surrounded by the Financial District, Boston Common, Theatre District, Chinatown, and the Government Center, providing built-in financial drivers for the success of the district
 - Downtown Crossing has an impressive range of architecturally significant buildings and is rich in history
 - Education and marketing can correct many of the misconceptions about Downtown Crossing
 - A permanent solution to the Downtown Crossing Association business organization needs to be developed.

This report is based on extensive fact-finding initiatives that were summarized in an Existing Conditions report. The initial analysis and workshops conducted by the team laid the groundwork for establishing the vision and the resulting strategic action plan. This report sets out the vision from which all strategic action items are based, and provides a decision-making framework for all stakeholders to use to move forward to the next level of implementation. It also sets out strategic goals, action items, timing, responsibility, and funding required.



View of Downtown Crossing.



Aerial view of the 100 percent corner.

BACKGROUND AND INTRODUCTION

The goal of this report is to develop a practical and feasible plan for Downtown Crossing that addresses the needs of the City of Boston as well as those of consumers, businesses, residents, property owners, and developers. This work plan is a culmination of a series of events that included the following:

- Existing conditions analysis by each major discipline to identify key issues and opportunities including economic development, physical and urban design, transportation and pedestrian modeling, and marketing and branding
- A pedestrian conditions technical report analysis of the pedestrian flows and in-depth surveys of 394 visits
- Extensive key person interviews and meetings with over 200 local stakeholders
- Physical analysis, conducted on a street-by-street, block-by-block, and building-by-building basis
- Regional competitive positioning of Downtown Crossing for existing and proposed developments
- An internal workshop with the City and BRA staff
- A community meeting and feedback on the vision and strategic options
- Weekly conferences with team members and the BRA
- Internal team meetings to reach consensus on plan development.



View of the Back Bay from Downtown Crossing.

This report includes the following sections:

VISION

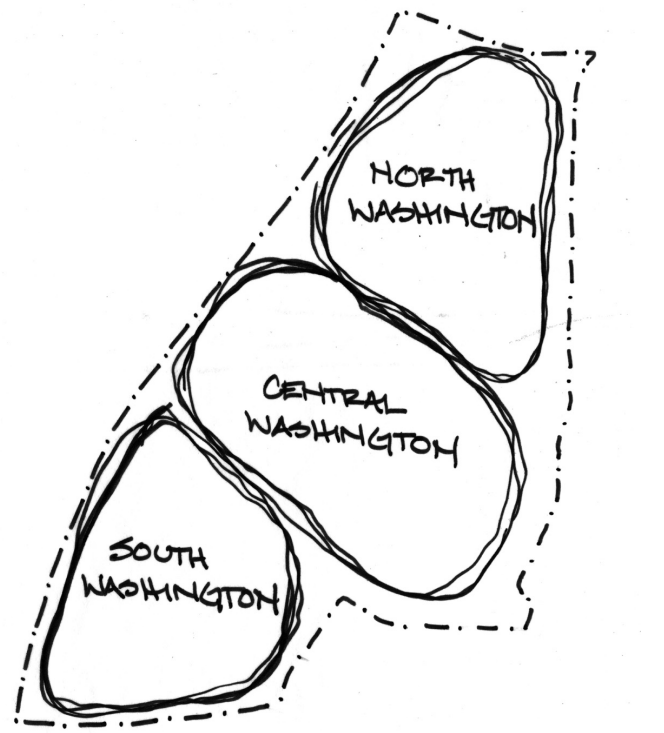
The vision for Downtown Crossing is based on the strengths of the area. This springs from the inherent truths of the district to create a holistic, aspirational message. The vision sets the tone and direction for Downtown Crossing. All action items flow from this vision statement.

STREETS, BUILDINGS, AND OPEN SPACES

The public and private sectors need to create the most pedestrian-friendly environment in the country. Downtown Crossing should be designed to be a place where people gather and socialize, and create dynamic friction between the pedestrian and the business storefronts. This will allow retailers to take better advantage of high pedestrian volumes. Enhancements to the physical environment include transportation infrastructure, signage, building façades, and landscape elements.

ECONOMIC VITALITY

Dividing Downtown Crossing into three distinct retail districts assists in understanding the unique role, strategy, required linkages, and retailer potential for each one. Retention and recruitment programs can be developed to ensure that existing and new businesses are able to take advantage of the changing and diverse target markets. Other programs, including pushcart vending, are an important component of the overall Downtown Crossing experience. Finally, a capable management organization is required to oversee the delivery of these programs and services.



MARKETING

A comprehensive, far-reaching marketing and communications plan is required to reach Downtown Crossing’s diverse target markets. The plan includes a wide range of initiatives that will assist in making the vision of Downtown Crossing as a unique neighborhood into reality. The brand concept takes the program out to the public to solicit consumer, retailer, residential, tourist, and investor interest.

The final summary lays out a decision-making framework for those stakeholders involved to understand what is required to move the process towards implementation. The starting point for the overall plan, however, is the vision.

Finally, a series of catalyst projects have been integrated throughout this report that have the potential to create excitement and provide attributes unique to Downtown Crossing. These projects join the many development projects that are planned or currently underway in the district. Some of the catalyst projects are:

- *The “Thought Bubble”* — an exciting re-envisioning of a library to become a public gathering place and meeting space
- *Pedi Cabs* — a system of bicycle taxis, letting residents and visitors enjoy Downtown Crossing and other attractions in Downtown Boston like the Boston Common and the Waterfront in a more relaxing way
- *The Cycling Center and Bike Corral* — this one-of-a-kind center will make it easy and enjoyable for commuters and visitors who want to avoid congestion in Downtown by providing services for cyclists
- *The Innovative Food Hall at the Corner Mall* — this development will be a unique attraction for Downtown Crossing by providing a new food experience for workers and visitors

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INTRODUCTION

Because Downtown Crossing is an area in transition, it is important to envision the area for what it will be when the transformation is complete. This vision is what Downtown Crossing ultimately will become if the initiatives in this document are met. While no one can predict the future, this vision is important to keep top-of-mind as progress is made in Downtown Crossing.

VISION

Downtown Crossing is Boston’s meeting place. It’s where commerce and leisure intersect, and diverse people interact with one another in a lively, 24-hour neighborhood.

Several unique areas within Downtown Crossing encourage people to explore its eminently walkable, distinctly urban streets. A college sophomore can discover African jewelry on a tiny side street, while three blocks away a young couple casually strolls the tree-lined promenades and wonders if they should perhaps look into an apartment in this eclectic neighborhood.

Downtown Crossing encourages people to spend time with others, or simply interact in the social spaces that dot the neighborhood. The frenetic rush of true city life is everywhere, and the sidewalks are packed with locals and tourists taking it all in. Brand new retailers like Muji sit side-by-side with longtime tenants and neighborhood institutions like the Brattle Book Shop. Elsewhere, people take a break from the hectic pace and discover areas where they can enjoy a more leisurely pace. It’s where an office worker in a café takes a quick break to simply people-watch. It’s where tourists from Copenhagen not only walk the Freedom Trail, but also enjoy lunch at the foot of a public art display at one of the plentiful corner green spaces.

While proudly displaying the bountiful history of one of America’s great cities, Downtown Crossing also looks to the future with innovative approaches to all new ventures. The area showcases forward-thinking retailers, groundbreaking art, bold cuisine and sustainable design. Aspiring entrepreneurs from the Financial District learn about the latest business trends at the Thought Bubble. And local foodies pack the neighborhood’s newest restaurant, housed in a beautiful, certified Green building designed by a London architect.

By harnessing Boston’s abundant social and creative energy, Downtown Crossing thrives as an attractive atmosphere for all types of formal and informal happenings, creating a true crossing: Boston’s meeting place.

KEY MESSAGE

Downtown Crossing is Boston’s meeting place. It’s an urban neighborhood where commerce and leisure intersect and a diverse mix of people are encouraged to innovate, interact and explore.

CORE PRINCIPLES

These 10 terms summarize the attributes that distinguish Downtown Crossing from other urban centers.

- 1. MEETING PLACE
- 2. DIVERSE
- 3. NEIGHBORHOOD
- 4. UNIQUE AREAS
- 5. WALKABLE
- 6. SOCIAL SPACES
- 7. HISTORY
- 8. FORWARD-THINKING
- 9. SUSTAINABLE
- 10. LEARNING



STREETS, BUILDINGS, AND OPEN SPACES

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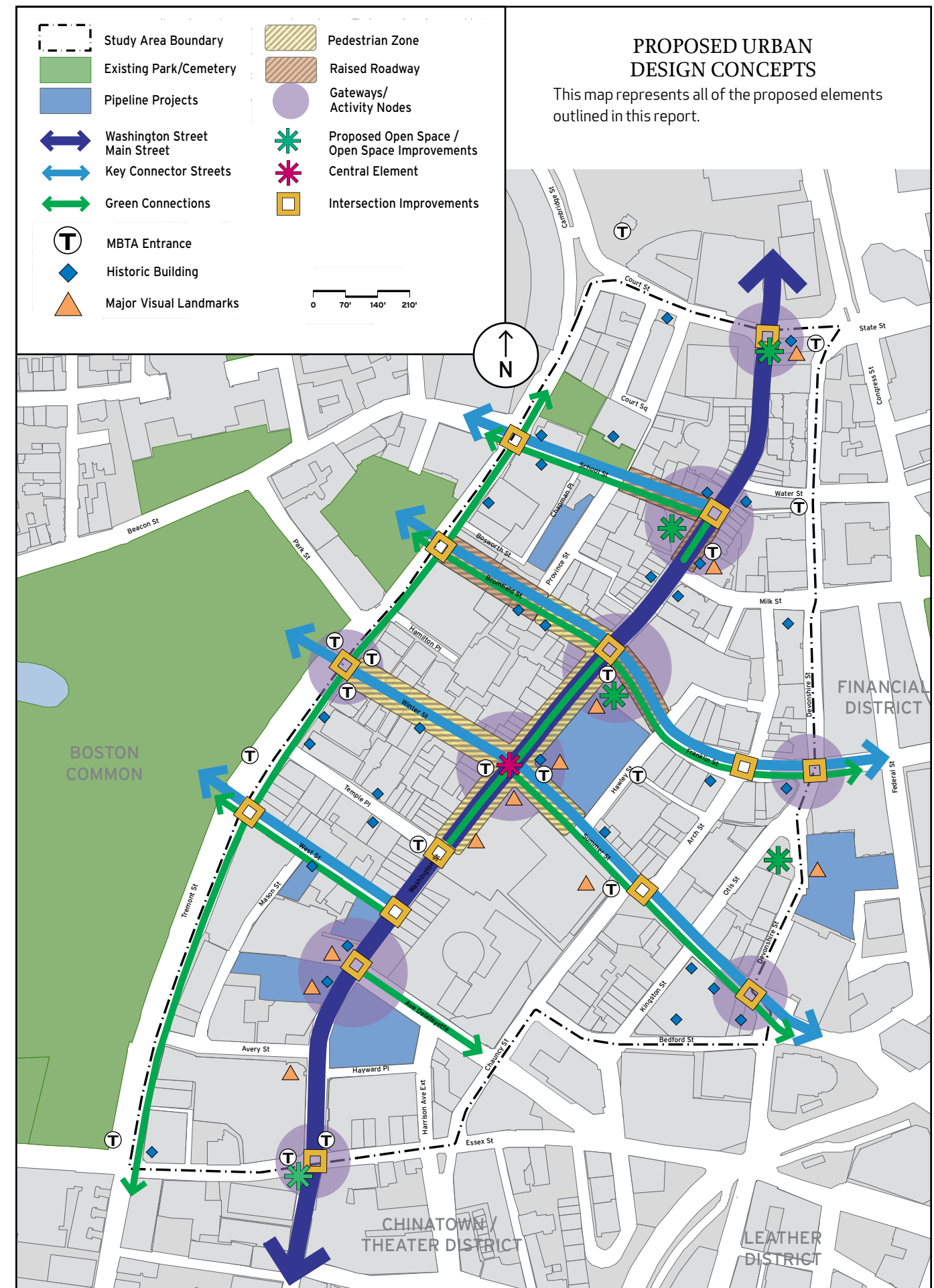
URBAN DESIGN

- From a physical perspective, Downtown Crossing is envisioned as a place that:
- Fosters a vibrant and robust pedestrian environment
 - Supports and promotes a variety of transportation modes
 - Provides opportunities for social interaction
 - Celebrates the historic nature of the district
 - Provides a distinct identity for the area
 - Offers a safe, clean and comfortable environment
 - Enables 360 degrees of living.

Tens of thousands of pedestrians use the area each day, with an active and vital pedestrian-only zone in the center of the district. The Pedestrian Zone and streets offer opportunities to relax, slow down and enjoy the environment with new benches, pedestrian-scaled lighting, and landscaping at key locations. The streets and open spaces should be designed to better serve residents, tourists, commuters, students and shoppers. Public art at gateways and key locations will bring color and vibrancy to the district. Landscaping and trees, where possible, will humanize and brighten the environment. Open spaces should offer relief to the dense urbanity of downtown Boston and be varied in character and use to add interest to the district. Buildings should serve as visual landmarks, with renovated façades, new signage, and nighttime illumination. Cafes, outdoor seating and spill-out from retail stores should activate the area and engage users, day and night.

OUTLINE OF CHAPTER

This chapter begins with a review of the local context of Downtown Crossing. It then provides an analysis of the district's assets, issues and opportunities; a brief overview of current practices from comparable cities; and a discussion of pedestrian modeling that was completed for the project. The chapter concludes with a set of urban design recommendations, which are organized under public realm and private realm recommendations. The public realm recommendations target specific improvements to the Pedestrian Zone, streets, and open spaces. Private realm recommendations focus on suggested enhancements to the district's built environment.



BACKGROUND

Situated at the heart of downtown Boston, Downtown Crossing enjoys a highly urban setting in close proximity to many of the city’s distinct and defining features. The district is influenced by the adjacent neighborhoods as well as by recent developments and projects occurring in the downtown. The urban design framework makes strong connections between the district’s distinct character and the surrounding context, and coordinates with City planning initiatives.

PHYSICAL CONTEXT

Downtown Crossing is located in the center of downtown Boston, adjacent to some of the city’s most distinct areas and neighborhoods. The district is immediately surrounded by four key districts:

- Financial District to the east is characterized by large skyscrapers and a substantial workday population
- Government Center to the north, with its monumental urban renewal-era buildings and plazas and large number of state and city employees
- Boston Common and Beacon Hill to the west, a significant and renowned open space adjacent to one of Boston’s most historic residential districts
- Chinatown and Theater District to the south with their distinct cultural orientations, student populations and evening attractions.



View of Downtown Crossing looking down Washington Street.



Many public, community and cultural amenities are located nearby, including City Hall, Quincy Market, Faneuil Hall, the State House, Massachusetts General Hospital, and the New England Aquarium. The area is well-served by the MBTA system, including subways and buses. It is also close to North and South Station, which connect the district via train to the greater Boston region and beyond.

A significant portion of the Freedom Trail runs past many of the historic structures within Downtown Crossing, attracting a large tourist population to the area. The nearby Boston Common and the Public Garden provide opportunities for active and passive recreation for local residents and downtown employees and serve as destination spots for tourists. The Boston Convention & Exhibition Center, located in emerging South Boston, is less than a fifteen-minute walk. Post Office Square is a popular, well-designed, and well maintained urban park providing visual relief and color among the skyscrapers in the Financial District. The harbor waterfront and open spaces along its length are also amenities near to Downtown Crossing. When completed, the Rose Kennedy Greenway will not only be a significant collection of parks and plazas, but will also strengthen connections between downtown Boston and the waterfront.



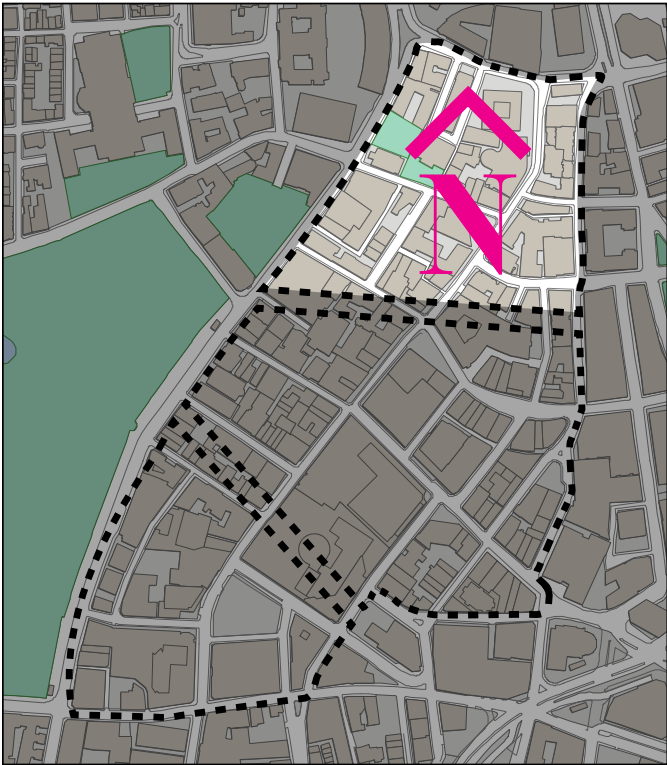
Wayfinding and embedded pathway markers of the historical Freedom Trail.



Within Downtown Crossing, there are three major sub-areas, each with its own unique character.

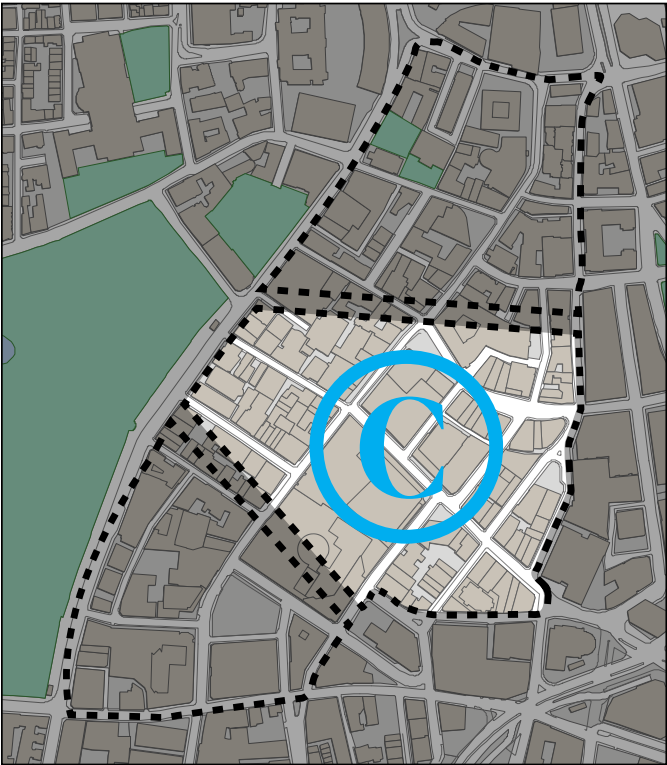
NORTHERN

The northern end is influenced by the proximity to Government Center and the Financial District, as well as by many of the historic buildings that characterize downtown Boston. Modern office buildings are side by side with Revolutionary-era buildings and the Freedom Trail, creating an interesting juxtaposition of the old and the new.



CENTRAL

The central section is commonly identified as the true “Downtown Crossing.” This is the retail core of the district with high levels of pedestrian activity centered on the 100 percent corner at Washington, Winter, and Summer Streets.



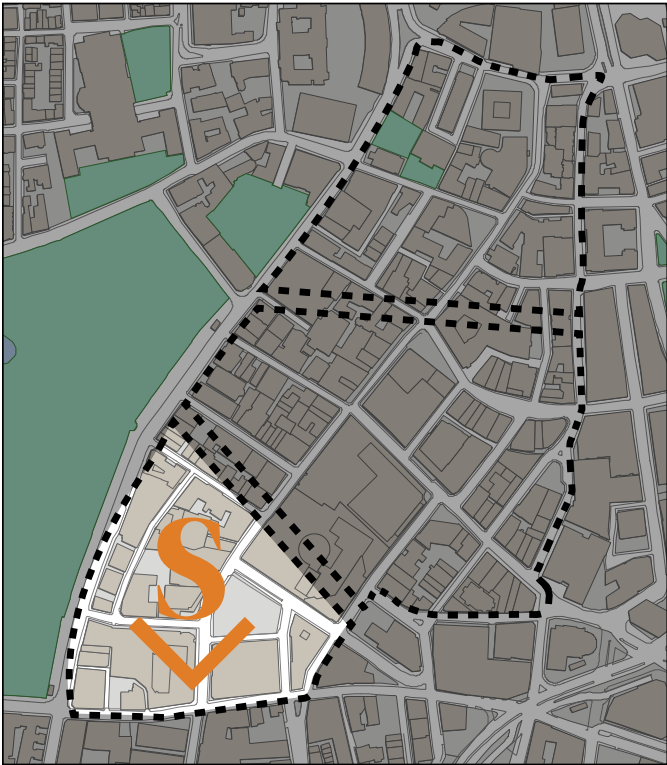
View of historic Old South Meeting House in the North Washington area.



The 100 percent corner is the bustling center of Downtown Crossing.

SOUTHERN

The southern end contains entertainment uses such as the Paramount Center, Opera House, and Loew’s Theater. While this area features other uses such as housing, hotels, and commercial activity, the visual dominance of these venues strongly influences the character and contributes to the transition to the Theater District.



The built form of Downtown Crossing reflects the transition between the large-scale, large-footprint Financial District and the finer-grained and soft-scaped Boston Common and Beacon Hill. Tall skyscrapers east of Washington Street transition to smaller mid-rise buildings to the west along the Ladder Blocks. However, rather than acting as a seam for these two parts of the city, Downtown Crossing’s lack of distinct identity and challenging pedestrian environment function as barriers, creating poor connections to either side.

Washington Street is the primary commercial street through Downtown Crossing, though in recent years it has been in decline partly due to competition from other commercial centers in the city. Newbury Street in Boston’s Back Bay features high-end retail offerings in close proximity to Downtown Crossing. The street’s character is small-scale with the adaptive reuse of former three to five story rowhouses as boutique shops. The sidewalks are wide and tree-lined with pedestrian-scaled lighting and other amenities that contribute to an enjoyable walking and shopping experience. Copley Place and the Prudential Center, also in the Back Bay, compete with Downtown Crossing and offer a mall-like setting for retail. CambridgeSide Galleria in Cambridge is another competitor, also offering a mall setting. Faneuil Hall and Quincy Market are primarily tourist-oriented, featuring a food court flanked by cobble-stoned pedestrian ways and retail stores in the North and South Market buildings. Downtown Crossing has the potential to offer a unique experience unlike any other district or retail setting in the Boston area.



Paramount Theater and the Opera House begin the transition from Downtown Crossing to the Theater District to the south.



Adaptive reuse along Newbury Street features high-end retail offerings in close proximity to Downtown Crossing.



Quincy Market is primarily tourist-oriented, featuring a food court flanked by cobble-stoned pedestrian ways and retail stores.

PLANNING CONTEXT

The Big Dig and the Rose Kennedy Greenway are major projects with significant planning, land use, infrastructure and transportation elements impacting downtown Boston. The Big Dig, formally known as the Central Artery/Tunnel project, is a multi-billion dollar project to underground the I-93 expressway that runs through the downtown. The former expressway viaduct, built in the 1950s, effectively cut off the North End and waterfront neighborhoods from the downtown. The process of under-grounding the expressway is complete, and the Rose Kennedy Greenway is being built on the reclaimed surface above the underground expressway.

With the Big Dig project nearing completion, the City of Boston has begun the Crossroads Initiative to re-knit the fabric of the city. The initiative includes the redesign of 12 streets that will connect neighborhoods on either side of the Rose Kennedy Greenway and increase access from the downtown to the harbor. Key streets highlighted in the Crossroads Initiative that run through Downtown Crossing include Winter/Summer Street, State Street and Essex Street.



The Big Dig and the Rose Kennedy Greenway are major projects with significant planning, land use, infrastructure and transportation elements impacting downtown Boston.

Summer Street — Summer Street begins in Downtown Crossing at the intersection with Washington Street and Winter Street; it serves as a bookend and entry gateway that connects downtown Boston with the harbor and South Boston. Large numbers of pedestrians use Summer Street to access the Financial District, South Station, Boston Common, and several MBTA stations. Improvements to Downtown Crossing around the 100 percent corner at Washington, Winter and Summer Streets would strengthen the western gateway along Summer Street.

State Street — The northern boundary of the district, State Street is a major downtown roadway, well-traveled daily by workers, tourists and residents. It is the historic link between downtown and the harbor, and the redevelopment of Long Wharf will serve as a destination and activity node at the street’s eastern end. Improved pedestrian connections and the revitalization of Downtown Crossing will create a similar node at the western end of State Street, strengthening the connections across downtown.

Essex Street — Essex Street is the southern edge of Downtown Crossing and is to be renovated to link Chinatown, the Theater District, the Leather District, and Downtown Crossing. Intersection improvements, new signage, special paving, and widened sidewalks are planned for Essex Street, establishing a strong southern edge to the district.

The Walk to the Sea is another plan to connect downtown to the waterfront. The proposal includes a three-quarter mile long pedestrian pathway from Government Center and City Hall Plaza, through City Hall, past Faneuil Hall and Quincy Market, into Waterfront Park, and finally to the water’s edge at Long Wharf. The beginning of the pathway at Government Center and the northern end of Downtown Crossing will bolster pedestrian activity in the district.



ASSETS, ISSUES AND OPPORTUNITIES

With respect to its physical framework, Downtown Crossing has many strengths, as well as some significant challenges to overcome. Design recommendations should build on the district’s existing assets, maximize promising opportunities, and work to counter challenges.



A street view of the Corner Mall.

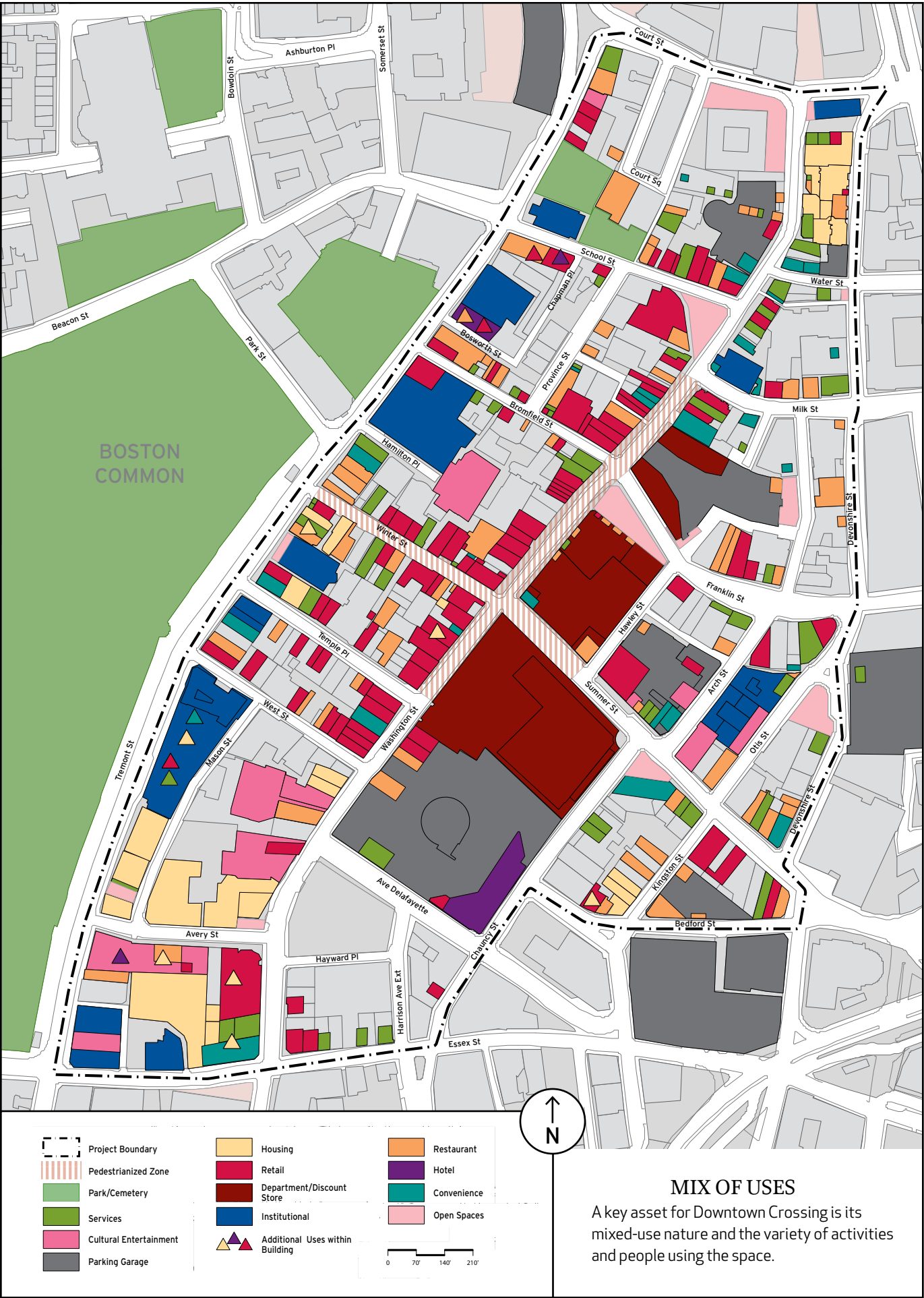
ASSETS

PEDESTRIAN FLOWS
A distinguishing feature of Downtown Crossing is the volume of pedestrians traveling through each day. On a daily basis, more pedestrians flow through the intersection of Washington Street and Winter and Summer Streets (the 100 percent corner) than any other intersection in New England. The daily pedestrian count at that intersection has been estimated at 60,000, a number on par with many streets in the city center of London.

MIX OF USES
A key asset for Downtown Crossing is its mixed-use nature and the variety of activities and people using the space. The district includes residences, dormitories, senior housing, small neighborhood-serving retail, large department stores, classrooms and institutional uses, historic structures, small fruit and vegetable stands, religious institutions, office uses, theaters, hotels, radio stations, restaurants, and coffee shops. The dynamic range of uses—and the users that are associated with them—helps foster a truly urban environment and enables individuals to fulfill all of their daily needs within the district.

LOCATION AND ADJACENT AMENITIES
Downtown Crossing is located in the heart of Boston, making it accessible to numerous downtown neighborhoods, including the Financial District to the east, Boston Common and Beacon Hill to the west, Government Center to the north, and Chinatown and the Theater District to the south. This location makes Downtown Crossing an access point to key destinations and amenities. It also ensures large populations in close proximity to the district, which serves as worker, tourist and residential bases to support the activation of the district.

Adjacent amenities and anchors also contribute to the district. The State House, Boston City Hall, Boston Common, and Faneuil Hall are nearby, attracting and serving workers, tourists and residents. The proximity to the harbor and waterfront is an additional amenity for the district.



MULTI-MODAL TRANSIT HUB

Downtown Crossing is served by multiple forms of transportation modes, including subways, buses, taxis, automobiles, bicycles and foot traffic. The Orange, Blue, Green, and Red MBTA lines run through Downtown Crossing and 17 MBTA entry/exit points are within the district. The subway lines connect the area to surrounding suburbs, major universities, and the airport. The Silver Line bus route runs along Washington and Temple Street, connecting Downtown Crossing with the South End and Roxbury. The proximity to South Station and North Station further connects the district with the New England region.

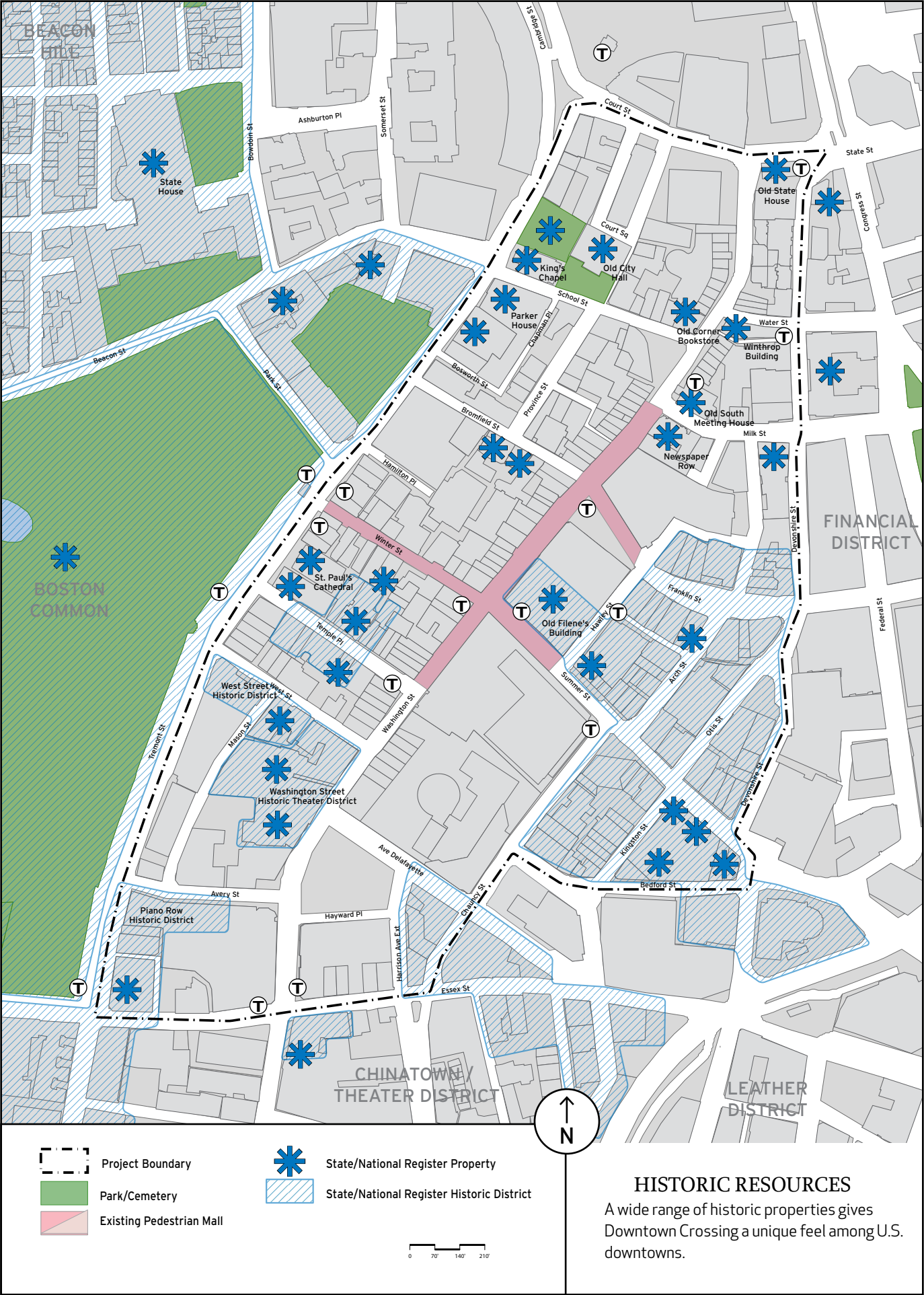
HISTORY AND HISTORIC BUILDINGS

Downtown Crossing is one of the oldest areas in Boston. It is built on the original Boston peninsula bedrock, not fill like many other parts of the city. Many revolutionary-

era buildings in the northern part of the district have survived, such as the Old Statehouse, Old South Meeting House, Old Corner Bookstore and Old City Hall. As the area developed, it was primarily residential in nature with small-scale townhomes lining the streets; a fire wiped out most of the buildings in the area in the late 1800s and only the buildings along the ladder streets and some of Washington Street were spared, many of which remain to this day. During the early 19th and 20th centuries, as the Financial District developed, Downtown Crossing was increasingly built up with office and retail buildings, including many notable department stores. Many are of historic note, either due to the architect of the building (Daniel Burnham and Charles Bulfinch both designed buildings in the district), the architectural significance (such as the Winthrop Building, the Opera House, and the Modern Theatre) or the social significance (many of the buildings on Newspaper Row).



Historically dressed tour guides on Boston Common.



ISSUES AND OPPORTUNITIES

THE PEDESTRIAN ZONE

A key issue and opportunity for Downtown Crossing is the Pedestrian Mall that was built in the late 1970s along parts of Washington, Winter, and Summer Streets. Traffic and parking regulations are poorly enforced with taxis, automobiles, and delivery trucks regularly driving through and parking within the Pedestrian Zone.

Furthermore, in the “pedestrian-only” area along Washington Street, curbs delineate the sidewalks from the roadway. This design causes confusion over the pedestrian-only nature of the zone, resulting in pedestrians walking on the sidewalks rather than in the middle of the street. In addition, obstructions such as street cart vendors, light poles and newspaper racks disrupt pedestrian flow and clutter the space.

The opportunity exists to revisit the design of the Pedestrian Zone and address issues such as traffic enforcement and management.

WALKABILITY

As a pre-automobile city, Boston’s urban block pattern developed at a human scale, and Downtown Crossing was no exception. Historically, the web of streets through the district made for a high degree of walkability and connectivity. However, over the years, block consolidations have occurred to allow for larger footprint developments, such as the Lafayette Place development, bound by Summer, Chauncy and Washington Streets, and Avenue de Lafayette. The block consolidations have created super-blocks that are out of scale with the rest of the district. Opportunities exist to better increase connectivity and improve walkability through redesigning the pedestrian environment.

NARROW RIGHTS-OF-WAY

One issue facing Downtown Crossing is the narrowness of the public rights-of-way. Many of the streets within the district, originally built for pedestrians and carriages, are struggling to fulfill the demands raised by modern automobile and truck traffic. In many cases, sidewalks are too narrow to accommodate pedestrian flows, forcing people to walk in the street. Parking, loading, and travel lanes overlap causing congestion and confusion, and buses dominate smaller streets. In addition, bicyclists are forced to negotiate the various other modes on the streets in often unsafe conditions. These conditions present the opportunity to approach the streets in a different manner and prompt alternate solutions to traditional urban roadway design.



West Street — Narrow rights-of-way struggle to fulfill the demands of modern automobile and truck traffic.



SMALLER PROJECTS

Smaller projects, such as new improvements at the Jewelers Building, the historic clock/pocket watch project, and the redevelopment of One Boston Place’s ground floor plaza are being conducted by existing property owners and collectively these improvements can have a significant effect on the physical environment of the district. Small-scale efforts should be recognized and promoted as they provide the opportunity for additional transformation.

AREAWAYS

Areaways are generally in the street right-of-way, below the sidewalk and between the building foundation and the street wall; the street wall holds back the earth below the road surface and provides support for the sidewalk between the street and the building walls. Many of the ladder-block streets (Bromfield, School, Temple, and West) sidewalks are in poor condition because the ownership and presence of below-grade areaways is unknown. In addition, the original sidewalk material on some of these streets

is historically protected solid granite slabs that have been paved over with asphalt. A thorough assessment of condition and ownership of the areaways must be undertaken before any further streetscape design and construction plans are pursued as their location and dimensions will have significant implications for new planters, landscaping, and paving.

PERCEPTION OF THE DISTRICT

Perception of the district is an issue for Downtown Crossing and in many cases is fueled by incorrect assumptions. The district is perceived by many to not be safe and have high crime rates; however, according to police data, it is one of the safest areas in the city. The level of safety is due in part to the large numbers of pedestrians traveling through the district, which corresponds to many “eyes on the street.” The presence of large numbers of teenagers also shapes the perception of the district, though in reality, their presence actually may reflect the relative safety in the area. In addition, groups of police cruisers often park near the police kiosk, giving some people the impression that the area is unsafe. Inconsistent maintenance, trash, and a general lack of cleanliness further contribute to the negative perception of Downtown Crossing. Strong opportunities exist to change the perception of the district through a re-design of the public realm.

Additionally, there is a lack of identification of the entire district as Downtown Crossing. The intersection of Washington, Winter, and Summer Streets is perceived to be the true “Downtown Crossing”; the historic 100 percent corner that was anchored by large department stores. An issue and opportunity facing the district is how to expand the image of Downtown Crossing to encompass more of the surrounding area than just the central intersection.

PEDESTRIAN FLOWS

High daytime volume pedestrian flows are both an asset and an opportunity. Despite the high numbers, most of the pedestrians travel through and do not stop, eat, shop, or stay in the district. As a result, much of the energy and activation that those pedestrians could bring to the area is lost. Efforts should be made to create magnets to attract daytime and evening pedestrians and encourage people to remain, explore, and interact.

NEW DEVELOPMENTS INCLUDING THE FORMER FILENE’S BLOCK

New development in the district will bring major investment in the area, large numbers of new residents, workers and users, as well as significant changes to the built environment. The former Filene’s redevelopment project (One Franklin Street) is at the heart of Downtown Crossing and will have a profound effect on Washington, Summer, Hawley and Franklin Streets, and Shopper’s Park. The development is creating momentum for change and should be designed to enhance the pedestrian environment. Other new developments, such as 45 Province Street, Hayward Place, Paramount Center, The Ames Building, 10 West Street, The Modern Theater, and the potential redevelopment of Winthrop Square will also bring new residents, employers, students, and shoppers to the area and stimulate change.



One Boston Place - Before.



One Boston Place rendering - After.



One Franklin Street redevelopment project.

CITY COMPARISONS AND BEST PRACTICES

Best practices can be gleaned and lessons learned by examining the downtowns of comparable cities.

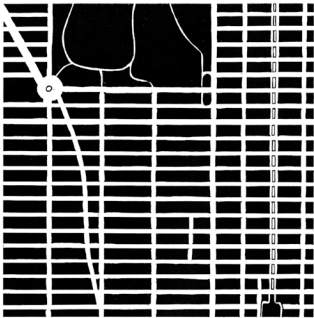
STREET AND BLOCK PATTERN COMPARISONS

Comparing the street and block pattern Downtown Crossing to various cities around the world is revealing. Compared with U.S. cities such as New York and Portland, Oregon—both eminently walkable cities—the block-figure ground diagram for Downtown Crossing shows how relatively small the district’s blocks are. Even the super blocks are not much longer than many of Midtown Manhattan’s blocks. The largest difference is the lack of a gridiron pattern in Boston, given its pre-automobile development.

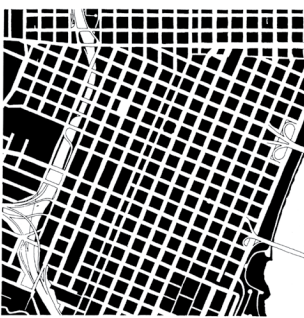
Comparisons between Boston and European cities that developed before the automobile reveal more similar street and block patterns. Block figure grounds of Copenhagen and London show that both have narrow streets that form a web versus a grid, suggesting that lessons for the physical environment from these cities may be more applicable than those from American cities.



Downtown Crossing



New York



Portland

NORTH AMERICAN CITIES

The recent planning and design focus of many large North American cities such as Chicago, Portland, and Vancouver has been to re-orient their cities and streets away from the automobile and toward pedestrians and bicyclists.

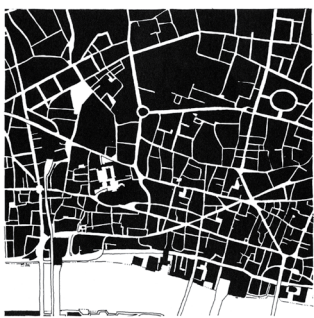
Chicago’s streetscape guidelines focus on widening sidewalks and providing amenities for pedestrians, with the philosophy that strong pedestrian environments will support the revitalization of the city’s downtown commercial areas.

Portland, Oregon has focused increasingly on the quality of its public realm, with special care being taken to incorporate wide sidewalks, special paving, public art, and concepts of sustainability. Portland has also taken the lead on building green streets that incorporate complete storm water integration systems directly into its streets with bio-swaes, native plantings, and permeable pavers.

Vancouver has worked to create a connected and strong public realm that supports pedestrians and bicyclists. Vancouver’s regulation of the private built realm has resulted in well-designed, high-density buildings that contribute to the public realm and maintain a human scale along street edges. These are just a few examples of large cities that are putting a priority on pedestrians and taking an active role in shaping the public realms.



Copenhagen



London

EUROPEAN CITIES

Looking at the recent planning and design emphases of various European cities reveals strong parallels with Boston given the similarities in physical form.

Copenhagen has undergone an interesting transformation over the last 40 years as it has progressively closed more and more of its downtown streets to automobiles. In 1962, Copenhagen pedestrian-ized its main street, Strøget, amid much public debate about the effects on local businesses, its appropriateness given the Scandinavian climate, and uncertainty given its lack of precedents in the city. However, the move was a success for local businesses and pedestrians who increasingly used the space for strolling, meeting, and generally enjoying the public life the pedestrian-only zone provided. Subsequently, the city has closed off more and more downtown streets to pedestrians in concert with reducing parking spaces on streets that allow automobiles and creating better conditions for bicycle traffic.



Copenhagen

London’s street network and public realm structure was struggling to support the high vehicular volumes entering the city. The vehicles were strangling the city center, causing heavy congestion and unsafe conditions for pedestrians and bicyclists. In an effort to curb these conditions, the City instituted a congestion charge in 2003 to reduce the number of cars entering and exiting the city center each day. Other measures implemented in concert with the congestion tax include investing in better public transportation to alleviate the negative effects of automobiles on the quality of life in downtown London. Since the tax was applied, congestion has been reduced, public transit has run more efficiently and with fewer delays, and the tax has been met with positive support from many city center businesses.

Since 1989, Lyon, France, has been putting pedestrians first by removing the automobile from key streets and spaces in the central city. In some instances this was achieved by building parking lots underground and improving the lots as public parks and plazas. The city has also created a network of car-free and pedestrian-priority streets to further enhance the public life of the city.

Copenhagen, London, and Lyon are three major cities in Europe with pre-automobile development patterns similar to Boston; each has taken on the issue of automobiles in their city centers, recognizing that the car was having deleterious effects on the pedestrian environment and quality of life in the city.



Lyon

PEDESTRIAN MODELING

Pedestrians are vital to the economic and commercial success of Downtown Crossing. One of the key issues for the success of this project’s plans is to ensure that Downtown Crossing attracts a maximum number of visitors, workers and shoppers for the new and existing businesses that will be located in the area. At the same time, pedestrian links to the streets and spaces nearby should be developed. Understanding how the physical changes will affect and influence pedestrian levels and distribution in the study area will be a critical aspect of ensuring continued heavy pedestrian use of the area.

In order to understand how pedestrian activity (and shopper activity) will be affected by any proposals a pedestrian movement model has been created for Downtown Crossing. The existing conditions model provides estimated values for the current number of people walking along each sidewalk on a typical weekday within Downtown Crossing throughout the day and during the lunchtime peak period.

This model indicates which sidewalks and streets currently exhibit the greatest and lowest levels of pedestrian activity. It identifies the key streets for everyday walking trips and therefore helps target streetscape improvements to locations of greatest benefit. This model has been applied to proposed changes to show how they influence streetscape and businesses in the area.

A key aim of this plan is to promote walking and other pedestrian activities by maximizing pedestrian flows within Downtown Crossing. The goal is to create the most pedestrian-friendly environment possible.

EXISTING CONDITIONS MODEL DEVELOPMENT

A existing conditions model has been developed using existing activity in Downtown Crossing in advance of the forecasting model. The pedestrian model highlights the number of people walking throughout Downtown Crossing along each individual sidewalk.

An initial survey was undertaken at key locations throughout Downtown Crossing to determine the existing levels of pedestrian activity in the area. Using these observed values, relationships were tested between activity levels and external factors (e.g., the number of visible retail units, sidewalk width, street arrangements, accessibility to public transportation) that could have an influence on these levels.

A total of 48 different measures were tested against the observed flow levels throughout a typical weekday. These measures were narrowed down to seven independent factors that exhibited the greatest influence on walking levels in the area. Using these specially chosen independent factors, a pedestrian model has been created and calibrated for the existing conditions in Downtown Crossing. The most important factors are:

- The actual layout and levels of visibility of the street network
- Whether the streets are pedestrian-ized or not
- Ease of accessibility to the Downtown Crossing MBTA stations
- Ease of accessibility to office units
- The number of visible food and drink outlets
- Ease of accessibility to department stores/malls
- The size and relative importance of the department stores/malls.

The Downtown Crossing pedestrian model currently highlights the number of people circulating throughout the district. As the model provides actual numbers of pedestrians walking along each sidewalk, it identifies the key movement routes for everyday walking trips throughout Downtown Crossing. This has enabled the study team to target areas of greatest benefit.



View of Shopper’s Park from above.

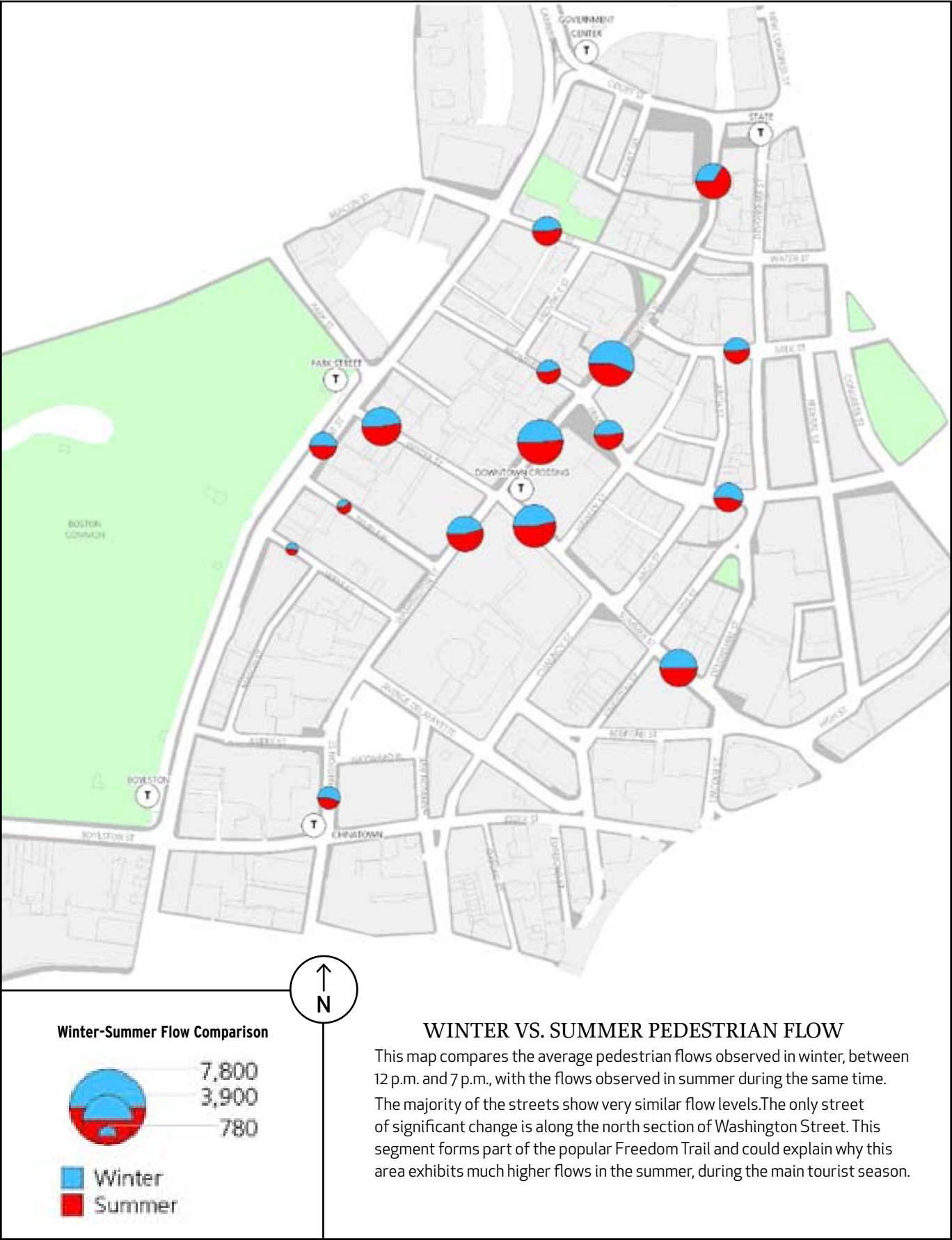
EXISTING PEDESTRIAN CONDITIONS

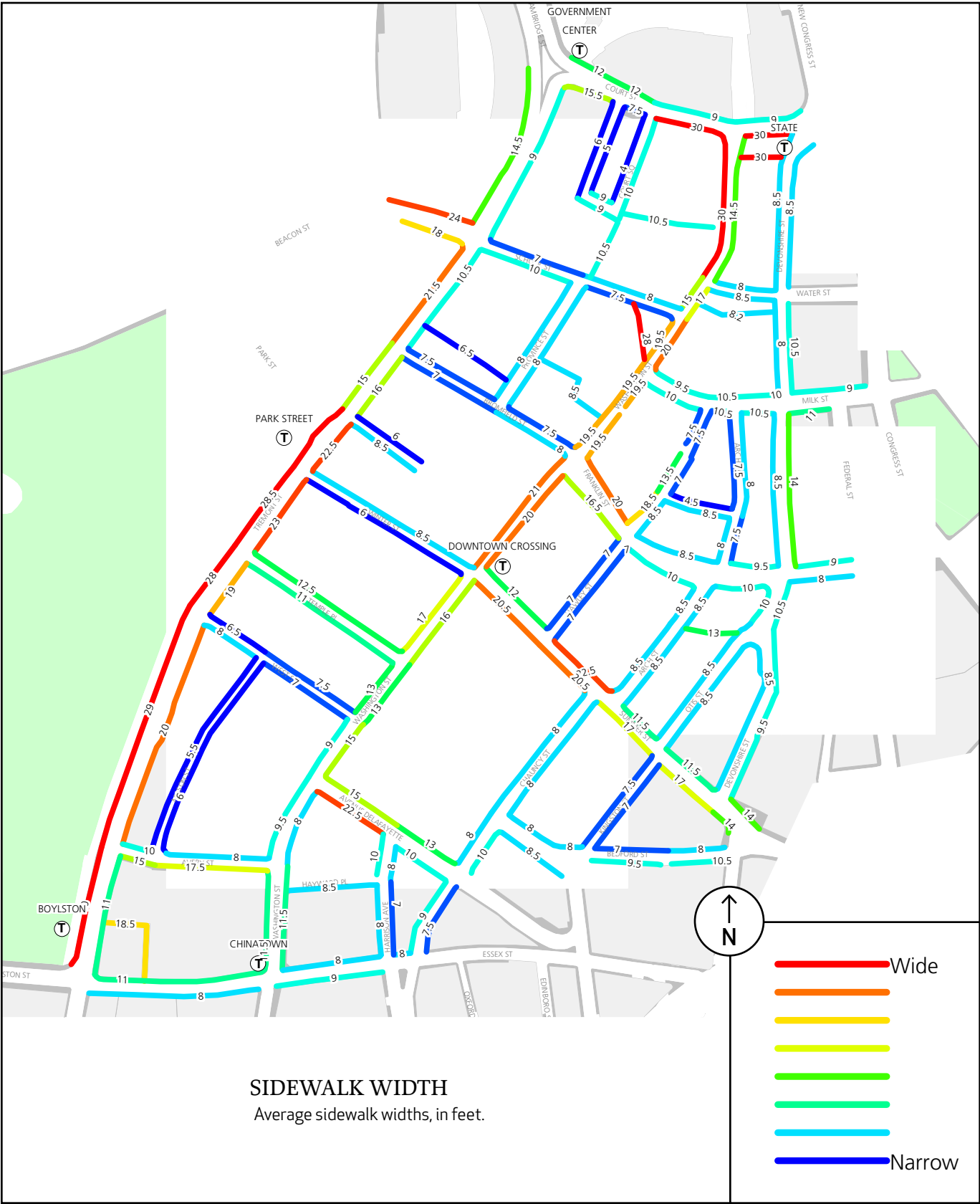
The following are key general observations gleaned from the pedestrian model and associated existing conditions data:

- Approximately 230,000 pedestrians pass through Downtown Crossing on a typical weekday.
- At any given time, the maximum pedestrian population within Downtown Crossing is 27,000 people.
- The level of pedestrian activity in Downtown Crossing varies significantly over the course of a day. There are three peaks in activity: the morning commuting period, lunchtime, and the evening commuting period. Lunchtime activity is the highest, indicating both the business and retail nature of the district, and hence the high population of workers and local shoppers during the midday period.
- Pedestrian activity is relatively constant throughout the year, not varying by season.
- Pedestrian movement is concentrated within the pedestrianized retail core area along Washington Street, between Temple Place and Milk Street, and along Winter Street and Summer Street, between Tremont Street and Hawley Street. These streets are lined with buildings that have active frontages and entrances, providing multiple destinations for pedestrians.
- Pedestrian flow is lower in the southern part of the study area, which has more parking, institutional and residential land and thus fewer attractive destinations for pedestrians.

These more detailed observations on the existing pedestrian environment can help explain some of the more nuanced elements of the pedestrian condition in Downtown Crossing:

- *Land Use* — The commercial mix in Downtown Crossing is dominated by retail, with relatively few cafes and restaurants. The study area also has a heavy presence of offices, which typically generate significant pedestrian traffic particularly around peak commuting times, when workers are arriving or leaving their place of work.
- *Transport Facilities* — Within Downtown Crossing, the main transport nodes are subway stations, bus stops and parking lots. These facilities are generally well-distributed within the study area and are heavily used. Accessibility by public transport is better than by car.
- *Sidewalk Width* — Sidewalk width in Downtown Crossing varies from about 5 feet to nearly 15 feet. Sidewalks are generally wide enough to accommodate the existing pedestrian flow, but would benefit from being widened in places including Winter Street, segments of Washington and Devonshire Streets, and around the Chinatown T stop.
- *Street Network* — Pedestrian movement is busiest in areas with the greatest amount of visible pavement space (and thus clearest navigation), which generally corresponds with the highest density of retail attractions along Washington Street.





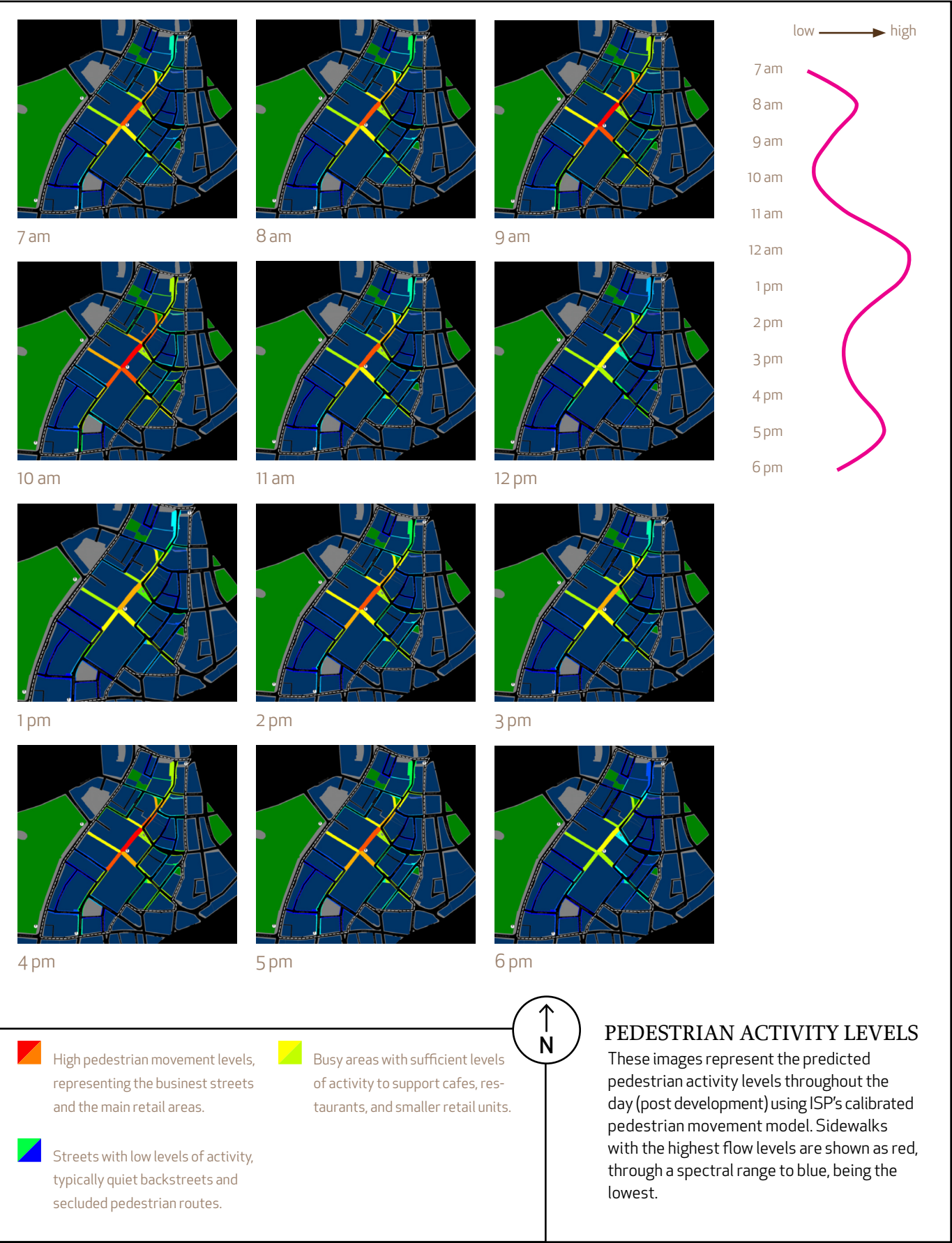
ENHANCING THE PEDESTRIAN ENVIRONMENT

Plans to regenerate Downtown Crossing with dramatically alter the pedestrian environment around Washington Street in order to improve the public realm and enhance the area as a pedestrian-friendly destination. Development of One Franklin/Filene’s, Hayward Place, 45 Province, 10 West, and refurbishment of the Paramount center add significantly to the residential and office capacity of Downtown Crossing, adding ground-floor retail and restaurant destinations and injecting many pedestrians to the main spine and connector streets. The regeneration plan for Downtown Crossing includes improvements to street visibility, particularly along Winter and Summer Streets and also increases street network accessibility with simpler routes between destinations. In summary, proposed changes to both the street network and the land use pattern in Downtown Crossing are both likely to have a positive influence on the levels of pedestrian movement in the area.

FORECAST MODEL

The pedestrian model has been invaluable for initial master plan testing at this early stage of the design process as it provides a cost-effective analysis of how the new layout will perform and gives an early indication on how people will adapt to and use the streets. The new design and land use layout has been tested using the same evidence-based model, allowing the master planning team to maximize and capitalize on the high pedestrian activity in the area.

The model gives an indication of what the expected levels of pedestrian activity will be for each sidewalk in the new layout as a direct result of the streetscape and land use changes. The levels of improvement in each area can then be identified and optimized in later design stages. In particular it can also be used to identify the benefits of the Pedestrian Zone along Washington Street, Summer Street, and Winter Street and what the potential impacts will be on pedestrian activity if this area was to change.



URBAN DESIGN RECOMMENDATIONS

Public Realm

The public realm—composed of the streets, sidewalks, and public open spaces of a city—plays a crucial role in the vitality, perception and livability of an area. Enhancing the public realm in Downtown Crossing will create a variety of social gathering places that improve the quality of life in the area, strengthen connections, and improve the walkability of an area. Reclaiming the public realm will provide opportunities for residents, commuters, and visitors to explore the district, have spontaneous meetings, and enjoy the unique character of the area. Public realm improvements are primarily guided by the public sector, in this case, the City of Boston and the Boston Redevelopment Authority. However, public-private partnerships and coordination with adjacent development projects, such as the former Filene’s redevelopment, 10 West Street, and Hayward Place development, will provide opportunities for private sector involvement in the redesign, construction, and ongoing maintenance of improvements to the public realm.

The design recommendations prioritize pedestrians within the public realm. The recommendations strategically target improvements to streets and open spaces whose redesign will have the greatest effect on the district: the Pedestrian Zone; significant streets (Washington, School, Franklin, Bromfield, Summer and West Streets, and Avenue de Lafayette); and open spaces (pocket plazas at the north and south gateways to the district, Reader’s Park, and Shopper’s Park).



Old South Meetinghouse.

PEDESTRIAN ZONE VISION

The Pedestrian Zone along Washington, Winter, and Summer Streets currently fails to provide a high quality experience for pedestrians. Unlike some cities that effectively killed their downtowns by cutting off vehicular access to their main streets, Downtown Crossing has the pedestrian volumes necessary to support an active, pedestrian-only zone. The large pedestrian volumes that these streets carry, however, require significant amounts of space to comfortably accommodate travel in the district, and the zone must offer a more inviting physical environment to encourage people to spend time there. The delivery trucks, taxis, and other automobiles that routinely travel through the existing pedestrian-only zone compromise its quality, rather than contribute to the activation of the district. Given the extremely high pedestrian volumes (approx. 100,000 people on a typical weekday) throughout the district, a true Pedestrian Zone should be created for the citizens of Boston as a unique environment possible only in Downtown Crossing.

The Pedestrian Zone is envisioned as a place that:

- Focuses the district towards the pedestrian
- Creates a unique, vibrant and stimulating experience for users
- Celebrates the original intent of Downtown Crossing
- Provides a livable, inviting and high quality environment for residents, commuters, students, shoppers, tourists, and other visitors.

Through a restriction on vehicular access, streetscape redesign, and the addition of elements to help humanize the space, the Pedestrian Zone can become a destination for visitors to the city, workers on their lunch break, residents of the area, and individuals who at present do not stop as they travel through the district.



Conflicts between pedestrians and automobiles in the pedestrian zone present a major challenge to the physical environment of the district.

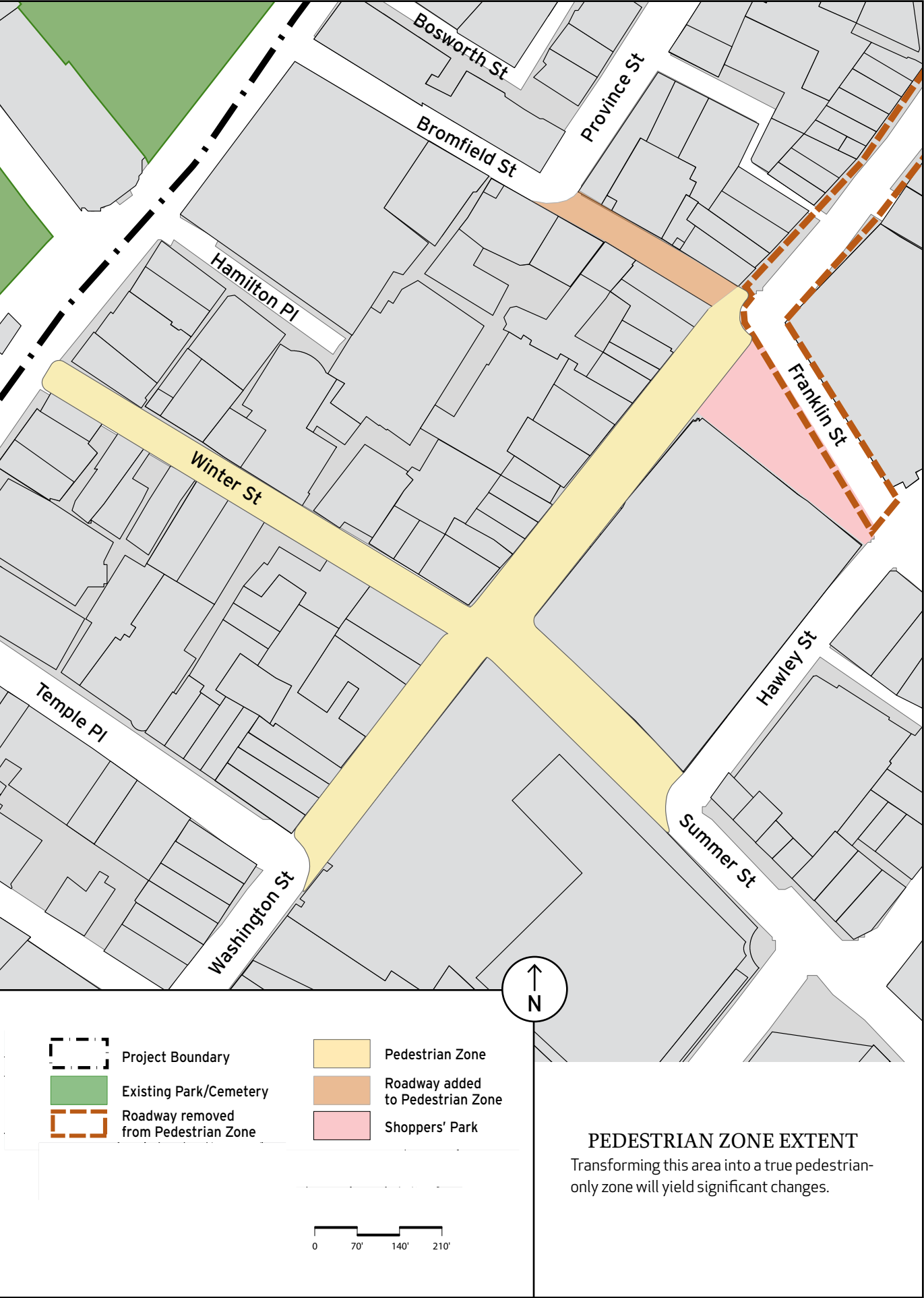
PEDESTRIAN ZONE RECOMMENDATIONS

- 1. Redefine the Pedestrian Zone Area
- 2. Provide a Flush Environment
- 3. Use Unique Paving to Distinguish the Area
- 4. Celebrate the 100 Percent Corner with a Central Element (Washington, Winter, and Summer Streets)
- 5. Create Streetscape Zones
- 6. Include Seating Areas and Pause Points as Amenities for Pedestrians
- 7. Infuse Color by Using Landscaping, Trees and Public Art
- 8. Enforce the Pedestrian Zone
- 9. Limit Automobile Access
- 10. Service Access and Deliveries

1. REDEFINE THE PEDESTRIAN ZONE AREA

By far, the most significant change to the district involves the creation of a truly pedestrian-only zone that serves as a unique destination, open space and retail environment. The existing Pedestrian Zone should be transformed into a true pedestrian-only zone during the daytime peak pedestrian hours from 8 a.m. to 8 p.m. The existing Pedestrian Zone extends along Washington Street from Milk Street to Temple Street, along Winter Street from Washington Street to Tremont Street, and along Summer Street from Washington Street to Hawley Street. The Pedestrian Zone should be centered around the 100 percent corner at the intersection of Washington, Winter, and Summer Streets, where the greatest pedestrian volumes are concentrated. The intersection, perceived as the true “Downtown Crossing,” is the historic center and the largest activity node in the district. The BRA should work with all of the project developers—especially the One Franklin team—to coordinate, redesign, and make improvements to the Pedestrian Zone.

The intersection with the second-greatest volumes of pedestrians is at Washington, Franklin, and Bromfield Streets. With the proposed One Franklin Street development, many more cars, delivery trucks, taxis and pedestrians will use this area, and this intersection in particular. To calm traffic on Franklin and Bromfield Streets and prevent cut-through traffic, the block along Bromfield Street between Washington and Province Street should be included in the Pedestrian Zone.



2. PROVIDE A FLUSH STREET ENVIRONMENT
Curbs should be removed from Washington Street to create a better pedestrian environment and reduce confusion for all modes of transportation. Removing the curbs will open the entire building-to-building width of Washington Street to pedestrians and provide visual cues to motorists that the area is for pedestrians and bicyclists.



Curbs on Washington Street should be removed.

3. USE UNIQUE PAVING TO DISTINGUISH THE AREA
The flush environment should consist of a distinctive and high-quality paving surface to unify the area and lend identity to the zone. Paving patterns can be utilized to visually signal to pedestrians that they are entering a special area; auditory cues, such as textural paving and cobblestones, can also be employed to stimulate the senses of users. The realities of the downtown Boston environment should be taken into consideration when choosing the paving treatment: heavy foot traffic, snow, and ice conditions in the winter, and infrequent street cleanings require durable materials that do not show dirt.



Special paving can bring identity and distinctiveness to an area. These examples provide color and add cohesiveness to public plazas.

4. CELEBRATE THE 100 PERCENT CORNER WITH A UNIQUE CENTRAL ELEMENT
The intersection of Washington Street and Winter and Summer Streets should be celebrated as the most significant intersection of Downtown Crossing. A central element, such as a public art installation, special treatment of building façades, or canopy treatment, should be designed to highlight the intersection and add vibrancy to the district. The element should be elevated to not impede the large numbers of pedestrians traveling through the intersection and to draw individuals’ eyes upwards towards the historic buildings in the area. Distinctive street lights with hanging baskets of flowers and other plantings could also serve as ways to celebrate the 100 percent corner and infuse greenery into the pedestrian zone.



Unique lighting enhances street life.



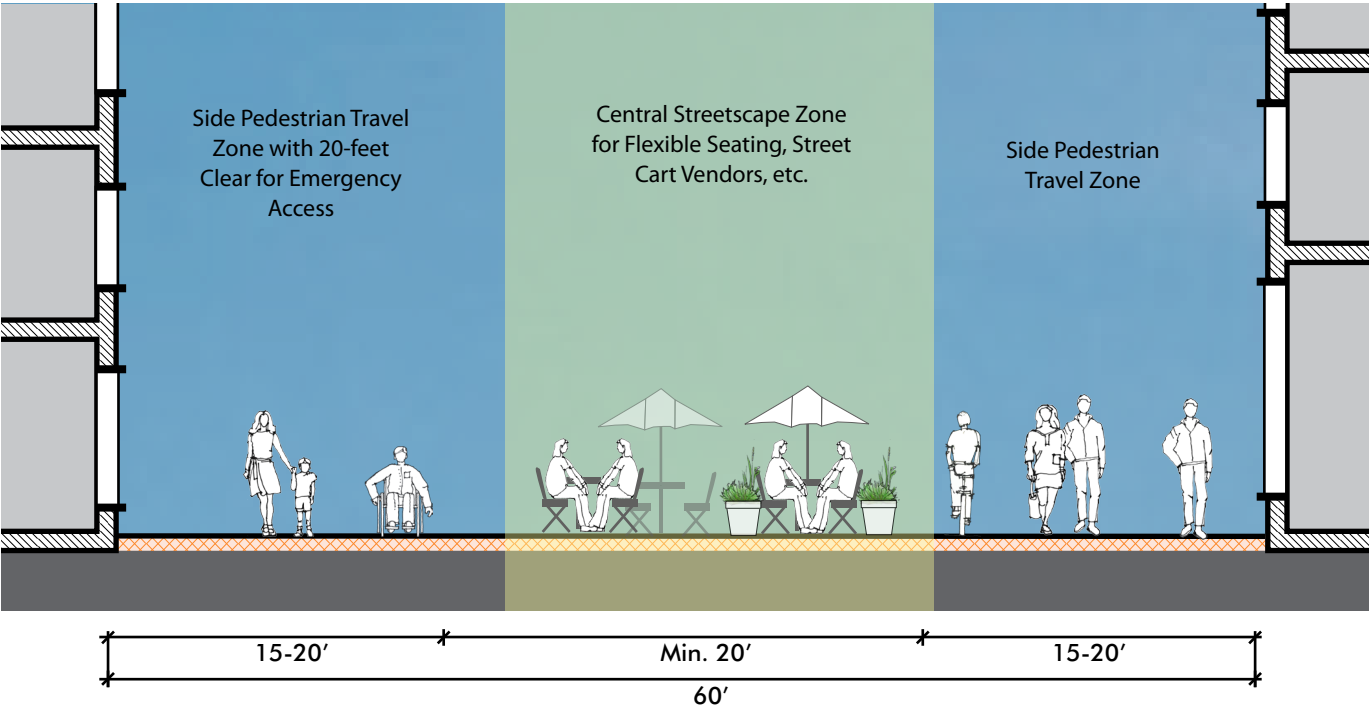
Example of striking visual landmark at Potsdamer Platz in Berlin.

5. CREATE STREETSCAPE ZONES

The creation of the flush environment will open up the Pedestrian Zone and provide the opportunity for streetscape elements and “spill-out” uses from adjacent buildings. Streetscape zones should be established along the Pedestrian Zone to guide the appropriate placement of elements, as well as to provide adequate space for pedestrians and emergency vehicle access. The placement of spill-out use—such as seating, book shelves, and flower stands—should be encouraged as they allow pedestrians to engage with uses within the buildings.

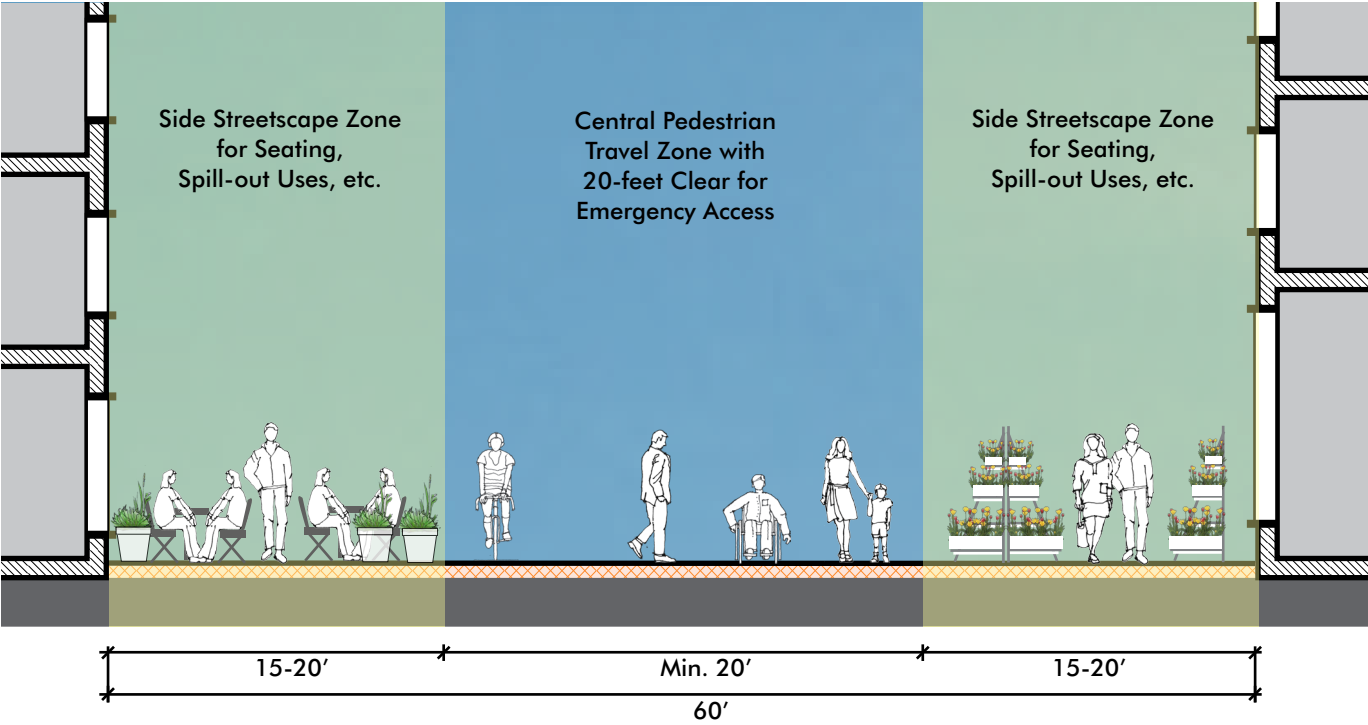
The redesigned and reorganized pushcart program (discussed in more detail in the Economic Vitality section) should make use of the streetscape zones. Current issues with the pushcart program include blocking paths of travel, sprawling carts, inappropriate signage, and an unkept appearance. The streetscape zones will help organize the pushcarts by concentrating them and allowing clear pedestrian pathways. With greater coordination in the colors, banners, canopies and graphics of the pushcarts, they will serve to activate the streetscape zones with attractive and engaging uses.

Depending on the adjacent uses and needs of the Pedestrian Zone, streetscape zones should be located either along the edge of buildings or towards the center of the roadway. Centrally located streetscape zones are appropriate along Washington Street north of the 100 percent corner. Redesigned push-carts with flexible seating around them should utilize the central portion of the Pedestrian Zone, as well as benches, landscaping, and wayfinding signage. The center of the Pedestrian Zone can be used for public art exhibits or approved street performances. The central spill-out zone can synergize with the redesign of Shopper’s Park to activate the northern edge of the plaza and extend it into the Pedestrian Zone. A minimum of 20 feet must remain clear to allow for emergency vehicle access through the Pedestrian Zone.



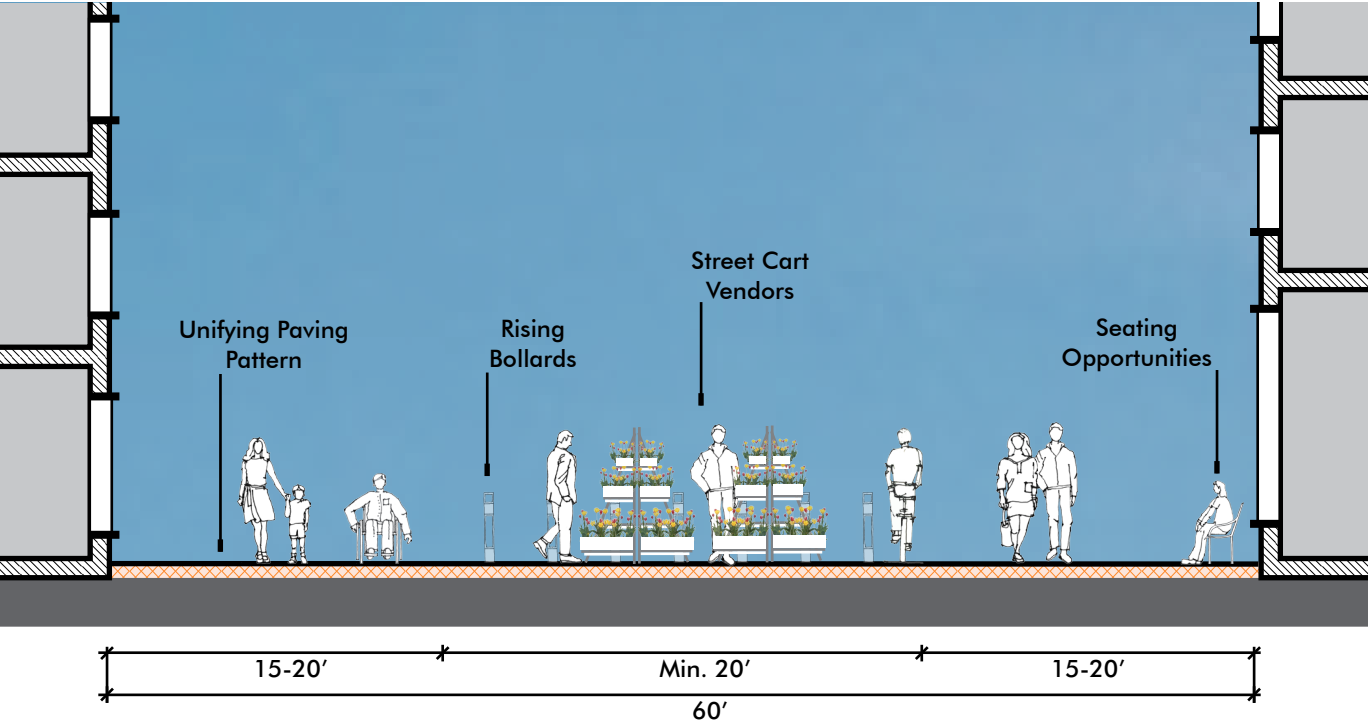
Cross section of Central Streetscape Zone.





Cross section of Side Streetscape Zone.

Side streetscape zones are appropriate along Washington Street south of the 100 percent corner and along Summer Street. Outdoor seating and streetscape elements should be located in these zones, leaving a minimum 20 feet clear central area clear for pedestrian movement and emergency vehicle access. Due to the high pedestrian volumes, spill-out uses, planters, and benches are not appropriate along Winter Street. Storefronts along Winter Street should have doors and windows that open onto the Pedestrian Zone to activate the edges and engage pedestrians.



Pedestrian Zone cross section, looking North.

6. INCLUDE SEATING AREAS AND PAUSE POINTS AS AMENITIES FOR PEDESTRIANS

The Pedestrian Zone currently lacks opportunities for pedestrians to slow down. As they commute, pedestrians typically exit the T stations and walk directly to their destination. The Pedestrian Zone should encourage individuals to meet and interact, sit and read, and slow down their pace to enjoy their environment. By adding seating areas and pause points within the Pedestrian Zone along Washington Street and Summer Street pedestrians will be invited to partake in the district rather than pass through it. Seating areas are not appropriate along Winter Street due to the narrow right of way and the high volume of pedestrians traveling along it. The seating areas should be located within the streetscape zones described in PEDESTRIAN ZONE RECOMMENDATION 4.

The seating areas should function as open rooms along Washington and Summer Streets. They should provide seating opportunities and additional amenities such as pedestrian-scaled lighting and trashcans, landscaping elements in planters where possible, interpretive signage, and public art.

7. INFUSE COLOR BY USING LANDSCAPING, TREES AND PUBLIC ART

The addition that landscaping, trees, and public art make to the urban environment cannot be overstated. Green elements fulfill human needs for integrating nature with the urban environment and add softness to the public realm. They trigger the senses of pedestrians by bringing color to the street, making sound as wind blows through them, and providing shade.

While trees may not be able to be planted in the ground due to areaways, subway tunnels and underground utilities, they should be added in planters where possible. They are also recommended within the streetscape zones in combination with seating opportunities and along building edges where they do not interfere with signage and access points. Trees in planters should be added along the Pedestrian Zone on Bromfield Street to continue the green connection along Franklin and Bromfield Streets to the Old Granary Burying Grounds. Trees should be continued along the roadways of Franklin and Bromfield Streets outside the Pedestrian Zone to complete the green connection (see Streets section).

Public art, sculptures and interpretive signage should be included in the streetscape zones within the Pedestrian Zone to add color and visual interest to the public realm. Interpretive signage, such as bronze bands inlaid in the paving, can serve as “found” objects that add a layer of richness to the pedestrian environment and can incorporate information on historic buildings and events in the district. The Boston Arts Commission should be a partner in developing, identifying and adding public art pieces to the Pedestrian Zone.

Illustrative Plan of Public Realm Improvements.



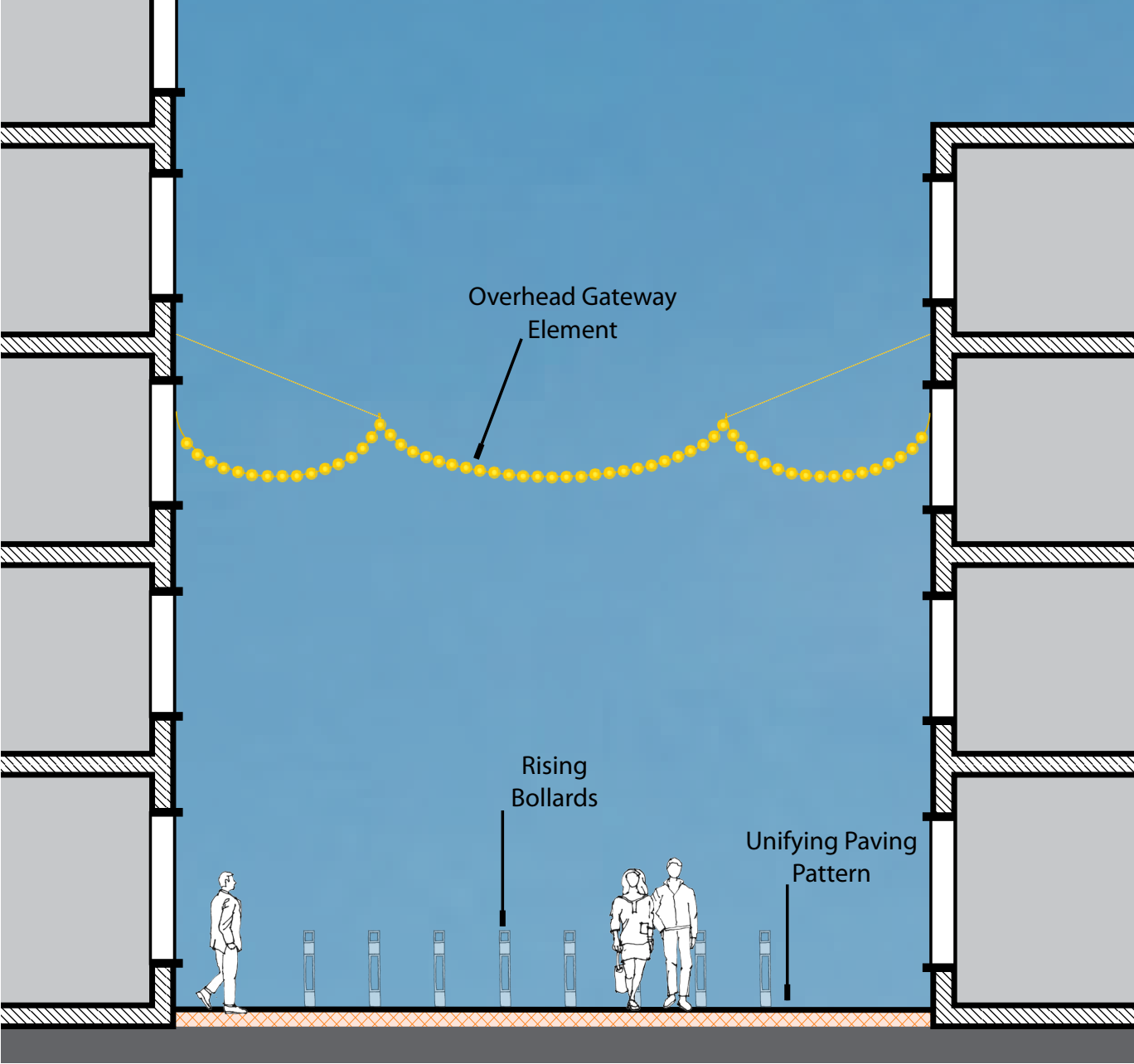
Street planting



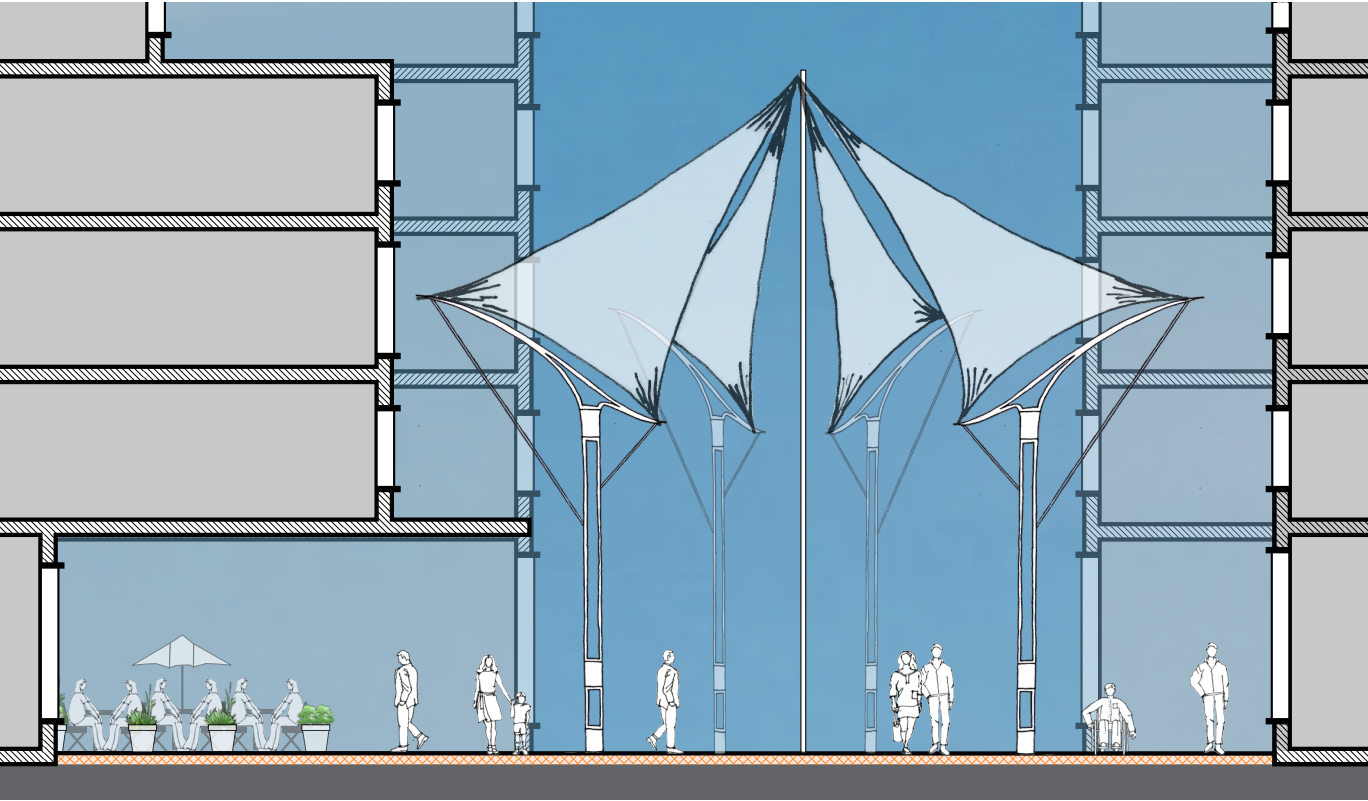
Container planting



Overhead elements, such as banners or strings of lights, should be added over Winter Street to announce the arrival to the district from Boston Common. Overhead elements can have a high impact on the pedestrian environment, while being relatively low cost and not disruptive to the pedestrian movement at the ground level. They create a human-scaled “ceiling” in a highly urban context and can make a street feel warm and inviting.



Winter Street cross section.



Summer Street section, looking towards 100 percent corner.



Example of overhead lighting in Glasgow, Scotland.

8. ENFORCE THE PEDESTRIAN ZONE

Visual cues and a great streetscape design are not sufficient for creating an inviting and safe pedestrian environment; strict, consistent enforcement of the Pedestrian Zone must be a part of the physical design for the space. Since current enforcement of the Pedestrian Zone is insufficient, automated raising bollards should be installed at endpoints to physically prevent vehicles from entering during daytime hours.



Example of automated rising bollards.

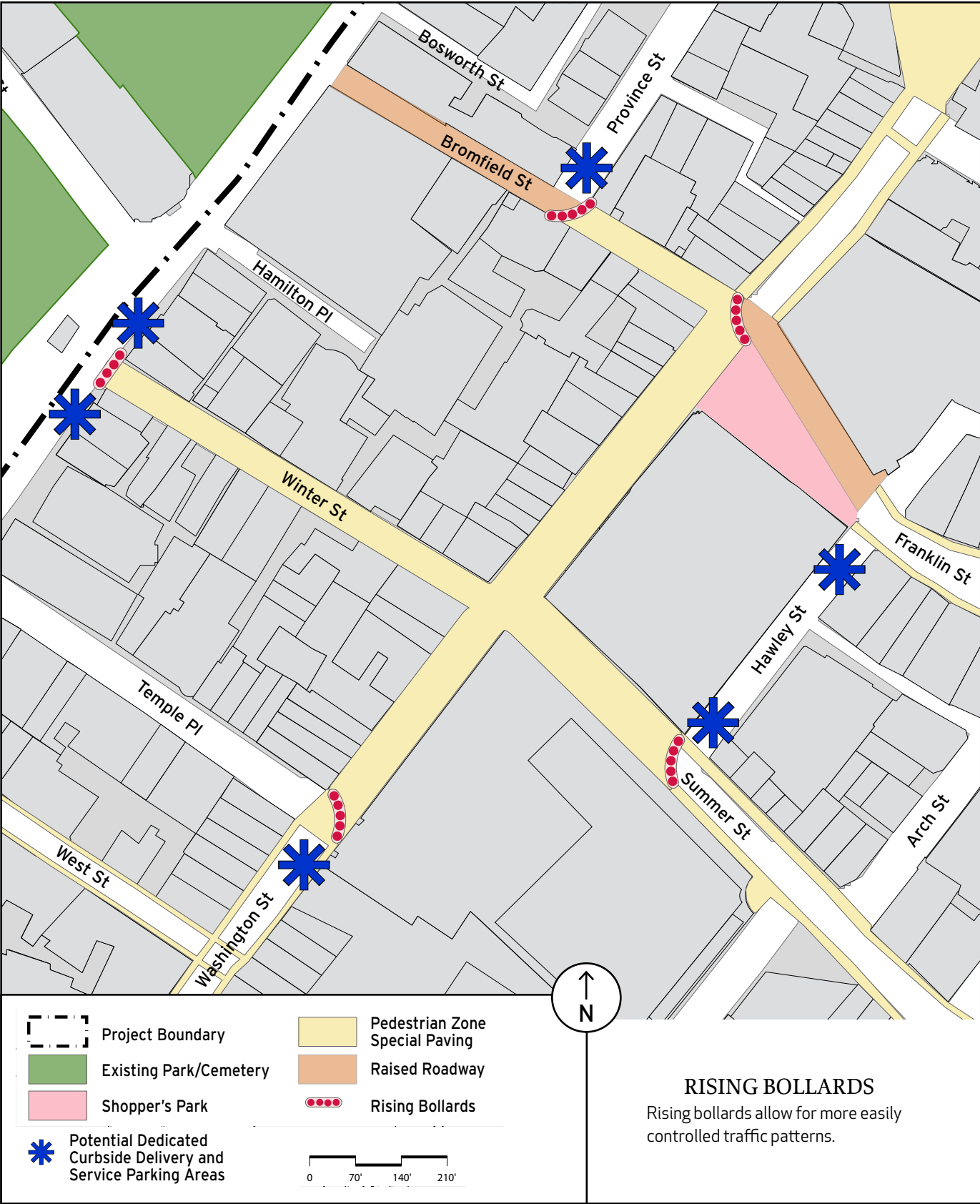
9. LIMIT AUTOMOBILE ACCESS

When it is necessary and appropriate, rising bollards offer the advantage of allowing vehicular access to the Pedestrian Zone. Due to the block configurations and many small retail stores along Washington Street, side and rear deliveries are not always feasible. The Pedestrian Zone should be opened to through traffic—such as taxis and delivery trucks—before 8 a.m. and after 8 p.m. to access buildings which front onto the Zone. The Zone should remain restricted in the early morning as pedestrian volumes begin to increase. During Pedestrian Zone hours, when automobiles are not allowed in the district, a dedicated curbside delivery and service parking area should be identified that is located adjacent to the Zone.

In addition, police, fire, public works, and other city of Boston and state vehicles should be allowed to access the Pedestrian Zone at all times for emergency needs only. A commitment must be made by City departments to not use the Pedestrian Zone for parking as is currently the practice and to respect the zone’s priority for pedestrians.



Rising bollards in the Netherlands.



WINTER STREET BEFORE



WINTER STREET AFTER

Special paving, updated storefronts, rising bollards, an interactive kiosk/wayfinding display, special street lighting and an overhead element transform Winter Street in this photo-simulation.



STREET VISION

The streets in Downtown Crossing play a large role in determining the quality of the pedestrian environment. The streets can connect the district with adjacent neighborhoods and can strengthen the identity of Downtown Crossing. The redesign of key streets can help make the district more inviting and encourage people to explore the area.

- The goals for the streets of Downtown Crossing are to:
- Unify the district with distinctive streetscape elements
 - Contribute to the distinct identity of the district
 - Foster connections with adjacent neighborhoods through enhanced streetscape design
 - Provide a safe and comfortable environment for pedestrians and bicyclists
 - Add unique opportunities for pause points and seating

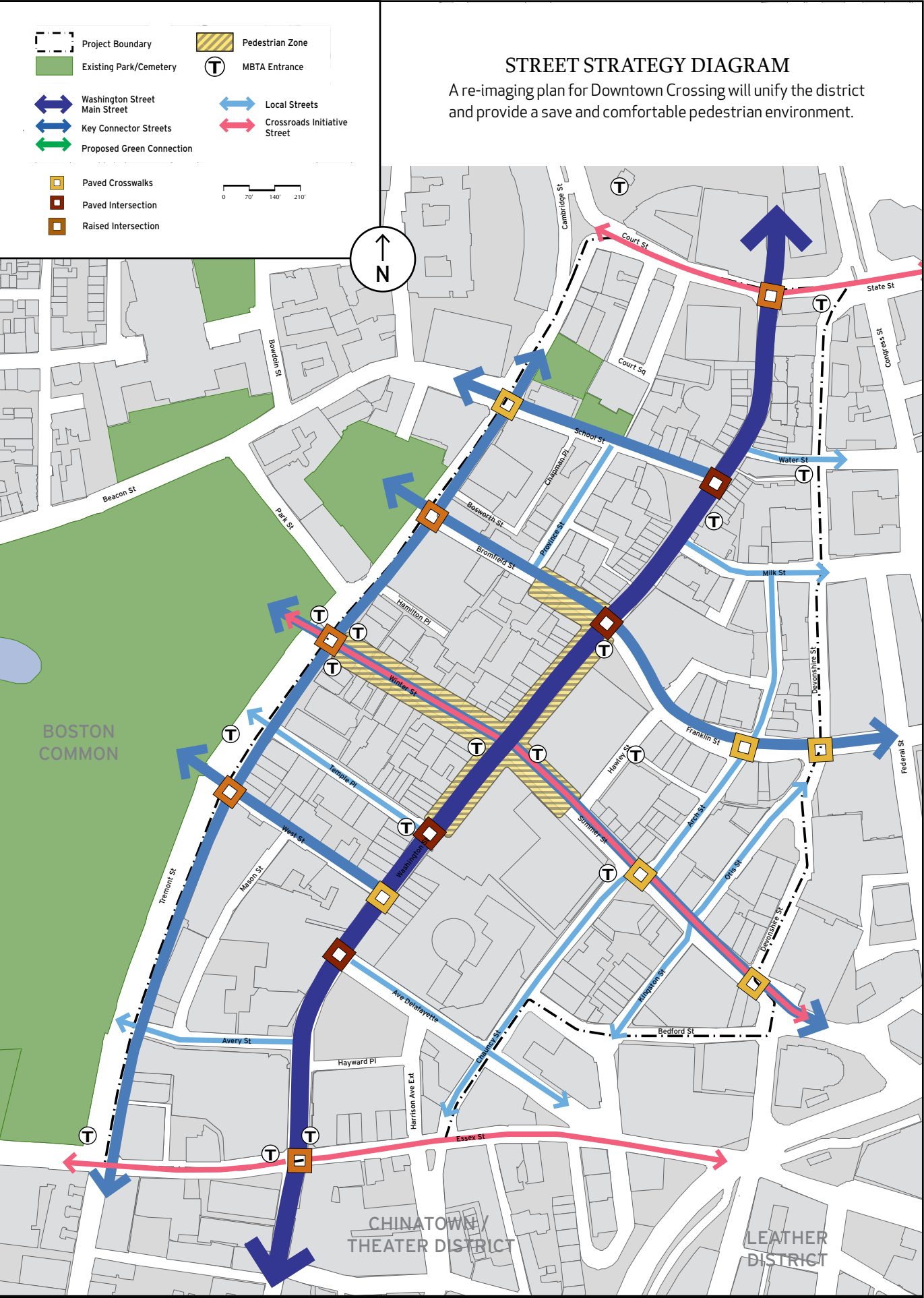
Through redesigned streetscapes, Downtown Crossing will better connect with the surrounding context and draw people into the district. Improvements to the streets also will support alternative modes of transportation—such as bicycling or Pedi Cabs service—by creating a better balance between automobiles, pedestrians and bicyclists. The streets will also provide a comfortable and amenity-rich environment for users, encouraging people to slow down and explore the district.

STREET RECOMMENDATIONS

1. Establish a Hierarchy of Streets
2. Use Unique Sidewalk Paving to Distinguish the Streets
3. Develop a Palette of Unique Streetscape Elements
4. Include Seating Opportunities and Pause Points as Amenities for Pedestrians
5. Infuse Color by Using Landscaping and Trees
6. Improve Specific Intersections
7. Add Flush Roadways at Key Locations
8. Create Zones for Streetscape Elements
9. Employ Wayfinding Signage



An activated streetscape environment in Berlin.



BROMFIELD STREET BEFORE



BROMFIELD STREET AFTER

Flush pedestrian environment, special paving, street trees, pause points, seating opportunities, revitalized storefronts and murals transform Bromfield Street into a key connector between Post Office Square, Franklin Street, and the Old Granary Burying Grounds in this photo simulation.

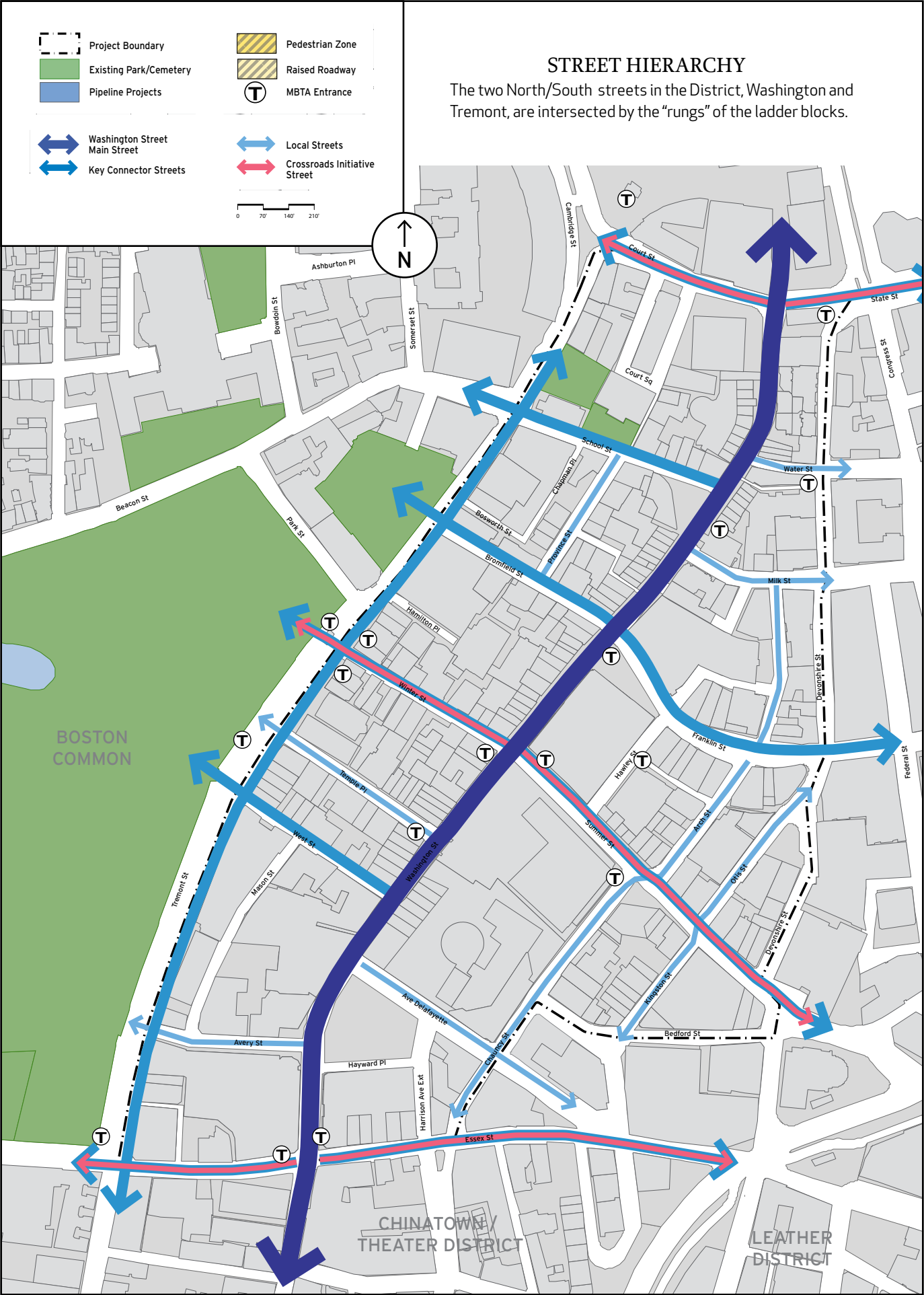


1. ESTABLISH A HIERARCHY OF STREETS
Identification of a hierarchy of streets to receive improvements will help achieve the strategic design goals of the district.

Main Street — Washington Street is the street of primary importance to the district as it is the historic spine or “seam” that binds Downtown Crossing together.

Key Connector Streets — The second set of streets that should be targeted for improvements are the key connector streets to adjacent districts and neighborhoods. These include (1) Franklin and Summer Streets from Devonshire Street to Hawley Street; (2) Bromfield Street from Province Street to Tremont Street; and (3) School and West Streets from Washington Street to Tremont Street. Franklin and Summer Streets provide connections to the Financial District. Bromfield Street continues the east-west connection along Franklin Street to the Old Granary Burying Grounds. Summer Street is also one of the crossroads in the City of Boston’s Crossroads Initiative and will be improved to beautify and strengthen the connection between downtown Boston and the harbor. School Street is critical due to the Freedom Trail along its length and its connection to the Government Center area. Street pavement and permanent markings need to be made on School Street for the Freedom Trail. West Street improvements will strengthen the district connection to Boston Common, with the tourist information kiosk serving as a visual landmark at the intersection of West and Tremont Streets in the Common.

Local Streets — The remaining streets within the district should only be improved when the first two tiers of streets have been completed or if new development projects or City initiatives, such as the Crossroads Initiative, make improvements possible.



2. USE UNIQUE SIDEWALK PAVING TO DISTINGUISH THE STREETS

To unify the district, the same paving that is used throughout the Pedestrian Zone should continue along the sidewalks and into the crosswalks and intersections along Washington Street and the key connector streets. The paving improvements to Franklin and Summer Streets will better connect the Financial District with the Pedestrian Zone. In addition, paving and pause points along West Street will strengthen it as a connection to Boston Common. The paving along Washington Street will visually link the Pedestrian Zone with the northern and southern parts of the district, and will provide a cue to pedestrians that they are in Downtown Crossing. When present, historic granite/slate sidewalks should be preserved and integrated into the overall approach in the district.



Example of flush roadway surface.



Example of flush roadway surface in Paris.

3. DEVELOP A PALETTE OF UNIQUE STREETSCAPE ELEMENTS

A special palette of streetscape elements should be identified for use within the district to further contribute to its identity. The streetscape elements should first be added to the Pedestrian Zone, Washington Street and the key connector streets of Franklin Street, Bromfield Street, Summer Street, and West Street. In later phases and with additional funding, other streets within the district can be improved. The streetscape elements can include benches, pedestrian-scaled lighting, trashcans, public toilets, and newspaper signage kiosks. Benches and pedestrian-scaled lighting are two key elements that are currently missing from the streets in Downtown Crossing and should be included in the new streetscape design. New streetscape elements, such as wayfinding signs, lockers, shade shelters and bicycle racks, that support the bike corral cycling center on the Common and even the Pedi Cabs program should be designed in coordination with the new streetscape palette. The pushcart program represents an opportunity to establish a consistent look and feel throughout the district with redesigned carts, canopies, tables and chairs, and signage that further round out the streetscape palette.

The palette should emphasize verticality to draw pedestrians’ eyes to the upper floors of the historic buildings. The design of the elements should contrast with the hardscaped environment and work to soften it. When possible the elements should engage pedestrians in unique ways, such as with interactive kiosks and other elements that incorporate an element of whimsy and delight into the area.

Lighting — The current acorn street lights within the district are cold halide, which provide a color-draining orange light on the streets. New lighting for the district should be designed to be warmer and more inviting; this could be achieved through indirect lighting, such as overhead lighting and the uplighting of building façades, and the use of different types of bulbs in the street lights.

Further, the scale and type of lighting along the streets should be addressed. Streetlights should be pedestrian-scaled and no more than thirteen feet high. Since all roadways within the district (except for Tremont Street) are single lane with a parking/loading lane, the light from the pedestrian-scaled streetlights should be sufficient. If additional lighting is required, streetlights should be placed closer together rather than made higher. Due to Tremont Street’s width, auto-oriented streetlights may need to be used to adequately light the roadway. Auto-oriented and pedestrian-scaled poles should be alternated along the length of Tremont Street to provide adequate light for both cars and pedestrians. New lighting should be placed on key connector streets to other neighborhoods and others that are currently insufficiently lit, such as many of the ladder streets.

Pedestrian-oriented streetlights should not use sodium vapor bulbs because the yellow/orange light detracts from the quality of the environment. In addition, the yellow/orange light is associated in most people’s minds with auto-oriented areas, and the goal of the lighting scheme is to create a unique pedestrian environment.



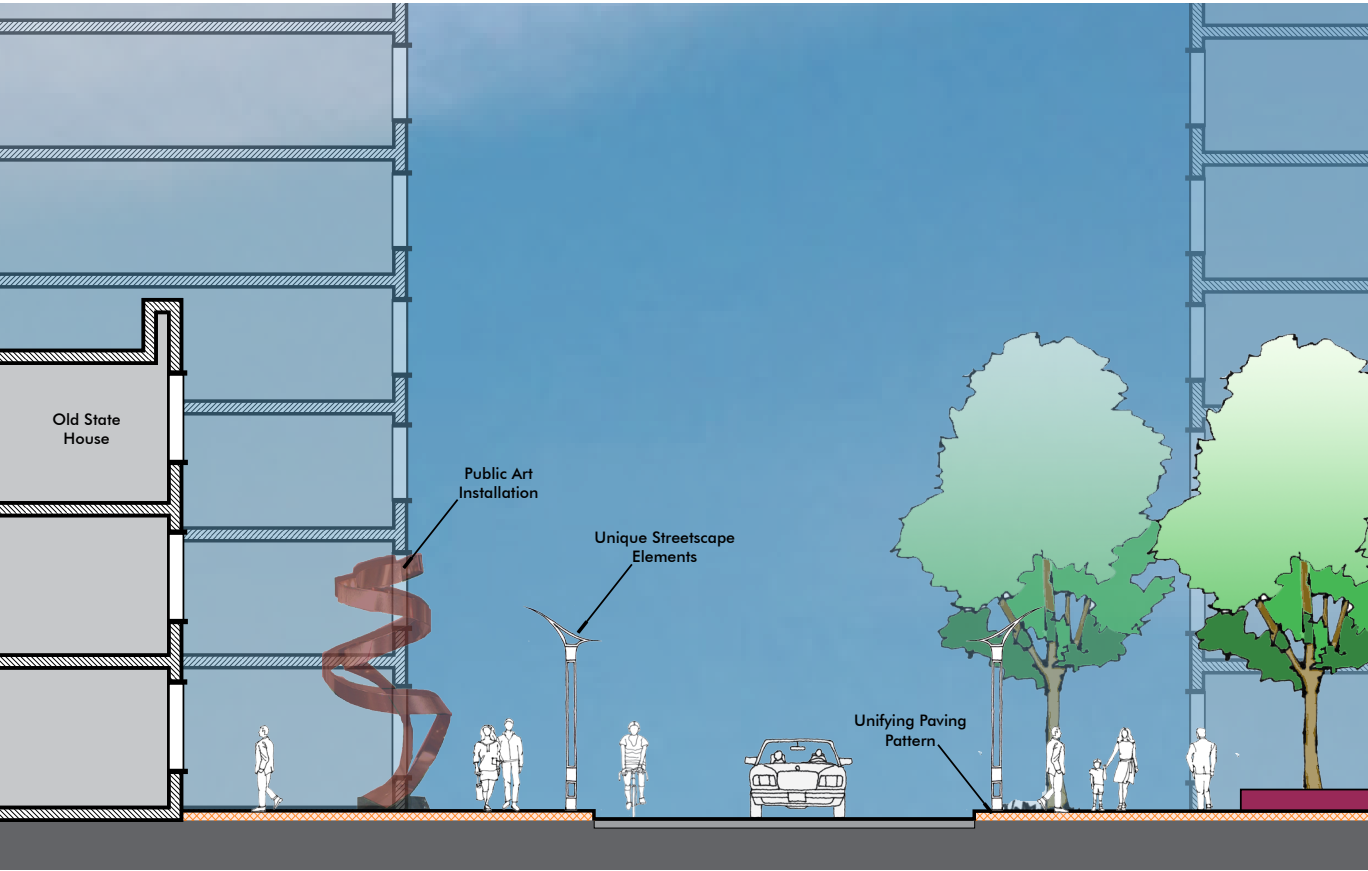
Unique lighting elements in Phoenix, Arizona.

4. INCLUDE SEATING OPPORTUNITIES AND PAUSE POINTS AS AMENITIES FOR PEDESTRIANS

At key locations, benches should be added along the sidewalks to create opportunities for seating and “pausing” along the street. These seating opportunities should have planters with trees and landscaping to shelter users. They should also incorporate public art and interpretive signage.

Natural locations for the pause points to be located are at intervals that mimic the historic block lengths in the district. The typical length of a Ladder block extended along Washington Street would create pause points at Milk, Temple, and West Streets, and at Avenue de Lafayette. A pause point should also be included at the bend in Washington Street between School Street and Court Street. The line of sight from Court Street into Downtown Crossing is blocked by the bend in the street and adding color and amenities at the pause point would invite pedestrians to continue

into the district. In some cases, such as when sidewalks are too narrow, bulbouts should be created by extending the sidewalks into the loading and parking zones along Washington Street and key connector streets. The placement of seating opportunities in these bulbouts, in combination with open space amenities and the Pedestrian Zone along Washington Street, provide numerous opportunities at regular intervals for pedestrians to slow down and rest within the district.



North Washington Gateway cross section.

5. INFUSE COLOR BY USING LANDSCAPING AND TREES
Landscaping and trees are important amenities for pedestrians. A landscape plan should be developed for the district to coordinate plantings, develop an appropriate street tree and landscaping palette, and support a unified look and feel for the district through the addition of green elements. The landscape plan should build off of the recommendations put forth in this report to develop engineering solutions for implementing the vision. Bromfield and Franklin Streets should be targeted as a “green connection”

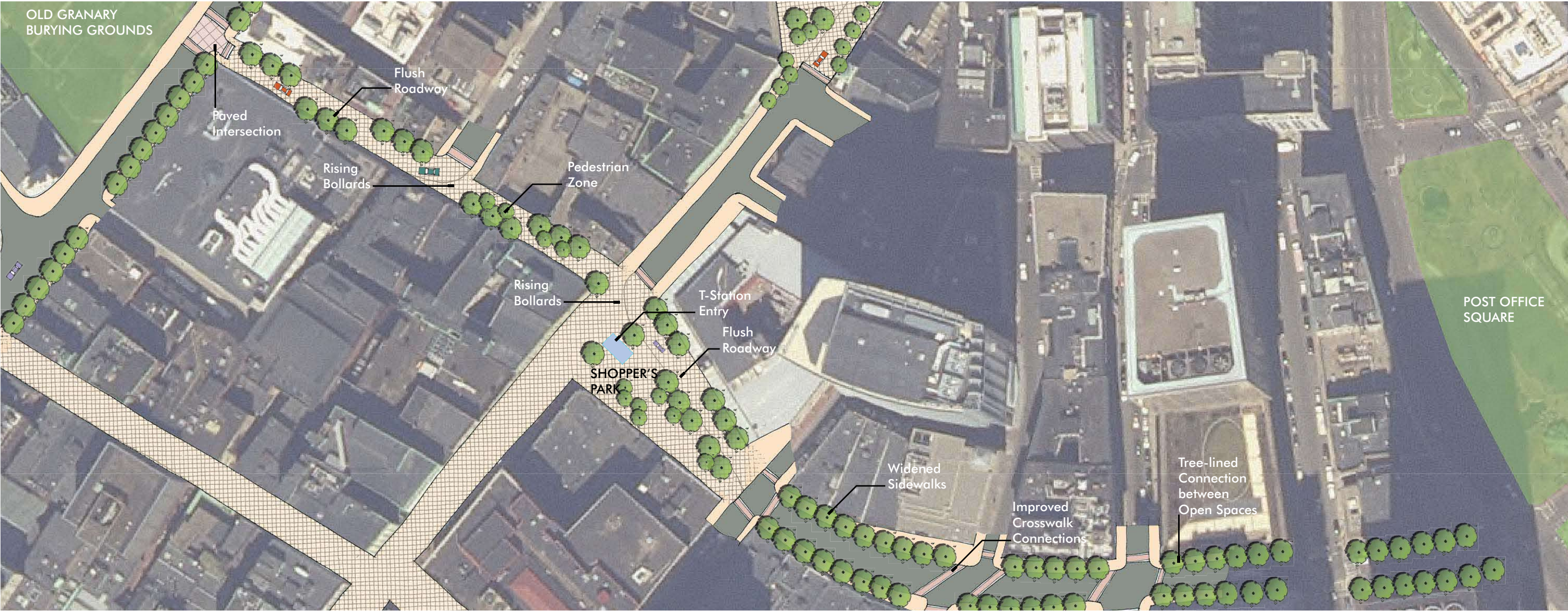
between the Old Granary Burying Grounds along the Tontine Crescent to Post Office Square. Summer Street up to the Pedestrian Zone should be lined with street trees due to its width, connection to Boston Common, and importance as a Crossroads street. Where possible, trees should be planted in the ground with structural soil to maximize their growth potential and health. In many cases, such as along Bromfield and West Streets, narrow rights-of-way and below ground areaways complicate the planting of trees. In such cases, the use of planters should be explored. While full-size trees

may not be able to reach their mature dimensions given the constricted growing conditions the planting of ornamental trees and small scale landscaping features should be considered.

The east side of Tremont Street should be tree-lined to provide a more comfortable pedestrian environment along the four-lane arterial. Trees would also help visually unite the west side of the street, which is the Boston Common, and the east side. Some trees exist in planters along Tremont Street but they are irregularly

spaced, with long distances between them. Street trees should be in-filled in wells or planters to create a continuous canopy that complements Tremont Street as the edge of Boston Common.

Avenue de Lafayette should also become a green connection, with trees already lining the north side of the street. The proposed Hayward Place development should provide improvements to the public realm by adding street trees and wide sidewalks on the south side of Avenue de Lafayette.

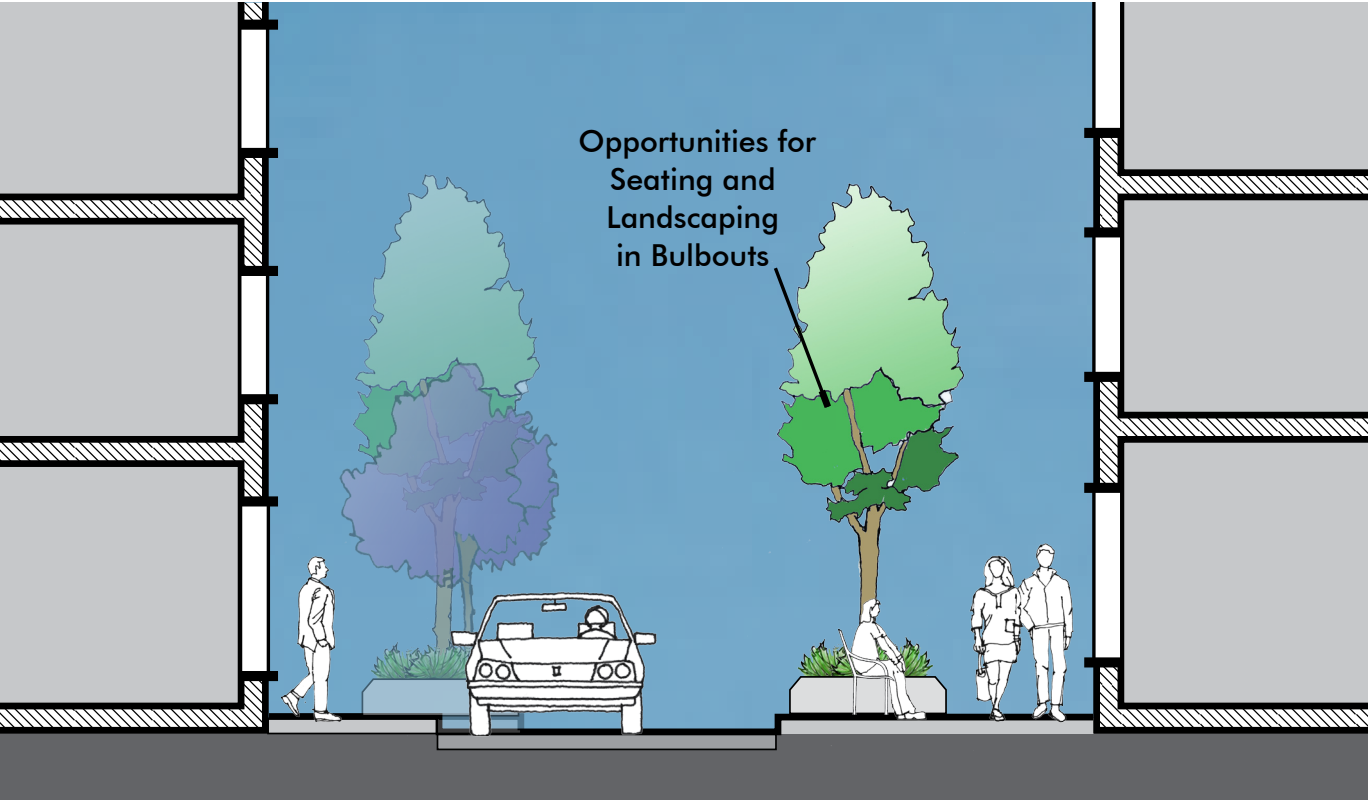


Illustrative plan for Shopper's Park and surroundings.

West Street should be improved with landscaping to strengthen the green connection between Washington Street and Boston Common. Bulbouts, improved with benches and landscaping, should be created by removing parking spaces along the street. The bulbouts should be placed in relation to adjacent uses, such as the Brattle Book Shop and the Suffolk University buildings at Tremont and Washington Streets. Aligning the bulbouts with building setbacks and entrances creates the opportunity for small pocket parks and useable spaces for adjacent users. Trees and landscaping should be in planters because of areaways and restricted growing conditions beneath the sidewalks. Due to the narrow right-of-way along West Street, trees with a columnar shape are most appropriate. Seasonal, herbaceous plantings could also be used to provide color and variety along the street throughout the year. The planters and seating opportunities will function to enhance the public realm and visually link with Boston Common. These bulbouts would function similarly to the pause points along Washington Street by contributing to the quality of the street environment and providing amenities for pedestrians. Opportunities for partnering with Suffolk University to address maintenance and upkeep of the bulbouts should be explored.



Illustrative Plan of West Street.



West Street cross section.

6. IMPROVE SPECIFIC INTERSECTIONS

The intersections in Downtown Crossing should be targeted with various levels of improvements to calm traffic, connect with adjacent areas, and provide gateways. The three levels of improvements include (1) raised intersections; (2) paved intersections; and (3) paved crosswalks.

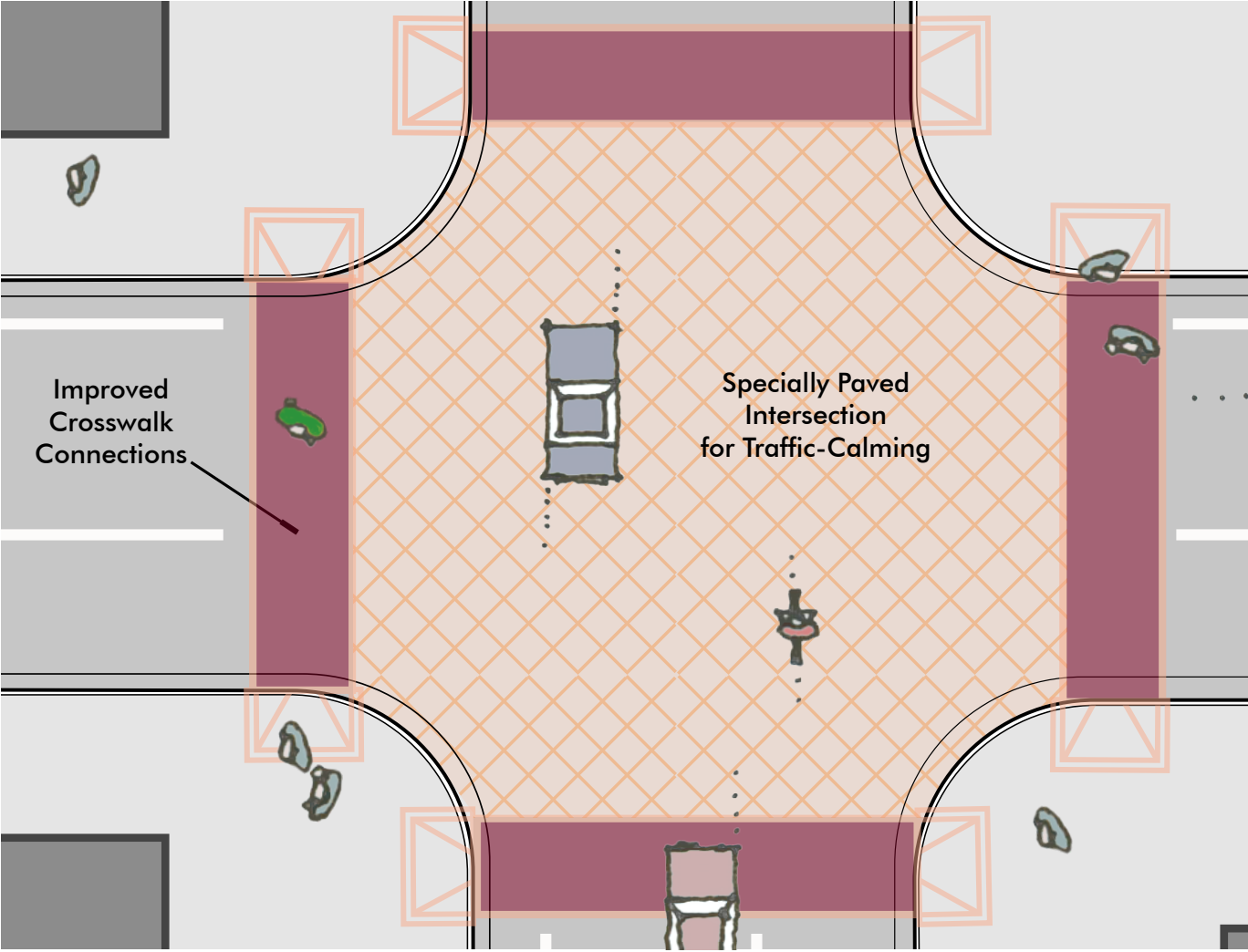
Raised Intersections — Raised intersections are the most intensive intersection improvements suggested and should be used within the district at intersections with high pedestrian volumes. Raised intersections and roadways rise to meet the level of the sidewalk, bollards are used to separate vehicular traffic from pedestrian traffic, and special paving is used to differentiate the intersection from the roadway.

The intersections of Washington Street at School, Franklin, and Temple Place Streets, and Avenue de Lafayette should be raised and improved with special paving.

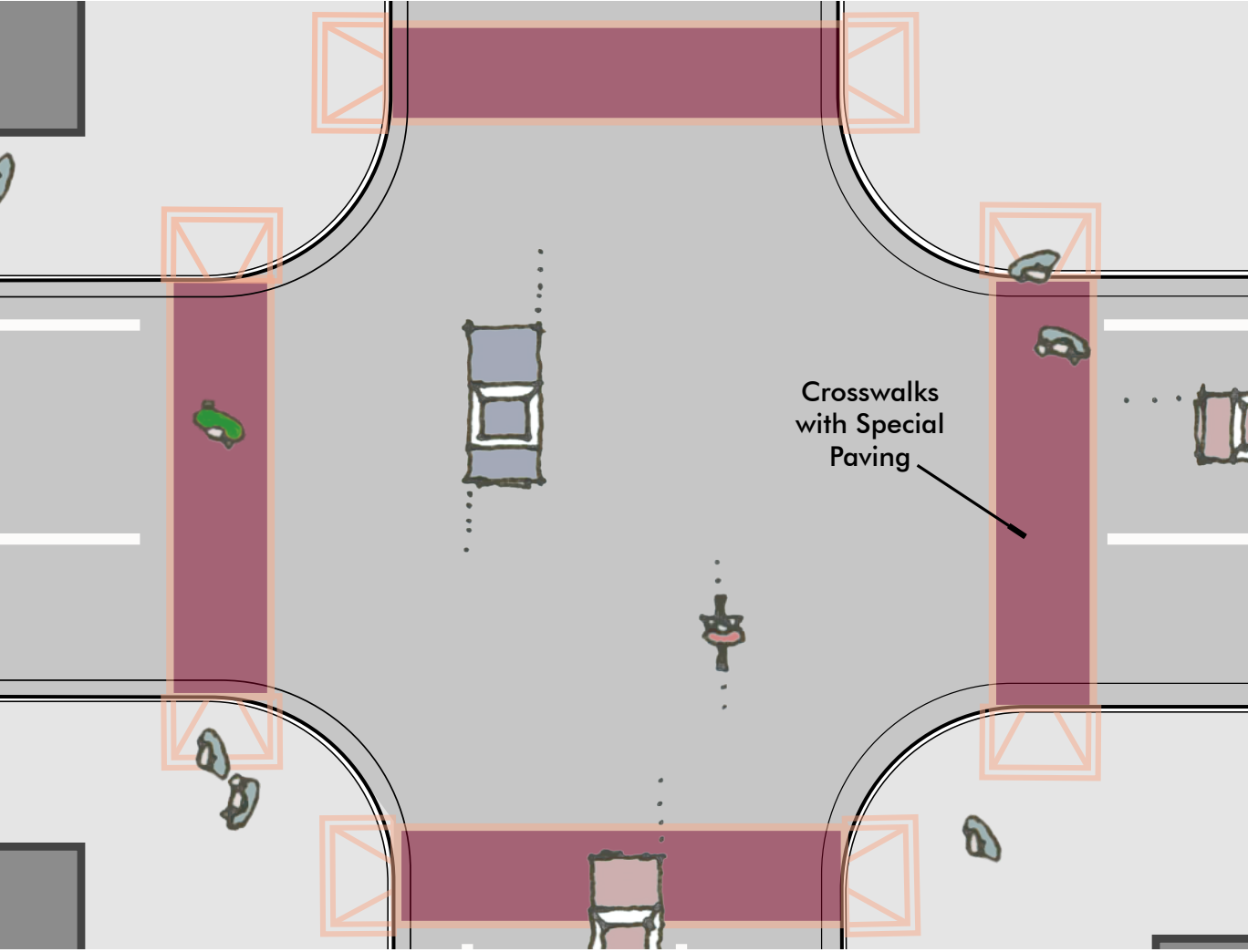
Paved Intersections — Treating the entire intersection with special paving signals to pedestrians and vehicles that pedestrians are given priority at the crossing. They are appropriate for streets that carry high traffic volumes and speeds of vehicular traffic, which are inappropriate for raised intersections. Paved intersections should be used to connect Downtown Crossing across its bounding arterials with adjacent areas. Specifically, they should be used at the intersection of the Tremont Street and School, Bromfield, Winter and West Streets and at the intersections of Washington Street with Essex and

Court Streets. The paved intersections at the gateways along Washington Street will announce the district and link with Washington Mall to the north and Chinatown Plaza to the south.

Paved Crosswalks — At other intersections in the district, improved crosswalks with special paving should be added. Recommended intersection improvements should occur at the Avery and Temple Street connection points to Boston Common. Other key intersections for improvements are at School Street and Tremont Street (due to the path that the Freedom Trail takes), along Franklin and Summer Streets at Devonshire and Arch Streets.



Paved intersection diagram.

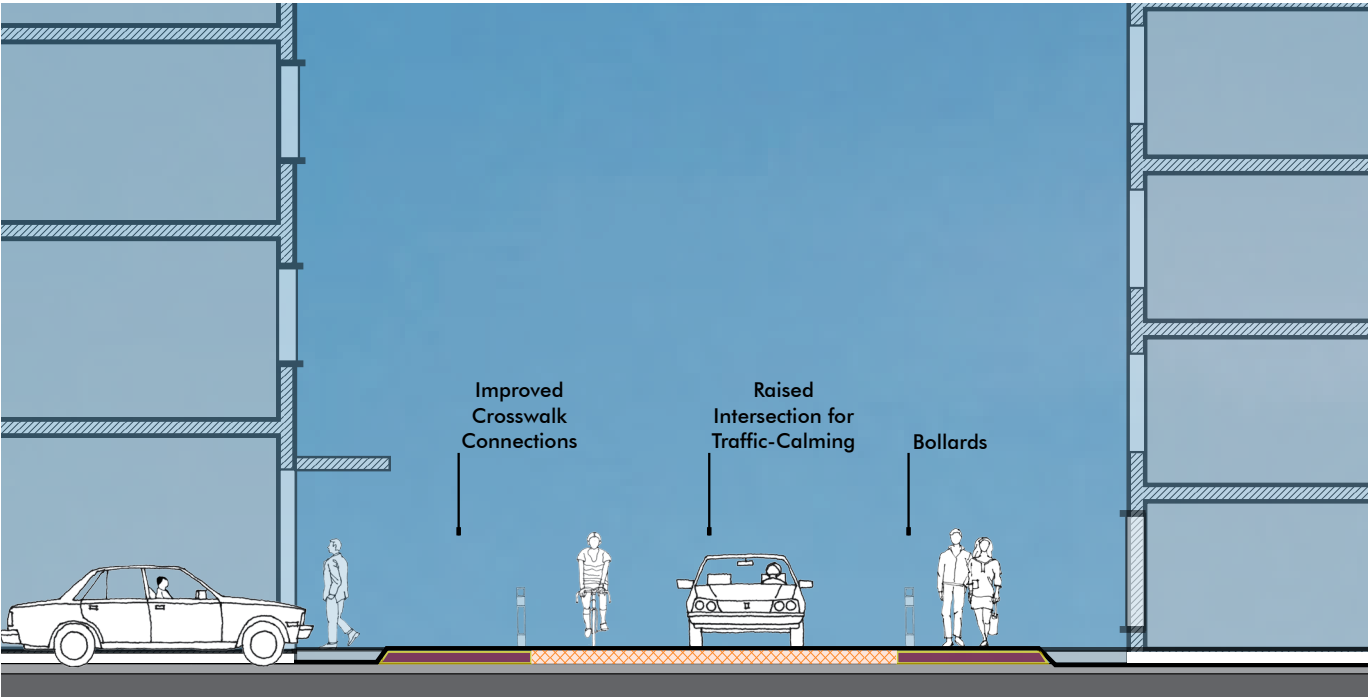


Paved crosswalk diagram.

7. ADD FLUSH ROADWAYS AT KEY LOCATIONS
A flush roadway creates a street environment in which pedestrians, bicyclists and vehicle are all on the same level; bollards and paving differentiate the vehicular space from the pedestrian. This roadway treatment orients a street towards the pedestrian by encouraging slower vehicular movement and promoting pedestrian cross-movement along the street.

Raised roadways should be used along Bromfield Street between Province and Tremont Streets and along Franklin Street at the edge of Shopper’s Park. This will continue the pedestrian-oriented east-west connection that has high pedestrian volumes on it.

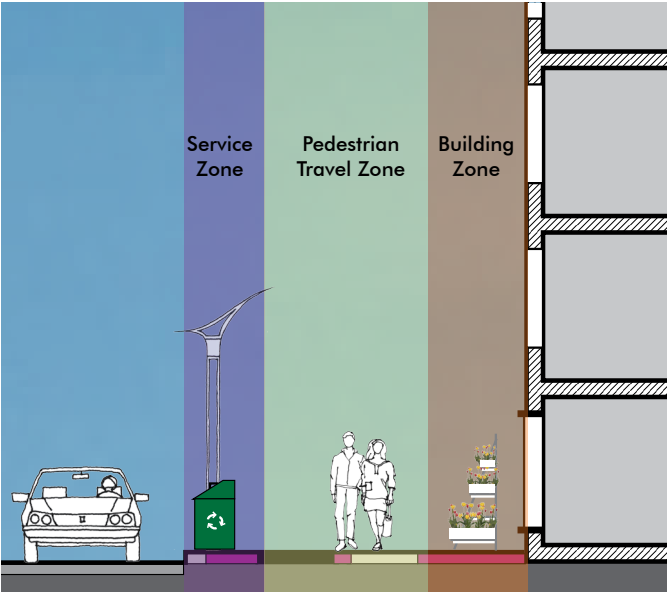
Raised roadways should also extend along the perimeter of Reader’s Park, located at Washington Street and School Street, on Washington Street from Milk Street to School Street, and along School Street from City Hall Avenue (pedestrian pathway) to Washington Street. The raised roadway will have the effect of visually widening Reader’s Park and minimizing the barriers created by vehicular traffic on two sides of the plaza.



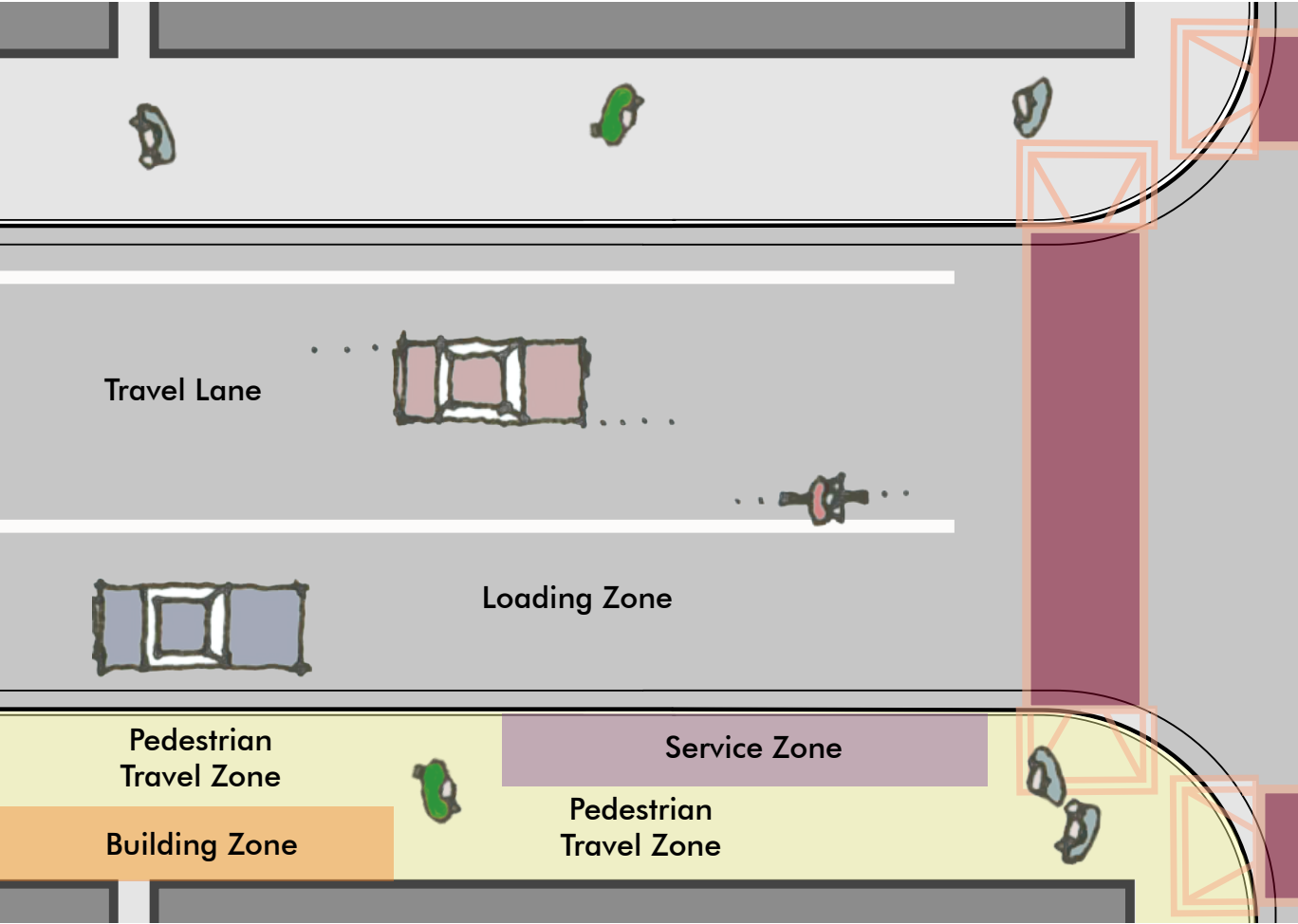
Raised intersection cross section.

8. CREATE ZONES FOR STREETSCAPE ELEMENTS
Currently the Pedestrian Zone is cluttered by newspaper boxes, trashcans, light poles, and other items that fill the space. To bring visual and functional order to the streetscape, the sidewalk should be divided into three sections: the building zone, the travel zone, and the utility zone. The building zone refers to the amount of sidewalk space that the uses in the building can protrude into with signage, stands and other materials. The travel zone is defined by the amount of sidewalk space that must remain clear to allow for comfortable pedestrian flow and adequate ADA access. The utility zone refers to the amount of sidewalk adjacent to the curb that can be used by streetscape elements such as streetlights, trash cans, signage and bicycle racks. Where sidewalks are narrow, priority should be placed on maintaining the travel

zone. If sidewalks are wide enough to accommodate the travel zone, the building zone is the next priority. However, street lights should be provided at regular intervals along all sidewalks regardless of the width of the sidewalks. In places where the sidewalks cannot accommodate all three zones, the utility zone elements should be placed along the curb before approaching intersections. The utility zone should be allowed only if both the travel and building zone have been accommodated. Where possible, streetscape elements should be consolidated, such as creating newspaper “condos,” which hold a variety of newspapers in a single location. The City needs to advance an ordinance with the Boston City Council to remove individual newspaper boxes, and require individual newspapers to be distributed in newspaper condos/kiosks.



Sidewalk zones in cross section.



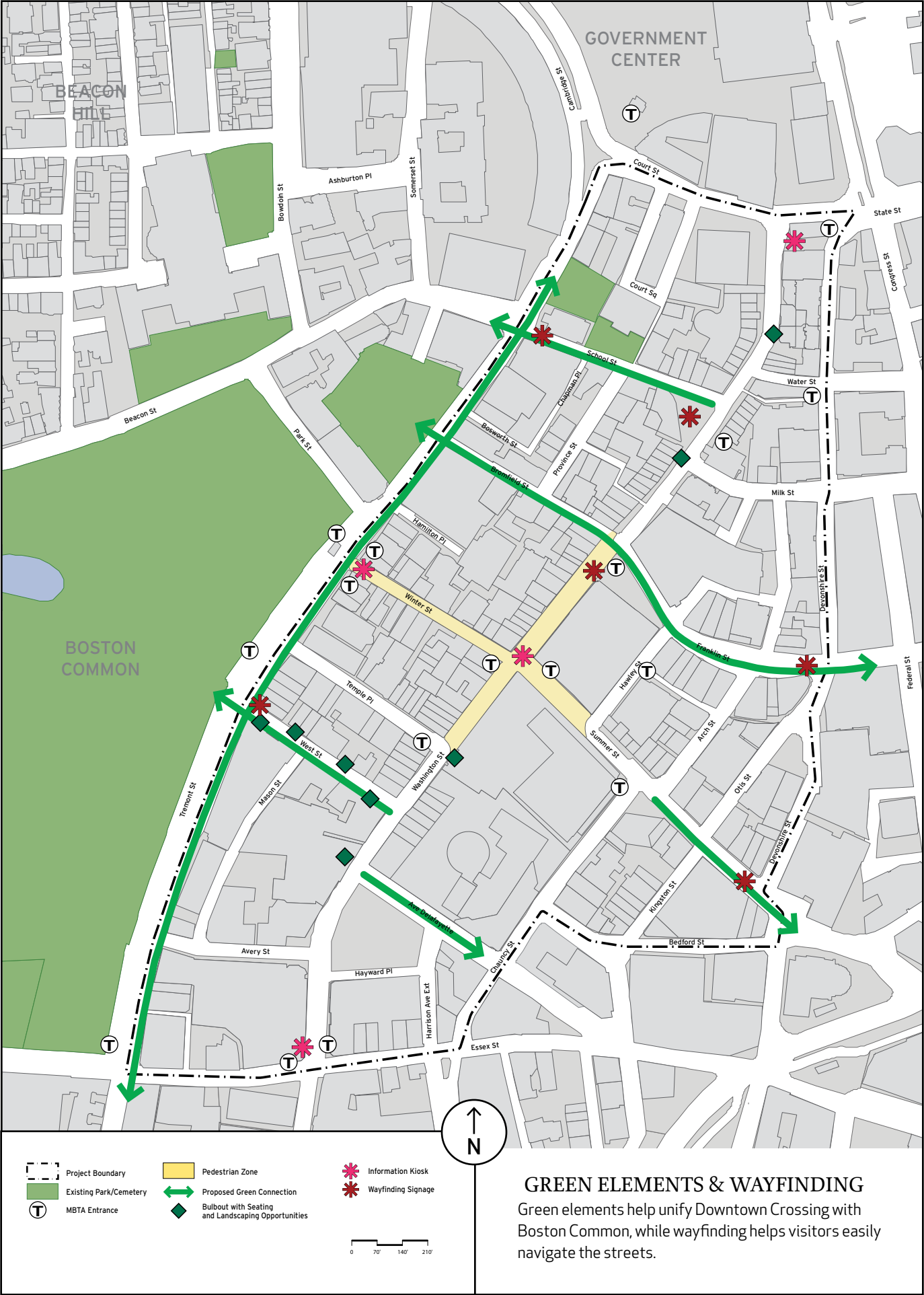
Sidewalk zones at intersections.

9. EMPLOY WAYFINDING SIGNAGE

A wayfinding program should be developed to announce the district at gateways and to orient those traveling through to the district. Information kiosks, which could be interactive and linked to real-time MBTA schedules, should be located at the gateways to the district and at the 100 percent corner. In particular, they should be at the intersections of Washington Street and Court and Essex Streets, and Tremont and Winter Streets. Wayfinding signage should be provided at Reader’s Park, Shopper’s Park, the seating bulbout at the intersection of Washington Street and Avenue de Lafayette, the intersection of Tremont Street at School and West Streets, and at minor gateways at Devonshire Street at Franklin and Summer Streets. Wayfinding signage should also be designed to highlight Downtown Crossing as a destination from the Park Street and Boylston Street MBTA stations. Creative wayfinding signage programs should be developed to utilize the striking visual landmarks within the district (see Buildings section).



Wayfinding signage for Jewelry District in Los Angeles.



WASHINGTON STREET BEFORE

Washington Street present day.



WASHINGTON STREET AFTER

Washington Street with raised streets and an activated pedestrian zone..



OPEN SPACE VISION

Public parks and plazas are essential elements in a highly urban setting. They provide opportunities for socializing, resting, eating lunch, people watching, reading, and a variety of other activities that are part of the human experience. These spaces also provide visual relief in areas of intense development and can become beloved spots for urbanites.

The open spaces in Downtown Crossing are envisioned as places that:

- Punctuate the district with urban oases
- Reflect the character of the surrounding contexts
- Provide opportunities for activities that cater to a wide variety of users
- Serve as gateways to and destination points within the district
- Slow people down and invite them to enjoy the urban environment.

The character of each open space should be derived from the types of buildings around it, the uses in proximity to it, and the typical users. The open spaces in the district will be amenities for residents, workers, tourists, and other people. Reader’s Park should be a passive open space, with trees and café seating along the edges that allows users to appreciate the historic buildings that surround it. Shopper’s Park should be a redesigned as an active space that is flexible and allows for a variety of users and activities. The Pedestrian Zone is a special type of open space that provides a unique pedestrian experience and celebrates the core of the district. Two small bookend plazas at the north and south of Washington Street will announce the entry to Downtown Crossing.

The open spaces will complement the landscaping improvements that are recommended for the streets. Planters with small trees and landscaping in the Pedestrian Zone and bulbouts will support green connections to Boston Common and between open spaces. Summer, Franklin and Tremont Streets should be tree-lined, further supporting the green network throughout the district.

OPEN SPACE RECOMMENDATIONS

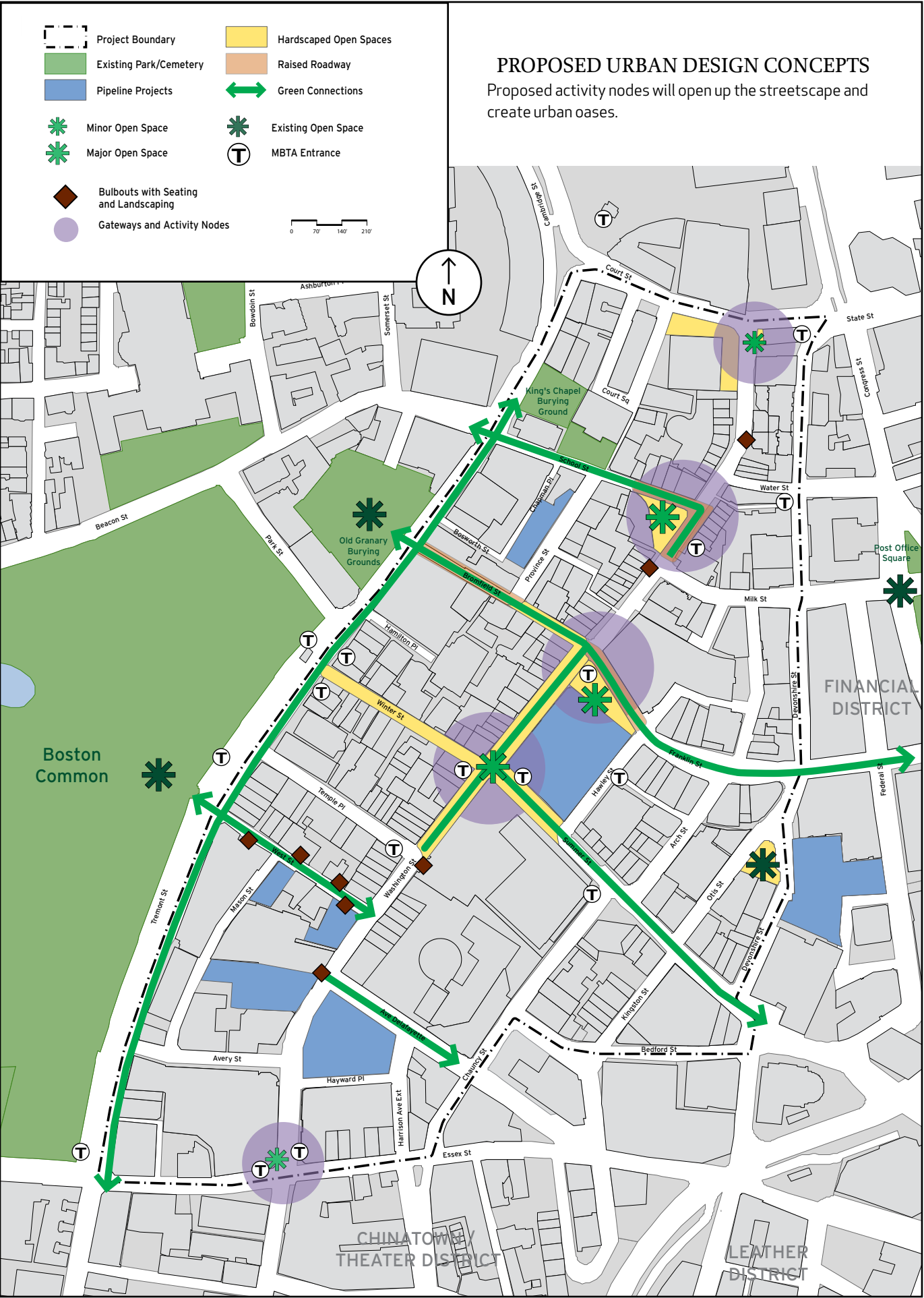
1. Improve Reader’s Park
2. Activate Shopper’s Park
3. Transform the Pedestrian Zone into a Unique Open Space
4. Create Gateways to Washington Street



Pioneer Square in Portland, Oregon.



Interactive games could provide activity in Downtown Crossing.



1. IMPROVE READER’S PARK

Reader’s Park is located in the northern end of the district at School and Washington Streets, an area that is characterized by a mix of historic structures and modern buildings. Directly bordering the park is the Old Corner Bookstore, Old South Meeting House, and Old South Building. However, these three buildings are divided from the plaza by Washington and School Streets; the addition of the raised roadway along the borders of Reader’s Park will better connect the open space with the historic buildings. The current space in front of the Old South Meeting House and the stores in the Old Corner Bookstore should be widened by defining the vehicular pathway with bollards. This will provide adequate space for seating and spill-out from the stores, which include a café, bagel shop, and florist. The café within Borders should be encouraged to provide outdoor seating on Reader’s Park to further activate the space.

Reader’s Park is very close to Government Center and the Financial District, both with large numbers of workers who could use the open space during lunch times and as they commute to and from work. The Freedom Trail also runs along its edges, drawing large numbers of tourists to the park. The park should provide multiple seating opportunities and a comfortable environment for users; it should punctuate the northern end of Downtown Crossing as a major pause point and destination. Trees should be used within the space to soften the urban environment and provide an inviting place for people to use.



Flexible furniture along Las Ramblas in Barcelona, Spain.

The character of Reader’s Park should be modern, simple and green to provide contrast with the surrounding streets and buildings. The park can be activated along its edges with cafes and spill-out from adjacent uses, such as from the Borders Bookstore and the bagel shop. Trees should be planted in the park to provide shade and color. The use of movable/flexible furniture should be explored so users of the space can move the seating options throughout the day. Flexible furniture supports different social spaces that are dynamic and always changing based on user demands. Because the park is on the north side of the block and is not in continuous sunlight, flexible furniture allows people to move with the sunlight, creating a more comfortable experience. Many cities, such as San Diego, have flexible furniture programs in which the business owners put out the chairs and tables in the beginning of the day and stack them at night. Bryant Park in New York City is another public space that employs a successful flexible furniture program.



Bryant Park, New York City.



Illustrative plan for Reader's Park.

2. ACTIVATE SHOPPER’S PARK

The character of Shopper’s Park, located at Franklin and Washington Street, is largely determined by its proximal location to the 100 Percent Corner, which is the area with the most pedestrian activity and the highest concentration of retail uses. It is also located at the end of Franklin Street, a major connection to the Financial District, which has the ability to draw large numbers of workers at their lunchtimes to the park. There is an entrance to the Downtown Crossing T Station in the plaza, and its southern edge will be the new One Franklin redevelopment project. Improvements should be made to Shopper’s Park and the flush roadway along Franklin Street as a part of the One Franklin redevelopment project.

Shopper’s Park has a 10-foot grade change between the west side along Washington Street and the east side at Hawley Street. The park’s design should utilize this change in grade to create unique and flexible spaces that can be used for seating opportunities or performance spaces. The park should be mainly hardscaped, but landscaping and trees should be used to provide color and softness at key locations. Variety and interest should be added to the space by employing different materials in the steps. An element such as a sculpture or a fountain should be placed at the apex of the park to anchor the space and provide a visual terminus to the park as it extends into Franklin Street.

The space would benefit from a relocation of the T station elevator; the feasibility of moving the elevator into the T station should be explored to create a more unified open space. The new T station can become a celebratory element in the space with a strong design that announces the transit stop. Other cities, such as Bilbao and Madrid, Spain, design the entries to their transit systems as bold elements.



Bilbao transit entrance, Spain.



Subwayentrance, Madrid.

SHOPPER’S PARK BEFORE



SHOPPER’S PARK AFTER

Special paving, landscaping, seating opportunities, programming, active façades, and a striking transit entrance enhance Shopper’s Park in this photo-simulation.



3. TRANSFORM THE PEDESTRIAN ZONE INTO A
UNIQUE OPEN SPACE

The transformation of the Pedestrian Zone will help establish it as a unique environment in downtown Boston and its redesign will help Downtown Crossing become a destination spot. The newly configured zone will be a continuous public space that is truly oriented towards pedestrians through restricting automobile access and achieving the highest standards of any North American city. It should provide seating opportunities, interpretive signage, public art and outdoor cafes that activate the space. The zone will also add to the quality of the experience for commuters who walk through the district every day and encourage them to spend more time there.



Café in Paris.



Vancouver shade shelter.

4. CREATE GATEWAYS TO WASHINGTON STREET
The north and south ends of Washington Street are key gateways to the district. Improvements to these areas will better connect the adjacent neighborhoods to Downtown Crossing.

Currently along Court Street at the north end of the district, few clues indicate that there is anything of interest down Washington Street. The Old State House turns its back to the entry to Downtown Crossing. However, the Old State House is set back from the roadway, creating room for a small public plaza to announce the entry into Downtown Crossing. The Mellon Financial Center at One Boston Place is currently renovating the public plaza along Washington and Court Streets. Their design also includes the removal of some of the solid granite slabs along the ground floor and the installation of a new glass vestibule and a retail component.

The Washington Mall that begins at the terminus of Washington Street and Court Street and leads to City Hall provides another opportunity for a visual landmark at the northern gateway. Special paving along Washington Street to the edge of the Old State House and up to the intersection with Court Street can provide space for minor plazas that will connect with the streetscape improvements along Washington Street. The paved intersection would further enhance the gateway and signal the importance of Washington Street to pedestrians and vehicles. A gateway sculpture or piece of public art is appropriate at the plaza in front of the Old State House or at the Washington Mall. An information kiosk would also be appropriate at the intersection to provide information and wayfinding for pedestrians about the district.

The gateway to Downtown Crossing at the intersection of Washington and Essex Streets should also be improved to help draw people into the district from the south. Similar to the northern gateway, the unique paving treatment on the sidewalks of Washington Street should be extended to the intersection of Essex Street. The intersections should be improved with enhancements such as special paving. The plaza in front of the China Trade Building should be improved. The opportunity for a food market to activate the plaza with table and chairs, new landscaping and lighting should be pursued. The sidewalks on the northern side could be widened to provide additional room for wayfinding signage, an information kiosk, or a public art element. A redesign of the Chinatown T station entrance on the northwestern corner should be explored to better identify the station and provide a gateway element.



The Ritz-Carlton at the south gateway.



Old South Meeting House at the north gateway.

Private Realm

Recommendations for the private realm focus on the buildings and open spaces on individual privately-owned lots and parcels that are most likely to impact the overall character of Downtown Crossing. Certain features or aspects of building and site design have a direct effect on the public realm and the surrounding public context, such as façade, signage, and ground floor treatments. Since pedestrian movement most often follows the perimeter of spaces, the quality of the edge becomes very important to the quality of the pedestrian experience.

The public realm of the Pedestrian Zone—streets and open spaces—focus primarily on the horizontal design of the environment. The private realm of buildings focus on the vertical design. In the highly urban context of Downtown Crossing, the vertical design is crucial to the experience of the district. The following recommendations concentrate on improving the edges that buildings provide for pedestrians. They also focus on utilizing vertical elements and architectural qualities to better serve the pedestrian environment. The development of design guidelines for appropriate private realm treatments and improvements should be led by the BRA and the public sector; implementation of private realm improvements is the responsibility of the private sector.

BUILDING FACADES

The first three floors of a building have the most direct influence on the pedestrian environment. Unfortunately, in Downtown Crossing these are the floors that typically have been made the least attractive for pedestrians. Buildings have been subject to inadequate maintenance, stripping of façades, boarded up windows, inappropriate use and placement of signage, and poor nighttime illumination. The opportunity exists to greatly enhance the public realm with a strong and active edge through a shift in the way buildings address the street.

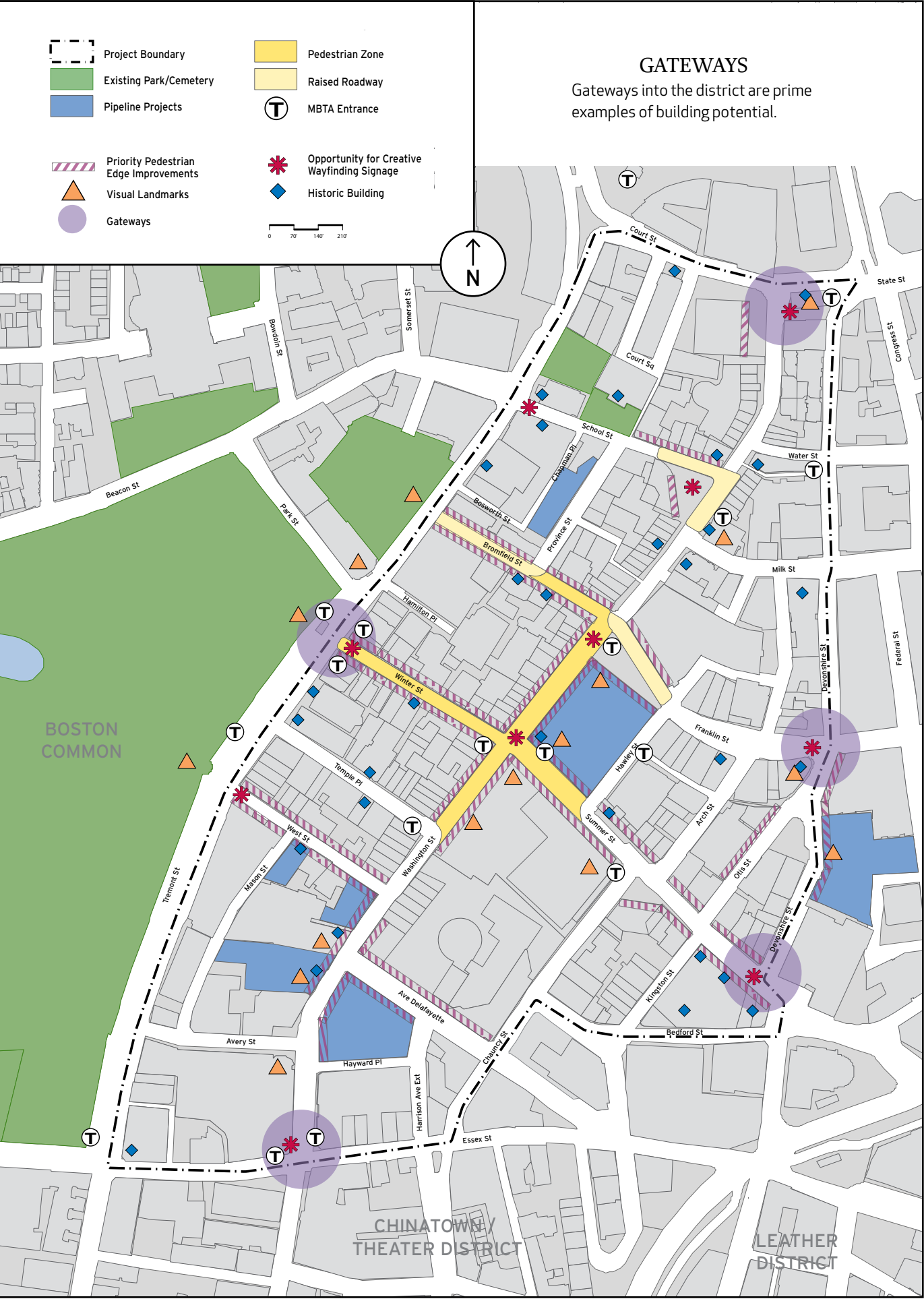
The goals for building façades in Downtown Crossing are:

- Positively contribute to the experience of the district
- Engage pedestrians and help activate the public realm
- Recognize and respect the area’s historic architecture
- Capitalize on existing landmarks as markers for wayfinding.

Many beautiful and historic buildings characterize the built environment of Downtown Crossing. Attention should be called to these buildings so they can positively contribute to the pedestrian environment. To ensure that the scale of the buildings relates to the pedestrians, the design of and uses within the ground floors are very important as they have the ability to engage or disengage pedestrians. Tall buildings also serve as visual landmarks, during the day and, if lit, at nighttime as well.

BUILDING RECOMMENDATIONS

1. Provide Transparency, Multiple Entries and Spill-Out
2. Encourage Mixed-Use Buildings with Ground-Floor Retail
3. Develop Signage Guidelines for the District
4. Employ Creative Wayfinding Programs
5. Create a Nighttime Illumination Scheme
6. Promote Façade Improvement



1. PROVIDE TRANSPARENCY, MULTIPLE ENTRIES, AND SPILL-OUT
Transparency refers to the quality of visibility between the private and public realm. When the edges of buildings are referred to as “active,” it is because the activity within the buildings is reaching out to engage the street environment and vice versa. Views into buildings provide interest for pedestrians and passers-by and views out of buildings provide eyes on the street.

Transparency is achieved by providing multiple windows along street edges and ensuring that they are not filled with signage, frosted glass, or boarded up when buildings become vacant. Using vacant storefronts as opportunities for public art displays is a creative way to activate the building edge when retail or other ground floor activity does not. New display windows along Macy’s Washington Street façade have increased transparency, enhanced the 100 percent corner and promoted business. Existing buildings should work to find similar ways to provide additional opportunities for greater interaction between pedestrians and building uses.

Transparency is also obtained by providing multiple doorways and entries into buildings. Doors and entrances generate activity that is directly visible from the street, and multiple entrances should be included along the primary street elevation of new developments. Where space exists on the sidewalks, spill-out from adjacent uses should be encouraged to add variety and additional visual interest to the pedestrian environment.

Building edge improvements should be targeted around the Pedestrian Zone, Shopper’s Park, Reader’s Park, and along key connector streets. The Macy’s building should provide small boutiques along Summer and Washington Streets that would provide additional entries and opportunities for transparency. Modern storefronts and renovated façades could be added along Winter and West streets to enhance the ground floor. The wide, tree-lined streets of Avenue de Lafayette should be lined with activated building edges from the new Hayward Place development. The Border’s building at Reader’s Park should create an additional entry to the café and provide seating along its edge to activate the park. With the widened Pedestrian Zone along School and Washington Streets at Reader’s Park, the adjacent cafes and stores should be encouraged to spill-out on to the sidewalk.



Boulangerie, Paris.



Pearl Street in Portland, Oregon.

2. ENCOURAGE MIXED-USE BUILDINGS WITH
GROUND-FLOOR RETAIL

Mixed-use buildings contribute to the urbanity of the district and support the ability of individuals to satisfy all their daily needs without leaving the area. In addition, uses that are interesting and engaging for pedestrians to observe should be encouraged along ground floors. Mixed-use buildings along Washington Street and the key connector streets to adjacent neighborhoods—such as West, Summer, and Franklin Streets—should have ground-floor retail to engage pedestrians as they walk to and from the district. Vertical mixed use should be promoted in buildings by requiring retail on the ground floor of new development and encouraging retail to locate on the ground floor of existing buildings.



Retail along Washington Street.



The Winthrop Building on Washington Street.

3. DEVELOP SIGNAGE PLAN AND GUIDELINES FOR THE DISTRICT

Currently, one of the most distinct elements of the pedestrian environment is signage along the faces of buildings. Signage is intended to catch the eye of passers-by and often is the brightest and most noticeable element along the buildings. Signage has the ability to contribute to an environment when applied appropriately. However, in Downtown Crossing, some business owners have cluttered the public realm and undermined the area’s look with their signage, advertising, and flags. In many cases, signage has been applied regardless of the architectural structure or the historic nature of the buildings. Flags are dominant elements that project into the public realm of streets such as Washington, Winter, Summer, and Franklin Streets, further detracting from the environment. Garish and inappropriate signage characterizes the 100 percent corner, the most significant intersection in the district. The Corner Mall canopy should be reconfigured and redesigned to fit in more appropriately with the surroundings, including the historic building it is mounted on and the more modern façades of nearby buildings.

While City of Boston signage regulations currently exist and new electronic signage regulations for the Theater District were recently developed, they should be expanded upon to regulate the size, color, and placement of signs, banners and flags in the district. A more thorough signage guideline plan should be developed that incorporates existing regulations, addresses the character and appropriateness of types of signage on buildings, and establishes a comprehensive review and enforcement process. Signage should respect the architectural character of buildings by respecting the scale and proportions of the structures. Additional sensitivity should be taken in the application of signage to historic buildings to neither obscure their architectural qualities, nor damage their façades.

However, the signage regulations should allow variations by sub-area to reflect the different characteristics within Downtown Crossing. The northern end is characterized by numerous historic structures and small-scale retail offerings; signs should be smaller in nature and the colors should respect the historic buildings they are adorning. The center of the district is primarily composed of general commercial uses and the signage should be allowed to be more “loud” than in the northern end. Larger and more colorful signs should be allowed, while still respecting the buildings and contributing to the Pedestrian Zone on which they front. The southern part of the district is characterized by the Paramount Theater, Opera House, the restaurant Felt, and Millennium Place, which all employ very large, vertical and colorful signage. The Paramount Center and Felt use neon signage to announce their uses, and colorful lights illuminate the Hyatt Hotel and the strong vertical element at Millennium Place. These signage treatments are appropriate to the area that serves as the transition between Downtown Crossing and the Theater District. New signage regulations for this area should be more lenient than in the other subareas, allowing the use of signage that is large, vertical, colorful, neon, or some combination thereof, provided the signage is still appropriate for the building.



Southern district signage.



Macy's building at the 100 percent corner.



Corner Mall signage.



Washington Street signage.

4. EMPLOY CREATIVE WAYFINDING PROGRAMS

The network of Boston streets provides an environment that is often difficult to navigate, and the frequent lack of street signs further contributes to the issue. The ability to navigate Downtown Crossing can be difficult given the bends and twists in the street network that block lines of sight.

A wayfinding system should be developed to help users find their way to destinations within Downtown Crossing. Signage should also highlight connections with adjacent districts and key destinations in proximity to Downtown Crossing, such as Boston Common, Government Center, Post Office Square and Faneuil Hall (see Streets section).

The district has a number of striking buildings, whose architectural characteristics, heights and unique elements serve as visual landmarks. In particular, the steeple of the Old South Meeting House, the marquees of the Paramount Theater and Opera House, the vertical corner piece of the Millennium Place development, the historic Filene’s building, and the Bulfinch building along the Tontine Crescent all serve as defining vertical elements within the district. The proposed 38-story One Franklin redevelopment and the redevelopment at Winthrop Square will also be important visual landmarks. At the termini of West and Winter Streets at Boston Common, visual landmarks within the park also provide pedestrians with clear destinations; the visitor center building caps the view up West Street and the Boston Common fountain is at the end of Winter Street.

The opportunity exists to utilize these landmark elements as wayfinding clues, in addition to traditional street name signage. Pictorial signage at district gateways and other key locations could indicate the landmarks to look for within the district. Such signage would be informative, invite passers-by to explore the district, put the district’s existing strengths to use, and add an element of whimsy to Downtown Crossing.



Bulfinch Building at the corner of Franklin and Otis Streets.

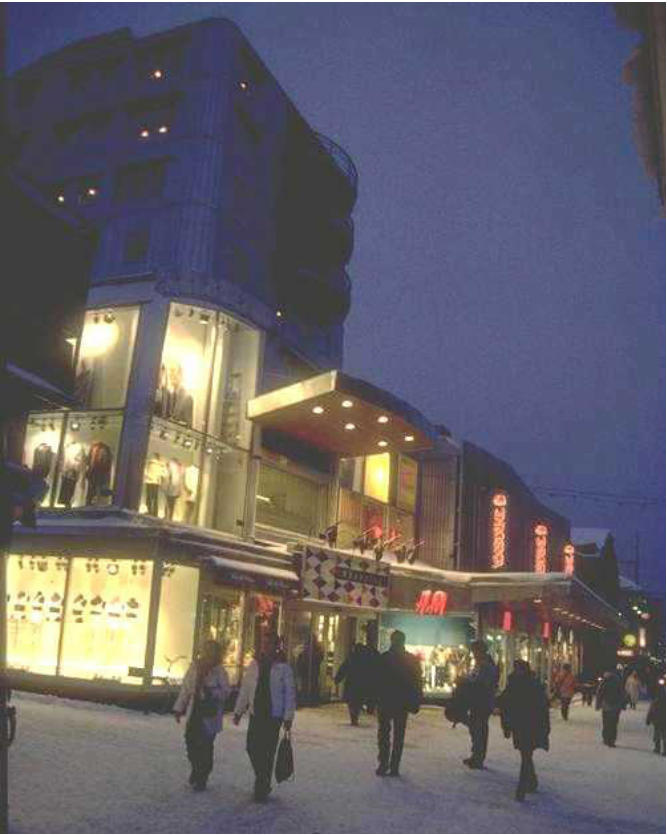


Subway entrance, New York City.

5. CREATE A NIGHTTIME ILLUMINATION SCHEME

The perception of Downtown Crossing in the evenings is that it is unsafe, unattractive, and to be avoided. This perception relates to the observed drop-off in population after workday hours, the groups of teenagers who use the area, and the quality of the physical environment. The streets of Downtown Crossing are either inadequately lit or are lit with cold halide lamps, which blanket the buildings and streets with a yellow/orange light. The streetlight poles along the streets are also out of scale with pedestrians and prioritize illumination of the roadway over the pedestrian environment.

A nighttime illumination scheme would contribute to the quality of the nighttime environment of the district and support the goal of creating a 24-hour neighborhood in Downtown Crossing by helping to increase nighttime activity. Many of the historic buildings within the district should be illuminated with uplighting placed to highlight architectural features such as fenestration, cornices, and rooflines. Such a program would allow the buildings to contribute an inviting environment at night and would bring attention to some of the beautiful, historic buildings.



European nighttime lighting examples from various streets.



6. PROMOTE FAÇADE IMPROVEMENT

Over time the buildings in Downtown Crossing have gone through multiple owners, uses and incarnations. In many cases, parts of the original façades have been covered or removed to allow for new signage, façade treatments and renovation. The stripped façades of many of the older buildings detract from the edge of the public realm and are not respectful to the architectural and historic quality of the buildings. Blank walls, signage and façade additions, which negatively contrast with the buildings, often characterize the façades. Building edge improvements and new architecture should support the district’s image by remaining respectful of but not beholden to the past.

Storefront improvements should be strongly encouraged. In particular, the removal of inappropriate materials that negatively contribute to the image of Downtown Crossing should be actively pursued. Façades that are examples of “defensive” architecture and that tend to characterize unsafe environments are not compatible with the goal of making the district an inviting, explorable and successful mixed use area. There is a need for the careful removal of outdated and inappropriate signage and façade additions and, in some cases, the reconstruction of store fronts. In cases where the façades are unable to be restored, alternate options for addressing the edge of the public realm should be explored. Using murals and public art to cover blank walls are creative ways of providing visual interest along the edge of the pedestrian environment. New improvements to historic buildings, such as additions, signage and awnings, should be sensitive in their design, construction, and application.

Where existing buildings are not salvageable, inventive, modern architecture should be encouraged. New infill development in the district should create interesting juxtapositions between the historic structures and modern buildings. High quality contemporary architecture that contributes to the pedestrian environment by providing multiple entries and transparency, could enrich the district and compliment the existing historic resources. New architecture should incorporate significant amounts of glass at the ground floor to contribute to an open and inviting pedestrian environment and to support the image of a retail destination.



Old South building on Washington Street.

Under the City’s Department of Neighborhood Development, two programs to assist store and property owners with storefront improvements have been established: the ReStore program and the Storefront Improvement Program. The ReStore program provides matching grants and loans to help City of Boston business and property owners complete improvements, including the restoration of exterior finishes and materials and the addition of new signage, new windows, awnings and lighting. The Storefront Improvement Program is a part of the City’s Main Streets program, although merchants do not have to be in the Main Street District to receive improvements assistance. The goal is to enable local business districts to improve the design and physical appearance of their buildings, streets and sidewalks, and in doing so support community revitalization efforts. Both of these programs should be publicized to Downtown Crossing business and property owners as existing methods for building and street improvements. In addition, federal façade improvement program funding is available to offer incentives for such improvements to property owners.

The building edges along open spaces within the district should be targeted for façade improvement, restoration and activation; specifically along the Pedestrian Zone, Reader’s Park, Shopper’s Park, and Winthrop Square. The Macy’s building should improve its edge by providing additional articulation and possible vertical signage elements. The former Barnes & Noble building should also be improved as its current blank façade fails to contribute to the Pedestrian Zone. Also, building edges along Washington Street and key connector streets—including Summer, West, School, Tremont, Court, and Essex Streets—should be targeted as they are the primary access streets into the district.



The Former Barnes & Noble building on Washington Street is an example of inappropriate facade alterations.

ACTION STEP MATRIX

	STRATEGY/ACTION		TIME FRAME	LEAD RESPONSIBILITY/ PRINCIPAL PARTNERS
STUDIES	Commence an area-way study to determine physical and legal implications on the streetscape environment		Phase 1: 0–12 months	BRA
	Develop distinct specific design guidelines to further direct the design of the public and private realms		Phase 1: 0–12 months	BRA
	Expand and develop a comprehensive signage regulation plan for the district.		Phase 1 and 2: 0–24 months	BRA
	Initiate a pedestrian and automobile way-finding study		Phase 1: 0–12 months	BRA
	Develop a nighttime illumination plan		Phase 1 and 2: 0–24 months	BRA, Public-private partnerships
	Develop a landscape plan for the district		Phase 1 and 2: 0–24 months	BRA
POLICY	Create incentives to promote façade restoration of historic buildings		Phase 1: 0–12 months and ongoing	BRA
	Create ordinance banishing independent newspaper kiosks & requiring use of newspaper condos		-----	-----
STREETSCAPE & INFRASTRUCTURE IMPROVEMENTS	Design and install overhead gateway element along Winter Street		Phase 1: 0–12 months	BRA
	Identify a streetscape palette to be used throughout the district		Phase 1: 0–12 months	BRA
	Design and install street lighting along key connector streets		Phase 2: 12–24 months	BRA/BPWD
	Make intersection improvements along Essex, Court and State Streets		Phase 1: 0–12 months	BRA, (as part of the Crossroads Initiative)BTD
	Redesign and make improvements to West Street		Phase 1 and 2: 0–24 months	BRA/DPW, Public-private partnerships (Suffolk University)
	Support ongoing maintenance of public spaces, including Pedestrian Zone, streets and open spaces		Phase 1: 0–12 months and ongoing	Downtown Crossing, BUSINESS PARTNERSHIP/ ALLIANCE, BRA, Public-private partnerships
	Coordinate with Public Arts Commission to develop public art pieces for gateways, open spaces and 100 percent corner		Phase 1: 0–12 months and ongoing	BRA, Public Arts Commission
	Redesign and make improvements to Shopper’s Park		Phase 2: 12–36 months	BRA, Public-private partnerships (Vornado/Gale)
	Redesign and make improvements to Franklin Street		Phase 2: 12–24 months	BRA, Public-private partnerships (Vornado/Gale)
	Redesign and make improvements to Bromfield Street		Phase 2: 12–24 months	BRA/DPW
	Make intersection improvements along School, West and WashingtonStreets and Avenue de Lafayette		Phase 2: 12–24 months	BRA/BPWD/BTD
	Redesign and make improvements to Pedestrian Zone		Phase 2 and 3: 12–36 months	BRA, Public-private partnerships (Vornado/Gale)
	Redesign and make improvements to Reader’s Park		Phase 3: 24–36 months	BRA

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ECONOMIC VITALITY

Economic vitality is a central element that continues the urban design, vision, and the marketing branding components to create a holistic strategy for Downtown Crossing. Building off of the urban design and physical framework developed in the previous section and complemented by the communications, marketing, and branding elements in the subsequent section, economic vitality strategies ensure that Downtown Crossing becomes a place of utility and pride for local residents, workers, regional visitors, and tourists.

OUTLINE OF CHAPTER

This chapter includes the overall goals of economic vitality and what it means for Downtown Crossing. Three economic districts are laid out and programming is developed for each one based on commercial strategies and opportunities. Then, specific suggestions are developed to address the short-term issues of retail health during major construction phases such as One Franklin. The following section outlines the need for district management and organizational issues to ensure that the action items are managed effectively. Retail retention and recruitment programs are developed to fulfill the overall economic vitality issues. The chapter concludes with an assessment and action plan for the push cart program.

ECONOMIC VITALITY

The overall goal for the economic vitality framework developed in this section is to encourage and facilitate private and public sector investment in Downtown Crossing. This includes the City/BRA, a new private sector organization, developers, and property owners. Economic vitality includes retention and recruitment of commercial businesses as well as a full complement of other neighborhood uses including residential, work, and play—incorporating arts, culture, entertainment, recreation, and learning aspects and activities. The overall goal is to create an environment of 360 degrees of living in Downtown Crossing that is a unique and complete neighborhood experience.

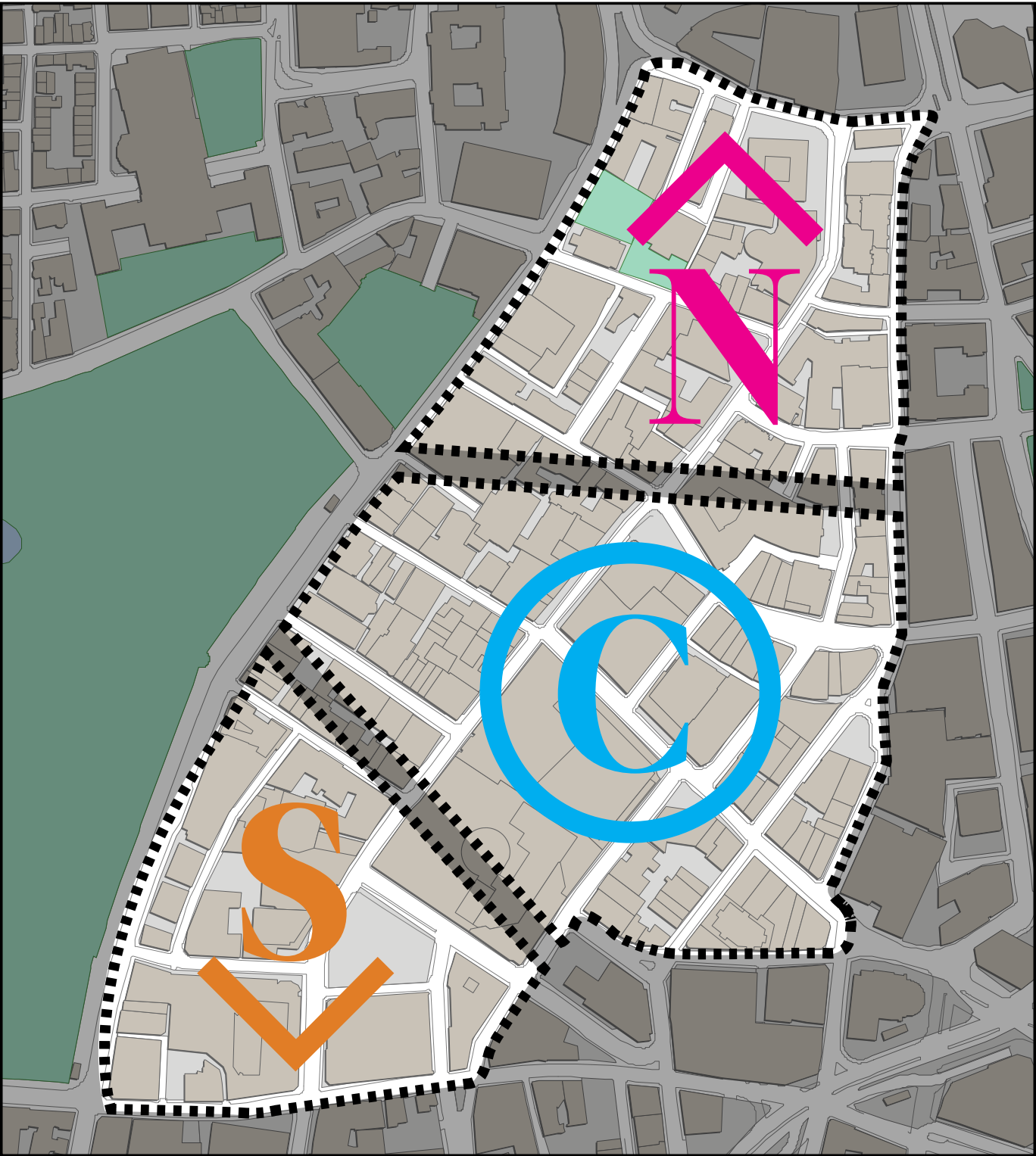
ECONOMIC VITALITY RECOMMENDATIONS

1. Recruit Preferred Businesses to Occupy Buildings and Parcels with High Synergy Between the Target Markets (e.g., Men and Women’s Apparel to Appeal to the Office Worker Near the Financial District, Student Cafe to Appeal to the Local College/ UniversityTarget Market in the South)
2. Capitalize on high catalytic properties that will provide a high return on investment
3. Engage property owners to search out innovative retail solutions including preserving grade-level retail as well as encouraging multi-level and upper/lower level retail to succeed.
4. Create stronger linkages with adjacent influencers through economic development initiatives, marketing programs, and urban design solutions.

Economic districts are developed to reinforce existing strengths in each section of Downtown Crossing and maximize the variety of uses and market appeal of the area. The common element throughout the whole of Downtown Crossing is Washington Street as the center of retail activity. The three economic distinct areas based on a north/south analysis are based on:

- Emphasis of types of retail uses
- Physical characteristics
- Target market appeal.

The following discussion analyzes the role, key findings, strategy, market segment, linkages, retailers to retain, target retailers, and catalytic properties for each district.



The three major districts of Downtown Crossing.

North District—Historic + Eclectic

KEY FINDINGS

The North District represents approximately 25% of the total retail square footage in Downtown Crossing but accounts for 36% of the eating and drinking square footage. In addition, there is a high proportion of leisure retail including book stores, camera stores, luggage, etc. These two strengths—eating and drinking and leisure retail—are building blocks for retail development throughout the district.

STRATEGY

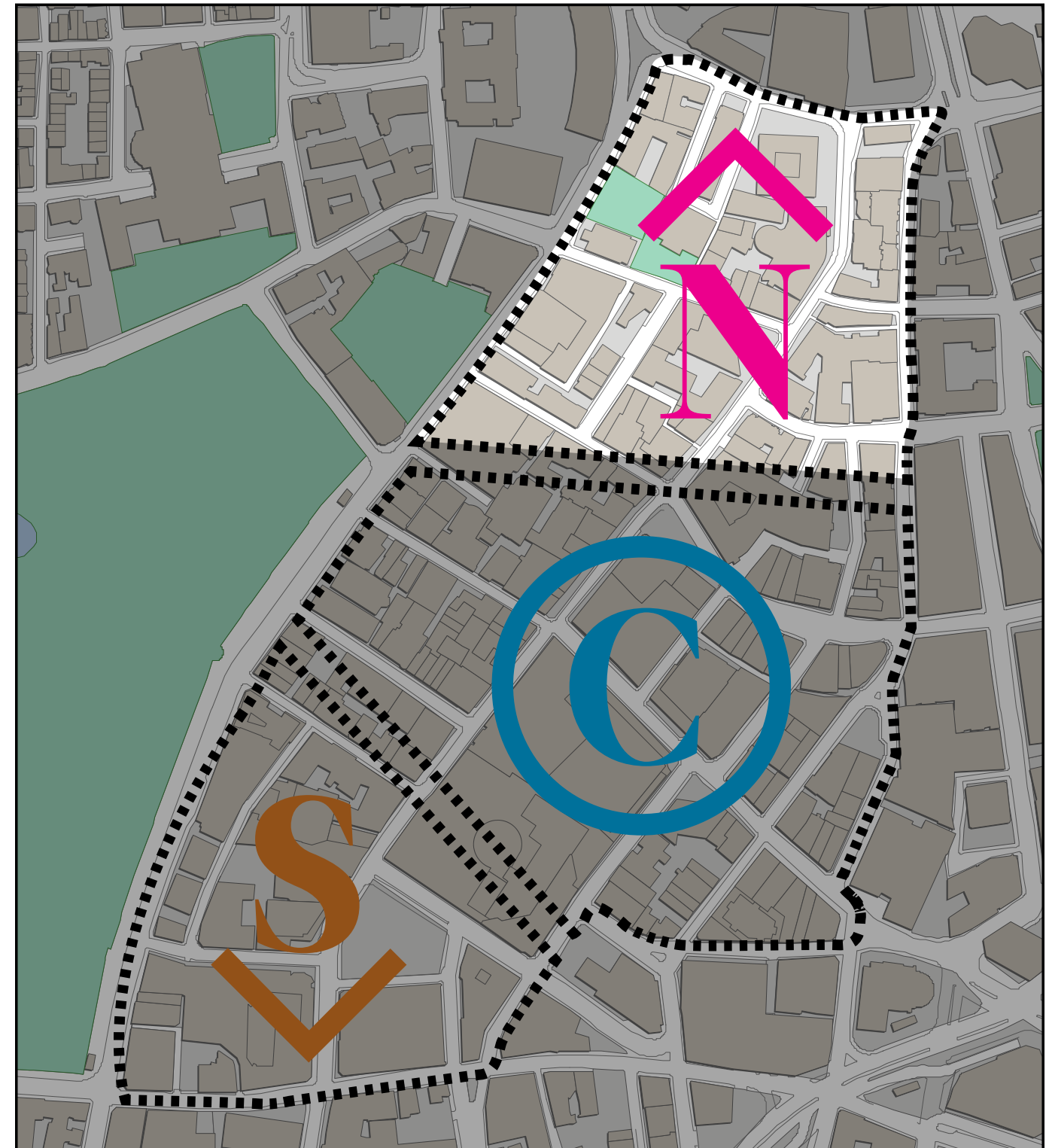
The strategy for the North District is to create an eclectic mix of uses including small, leisure-oriented retail, restaurants and cafes, diverse residential, and tourism related activities and businesses. This strategy builds off of:

- The beautiful, unique high-rise, historic buildings
- The Freedom Trail connections that target “real” Boston tourism
- Retail concepts that offer an opportunity for a slower pace of shopping based on unique concepts, smaller retail operations, and leisure retail (e.g., bookstores, luggage, higher-end fashion, gift).

MARKET SEGMENTS

The target markets include the following:

- Office workers
- Government workers
- Users of government/court and business services
- Local and regional residents
- Tourists
- Walk-thru traffic (east/west from Beacon Hill and Financial District and north/south from Government Center/City Hall and Central District).



North district of Downtown Crossing.

EXAMPLES FROM OTHER CITIES

Carnaby Street in London is one example of a compact retail setting adjacent to mainstream retail (Oxford Street and Regent Street). The narrow maze of streets have welcomed retail and gained their innovative status achieving international fame in the 1960s. Small attractive retail frontages and the use of both up-lighting on buildings and overhead lighting create an intimate and exciting place.

Other similar districts include LoDo in Downtown Denver. LoDo is anchored by the famous Tattered Cover Book Store and has grown to include an eclectic mix of restaurants, cafes, home furnishings, and art galleries. Residential, transit, and sports and entertainment uses have assisted the growth of this district. It is situated adjacent to the mainstream retail of Downtown Denver’s 16th Street Mall.



LoDo in Downtown Denver, Colorado.



Daytime on Carnaby Street in London..



Night scenes from Carnaby Street.



LINKAGES

The district needs to tap into the potential associated with the Government Center, Beacon Hill (via Beacon Street), Financial District (Water and Milk Street), Waterfront (State/Court Street), Faneuil Hall/Quincy Market, as well as activity to the south in the Central District. Even connecting with the North Station and the North End community will be important.

The Old State House at Washington Street and Court Street will provide an important landmark to serve as a gateway point for the neighborhood.

The small scale of the streets and corridors throughout the North District lend themselves to exploring. Attractive way-finding, landmarks, an enhanced Readers Park, pedestrian-izing portions of Bromfield Street, public art, and encouraging outdoor and open-window cafes and restaurants will create the required atmosphere.

Marketing programs that target office workers with such things as a directory of where to eat and drink should be developed.

RETAILERS TO RETAIN

While these do not represent all the valuable North District retailers, there should be active retail retention for the following:

- Restaurant services at the Parker Omni Hotel
- Ruth’s Chris Steakhouse
- Talbots
- Pink
- Starbucks
- Borders
- Allen Edmonds (adjacent to district)
- Newbury Comics (adjacent to district)
- Johnston and Murphy
- Copley Flair
- Chaccarrero
- Body Shop
- Sebastians
- Bromfield Pen
- City Golf
- Beantown Pub
- Kabloom
- Sam LaGrassa’s



Old State House looking Southeast.



Bostonian Tailor



Omni Parker Hotel restaurant



Sam Lagrassa's Famous Foods



Chacarero Chilean Cuisine restaurant



True East Skateshop

TARGETED RETAILERS

Retailers that will enhance the district and reinforce its character include the following:

RETAIL MERCHANDISE	CONVENIENCE GOODS		EATING & DRINKING	PERSONAL SERVICES
<p>Contemporary apparel and footwear (mid- to higher-end) – e.g., Kenneth Cole</p> <p>Leisure retail including general and specialized book stores, hobby, collectibles, travel and luggage, etc. – Muji</p> <p>Business service needs – stationery, electronics stores</p> <p>Flower store</p> <p>Greeting cards</p> <p>Tourism related</p> <p>Push carts – tourist products, apparel, food</p>	<p>Holistic health and wellness</p> <p>International magazine store</p> <p>Specialty food and small urban grocer</p> <p>High-end liquor/wine store</p> <p>Beauty and cosmetics – e.g., MAC, Fresh, Kiehls</p>		<p>Small cafes, bistros, breakfast, diner</p> <p>Higher-end restaurants</p> <p>Ethnic fusion restaurants – e.g., self cook Korean</p> <p>Bakery/Cafe – e.g., Panera Bread Bakery and Cafe</p> <p>Coffee shops</p> <p>Limited fast food options</p> <p>Sophisticated dining – e.g., wine bar</p>	<p>Dry cleaning/Tailors</p> <p>Specialized barber shop (old fashion), men’s spa services</p> <p>Beauty and hair salon (upper or lower levels)</p> <p>Travel</p> <p>Optical (higher-end)</p> <p>Fedex, courier services</p> <p>Financial services and banks</p> <p>Photo services</p> <p>Gyms and workout centers</p>



Kiehls



Muji





Panera Bread



Shoe Cobbler

HIGH CATALYTIC PROPERTIES

PROJECT	IMAGE		WHY IMPORTANT	OPPORTUNITIES
Washington Street and Court/State Street at Old State House			Important northern gateway for Downtown Crossing. It needs to have a highly visual retail presence to draw visitors into the area.	Create an attractive retail gateway at the north end of Downtown Crossing by targeting (1) Mellon Financial—encourage redevelopment of grade façade of the building to extend into the street with retail space, (2) 1 State Street (National Park Bookstore), and (3) 226 Washington Street—encourage exciting food services to pull people into Washington Street area.
CVS Building at 340 Washington Street			Currently, the single-level building offers the opportunity for increased density on the site.	The single-level use building should be redeveloped into a multi-level mixed use development. Ideal for fashion, beauty, restaurant retail at grade level. It will be difficult to develop due to the narrow nature of the site. A developer may link the development with the existing building at 350 Washington Street (Marshalls, H&M, and T.J. Maxx) as well as add additional square footage above.

Central District—Mainstream

KEY FINDINGS

The Central District accounts for the highest proportion of retail square footage (61%) in Downtown Crossing. The district is dominated by retail merchandise (71%) and all the general merchandise stores (e.g., department stores) are located here as well as a high proportion of fashion retailers. It is also noted that the area is a jewelry destination for upper level retail locations at 333 and 387 Washington Street. The vacancy rate (5%) tends to be lower as this is a sought after location, and in contrast to other areas of the city (Newbury, Boylston Street, this ratio is xxx). Retail rents are the highest in this area. There is a low proportion of retail space in convenience goods and services, and eating and drinking establishments. This is partially due to the higher rent structure.

STRATEGY

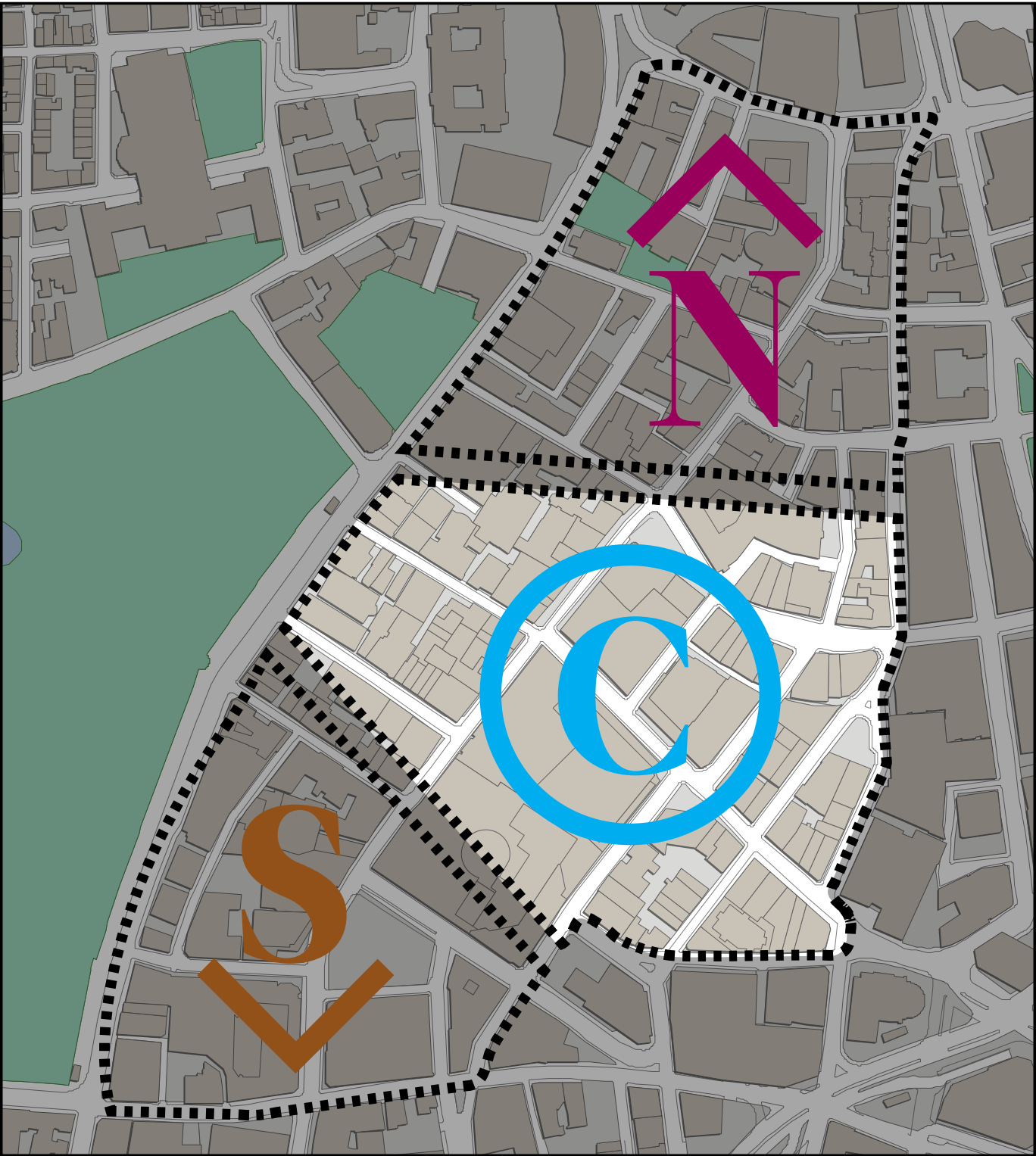
The strategy is to build off of the district’s key strengths to create a high quality, compact retail destination with an emphasis on fashion. Key strengths to build off include the following:

- Excellent connectivity within the region. The area is anchored by the crossroads/intersection of Washington Street and Summer/Winter Streets and subway (the T-Stops) transfer points (at the intersection and nearby). The Central District is the true essence of Downtown Crossing due to its centrality and crossroad function.
- While the price points may range from designer discount and masstige (e.g., Filene’s Basement and H&M, respectively) to traditional fashion (e.g., Macy’s), to higher-end fashion accessory items (e.g., Long’s Jewelers), the overall emphasis is on more mainstream, high quality retail operations.
- The retail spaces are relatively large and are easily adaptable to other uses as tastes and trends change.
- The target market appeal will be to provide the following:
 - Fashion destination for regional residents
 - Convenience goods and services for workers, commuters, and local residents
 - Casual dining including fast food options and well as office related goods and services for a large office worker population in the Financial District and Government Center
 - An overall high quality and efficient shopping experience for regional residents.

MARKET SEGMENT

The target markets include:

- Office workers
- Government workers
- Users of government and business services
- Local and regional residents
- Teen and young adults
- Tourists
- Walk-thru traffic (east/west from Boston Common and Financial District and north/south from North District and South District and Theatre District).



Central district of Downtown Crossing.

EXAMPLES FROM ANOTHER CITY

The fashion, retail focus of the Central District is similar to 34th Street and Union Square in New York.



Union Square, New York



34th Street, New York

LINKAGES

Central District’s key strength is its centrality, accessibility, and connectivity with the rest of Downtown Boston and the region. Steps taken to enhance and build upon these strengths will aid economic vitality overall:

- Enforcement of the pedestrian zone with active central uses including outdoor seating in the middle of the street and an enhanced public realm (visual landmarks, unique paving materials, flush paving, public art, façade improvements, ambient lighting, etc.)
- A coordinated committee of private and public sector interests to oversee policy and programming for the pedestrian zone (activities, events, permitting and licensing, push carts, signage, etc.)
- Strong retail corners for the Ladder Block streets at Tremont Street including large corner entrances. This will assist to draw visitors through Boston Common and through to Washington Street. In addition, Tremont Street needs to increase its retail presence. A key building with a signature retailer such as Adidas would do well. There is full exposure to Boston Common and a potential bike corral program as well as students surrounding the area.

T-STOP RETAIL STRATEGY

The Massachusetts Bay Transportation Authority (MBTA) should be encouraged to improve station access/egress near retail functions. In addition to maintaining and enhancing Downtown Crossing’s regional appeal and easy access, work must continue to provide efficient service and minimal disruptions and improve safety, cleanliness, and communications.

There are limited retail opportunities within the T-Stops beyond existing retail and the connections to One Franklin, Macy’s, and 32 Summer. Retail opportunities can include self-service vending including magazines, DVDs, cellular phones, bank machines, etc. This complements the proposed T-Stop Interactive Kiosks.



Magazine Kiosk



DVD Vending Machine

IMAGE EXAMPLES OF STRONG CORNER ENTRANCES



Tesco, London



Crate & Barrel Corner Store in San Francisco, California.

TARGETED RETAILERS

Retailers that will enhance the district and reinforce its character include the following:

RETAIL MERCHANDISE	CONVENIENCE GOODS		EATING & DRINKING	PERSONAL SERVICES
<p>High quality fashion items, complete range of price points, generally chain retailers – Gap, Club Monaco, Victoria’s Secret, Lane Bryant, Ashley Stewart, Nordstrom Rack</p> <p>Shoe stores – Florsheim, Geox, Cole Haan, Nine West</p> <p>Jewelry</p> <p>Sporting goods such as Adidas, Sports Authority, Modell’s</p> <p>Electronics stores such as Best Buy, Apple, Sony Style</p> <p>Business services – stationery</p>	<p>Grocery – urban grocer format such as Whole Foods, Trader Joe’s, etc.</p> <p>General drug store</p> <p>Convenience stores</p> <p>Beauty and cosmetics</p> <p>Vitamins, health, and wellness</p>		<p>Cafes, restaurants – Chipotle, Wolfgang Puck</p> <p>Limited fast food – gourmet burger, health conscious eateries</p> <p>Restaurants with patio space or open window</p> <p>Take out/prepared foods to go services, e.g., Impromptu Foods, Really Cool Foods</p>	<p>Limited personal services such as dry cleaning, barber, beauty and hair salon, travel – but typically on upper or lower level spaces</p> <p>Optical</p> <p>Financial services and banks</p>



Apple Store



Club Monaco



Addidas Store

HIGH CATALYTIC PROPERTIES

PROJECT	IMAGE		WHY IMPORTANT	OPPORTUNITIES
One Franklin			Redeveloped site is at the center of Downtown Crossing providing new residential, office, hotel, and retail offerings	Restaurants and cafes on Franklin and Summer Streets. Smaller scale fashion oriented retailers on Washington Street. Larger format uses including Filene’s Basement on the lower levels and grocery, book store, home furnishings, general merchandiser, large restaurants on the upper levels.
Corner Mall			Significant building at the main intersection in Downtown Crossing that needs to be updated	Convert office back to retail on the upper levels (potentially a food hall that looks out onto the street); continue to attract fashion retailers for grade retail offering some multi-level space (e.g., grade and lower level); redevelop façade of building; Remove canopy
Macy’s			Last major department store in Downtown Crossing. Considered by the retailer to be their flagship for Boston	Needs to convey flagship retail status in terms of renovating interior space – as good as Macy’s in Herald Square, NYC. Need to consider adding ancillary, prestige retail uses along Summer Street to provide customer draw and interest (e.g., Coach, Godiva, etc.) open windows along Summer Street, Improve exterior and canopy.
395 Washington Street (Former Barnes & Noble)			Large building on Washington Street	Ideal for a large single retailer such as Apple, Best Buy, Sony Style, or fashion including Forever 21, Zara, Nordstrom Rack, or a food retailer such as Trader Joe’s
32 Summer Street			Large key building on Summer Street adjacent to One Franklin	Retain quality retailers. Look for opportunities for multi-level retailing (grade and upper/grade and lower level). For multi-level grade and lower retail look for synergies with entrance to the T-Stops (e.g., Staples, sports store) or consider a large drug store only on the lower level. Other uses include Nordstrom Rack
56 Summer Street			Significant vacant building along Summer Street	Meals to go that would appeal to office workers commuting along Summer Street such as Really Cool Foods, Impromptu Gourmet, Kidfresh, and Famima.

South District—Entertainment District

KEY FINDINGS

The South District is the smallest in terms of square footage in Downtown Crossing but its character and size is still changing. Several development projects including Hayward Place, located at Washington Street and Avenue De Lafayette, and possible redevelopment of existing buildings will alter the retail composition. Currently, 14% of the total square footage is in the South District. This includes a relatively small proportion of retail merchandise but a higher proportion of eating and drinking establishments.

STRATEGY

As the southern gateway to Downtown Crossing, the South District serves as an important draw from adjacent districts. The overall theme is an entertainment/arts district with a combination of retail, entertainment, residential, and learning. The South District needs to build off the existing performing arts venues and cinemas either in Downtown Crossing or in the Theater District. In addition, condo and loft housing developments nearby and in the Leather District complements the arts theme. Youth, vibrancy, and learning is and will be an integral element of the South District as the area attracts colleges/universities and learning institutions to establish in Downtown Crossing. Together these elements will foster innovation and creativity.

Retail uses that build upon this strategy include home furnishings, art galleries, art supply, related retail, small cafes/bistros, ethnic eateries, beauty services, and student supplies. Entrepreneurs and innovators will be drawn to the area to test out new projects such as a “Thought Bubble,” or to develop an International Market/Artist Cooperative.

MARKET SEGMENT

- The target markets include:
- Local residential including students
 - Regional residential who consider themselves to be contemporary, sophisticated, and urban
 - Teens and young adults
 - Theater and arts patrons
 - Central District visitors
 - Boston Common visitors
 - Chinatown visitors
 - The Financial District
 - Walk-thru traffic (east/west from Back Bay and Bay Village and China Town and Leather District and north/south from Central District and New England Medical Center and South End (Washington Street and Tremont Street)).



South district division of Downtown Crossing

EXAMPLES FROM ANOTHER CITY

The adjacent warehouse architecture, authentic loft developments, theater, arts, students, and condo developments in the South District are reminiscent of New York’s SoHo district in the 1980s. The area was changing from an artist community into a hip and trendy area for residential, restaurants, and fashion retailers.

LINKAGES

- Linkages include the following:
- Attractive streetscaping along Washington Street towards the south, along Boylston/Essex Streets from the east and west, and Tremont Street from the south and Back Bay and Bay Village area
 - Coordinated marketing programs with the Theater District/Chinatown for restaurants and hotels (combination of theater and dinner)
 - Then marketing the area as great place to have brunch
 - Preserving ground floor buildings for retail especially in college/university buildings (e.g., 10 West, Paramount Theater).



SoHo, New York



SoHo, New York

RETAILERS TO RETAIN

Retail retention activities should focus on some of these retailers:

- Roche Bobois
- Jerne
- Brattle Book Shop
- Teatro
- Felt
- Shimon Salon
- Sports Club
- Blu
- Loew’s cinema
- CVS
- Fajitas & Ritass
- AltTHERA Health, Inc.



Brattle Book Shop



Blu Restaurant



Felt Club Restaurant



AltTHERA Health

TARGETED RETAILERS

Retailers that will enhance the district and reinforce its character include the following:

RETAIL MERCHANDISE	CONVENIENCE GOODS		EATING & DRINKING	PERSONAL SERVICES
<p>Contemporary and loft home furnishings (both large and small stores) including flooring and lighting such as EQ3, Design Within Reach, Z Gallerie</p> <p>Art galleries</p> <p>Home improvement stores – offer unique items such as specializing in decorative hardware</p> <p>Student supply stores</p> <p>Artist, architectural, design related supply store</p> <p>Lifestyle stores (e.g., Muji, Lululemon)</p> <p>Contemporary student apparel – Lululemon, Levi’s</p> <p>International Market</p> <p>Artist Cooperative</p>	<p>Holistic health and wellness</p> <p>Small organic grocer</p> <p>Drug store</p> <p>Natural and holistic health and wellness including services (organic, naturopathic, herbal, etc.)</p> <p>Unique specialty food (meat, cheese, semi-prepared foods)</p>		<p>Restaurants</p> <p>More moderately priced cafes, bistros</p> <p>Ethnic eateries and fusion</p> <p>Juice bar – Jamba Juice</p> <p>Student pubs</p> <p>Bakery</p>	<p>Limited personal services to include banking, dry cleaning</p> <p>Thought Bubble – library/learning center with an updated retail appeal</p> <p>Cycling Center – on Boston Common for bike storage/repairs/sales etc.</p>



Design Within Reach



Idea Store






Lululemon



Pikes Market, Seattle

HIGH CATALYTIC PROPERTIES

PROJECT	IMAGE		WHY IMPORTANT	OPPORTUNITIES
Hayward Place			Cafes with outdoor patio space on Washington Street and Avenue DeLafayette Street as well as furniture and home furnishings	Cafes with outdoor patio space on Washington Street and Avenue DeLafayette Street as well as furniture and home furnishings
10 West Street			Ideas include: restaurant, cafe, small grocer, contemporary apparel (student appeal)	Ideas include: restaurant, cafe, small grocer, contemporary apparel (student appeal)
Paramount Center			Provide connectivity along Washington Street and add to the arts, entertainment, and learning aspects of the district	Emerson College to redevelop and include art space as well as retail (e.g., gallery, art supplies, restaurant) Internet cafe

SHORT TERM VITALITY FOR ONE FRANKLIN AREA

During the construction process for One Franklin, there will be anticipated disruptions to local business patterns. Effective planning and communication with affected businesses, property owners, residents, the Downtown Crossing Association future organization, the BRA, and other organizations will be paramount. This will be in the form of bi-weekly newsletters and e-mails indicating when streets will be closed, start and stop times during the day, etc.

In addition, the large block faces three important sides of Downtown Crossing. Providing an attractive and interesting construction site for other businesses and pedestrians will be important.

SHORT TERM VITALITY RECOMMENDATIONS

Develop innovative ways to keep the façade of One Franklin active to keep pedestrian volumes high to mitigate the impact of construction on adjacent retailers.



Louis Vuitton renovation, Paris.

When Louis Vuitton wanted to renovate this store in Paris, they placed an oversized, branded image in front of the construction site. The giant façade provided details in several languages. This could be applied for Filene’s Basement at One Franklin. It could also be used once the developers have signed new tenants to announce their arrival.

The nighttime image of the building lit up is very striking with the hollow center and the reflective edges.

- Other concepts or ideas include:
- Allowing advertising for One Franklin tenants (billboards)
 - Wrapping the construction site and new building in a scrim (a wrap around the scaffolding) with the outline of the new building printed on the outside
 - Projecting images onto the scrim (wrap)
 - Pop-up stores.

In addition, the growing interest in architecture among residents and organization could lead to tours of the existing historical structures as well as the upper levels as the building progresses.



When the Bay Department Store in Toronto went through a renovation, they used a scrim around the scaffolding to replicate the historic façade underneath. This keeps passerby visual interested sustained during the construction period



New York Times Building, NY. The New York Times Building has contracted with Annie Leibovitz to photograph the building’s construction. These images are posted as an outdoor art gallery as the building has progressed. They are also available as part of the Web site for the building. One Franklin can conduct a similar exercise or create a historical exhibit to the old and new uses.



The Comcast Building in Downtown Philadelphia completed the glass façade around the building while they were still building the upper layers. This provided a cleaner and more interesting construction site (there is no opaque hoarding; rather, the area remains open for the public to view the progress). In addition, they continued the glass cladding as building progressed thereby providing viewer interest.



ORGANIZATION AND DISTRICT MANAGMENT

One of the primary goals of the organizational and district management action plan is to build an effective private-sector organization. The new organization will be totally focused on Downtown Crossing and will lead the charge of not only clean, safe, and maintenance initiatives for Downtown Crossing but also assist the economic development, marketing, and physical public and private realm improvements including the pedestrian zone. The new organization must partner with the BRA/City to implement a successful program.

A dedicated, financially capable, and highly organized team that represents the private sector will be essential to successfully implementing the action items of this plan. To date, the Downtown Crossing Association has not had the resources and commitment from the property owners to carry out the required management and program development.

The current membership organization does not raise sufficient levels of funding to properly manage and create the programs that will foster a safe, healthy, and livable neighborhood. Legislation exists that allows for a business improvement district (BID) based on levying funds from property assessment that allows for property owners with an initial opt out period. There is concern that this provision is not sufficient to allow for a stable, long-term organization to develop.

If new initiatives are to be successful, additional time and skill must be focused on managing, advocating, coordinating, and facilitating private and public sector resources for maximum effect. The organization that is best equipped to take on this role will be a private sector organization ideally funded through an across-the-board property levy. This will require significant lead time to transition from the existing Downtown Crossing Association (up to two years). During this time, the current Downtown Crossing Association along with assistance from the BRA will provide the needed leadership and organizational capabilities to carry forward with the management of Downtown Crossing.

ORGANIZATION AND DISTRICT MANAGEMENT RECOMMENDATIONS

1. Hire a facilitator with Business Partnership/Alliance experience and work to evaluate the exisiting Business Partnership/Alliance legislation
2. Create a transition committee
3. DCA continues to operate with augmented clean, safe, and marketing programs
4. Create a Business Partnership/Alliance
5. Develop Downtown Crossing Partnership and fold DCA into the new organization
6. Develop staffing, committees, board structure, and programs for the Downtown Crossing Partnership
7. Set out BRA responsibilities
8. Establish a Downtown Crossing Pedestrian Zone Committee

BENEFITS OF A BUSINESS IMPROVEMENT DISTRICT

The key selling points of a Special Assessment District are as follows:

- Provide guaranteed and ongoing source of funding.
- Removes the burdens of fundraising and membership activities so the staff can concentrate on substantive issues, programs, and focus on planning
- Requires significant and demonstrated property-owner support when being organized; this means that property owners are likely to maintain interest and involvement over the long term
- Generally work hard to demonstrate and measure success. The services they provide can often be clearly measured in direct and indirect metrics (direct—in tons of trash collected, reductions in crime, reductions in homeless population, visitors assisted; and indirect—increase in property values, new business openings, pedestrian volumes, etc.).
- Provide a much more equitable funding approach; all property owners within the district benefit and all pay the assessment. Voluntary contribution approaches are generally characterized by a few civic-minded membership/ property owners or firms making hefty contributions and many others getting a free ride.

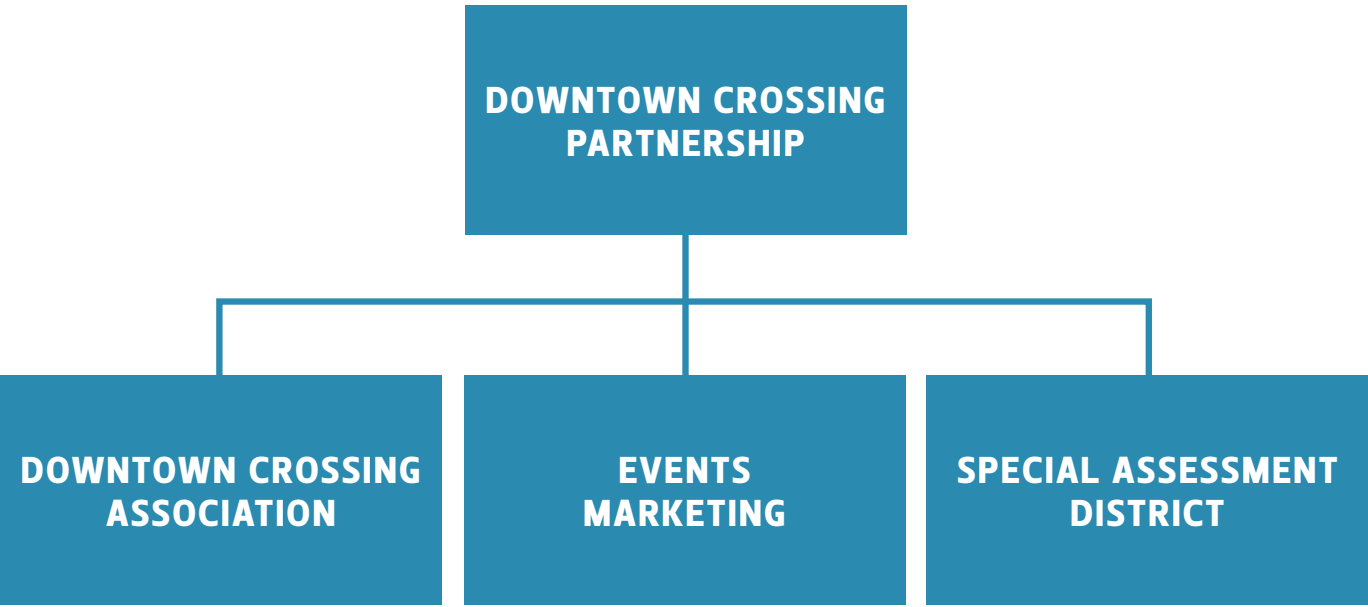
ORGANIZATIONAL CHARACTERISTICS, STRUCTURE, AND RESOURCES

There are two long-term development paths for the new Downtown organization:

- The DCA can transition into a Special Assessment District. At this point, the DCA ceases to exist. The Business Partnership/Alliance would oversee advocacy, marketing, maintenance, communication, Downtown Crossing Pedestrian Zone Committee, and economic development.
- The DCA continues to exist as a member of a coordinating umbrella organization/partnership which could also include the Business Partnership/Alliance and possibly an events organization.

The most effective organizational structure is to pursue the latter—a partnership that offers a comprehensive set of programs. This will ensure that the membership organization can stay active while the new entity development activity occurs.

- The Downtown Crossing Partnership’s mandate includes the following:
- *Special Assessment District* — coordinates, maintenance program such as clean and safe program, economic development such as retention and recruitment, communications, pedestrian zone committee, some capital improvements, and marketing. This is the primary funding tool for the new Downtown Crossing Partnership.
 - *Membership organization* — (existing Downtown Crossing Association) maintains the membership organization to allow outsiders to contribute funds and this allows the DCA to fund some projects. This would be specifically a 501(c)3 non-profit organization that will allow receipts for charitable donations.
 - *Events organization* — funded through sponsorships to coordinate events and other marketing initiatives.



The areas of responsibility for the new private sector organization include the following:

- Create a Business Partnership/Alliance organization with secure funding that contracts services (primarily programs such as clean and safe) for the Downtown Crossing Partnership. Additional programs will be augmented by the existing membership organization
- Create an events organization primarily funded through sponsorship
- The overall organization should begin with clean and safe programs and develop increased programming based on marketing, events, economic development, streetscaping, and other physical improvements (e.g., public art, landmarks, façade improvements)
- There must be support that is both broad and deep. Support must be secured mainly from the business community
- The new organization must work with the BRA/City to study effective legislative changes
- There must be extensive coordination between the BRA/City to implement programs. Currently, broad mandates exist for the BRA. The mandates for the BRA and the new organization need to be aligned, which will require a negotiation/discussion process.

The new organization will be seeking to make changes in Downtown Crossing that heretofore have seemed out of reach. Persistence and commitment are necessary because development is not an overnight process. The organization’s leadership must have, and must be perceived as having, the requisite skills and ability to attract others to the cause.

The new organization must develop and articulate a vision for Downtown Crossing that is compelling yet realistic. The vision must be sufficiently compelling to generate and maintain a strong sense of commitment and excitement but it must be believable, that is, people must recognize and understand that the various elements can be accomplished in a reasonable amount of time with resources that can be obtained. This will require working from the identity and brand developed in this action plan and subsequent steps as laid out in the Marketing and Branding sections.

The new organization must have competent, energetic, and creative staff. Leading the revitalization of a Downtown is not a nine-to-five job. Furthermore, staff must possess both general organizational skills and a certain level of technical skills and knowledge related to retail, real estate, and marketing.

The new organization must have the capacity to do things. Acting as an advocate for Downtown Crossing is important but not sufficient to accomplish the tasks at hand. At the same time, it should be recognized that the new organization will not have sufficient resources to accomplish everything it sets out to do. It will have to establish partnerships and alliances with other organizations, both public and private, to leverage its resources.

The Downtown Crossing Partnership’s primary responsibility is to improve the Downtown Crossing business climate through a combination of management, maintenance, economic development, and marketing. The Downtown Crossing organization must include the following functions:

- *Administration* — oversee all committees and sub organizations of the Partnership.
- *Vision* — holders of the vision as well as educating and marketing the vision to others.
- *Liaison* — work with the BRA, City, State, Federal government, and local organizations to coordinate programs and foster two-way dialogue between property owners/businesses and government. Ensure that Downtown Crossing’s interests are represented and advanced in policy and resource allocation decisions at the local and regional levels.
- *Recruitment* — develop investor-marketing materials (e.g., catalyst brochure) to assist brokers, developers, and property owners and work to increase occupancy in buildings, offices, retail, hotels, cultural and entertainment facilities, educational institutions, and overall residency.
- *Pedestrian Environment (zone)* — work to make Downtown Crossing the most walkable environment including the management of the push cart vendors, signage, streetscaping, events, and outdoor seating/dining.
- *Resource* — maintain a database on Downtown Crossing real estate information and statistics such as pedestrian surveys and flows; educate and disseminate information on advantages and opportunities.

- *Incentives and Regulations* — investigate and develop incentives and regulations to attract business, jobs, and investment; and develop an aggressive position on a real estate delivery system (e.g., ease of using local, state, federal incentive programs, ReStore Boston façade programs, historic building rehabilitation, tax credits (e.g., New Market Tax Credits).
- *Business Retention* — create education and marketing programs (e.g., concierge program) that ensure existing businesses are healthy, look for synergy with complementary businesses and promote, and work to create an attractive pedestrian environment that encourages shopping.
- *Marketing* — solidify the Downtown Crossing Partnership as the primary marketer, aiming to draw consumer markets to drive sales and visitation and attract investor markets to create new businesses, jobs, and investments.

Committees will include:

- Executive
- Communications
- Liaison — City/BRA
- Economic development — retention and recruitment
- Marketing and promotions
- Events
- Pedestrian zone
- Maintenance — including clean and safe programs
- Capital improvements
- Homeless consortium

STRUCTURE

The new organization will contain the following elements:

- *Board of Directors* — two-year staggered terms, limited to, or a strong preference for, key decision-makers (CEO, president, business owner). Links with other organizations through shared Board members (no staff from other organizations on Board) and the Mayor may be added ex-officio.
- *Staff* — minimum of six to eight staff members: executive director, marketing and events coordinator, pedestrian zone director (also a push cart program manager), economic development, maintenance including a clean and safe program director, plus administration. The executive director should possess a variety of complementary skills including Board and staff management, marketing and promotion, real estate and business development, and Downtown Crossing (events, maintenance, security) management. The Downtown Crossing Partnership will also contract out work for additional clean and safe programs (e.g., cleaning crews, ambassador programs).
- *Funding* — a target budget of \$4,000,000 (it may take several years to reach this target) composed of a special assessment for operational programs complemented by grants from the BRA/City and foundations, and continued but smaller membership dues from other organizations that are not part of the levy or who want to contribute (e.g., colleges, universities, Financial District businesses). Additional funds for capital expenditures will come from other sources. It is important to note that the individual businesses cannot fund this initiative solely by their own efforts—they’ll require additional outside assistance.

EXECUTIVE DIRECTOR QUALITIES

The executive director for the new organization should have a high degree of experience as a manager, advocate, facilitator, retail experience and marketer. The person must show a tenacity to get projects accomplished as well as an ability to work with all partners including the public and private sectors. This person will also oversee aspects related to working with property owners, developers, investors, and the BRA/City to help market Downtown Crossing for economic development, marketing, maintenance, pedestrian zone management, etc. The qualities that this person should possess include being a mature, creative, high-energy individual who has a background in commercial marketing, economic development, real estate, and/or leasing. In addition, they should have enough presence that they are able to meet with property owners, developers, leasing agents, potential clients, and City staff/officials as well as handle referrals and other connections. He/she must also be able to understand the larger strategic issues as well as effectively deal with the day-to-day activities.

BUSINESS PARTNERSHIP/ALLIANCE DEVELOPMENT PROCESS

It should be understood that Business Partnership/Alliance are a funding mechanism, not a specific set of programs, although many organizations do focus on “clean and safe” services. The emphasis on “clean and safe” probably originates because:

- Making a business district clean and safe is basic—property owners understand that tenants, shoppers, other customers, and visitors are unlikely to rent space or visit the district if it is (or is perceived to be) unsafe and unkempt
- Some of the best and most publicized partnerships have concentrated heavily on “clean and safe” activities, particularly in the first few years
- Many public officials and staff strongly support augmenting city services that even they acknowledge are not as frequent and effective as they would like them to be. This is based on a combination of private and public sector support.

A successful business partnership/alliance campaign cannot be organized and implemented by current Downtown Crossing Association staff without significantly diminishing Downtown Crossing’s current programming. A committee of interested parties should be organized to develop a strategy and be augmented during the campaign with temporary staff, loaned executives, or through other means. The committee should use the services of a consulting organization that has successfully organized a Business Partnership/Alliance development and renewal campaigns.

Other comparable Downtown Business Partnership/Alliance organizations include the following:

BUSINESS PARTNERSHIP/ALLIANCE ORGANIZATION	APPROXIMATE BUDGETS
Downtown Seattle Association	\$3,100,000
Downtown Detroit	\$2,200,000
Downtown San Diego	\$2,200,000

Additionally, it is also recommended that Downtown Crossing Association members and supporters maintain their dues and contributions for the next two to three years; otherwise, programs may falter and it will appear to the public as if the Business Partnership/Alliance effort is not feasible.

COMPARABLE MARKETS

An examination of Downtown management organizations in comparable communities provides a context for evaluating Downtown Crossing’s organizational needs.

Note:
The Downtown Denver B.I.D. is administered by a larger, umbrella organization (Downtown Denver Partnership) whose mandate and geographic boundaries are larger. Additional funds are raised through the Partnership’s other organizations including charitable donations, grants, and membership dues. While the B.I.D’s marketing budget is relatively small compared to other Downtowns, a larger marketing plan is carried out by the Partnership organization.

While all Business Partnership/ Alliance organizations levy funds against commercial property, each organization is different in terms of whether the business partnership/alliance can levy funds based on residential, school, government, religious, or utility uses. For the Center City Philadelphia organization, all of these additional property uses are exempt except for rental housing (which is considered a commercial property). For the Downtown Seattle Association, they are all included except for government buildings/uses. During the negotiation process for legislative changes it will be important to determine which property uses will be assessed the levy for the Downtown Crossing Partnership.

BUSINESS PARTNERSHIP/ALLIANCE ORGANIZATION	CHICAGO LOOP ALLIANCE		DOWNTOWN DENVER BUSINESS PARTNERSHIP/ALLIANCE	CENTER CITY DISTRICT PHILADELPHIA	DOWNTOWN DC	DOWNTOWN LA
Blocks	40		120		138	65
No. of Properties			370	7100	825	480
Number of part-time and full-time staff	9				35	20
Data for:	2006		2005	2006	2005	2006

Assessment Revenue	\$1,310,302		\$4,222,239	\$11,430,700	\$7,230,963	\$4,969,634
Services Revenue				\$2,362,300	\$2,426,277	\$71,299
Other Revenue	\$421,000			\$210,800		
Total Revenue	\$1,731,302		\$4,229,239	\$14,003,800	\$9,657,240	\$5,040,933

Administration	\$305,000		\$466,284	\$1,281,700	\$903,073	\$754,232
Safety			\$756,061	\$2,970,800	\$2,875,970	\$1,732,016
Marketing	\$700,000		\$152,985	\$1,897,200	\$1,376,878	\$761,382
Clean and Maintenance	\$200,000		\$1,915,685	\$4,595,500	\$2,233,357	\$1,081,744
Streetscape and Physical Improvements	\$451,302		\$208,466	\$1,364,000	\$742,564	
Community						
Economic Development			\$185,918		\$513,309	\$135,087
Special Projects	\$75,000		\$509,918	\$634,400	\$499,396	\$654,138
Transportation					\$268,034	\$75,927
Debt Service				\$1,260,200		\$0
Operating Reserve			\$26,922			
Total Expenses	\$1,731,302		\$4,222,239	\$14,003,800	\$9,412,581	\$5,194,526

OTHER ORGANIZATIONAL RESPONSIBILITIES

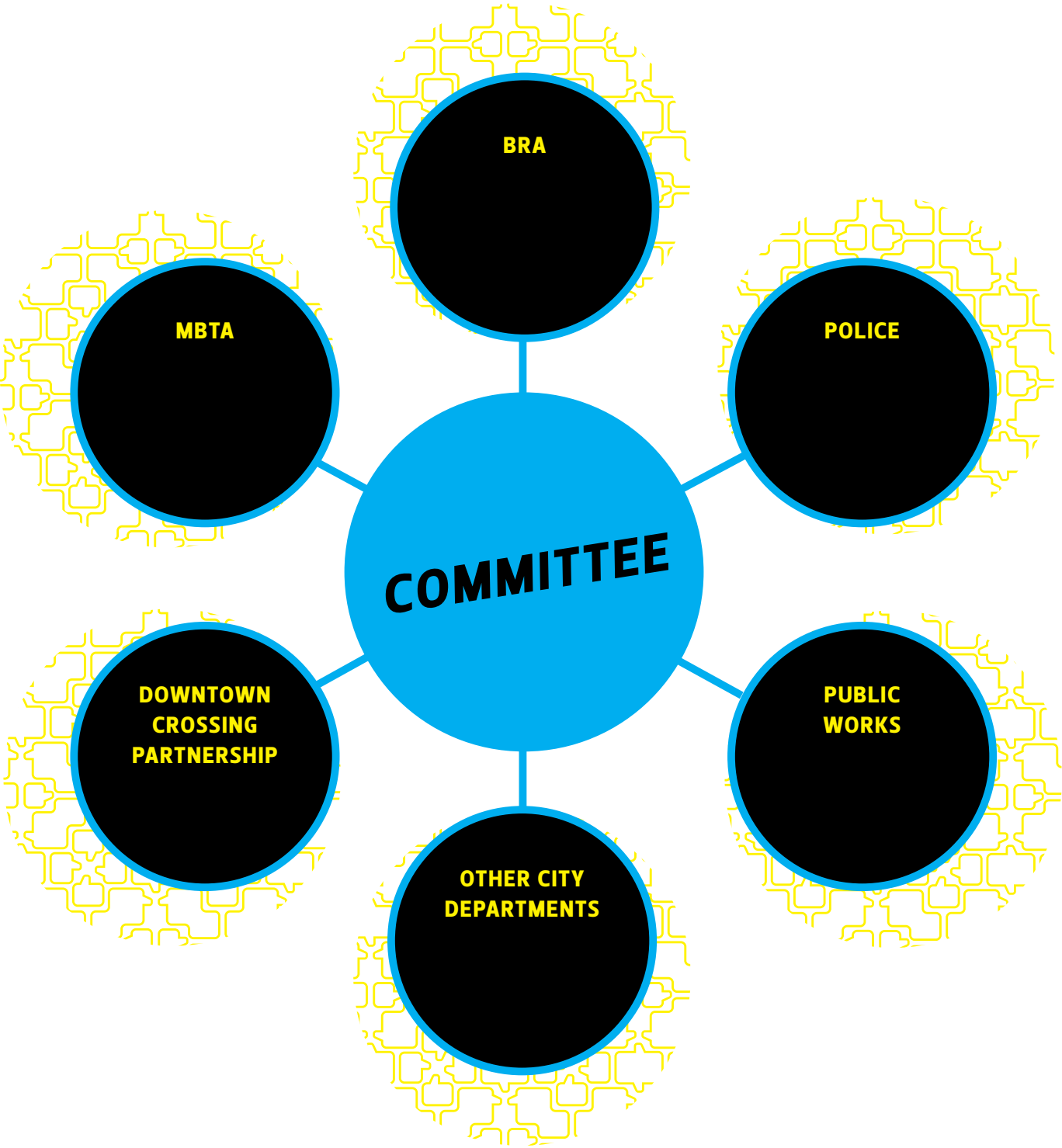
Two other organizations with a direct impact on the revitalization of Downtown Crossing include the BRA and the Downtown Crossing Pedestrian Zone Committee.

BRA

- Participate on Downtown Crossing Pedestrian Zone Committee
- Help fund the Business Partnership/Alliance development process
- Oversee capital improvements working with the new partnership organization on capital improvements, pedestrian zone physical structure, infill development, and other physical improvements
- Liaise on economic development, marketing, and event programs
- Partner on special programs such as a Homelessness Program.

DOWNTOWN CROSSING PEDESTRIAN ZONE COMMITTEE

- Members from the Business Partnership/Alliance, BRA, police, transportation, MBTA, and others will work together to formulate policies, regulations, and programs for the pedestrian zone including such issues as trash pick up, daytime service delivery, hours of operation, etc.
- The committee will oversee the push cart program, events, signage, outdoor seating/patios, and other public realm activities for the pedestrian zone. It is important that this committee be a public/private partnership and not solely in the control of the private or public sectors.
- The Downtown Crossing Partnership staff person will manage and regulate the push cart program based on direction from the committee.



RETAIL RETENTION AND RECRUITMENT

The following programs are developed to assist Downtown Crossing to work towards retaining quality retailers and ensuring their success as well as recruitment activities. Many of these programs are elaborated upon in the subsequent section related to Magnet and Outreach programs in the Marketing and Branding section.

RETAIL RETENTION AND RECRUITMENT RECOMMENDATIONS

1.

Develop a retail retention and recruitment program through the Downtown Crossing Partnership’s Economic Development committee

2.

Develop a full roster of retail recruitment programs

3.

Set up a real estate committee (Roundtable) to oversee the program and offer guidance

4.

Develop a full roster of retail retention services

MAKE RETAIL RECRUITMENT A TOP PRIORITY

The image of Downtown Crossing as a retail center has diminished over the recent past. Newbury Street and the Back Bay area overall have become the dominant location for main-street -type retailing for contemporary/ middle-to-higher income market fashion goods. By developing an effective retail attraction and leasing program in close cooperation with the retail leasing/ brokerage community, retail vacancies will be filled faster with high quality tenants.

The vision for Downtown Crossing as Boston’s meeting place, an urban neighborhood based on innovation, interaction, and exploration and the retailing activity are mutually dependent on one another for survival. Having a vision that attracts people (especially groups of people, e.g., friends and colleagues) fosters increased sales activity.

Through the Downtown Crossing Partnership’s Economic Development committee, the focus will be on retail retention and recruitment. By building retailer pressure to locate in Downtown Crossing, better retailers will succeed, property owners and developers can improve or build more space to fill demand, and retail critical mass and momentum will grow.

Leasing retail space is conducted in a very competitive market with Back Bay, other districts, developers, and malls/lifestyle centers all fighting for tenants. This job requires the work of a committed professional within the Downtown Crossing Partnership. Also, it is necessary to generate the support of local property owners and leasing firms for the implementation steps through the Retail Recruitment program.

COOPERATIVE RETAIL RECRUITING

A cooperative approach to leasing or opening retail stores, restaurants, and services should be developed. This is neither centralized nor coordinated. This approach requires property owners and real estate brokers/agents to buy into the brand for Downtown Crossing. They should be involved in endorsing the idea of searching for agreed upon retailers that fit each district, and attempting to restrict the types of retailers and commercial uses that do not match the plan as well as other non-desirable tenants (e.g., office uses on the ground floor, etc.). Generally, this can work, but there are always property owners who need the cash flow, cannot delay leasing, and take the first or best offer, regardless of the retail district’s character. These property owners should not stand in the way of the program.

- A focused effort should be made to support private sector development and leasing activity thorough the use of Catalyst Brochure and Web site. These products should include:
- A focused/branded Downtown Crossing retail leasing communications piece on:
 - The Downtown Crossing, Downtown, and Boston region;
 - The size and nature of the retail potential;
 - Visitors and Downtown Crossing user statistics and information including the incredible pedestrian flows;
 - Any information on what successful stores are capturing in terms of sales per square foot would be helpful;
 - Good news articles;
 - Specific data for specific retailers on the various target area (include testimonials from successful retailers) and individual properties and market potential (including site specific data on rents, taxes, incentive programs, etc.);
 - Targeted communications to potential retailers or developers; and
 - Outline support programs available.
 - Ongoing public relations
 - A database on retail activity linked through the proposed Downtown Crossing Website
 - Organizing grand openings for new retailers.

Other elements in a retail management program, spearheaded by the Business Partnership/Alliance, in order to recruit new businesses could include:

- Tenant inducements and rent deal
- The launch of marketing campaigns on behalf of new retailers
- Guarantees for low cost loans with participating banks for fixtures and improvements or revolving loans
- A volunteer council of advisors or mentors for small business operators. The advisory council could offer assistance in setting up a business, how to finance a business, how to manage inventory, accounting procedures, marketing, technology, merchandising and display, among many other retail-related points of concern.

The coordination of prospective retailers with suitable vacant properties is essential, as is the distribution of correct information at appropriate times in the negotiation process. Generally, the staff person assigned to work in retail retention and recruitment along with the executive director are not responsible for “signing up the retailer.” The Downtown Crossing Partnership can be active in setting the stage, locating and attracting prospects, and putting the developers/property owners in contact with the retailer. Then the property owner (and real estate brokers and lawyers) will frame the deal and sign it. The Downtown Crossing Partnership may attend annual events such as ICSC’s retail recruitment events (Las Vegas, Boston, etc.).

The Business Partnership/Alliance should develop a retention and recruitment committee made up of local retail real estate professionals who already know how the local area works and what retailers are looking for (e.g., brokers, property owners, and developers). Once the specifics of what a target retailer is looking for are identified, specific information targeted at their needs should be packaged for them. In addition, general marketing materials on the vision for Downtown Crossing should be developed that will interest retailers, real estate professionals, and developers. Several projects related to retail recruitment including catalyst brochures, retail summit, as described in the Marketing and Branding Section need to be considered.

In addition, the stores that should be actively recruited are the type that can attract other retailers simply by their presence. These anchor retailers indicate a high level of potential to the stores that locate close to them. These kinds of retailers are the ones that should be considered for special incentives (e.g., rent abatement, façade improvement). These operators are not only anchor retailers but also have very strong covenants for their leases.

RETAIL RETENTION

The Business Partnership/Alliance needs to actively publicize and educate existing retailers on the realities of Downtown Crossing. Existing retailers can begin to refocus their own retailing/marketing efforts to take advantage of the local traffic patterns (office workers, local residents, students, arts and entertainment patrons, tourists). Merchandising, store presentation and window display, layout, price-point restructuring, renovation and façade improvement, expansion, or relocation should be re-evaluated in order to maximize the potential of the current traffic and plan for traffic expansion. For example, the student market is very lucrative in Downtown Crossing and demonstrated to be growing. Products that are geared to this target market should do well. Retail retention is important because the strength of the existing retailers and businesses will encourage prospective merchants to locate in Downtown Crossing.

Part of the Business Partnership/Alliance’s duties are to help connect existing and new retailers with low cost business resources in the region. Current programs and services from the Office of Business Development such as ReStore Boston (façade improvements), Business Technical Assistance, Financial Assistance, etc., should be marketed to appropriate retailers and property owners.

As the recruitment effort becomes more successful, the retail climate in Downtown Crossing will become more competitive. Marginal retailers will face more competition. These retailers must become as strong as the newer retailers.

- Downtown Crossing Partnership will be able to supply retention services through the following means:
- Making educational tools (including videos, guidelines, and books) available to Downtown Crossing businesses and coordinating special learning events for members
 - Offering seminars on topics such as merchandising, effective use of window displays, how to offer good customer service, accounting, public policy, marketing and advertising, buying for your business, and how to develop an Internet site (multi-channel retailing) could be part of the retail retention services
 - Making demographic, pedestrian survey, and pedestrian modeling information available so that businesses can better target their promotions
 - Helping businesses identify and develop business opportunities for growth and expansion. Programs include how to attract more customers through marketing, building a repeat customer base, how to encourage customers to spend more, adding new product lines to capture a wider market range, expanding or relocating within the Downtown Crossing, opening a complementary business, and creating your own competition.
 - Providing businesses with networking opportunities by holding meetings at different locations throughout Downtown Crossing. This gives local retailers the opportunity to learn about each other’s businesses.

- Supporting cross-promotional efforts (e.g., a concierge program, business directory, and dining guide to Downtown Crossing). Reward businesses by providing marketing support for businesses that want to market themselves jointly (e.g., a loyalty card for eating and drinking in Downtown Crossing).
- Restaurants should offer discounts to staff members who work in the tourism industry (e.g., hotels, convention staff, museum staff, tour staff) so that they can become not only educated but also strong advocates of where to eat in Downtown Crossing.
- Planning for business transition. If a business owner plans to sell, close, or retire, it is important to find this out as soon as possible. Services offered by the Business Partnership/Alliance could include the following:
 - Serving as a liaison between business owners and potential buyers;
 - Identifying potential buyers and providing information;
 - Downtown businesses need to support one another’s operations by being seen shopping and conducting business on a regular basis in Downtown Crossing. Becoming actively involved provides opportunities for visual monitoring, keeping communication channels open, and building relationships that are essential.

PUSH CART VENDING

The Push Cart Program can be an important element of Downtown Crossing that enhances the overall experience. If it is to reach its full potential, the program must be seen as a multi-dimensional business opportunity that combines aspects of food and retail merchandising with design and color, shopper service, and special events/entertainment as well as an incubator program. By coordinating all of these aspects, the push cart program takes on a special and crucial character that is a benefit to everyone.

Generally, the push cart vendors do not add to the overall Downtown Crossing experience. Sprawling carts with multiple coolers, milk crates, and unattractive garbage receptacles detract from the overall look.

PUSH CART VENDING RECOMMENDATIONS

1. Hire a staff person to manage the program 7 days a week
2. Assign push cart vending as part of Downtown Crossing Pedestrian Zone Committee’s responsibility for setting standards and regulations
3. Determine the actual number of vendors and location of all carts in Downtown Crossing
4. Review existing vendors for compatibility with new standards as set out by the Downtown Crossing Pedestrian Zone Committee
5. Recruit new vendors as required
6. Examine merchandising and strengthen product mix
7. Provide information and a map of the pushcart vendors on the Downtown Crossing web site.

OBJECTIVES OF THE DOWNTOWN CROSSING PUSH CART PROGRAM

- A well-managed push cart program will have the following objectives:
- Adding new excitement for the benefit of retailers and shoppers
 - Focusing entrepreneurial activity in a public space
 - Assisting new vendors to create an incubator program that may eventually develop into a new potential retail operations
 - Identifying existing Boston-based businesses to create a program to test new, interesting, or high demand products (food and merchandise) thus maintaining a leadership position (e.g., new food concepts, new jewelry lines)
 - Capitalizing on increased residential activity, streetscape investment, and commercial property development and redevelopment.

The main issue with the push cart program is that it is not being effectively managed. Currently, funds raised from vendors are diverted to other Downtown Crossing Association activities. Funds raised by the push cart vendors need to be spent on their own program for management, recruitment, marketing, and upkeep. In addition, the pushcarts are not owned by one entity and are not stored in a centrally located facility.



Downtown Crossing Push Cart

PRINCIPLES AND RECOMMENDATIONS
FOR PUSH CART PROGRAM IN
DOWNTOWN CROSSING

The following are considered the key points or principles and the corresponding recommendations that should guide the push cart program in Downtown Crossing:

MANAGEMENT

As stated, management control is a “must have” for a successful push cart program. Currently, there is not enough control. The Downtown Crossing Association and future Downtown Crossing Partnership needs to take control of the push cart program. A single program administrator is required to oversee the program, recruit, market, coach, create incentives, and enforce rules and regulations for vendors. Both the manager and the City bylaw enforcement will be able to give out citations, penalties, and enforce the rules for the push cart program.

As stated, a Downtown Crossing Pedestrian Zone Use Committee similar to Downtown Denver’s 16th Street Zone will oversee all aspects of the pedestrian zone including programming and regulations. A paid staff person from the Downtown Denver Partnership manages the push cart’s 25 vendors.

The qualities of the push cart program manager must include the following:

- Retail real estate experience, preferably in temporary tenant or cart management
- An ability to understand market opportunities and capitalize upon them successfully
- Good organizational skills
- Good personality and facilitation skills (with respect to the multitude of different stakeholders: BRA, City, police, vendors, consumers, property owners (public and private), and retailers, State regulation bodies governing food handling and health and safety standards, etc.)

- A strong sense of urgency (reacts to changing Downtown Crossing situations)
- Proactive; able to run and manage the program effectively not vice versa
- Good merchandising and visual display skills
- Can develop a system with standards, training, coaching, and discipline
- Promote seasonal demonstrations.

The Downtown Crossing Pedestrian Zone Use Committee will:

- Establish standards, maintenance, and garbage policies in the bylaw, ordinances, or leases that ensure the program projects a positive image, is well cared for, and clean
- Establish discipline/penalties for non-compliance and a clear recourse process along with a reward/incentive system along with a push cart vendor review
- Be actively monitored by the assigned Downtown Crossing Partnership’s staff person and the City by law enforcement who will be able to issue citations and discipline vendors as necessary
- Actively monitor, encourage experimentation, and make changes to the program as necessary
- Develop a fee structure based on higher rents for more desirable locations and product sold (e.g., higher rents for prepared foods)
- Give consideration for additional fees to cover cleaning, special events, electricity, inventory fee, storage, etc.

LEASING AND QUALITY OF THE OPERATOR

In terms of finding quality vendors, it is important to consider the following points:

- Determine who the prospects are and the push cart vendor mix
- It is ideal if the cart is managed by the owner (no absentee management)
- Ensure the carts are clean, attractive, and well maintained (canopies clean and refreshed, consistent look in graphics, cart design, furniture etc.)

- Ensure that vendors follow a code of conduct (discipline in terms of dress -uniforms that enhance the image, eating, smoking, appearance, and cleanliness)
- Explore options for new carts and what the mechanisms for leasing and ownership are available. Examine permanent kiosks as part of the coordinated street furniture program.
- Determine a permanent location for pushcart storage—either in Downtown Crossing or at a remote location.
- Operating standards (e.g., hours to guarantee that the vendor will be operating by a certain time as well as when not to operate such as before 7:00 a.m. or after 9:00 p.m.).
- Develop a certification process for each vendor that goes beyond the Food Management Certification and includes displays, merchandising, selling techniques, etc. (some courses and materials are available online such as: <http://www.vendingcarts.com/order/order.cfm>).
- Use the program to fill merchandising/leasing gaps; however, to preserve community goodwill, it is best not to compete directly with local stores; rather, set up complementary vendors.
- Have unique merchandise that is high quality and exceeds present standards.
- Focus on unique community merchandise, e.g., college/university, tourism (Boston, New England, etc.), fashion items, etc.
- Determine if not-for-profit vendors can have push carts (e.g., UNICEF carts at Christmas).
- Promote Boston made items. Explore the possibility of featuring Boston-made or manufactured items on the pushcarts, as a venture for introducing local, neighborhood-based business to Downtown Crossing market (i.e. Dancing Dear and Aunt Sadies).

VENDOR RECRUITMENT

If new vendors are required, the following options will improve vending services:

- As stated, work with the existing vendors to determine the best owner/operator to have in Downtown Crossing that will project a positive image and that match the to-be-defined quality standards.
- Solicit existing restaurants or cafes. Offer the operator the first right of refusal (or an opportunity) for running a vending cart. The cart could supplement the restaurant’s serving hours or offer a wider selection of food and beverages.
- Publicize the vending opportunity by approaching local businesses or by advertising in local newspapers.
- Shop the competition, craft fairs, trade shows, etc. and develop a potential tenant list and work with BRA Backstreets Program to recruit Boston made items.
- Visit and discuss the cart program with local retailers and service providers to gauge their interest in supplementing their store fronts with a vending cart.
- Visit and see the potential vendor to ensure they will meet Downtown Crossing’s standards for merchandise and presentation. They must have a proven success record, or you may choose to test them on a trial basis with a short-term lease for a Downtown space (probation period with possible rent breaks). Downtown Vancouver has introduced an annual criminal record check for potential vendors (the potential vendor would pay the fee).
- Entrepreneurial vendors that want to try to sell new products (e.g., crepes or ice cream) may be offered rent breaks or staggered rent during the initial six-month period to help them establish their business.
- Vendors can move up from push cart vending to side street locations (in-line store) to a higher visibility location (e.g., Herrera’s). The Downtown Crossing Partnership can assist entrepreneurial vendors to establish themselves in Downtown Crossing and build a loyal customer base.

VENDOR AND PRODUCT MIX

Key principles for mix are as follows:

- Encourage and mandate diversity and specialization throughout Downtown Crossing beyond current regulations
- Encourage competition
- Consider special high-season options such as summer and early fall (e.g., permit additional carts during high tourist seasons and favorable weather conditions).

The ideal vendor mix includes approximately 20 to 25 vendors in select clusters in Downtown Crossing within the pedestrian zone. This will include a mix of permanent carts/kiosks (approximately three or four) and the remainder will be mobile. Even some of the mobile carts can be stationary (e.g., not carted to away at the end of the day).

An optimal mix could include a mixture of the following:

- Non-food (approximately 10 vendors):
 - Apparel
 - Unique souvenir/gift
 - Art, leisure, craft
 - Flowers
 - Newspaper, magazines
- Food (approximately 10 vendors):
 - Coffee
 - Prepared foods
 - Snacks, nuts, pretzels, etc.
 - Unique food items (e.g., paninis)

There will be no more than two vendors in the same category.

Merchandise selection criteria includes:

- *Quality* — Ensuring quality is a “must do” to guarantee a satisfactory purchase, a happy customer, and no returns/complaints. This includes prohibiting illegal merchandise. Vendors must appeal to a relatively sophisticated target market of tourists, office workers, local and regional residents, and students. In addition, the quality of the merchandise must reflect the overall quality aspect of retailing in Downtown Crossing.
- *Breadth of Selection* — This should be kept to a minimum. Offer a few alternatives for a simple purchase decision. It isn’t possible to duplicate a department store in 18 square feet. Present items in depth for high volume sales (widest range of sunglasses, hot dog/sausages, postcards, etc.).
- *Number of SKUs (Stock Keeping Units)* — The fewer the better. Discourage items with many sizes and colors (e.g., shoes, books).
- *Price Zone* — Limit items to popular prices. The best ranges are under \$20 for easy impulse buying and cash purchases. Food should be priced at about \$5. Prices must be competitive with Downtown Crossing retailers.
- *Impulse and Convenience* — There should be appeal to an impulse and/or a convenience purchase.
- *Service* — The vendor must offer the same level of service a shopper would expect from a permanent store. Good customer service and product guarantees are a must.
- *Perishable* — Avoid highly perishable items unless a back-up replenishment system is established.
- *Promotion* — Demonstrations, sampling food, etc. encourages impulse buying by reassuring potential purchasers the product works, is easy to use, tastes goods, etc.

A good resource for cart design is Downtown Denver’s street vending regulations.

LOCATION



The location of the vendors will be of primary importance. The number of push cart vendors needs to be reduced to 20 to 25 including a small number of permanent carts.

The following are key principles to adhere to:

- The push cart program only works as long as there is a pedestrian zone environment that restricts automobile traffic. Otherwise, it is not advisable to have a program as it will be too disruptive to pedestrian flow.
- Ideal locations are in the center of Washington Street (near One Franklin building and Corner Mall), near the Old South Meeting Hall and the small plaza near the Old State House along State/Court Street and Devonshire Street. Place the merchandise groupings near a natural and related attraction or high traffic areas (near office workers, tourist venues, by commuter entrances, etc.).
- Preference should be given to creating outdoor seating for restaurants and cafes where possible to create an active street environment and to fill in with push cart vendors.
- Carts must accommodate and allow for pedestrian traffic to flow. Examine the physical parameters of the area. Look at sidewalk widths, pedestrian flow, the presence or absence of store display windows, and the location of building entrances, transit connections, and sidewalk furniture.
- Carts should be clustered together for visual impact and shopping ease. Create focal areas and focal points but they should not be all bunched up together. Additional details such as flower beds, benches, and other visual interest can be added to the location to create an overall experience and respite in the middle of Downtown Crossing.

- Put your “best foot forward” by locating the strongest vendors in the highest traffic area for impact, synergy, interest, and excitement.
- There should be a strong relationship between the groupings, location, size (number of carts), and the theme.
- In addition, the push cart vendors must adhere to other rules and regulations (e.g., distance from federal buildings, loading areas, transit stops, permanent retailer permission).
- Push cart locations need to be reviewed to determine the sales potential for each location. The vendor should be charged an appropriate scale based on the location (i.e., better locations are charged higher fees). These locations should be reviewed annually to evaluate whether the locations are good for business, as well as ensuring that the amount of rent being charged is adequate.

PUSH CART VENDING EXAMPLES

IMAGE	DESCRIPTION
	Prepared food vendor in Downtown Denver’s 16th Street Zone. The cart is clean, bright, and compact.
	Push carts and vendors can create a buzz by attracting more people.
	Office workers and sophisticated shoppers can easily grab a hot drink and a pastry at this vendor in Downtown Portland, Oregon. Notice that there is a ledge to place a pocketbook or food items.
	Prepared food vendors in Downtown Denver’s 16th Street Zone are located in the center of the roadway. These carts are very compact, clean, and well cared for. There are no third-party signs. These carts are easily portable and are durable in construction.
	The coffee kiosk at Macy’s in Downtown San Francisco (Union Square) is adjacent to the entrance taking advantage of the pedestrian flows. The cart has a more sophisticated design to match the customer traffic.

Note:
In Downtown Vancouver, street vending can occur where there is a minimum of 20 feet from an intersecting street property line, and five feet from a driveway or laneway, bus loading/passenger area, and police or taxi zone. Many cities have very strict rules and regulations related to the location of carts.

PUSH CART VENDING EXAMPLES
CONTINUED



The new design for the Grand Central Partnerships newspaper kiosks in New York city is both compact and well stocked.



A permanent prepared food kiosk in the Pitt Street area pedestrian zone. The vendor is compact and blends well with the contemporary buildings.



The flower vendor is accommodated on the sidewalk. The product is highlighted with strategically placed lighting.



The all glass permanent vendor stall adds to the flower display and does not disrupt site lines when the kiosk is closed. Downtown San Francisco.

ACTION STEP MATRIX

	ACTION STEP	TIMING	RESPONSIBILITY
RECOMMENDATIONS: BUSINESS PARTNERSHIP/ ALLIANCE	Convene meeting to determine the feasibility and challenges to developing a Business Partnership/Alliance organization with the help of a facilitator. Review previous attempts so all issues are understood.	Phase 1: 0 – 12 months	BRA, Downtown Crossing Association Board, property owners, City, State,
	The meeting creates a committee to: <ul style="list-style-type: none">• examine Business Partnership/Alliance and alternatives,• develop action plan – funding roles, functions,• hire a Business Partnership/Alliance development expert,• get Business Partnership/Alliance approval from property owners, and, if needed, take to State.	Phase 1: 0 – 12 months	BRA, City, Downtown Crossing Association Board, property owners, special interest groups, e.g., police (as required)
	DCA continues to function separately and run current programs.	Phase 1: 0 – 12 months	Downtown Crossing Association Board and staff
	Once Special Assessment district is approved, DCA is either incorporated into the partnership organization or folded.	Phase 2: 12 – 24 months	Downtown Crossing Partnership
	Funding flows to the Downtown Crossing Partnership from the Business Partnership/Alliance levy and memberships. Expanded clean and safe programs are implemented quickly.	Phase 2: 12 – 24 months	Downtown Crossing Partnership
	Set up a program committees including economic development, maintenance, and marketing as three of the major committees of the Downtown Crossing Partnership and increase all types of communication.	Phase 2: 12 – 24 months	Downtown Crossing Partnership – with other partners for Pedestrian Zone Committee
	Downtown Crossing Partnership creates a self-funding organization to run events, consumer programs and sell sponsorships thus increasing private/public sector investment including corporations, foundations, public sectors, and other private sector bodies.	Phase 2: 12 – 24 months	Downtown Crossing Partnership, City, and other interested stakeholders
	Develop and support new partnerships with BRA/City, state, and area organizations (arts and entertainment organizations and colleges/universities) to sell the vision and achieve buy-in through presentations.	Short term	Downtown Crossing Partnership
RECOMMENDATIONS: PEDESTRIAN ZONE COMMITTEE	Review successes and weaknesses of all programs through an audit process. Make corrections as required.	Medium term	Downtown Crossing Partnership, BRA, City
	Develop a committee with a wide range of representatives to ensure that effective management of the pedestrian zone.	Phase 1: 0 – 12 months	BRA, DCA, City department representatives (e.g., police, fire)
	Hire a facilitator to work with the committee to develop the rules and regulations for the pedestrian zone e.g. hours, number and location of push cart vendors, maintenance.	Phase 1: 0 – 12 months	Committee members
	Committee meets quarterly to review issues and to make decisions about changes.	Ongoing	Committee members

ACTION STEP MATRIX
CONTINUED

	ACTION STEP	TIMING	RESPONSIBILITY
ECONOMIC DEVELOPMENT	Convene Roundtable meetings with property owners to educate them and to promote the fundamentals of the economic development and action plan.	Phase 1: 0–12 months	BRA, DCA, property owners, all interested parties
	Initiate Roundtable meetings with real estate professionals and leasing agents to communicate the plan.	Phase 1: 0–12 months	BRA, DCA, property owners, leasing agents,
	Develop interim expanded “clean and safe” programs while waiting for Special Assessment district formation. The emphasis should first be on cleanliness since improvements here will also impact the image of safety.	Phase 1: 0–12 months	BRA, DPW, DCA, relevant City departments
	Target specific parcels with high catalytic potential for appropriate development (as per economic development and action plan) and promote the redevelopment described.	Phase 1: 0–12 months	BRA, property owners
	Work with One Franklin developers to mitigate the impact of the construction on Washington and Summer Streets.	Phase 1: 0–12 months	BRA, BTD
	Develop a comprehensive redevelopment plan for the push cart program that significantly improves the operations.	Phase 1: 0–12 months	DCA, BRA, City departments (e.g., Works Department)
	Review all current activities and focus on those with the greatest urgency – clean, safe and marketing.	Phase 1: 0–12 months	DCA
	Fully implement the plans for the push cart program.	Phase 2: 12–24 months	Downtown Crossing Partnership
	Develop a more extensive retail recruitment and retention that is coordinated through the economic development committee. Part of the actions is to package incentives to help reach targeted retailers.	Phase 2: 12–24 months	Downtown Crossing Partnership with BRA economic development professionals
	Implement a full roster of retail retention activities.	Phase 2: 12–24 months	Downtown Crossing Partnership
	Work with appropriate partners to institute the “Thought Bubble”.	Phase 3: 24–36 months	BRA with appropriate learning institution partners

MARKETING PLAN & BRAND CONCEPT

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INTRODUCTION

All of the great changes that can take place in Downtown Crossing will mean little if people are unaware of the progress. This comprehensive marketing plan outlines how Downtown Crossing can effectively communicate the vision of the district while also addressing the existing public perception that the area is unsafe, dirty, and lacking life. This marketing plan is not simply consumer outreach; it also aims to attract retailers, residents, developers, restaurateurs and other factions that will help transform the area. It is important that the marketing shows that Downtown Crossing offers “360 degrees of living,” meaning it is a place to live, shop, work, play, eat, drink, relax, learn, and experience culture and everything else that makes for a great urban environment.

OUTLINE OF CHAPTER

The chapter begins by reintroducing the 10 core principles and key message highlighted at the beginning of this report. It then offers a long-term four-phase marketing plan broken out into three key components (a Magnet Program, an Outreach Program, and an On-the-ground Program, all explained below), with corresponding estimated costs and responsibility assignments.

MARKETING PLAN SUMMARY

The Boston Redevelopment Authority (BRA) has invested in the development of a vision and key message for Downtown Crossing. A focus on the overall marketing strategy for the neighborhood will promote continued growth and revitalization.

The marketing plan is a strategy for Downtown Crossing defining the initiatives that will assist in making the vision for the neighborhood a reality. Many of the recommended initiatives have their roots in the Existing Conditions analysis that was completed by the team. This plan is comprehensive; communicating the key messages to all audiences through all types of media.

The Plan is structured in phases and broken out into programs within each phase. The phases correspond to the recommended timing for implementation and the programs reflect the objective. Each initiative is accompanied with a description, scope of work, estimated cost, and visual examples of similar executions or creative thinking.

The costs attached to each initiative are rush estimates based on similar work products. They reflect marketing fees only and do not include associated production or media costs.

To best delineate different phases of our approach, the marketing plan has been divided into three different segments: Magnet, Outreach, and On-the-Ground. The purpose of the three segments are as follows:

MAGNET PROGRAM

The objective of the Magnet Program is to attract all the necessary developers, retailers, restaurateurs, and residents—the foundation of the neighborhood. The elements of the Magnet Program include everything from launching the brand of the neighborhood to developing the marquis destinations.

OUTREACH PROGRAM

The objective of the Outreach Program is to communicate with the public about the resources and destinations available in Downtown Crossing. Once all the elements of the neighborhood are in place the people need to be drawn in to start experiencing what Downtown Crossing has to offer. The elements of the Outreach Program are what will promote the neighborhood to visitors, residents, and business travelers and entice them to come and experience it for themselves.

ON-THE-GROUND PROGRAM

The objective of the On-the-Ground Program is to develop ways to enhance the Downtown Crossing experience for everyone. The program addresses how people interact with the neighborhood from a physical, residential, and consumer standpoint. The elements of this program target everyone from residents and tourists to business owners and students.

MARKETING PLAN TIMELINE

PHASE 1 (0–12 MONTHS)	PHASE 2 (12–24 MONTHS)
<ul style="list-style-type: none">• Business Partnership/Alliance Brochure A printed piece communicating the need for and benefits of a special assessment district in Downtown Crossing.• Downtown Crossing Identity Development Development of new logo, color palettes and typefaces.• Brand Guidelines Creation of brand and identity rules and standards to ensure consistent usage among all parties.	<ul style="list-style-type: none">• Catalyst Brochure A brochure communicating the new Downtown Crossing brand to stakeholders, including developers, residents, and retailers.• Catalyst Web site Online effort communicating the new Downtown Crossing brand to stakeholders, including developers, residents, and retailers.• Catalyst Marketing Campaign Marketing supporting the brochure and Web site, which could include trade publication advertising and direct mail.• Mailing Address A direct mail campaign encouraging area businesses and residents to use “Downtown Crossing” in their mailing addresses.• Retail Summit Creation and promotion of a retail summit—an event showcasing Downtown Crossing to investors, retailers, and developers from around the world.
	<div>PHASE 2 (12–24 MONTHS) PILOT PROGRAMS</div> <ul style="list-style-type: none">• Corner Mall Rebranding Refresh the look, feel, and experience of the Corner Mall.• Cycling Center: Concepting & Branding Develop a brand concept for a recreational and commuter cycling center.• Pedi-Cabs: Concepting & Branding Develop a brand concept for a bicycle-powered taxi program that would run throughout Downtown Crossing.• Development Showroom: Concepting & Branding Develop concept for a showroom in Downtown Crossing showcasing available residential and commercial real estate properties.• Knowledge Center: Concepting & Branding Develop brand concept for a re-imagined library incorporating a café and public meeting space.

MAGNET PROGRAM

PHASE 3 (24–36 MONTHS)	PHASE 4 (36+ MONTHS) B.I.D. INITIATIVES
	<ul style="list-style-type: none">• Event Strategy Planning Develop a strategy allowing Downtown Crossing to maximize benefits from new and existing Boston events.

MARKETING PLAN TIMELINE

PHASE 1 (0-12 MONTHS)	PHASE 2 (12-24 MONTHS)

OUTREACH PROGRAM

PHASE 3 (24-36 MONTHS)	PHASE 4 (36+ MONTHS) B.I.D. INITIATIVES
<ul style="list-style-type: none">• Downtown Crossing Web site Transition Catalyst Web site into a consumer-targeted Web site.• Retail Grand Opening Promotions: Postcard & Email Create postcard and e-mail templates to highlight the opening of new businesses.• Public Relations Program Develop a comprehensive public relations plan to gain maximum worldwide exposure and encourage further investment and tourism.• Parking Microsite Develop a Web site highlighting parking availability, pricing, and hours.• University Initiative Integrate universities into plan by developing a customizable printed piece highlighting student life in Downtown Crossing.• Downtown Crossing Ad Campaign Raise awareness through development of outreach strategy and execution of ad campaign.	<ul style="list-style-type: none">• Event Promotions Develop promotional items, including fliers, e-mails, invitations, etc., designed to implement the recommendations made by the Event Strategy Planning initiative.• Nearby Neighborhood Campaign & Direct Mail Develop a direct mail campaign promoting Downtown Crossing as a nearby neighborhood to the surrounding areas in Boston.• Neighborhood Guide Book Develop a printed piece communicating the unique attributes of Downtown Crossing to both residents and visitors.• Overnight Stay Campaign Develop a program publicizing discounted hotel packages and other overnight incentives as a way to increase hotel occupancy in Downtown Crossing.

MARKETING PLAN TIMELINE

PHASE 1 (0-12 MONTHS)	PHASE 2 (12-24 MONTHS)
<ul style="list-style-type: none">• Community Newsletter Template Creation of a well-designed template to enable businesses to successfully communicate stakeholders.	<ul style="list-style-type: none">• Insider’s Guide A brochure communicating the major offerings and undiscovered gems of the neighborhood to tourists and visitors.• Cleanliness Campaign Integrated marketing campaign promoting consideration for the cleanliness of Downtown Crossing.• Homelessness Campaign An educational and advocacy campaign addressing the homelessness problem in Downtown Crossing.• Wayfinding System & Interactive Kiosk Develop a user-friendly wayfinding system with interactive kiosks to guide visitors through the area.

ON-THE-GROUND PROGRAM

PHASE 3 (24-36 MONTHS)	PHASE 4 (36+ MONTHS) B.I.D. INITIATIVES
<ul style="list-style-type: none">• Concierge Packet & In-Hotel Program Integrate hotel concierges into plan by developing a tool kit with highlights of neighborhood attractions and incentives to visit.	<ul style="list-style-type: none">• Business Partnership/Alliance Brand Concept Develop a brand concept and proof of concept that will define the look and feel of the organization.• Business Partnership/Alliance Identity Development of name, logo/mark, color palettes, and typefaces for the new brand.• Business Partnership/Alliance Web site Develop a Web site communicating the new brand and identity along with details on benefits, descriptions, memberships, etc.• Residential Welcome Kit Develop a welcome kit for new Downtown Crossing residents that would include maps, coupons, and information about the neighborhood and upcoming events.• Interactive Audio Tour Create an interactive audio tour of the neighborhood that visitors can listen to on iPods or cell phones.• Loyalty Program Create a program that rewards frequent patrons of businesses.

MARKETING PLAN ROLL-OUT

PHASE 1 0-12 MONTHS

Business Partnership/Alliance Brochure

Downtown Crossing Identity Development

Brand Guidelines

Community Newsletter Template

COLOR INDICATES PROGRAM:
MAGNET, OUTREACH, ON-THE-GROUND

MAGNET PROGRAM

PHASE 1 (0-12 MONTHS) INITIATIVE:

Business Partnership/Alliance Brochure

ESTIMATED COST:
\$18,000

FUNDED BY:
BRA and partners

AUDIENCE:
• Property owners
• Retailers
• Developers

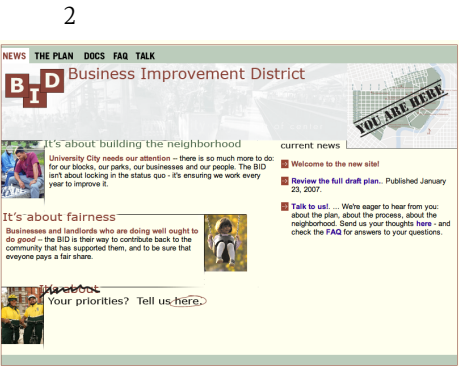
DESCRIPTION:
Develop a brochure that communicates the need for and benefits of having a Business Partnership/Alliance in Downtown Crossing. The Partnership has been a point of contention in the past and this brochure will help educate property owners and retailers so they can evaluate the entity with a fresh perspective. The piece could be used on its own or as an insert in the Catalyst Brochure.

SCOPE OF WORK:

- Discovery/Research on Successful BID Initiatives
- Concept/Engineering Sketches (two rounds of revisions)
- High Level Content Outline (two rounds of revisions)
- Manuscript Development(two rounds of revisions)
- Design of Cover and Key Spreads (two rounds of revisions)
- Layout and Design of Full Document (two rounds of revisions)
- Final File Mechanicals
- Printer Management

EXAMPLES:

1. New Tokyo Life Style Think Zone Strategy Guide, Tokyo, Japan
2. University City B.I.D. Proposal Philadelphia, PA
3. Renewal Toronto brochure, Toronto, Canada
4. Visual Thinking brochure, London, UK



Downtown Crossing Identity Development

ESTIMATED COST:
\$25,000

FUNDED BY:
BRA

AUDIENCE:
Recipients of all Downtown Crossing materials

DESCRIPTION:

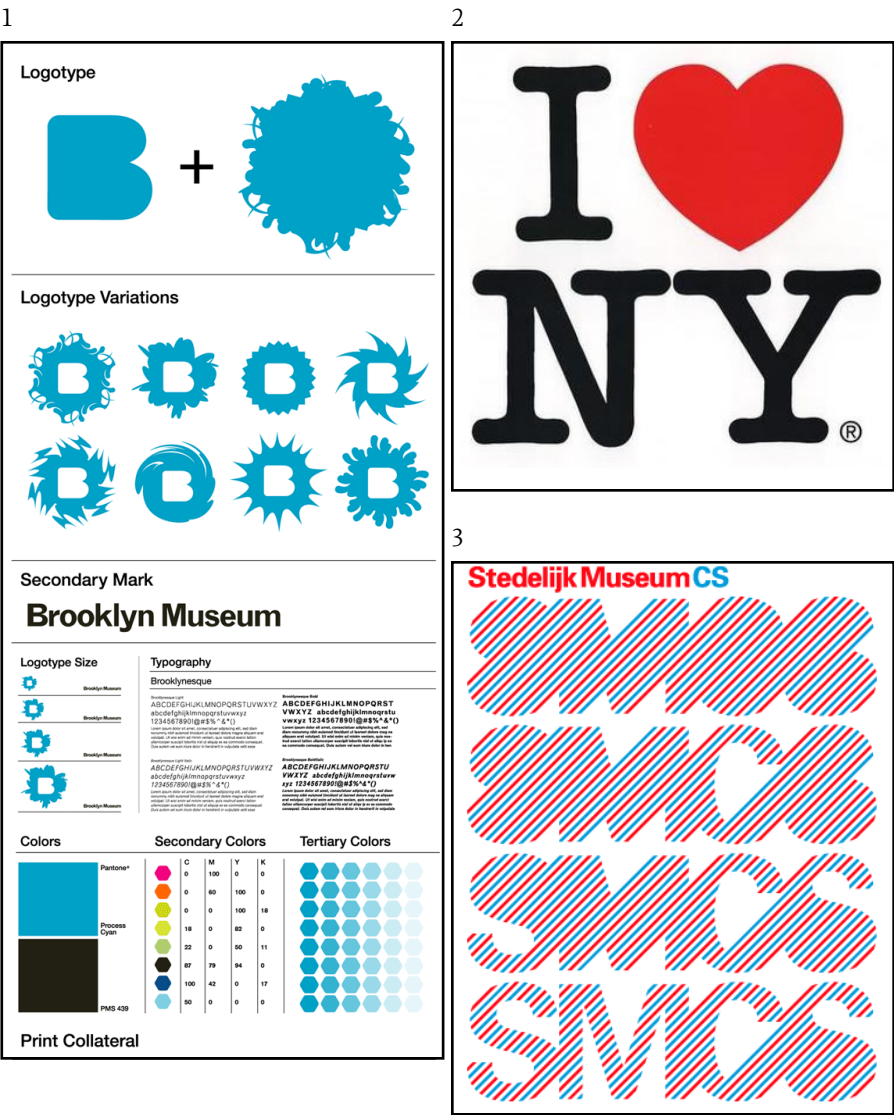
Conduct a logo development project that begins with black-and-white sketches of a potential logo/mark. Upon approval of the mark, explore color options for the logo, as well as primary and secondary color palette for the brand. In addition, the consultant should recommend any typefaces needed for marketing and branding communications to round out the identity.

SCOPE OF WORK:

- Naming exploratory (as needed)
- Black and white logo sketches
- Color logo development
- Primary and secondary color palette development
- Typeface development
- Proof of concept

EXAMPLES:

1. Identity system for Brooklyn Museum of Art
2. I Love NY logo
3. Stedelijk Museum Identity



Brand Guidelines

ESTIMATED COST:
\$5,000

FUNDED BY:
BRA

AUDIENCE:
• BRA
• BID
• DCA
• City of Boston
• All entities promoting the brand

DESCRIPTION:

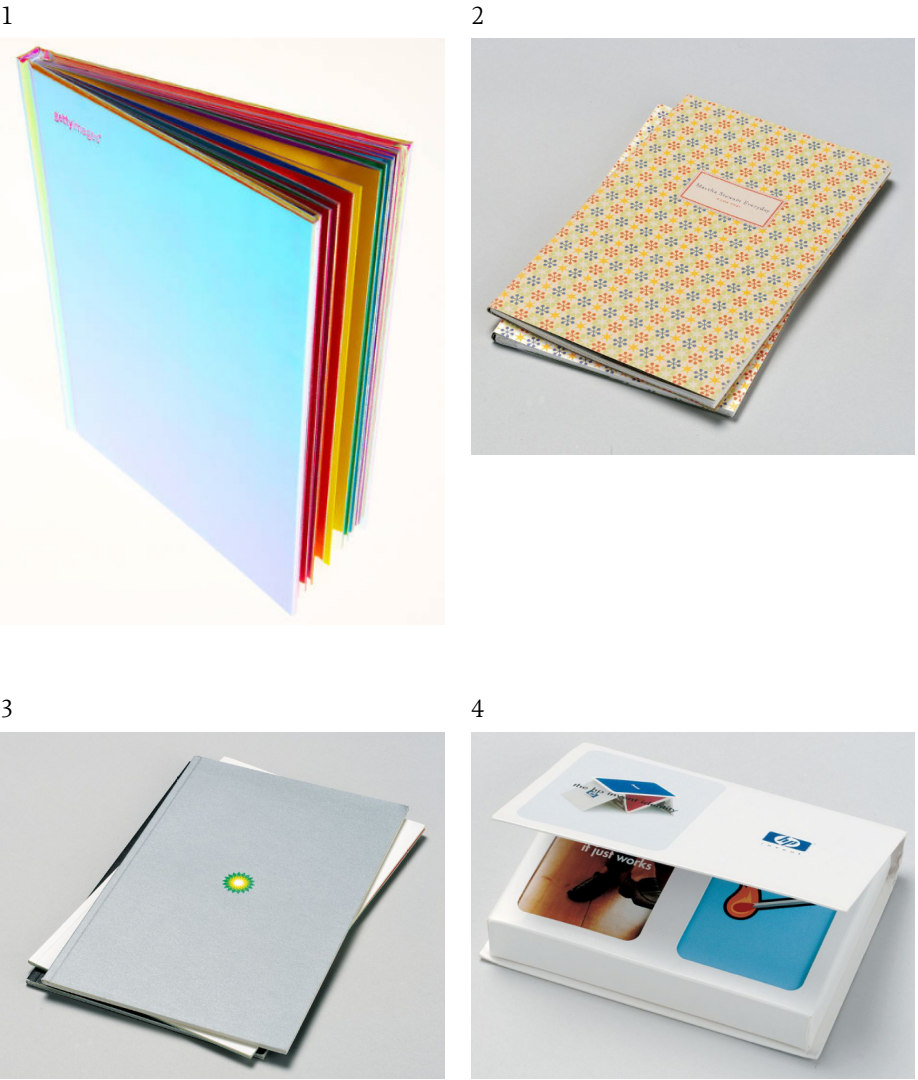
Develop a set of guidelines that will set the standards for how the Downtown Crossing brand and identity are used in all forms of communication. The document should serve as the central source for information relating to the Downtown Crossing brand. The guidelines should address the brand rationale, logo usage, typography, photography standards, color palette, copy tone, and the geographic area of Downtown Crossing.

SCOPE OF WORK:

- High Level Content Outline (two rounds of revisions)
- Manuscript Development (two rounds of revisions)
- Layout and Design of Full Document (two rounds of revisions)
- Final File Mechanicals

EXAMPLES:

1. Getty Images Brand Guidelines
2. Martha Stewart Everyday Brand Guidelines
3. BP Brand Guidelines
4. HP Invent Brand Guidelines



Community Newsletter Template

ESTIMATED COST:
\$7,500

FUNDED BY:
BRA and partners

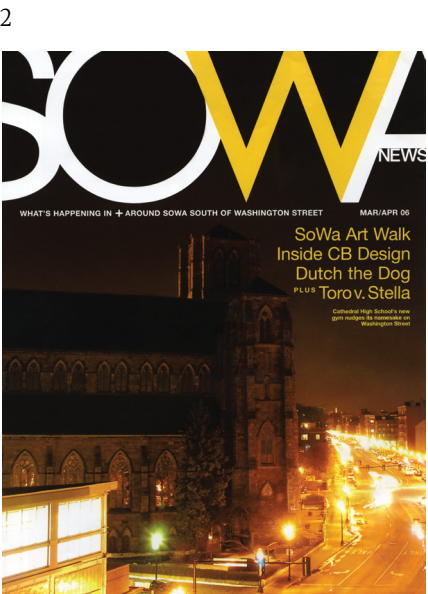
AUDIENCE:
Downtown Crossing
community (everyone)

DESCRIPTION:
There is a need for Downtown Crossing community organizations to communicate with their residents or business owners on a weekly or monthly basis about current events and news items. Develop a newsletter template for the Downtown Crossing community groups that reflects the image and brand of the neighborhood.

- SCOPE OF WORK:
- Concept/engineering sketches (two rounds of revisions)
 - Layout and Design (two rounds of revisions)
 - Final File Mechanicals

EXAMPLES:

1. *MALID*, community publication
2. *SOWA news*, monthly newsletter
3. Walker Art Center Newsletter Calendar of Events



MARKETING PLAN ROLL-OUT

PHASE 2
12-24 MONTHS

Catalyst Brochure

Catalyst Web site

Catalyst Marketing Campaign

Mailing Address

Retail Summit

Insider's Guide

Cleanliness Campaign

Homelessness Campaign

Wayfinding System & Interactive Kiosk

COLOR INDICATES PROGRAM:
MAGNET, OUTREACH, ON-THE-GROUND

Catalyst Brochure

ESTIMATED COST:

\$50,000

FUNDED BY:

BRA and partners

AUDIENCE:

- Potential developers
- Residents
- Retailers

DESCRIPTION:

Develop a brochure that communicates the new Downtown Crossing brand and identity to current stakeholders as well as potential developers, residents and retailers. The objective of the brochure is to sell the audience on the vision of what Downtown Crossing can become with their participation and support. This is the first major communication that will begin creating the buzz that is needed to draw the desired resources to the area.

SCOPE OF WORK:

- Concept/engineering sketches (two rounds of revisions)
- High Level Content Outline (two rounds of revisions)
- Manuscript Development (two rounds of revisions)
- Design of Cover and Key Spreads (two rounds of revisions)
- Layout and Design of Full Document (two rounds of revisions)
- Final File Mechanicals
- Printer Management

EXAMPLES:

1. *B3 Blocks Below Broad*, Philadelphia neighborhood brochure
2. *NYC2012*, Brochure for New York City's bid for the 2012 Olympics
3. Quarterly of Belgian life and culture
4. *I Love Shopping*, retail brochure and statistics

MAGNET PROGRAM

PHASE 2 (12-24 MONTHS) INITIATIVE:

Catalyst Web Site

ESTIMATED COST:

\$40,000

FUNDED BY:

BRA and partners

AUDIENCE:

- Public
- Potential developers
- Residents
- Retailers

DESCRIPTION:

To support the marketing efforts of the catalyst brochure, develop a Web site that mirrors the print design. The site should be built to evolve as the neighborhood grows and marketing efforts shift from Magnet to Outreach. This Web site should eventually transition into the Downtown Crossing Web site for launch in Phase III.

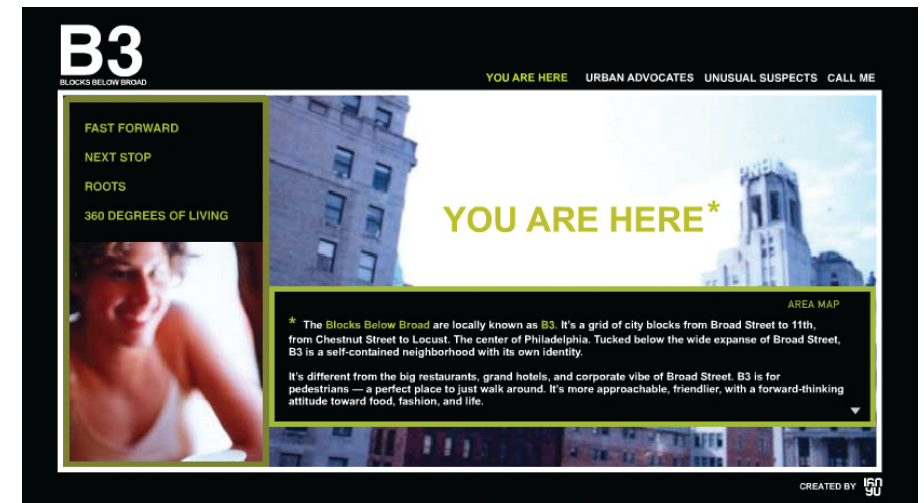
SCOPE OF WORK:

- Tech brief development
- Concepting
- Sitemap (two rounds of revisions)
- Wireframes (two rounds of revisions)
- Design (two rounds of revisions)
- Flash build/animation (if necessary)
- Content Management development and training

EXAMPLES:

1.
Blocks Below Broad Web site,
Philadelphia, PA
2.
[www.tourism.city.osaka.jp/
taste_osaka](http://www.tourism.city.osaka.jp/taste_osaka)
Taste Osaka Web site, Osaka,
Japan
3.
www.thehighline.org
Friends of the High Line Web
site, NY, NY

1



2



3



Catalyst Marketing Campaign

ESTIMATED COST:
\$48,000

FUNDED BY:
BRA and partners

AUDIENCE:
Property development, commercial real estate, and retail industries

DESCRIPTION:
Develop a marketing campaign that supports the efforts of both the Catalyst Brochure and Web site. The campaign should be consistent with the tone and feel of the brochure and Web site and target the property development, commercial real estate, and retail industries. The campaign should initially include advertising in trade publications and direct mail.

- SCOPE OF WORK:
- Concept/Engineering Sketches (two rounds of revisions)
 - High Level Content Outline (two rounds of revisions)
 - Manuscript Development (two rounds of revisions)
 - Layout and Design (two rounds of revisions)
 - Final File Mechanicals
 - Printer Management
 - Ad Trafficking

EXAMPLES:

1. Blocks Below Broad Ad Campaign, Philadelphia, PA



Mailing Address

ESTIMATED COST:
\$5,000

FUNDED BY:
BRA and partners

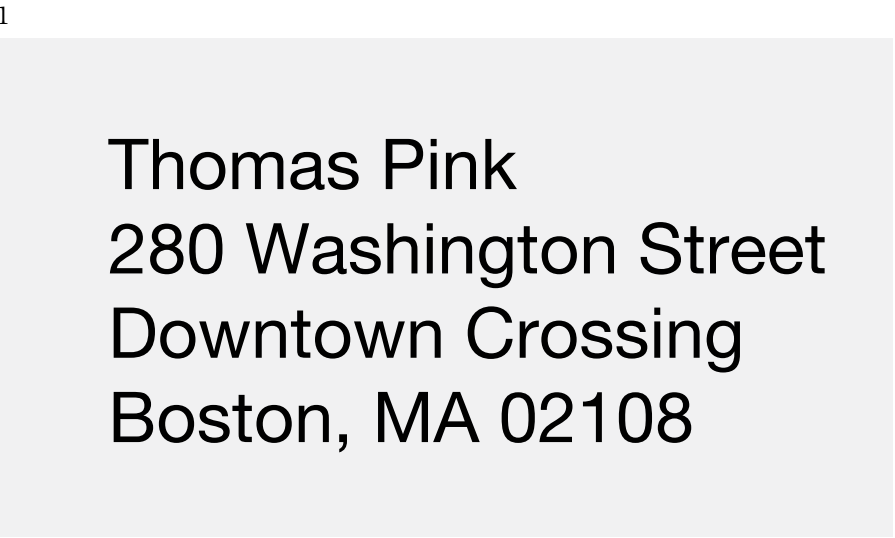
AUDIENCE:
• Residents
• Property owners
• Business owners in district

DESCRIPTION:
Develop a direct mail campaign to encourage Downtown Crossing businesses and residents to use “Downtown Crossing” in their mailing addresses. This will help build awareness and positive perceptions of the neighborhood throughout Boston.

- SCOPE OF WORK:
- Concept/engineering sketches (two rounds of revisions)
 - High Level Content outline (two rounds of revisions)
 - Manuscript Development (two rounds of revisions)
 - Layout and Design (two rounds of revisions)
 - Final File Mechanicals
 - Printer Management

EXAMPLES:

1. Downtown Crossing incorporated into address



Retail Summit

ESTIMATE COST:
TBD

FUNDED BY:
BRA and partners

- AUDIENCE:
- Prospective retailers
 - Property owners
 - Developers

DESCRIPTION:

Concept, plan, promote, and execute a retail summit for Downtown Crossing. The goal for the event will be to gather property owners and select retailers at one venue where they can be introduced and matched up based on their retail needs and property availability. Creation of a unique event will entice the marquis retailers and restaurateurs needed to support the vision for Downtown Crossing.

The Catalyst materials developed prior to this event will play a large role in creating buzz about the opportunities in Downtown Crossing that will in turn help promote the Retail Summit.

SCOPE OF WORK:

- Concept Brainstorming Meetings
- Develop Event Concept Rationales
- Presentation of 2-3 Concepts to Client
- Develop Final Event Plan
- Event Promotion
- Event Execution

EXAMPLES:

- 1.
- Possible retail brands to attend Retail Summit: Harvey Nichols, Marks & Spencer, Topshop, Colette, Muji, Selfridges, Fred Segal, Uniqlo, Bape



Insider’s Guide

ESTIMATED COST:
\$20-30,000

FUNDED BY:
Business Organization/
partnership

- AUDIENCE:
- Residents
 - Visitors

DESCRIPTION:

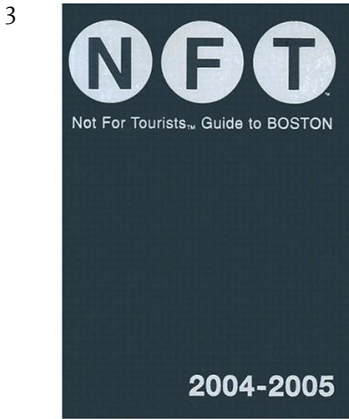
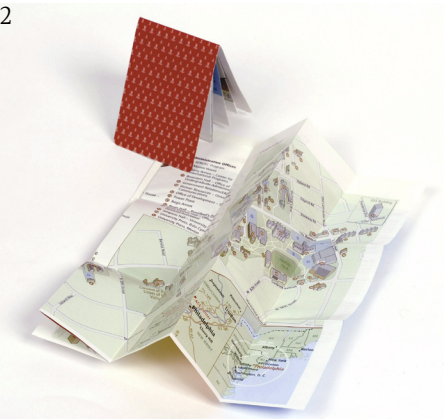
Develop a brochure that communicates the undiscovered gems of the new Downtown Crossing to both residents and tourists alike. The brochure could be made available to hotel rooms, incoming college students, new residents, and others.

SCOPE OF WORK:

- Concept/engineering sketches (two rounds of revisions)
- High Level Content outline (two rounds of revisions)
- Manuscript Development (two rounds of revisions)
- Design of Cover and Key Spreads (two rounds of revisions)
- Layout and Design of Full Document (two rounds of revisions)
- Final File Mechanicals
- Printer Management

EXAMPLES:

- 1.
- Dreamland Artists’ Club Guide
- 2.
- Saint Joseph’s University Map & Guide
- 3.
- Not For Tourists Guide



Cleanliness Campaign

ESTIMATED COST:
\$30,000

FUNDED BY:
BRA and Business Partnership/
Alliance

AUDIENCE:
General public

DESCRIPTION:

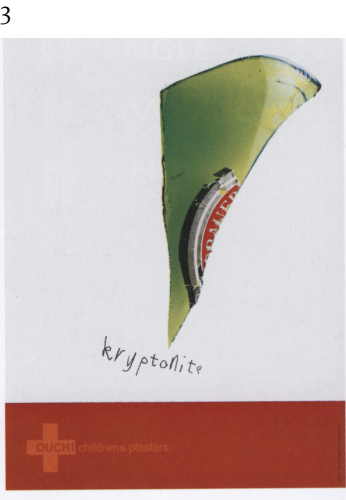
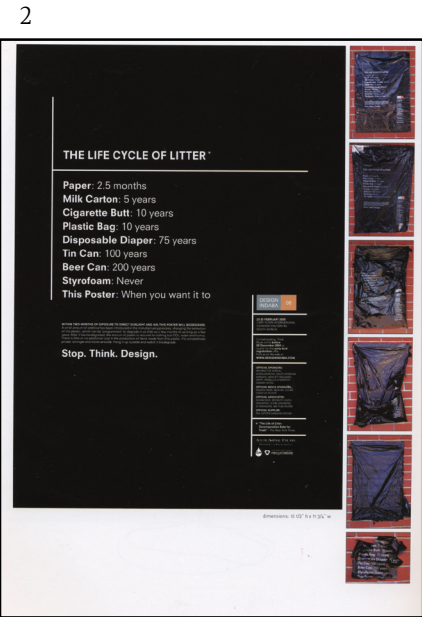
Develop an integrated marketing campaign that promotes consideration for the cleanliness of Downtown Crossing (i.e., an anti-littering campaign). Once the discovery phase is completed, the most effective campaign executions will be determined. Possible executions could include a Web site, outdoor advertising, or print media.

SCOPE OF WORK:

- Discovery
- Creative brief development (two rounds of revisions)
- Concept development (two rounds of revisions)
- Proof of concept (two rounds of revisions)
- Campaign Executions (two rounds of revisions)

EXAMPLES:

1. Be Litter Free Campaign, Chicago, IL
2. Design Indaba Litter Poster
3. Ouch Children’s Poster



Homelessness Campaign

ESTIMATED COST:
\$30,000

FUNDED BY:
• BRA and Business Partnership/
Alliance
• City of Boston

AUDIENCE:
General public

DESCRIPTION:

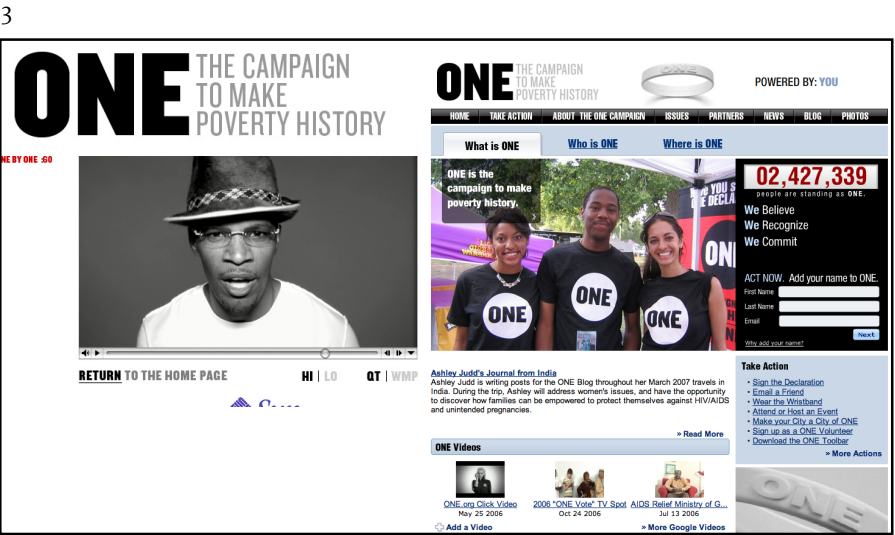
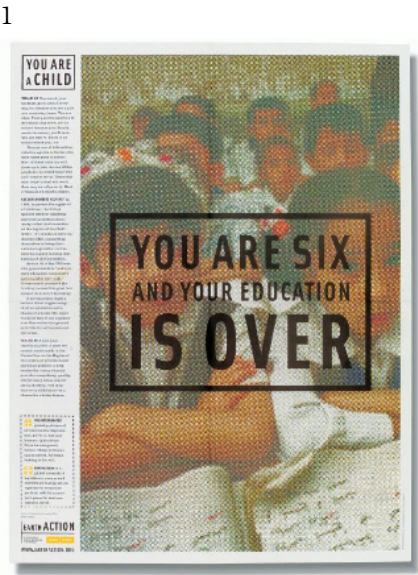
Develop an educational and advocacy campaign that helps to address the homelessness problem in Downtown Crossing. Once the discovery phase is complete and the campaign concept is chosen, the most effective campaign executions will be determined. Possible executions could include a Web site, outdoor advertising, or print media.

SCOPE OF WORK:

- Discovery
- Creative brief development (two rounds of revisions)
- Concept development (two rounds of revisions)
- Proof of concept (two rounds of revisions)
- Campaign Executions

EXAMPLES:

1. EarthAction Children’s Rights Ad Campaign
2. Covenant House TV Spot
3. One Campaign, TV Spots & Web site



Way Finding System & Interactive Kiosk

ESTIMATED COST:
TBD

FUNDED BY:
• Public Works Department
• City of Boston
• BRA

AUDIENCE:
Users of Downtown Crossing

ESTIMATED COST:
TBD

FUNDED BY:
City of Boston in a joint
venture wih Wall USA/DeCaux

AUDIENCE:
Users of Downtown Crossing

WAYFINDING DESCRIPTION:
Develop an integrated and user friendly wayfinding system throughout Downtown Crossing. The wayfinding system will compliment any new urban design elements or streetscape changes. The system will include directional signage for landmarks and attractions within Downtown Crossing and the immediate surrounding areas.

- WAYFINDING SCOPE OF WORK:**
- Concept/engineering sketches (two rounds of revisions)
 - Copy Development (two rounds of revisions)
 - Design of Key Elements (two rounds of revisions)
 - Layout and Design of All Elements (two rounds of revisions)
 - Final File Mechanicals
 - Printer Management

INTERACTIVE KIOSK DESCRIPTION:
To enhance visitors' interaction with the neighborhood and welcome visitors to Downtown Crossing, interactive kiosks would be placed at locations to be determined.

- INTERACTIVE SCOPE OF WORK:**
- Tech brief development
 - Concepting
 - Sitemap (two rounds of revisions)
 - Manuscript development (two rounds of revisions)
 - Wireframes (two rounds of revisions)
 - Design (two rounds of revisions)
 - Flash build/animation
 - Content Management development and training
 - Implementation Coordination

- EXAMPLES:
1. Wayfinding signage by Wall USA.
 2. Interactive kiosks by Wall USA.



MARKETING PLAN ROLL-OUT

PHASE 2
12-24 MONTHS

PILOT PROGRAMS

Corner Mall Rebranding

Cycling Center: Concepting & Branding

Pedi-cabs: Concepting & Branding

Development Showroom: Concepting & Branding

Knowledge Center: Concepting & Branding

COLOR INDICATES PROGRAM:
MAGNET, OUTREACH, ON-THE-GROUND

Corner Mall Rebranding

ESTIMATED COST:
TBD

FUNDED BY:
TBD

AUDIENCE:
TBD

DESCRIPTION:

The Corner Mall, located at the intersection of Washington and Winter/ Summer Streets, is in need of a fresh look and a revamping of its retail and abundance of fast food establishments. The Corner Mall has the potential to become a major anchor and attraction for Downtown Crossing, transitioning from a food court to a food hall similar to Harrod’s in London.

SCOPE OF WORK:

- Discovery
- Brand concept/creative brief development
- Concept generation
- Design
- Development of conceptual mood boards
- Development of concept rationales

EXAMPLES:

1. Harvey Nichols Food Court, London, UK
2. Harrod’s Food Hall, London, UK



Cycling Center: Concepting & Branding

ESTIMATED COST:
TBD

FUNDED BY:
TBD/Institutional & Partners

AUDIENCE:
TBD

DESCRIPTION:

Using the cycling center at Millennium Park in Chicago as a model, develop a concept and brand for a cycling center in Downtown Crossing. Creative teams will brainstorm and develop cycling center concepts (2-3). The concepts will take the form of mood boards that visually communicate the idea via original design, accompanied by a rationale—one paragraph that communicates the vision and may include sample consumer copy.

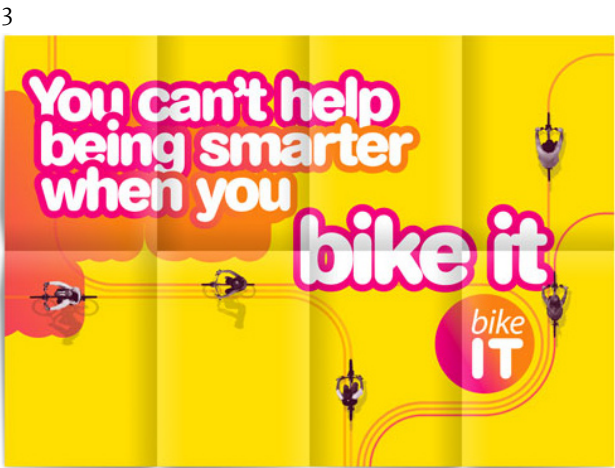
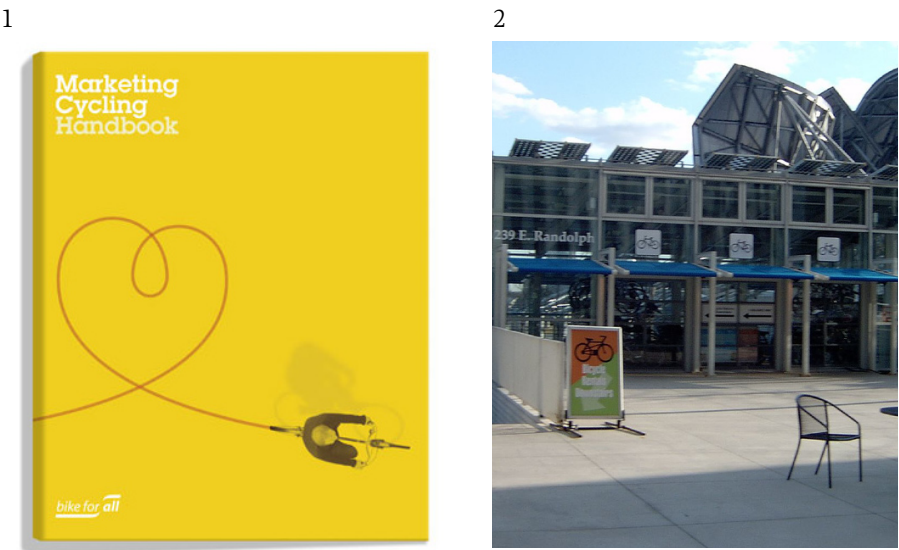
The cycling center has potential to get interest from universities, parks departments, bike police, and corporate sponsors.

SCOPE OF WORK:

- Discovery
- Brand concept/creative brief development
- Concept generation
- Design
- Development of conceptual mood boards
- Development of concept rationales

EXAMPLES:

1. Brand guidelines for bike center
2. Millenium Park, McDonald’s Bike Station, Chicago, IL
3. Poster promoting bike center



Pedi-Cabs: Concepting & Branding

ESTIMATED COST:
TBD

FUNDED BY:
TBD

AUDIENCE:
TBD

DESCRIPTION:
Develop the brand concept and identity for the Pedi-cabs program. Creative teams will brainstorm and develop concepts (2-3). The concepts will take the form of mood boards that visually communicate the idea via original design, accompanied by a rationale—one paragraph that communicates the vision and may include sample consumer copy. Once BRA has selected a brand concept, brand identity development will include a logo, naming exploratory, color palette, and typography.

- SCOPE OF WORK:**
- Pedi-cab Program Concepts and Rationales (two rounds of revisions)
 - Mood Boards and Swipe (two rounds of revisions)
 - Proof of Concept
 - Naming Exploratory (two rounds of revisions)
 - Logo Design (two rounds of revisions)
 - Color Palette Creation (two rounds of revisions)

EXAMPLES:

- 1. Pedestrian Cabs
- 2. Pedestrian Cabs, Sydney, Australia



Development Showroom: Concepting & Branding

ESTIMATED COST:
TBD

FUNDED BY:
TBD

AUDIENCE:
TBD

DESCRIPTION:
Utilizing an unoccupied storefront in Downtown Crossing, create the concept and mood boards for a dedicated Development Showroom in Downtown Crossing. The Showroom would serve as a permanent way to showcase residential and commercial real estate properties in Downtown Crossing to real estate agents, potential homeowners, and renters.

- SCOPE OF WORK:**
- Store Concept Rationale (two rounds of revisions)
 - Store Mood Boards and Swipe (two rounds of revisions)
 - Proof of Concept (signage, wayfinding, etc.)
 - Logo Design (two rounds of revisions)
 - Color Palette Creation (two rounds of revisions)
 - Signage Design (two rounds of revisions)

EXAMPLES:

- 1. Wall Street Information Center, New York, NY



Knowledge Center: Concepting & Branding

ESTIMATED COST:
TBD

FUNDED BY:
TBD

AUDIENCE:
TBD

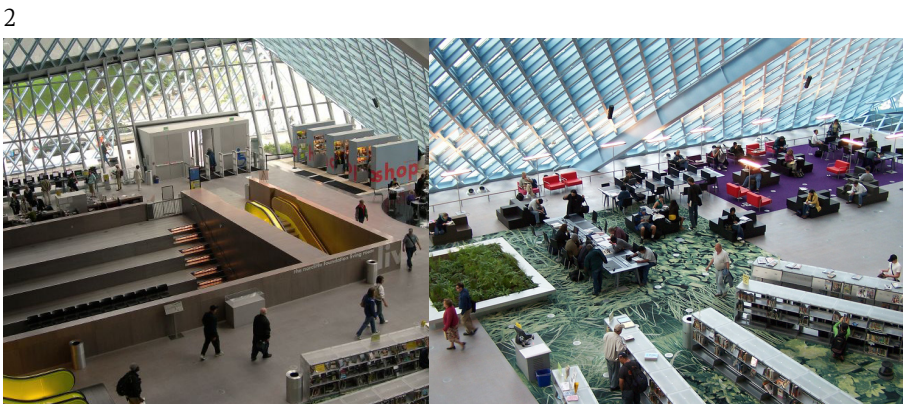
DESCRIPTION:
Using the Idea Store in London as a model, develop the brand concept and offer suggestions for the content of the Knowledge Center (working title). Creative teams will brainstorm and develop Knowledge Center concepts (2-3). The concepts will take the form of mood boards that visually communicate the idea via original design, accompanied by a rationale—one paragraph that communicates the vision and may include sample consumer copy. Once a brand concept has been selected for the center, pitch the concept to potential investors and business partners.

The Knowledge Center has potential to get interest from universities, public libraries, and corporate sponsors.

- SCOPE OF WORK:**
- Store Concept Rationale (two rounds of revisions)
 - Store Mood Boards and Swipe (two rounds of revisions)
 - Proof of Concept (signage, wayfinding, etc.)
 - Naming Exploratory (two rounds of revisions)
 - Logo Design (two rounds of revisions)
 - Color Palette Creation (two rounds of revisions)

EXAMPLES:

1. Idea Store, Whitechapel, London, England
2. Seattle Public Library, Seattle, WA



MARKETING PLAN ROLL-OUT

PHASE 3
24-36 MONTHS

Downtown Crossing Web site

Retail Grand Opening Promotions: Postcard & Email

Public Relations Program

Parking Microsite

Concierge Packet

University Initiative

Downtown Crossing Ad Campaign

COLOR INDICATES PROGRAM:
MAGNET, OUTREACH, ON-THE-GROUND

Downtown Crossing Web Site

ESTIMATED COST:
\$30,000

FUNDED BY:
Business Partnership/Alliance

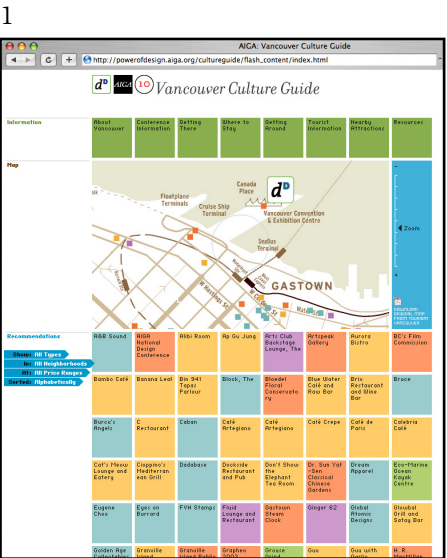
AUDIENCE:
• Potential developers
• Retailers
• General public

DESCRIPTION:
Updates will be made to the Catalyst Web site launched in Phase 2 that will transition the site into the consumer Downtown Crossing Web site. The objective of the site will be to transition from attracting potential developers and retailers to attracting the shoppers, tourists, students, business travelers, and foodies who interact with the neighborhood. As the site evolves, there will be a section that is still dedicated to the catalyst efforts and a connection to e-info kiosks by Wall/Decaux.

SCOPE OF WORK:
• Tech brief development
• Concepting
• Sitemap (two rounds of revisions)
• Manuscript Development (two rounds of revisions)
• Wireframes (two rounds of revisions)
• Design (two rounds of revisions)
• Flash build/animation
• Content Management development and training

EXAMPLES:

1. AIGA Vancouver Culture Guide, www.powerofdesign.aiga.org/cultureguide/flash_content/index.html
2. New York Magazine www.nymag.com
2. Curating the City: Wilshire Blvd. website www.curatingthecity.org



Retail Grand Opening Promotions: Postcard & Email

ESTIMATED COST:
\$8,000

FUNDED BY:
Business Partnership/Alliance

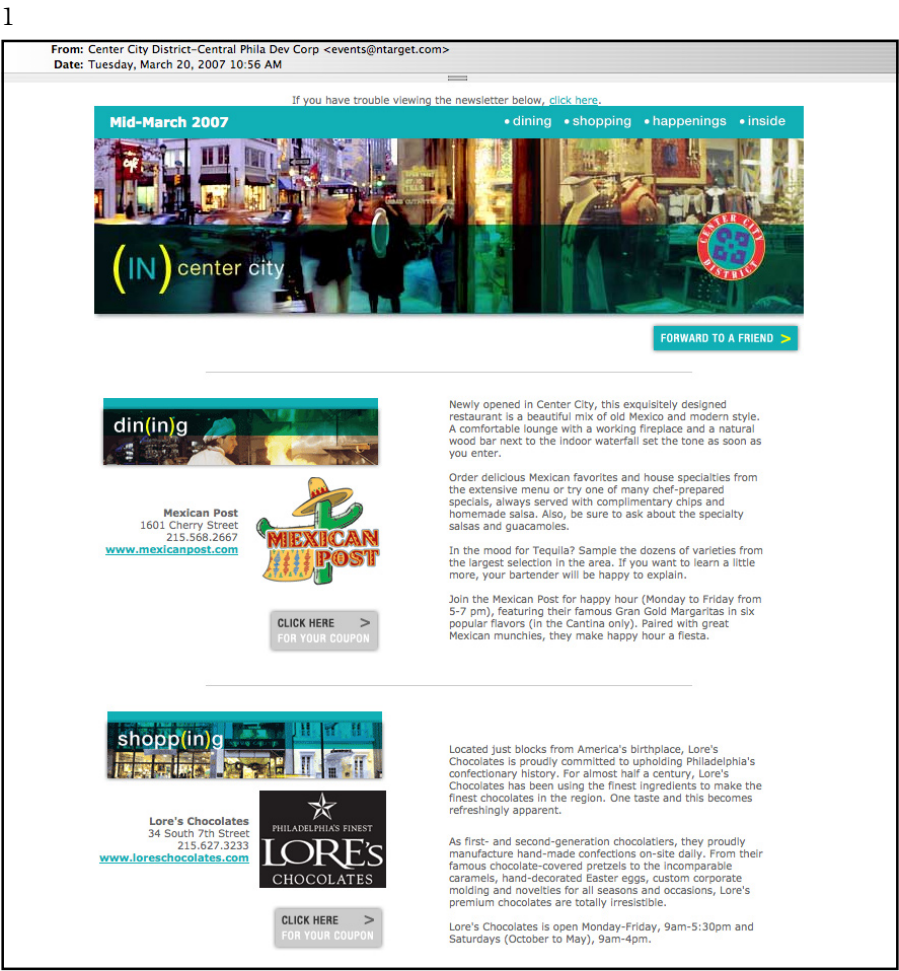
AUDIENCE:
Consumers

DESCRIPTION:
To support the new businesses and retailers who open in Downtown Crossing, create a template program that will highlight the new retailers' store, service, or restaurant. The program will include an e-mail campaign and postcard program.

SCOPE OF WORK:
• Concept development (two rounds of revisions)
• Proof of concept (two rounds of revisions)
• Postcard design (two rounds of revisions)
• Email template creation (two rounds of revisions)

EXAMPLES:

1. Center City District E-mail Blast, Philadelphia, PA



Public Relations Program

ESTIMATED COST:

\$65-75,000

FUNDED BY:

Business Partnership/Alliance

AUDIENCE:

Local, national, and international consumers

DESCRIPTION:

Public relations will certainly be a key component of the marketing plan in order to support the expanded reach of Downtown Crossing’s revitalization.

Much of the press coverage surrounding the neighborhood revitalization of Downtown Crossing has been primarily superficial, focusing on potential negative consequences or attempting to show discord in the community. To date, the local media has focused on the livelihood of Boston and the Boston Redevelopment Authority’s plans for the future of Downtown Crossing. Outreaches to the regional and national media can support the marketing efforts to help the area’s improvements gain exposure regionally and nationally.

After a transition period public relations program, exact initiatives will be determined following a discovery meeting with the marketing team. Efforts could include reaching out to news publications with the story that a progressive government agency has taken a novel approach to neighborhood revitalization and has tapped into smart/creative thinkers that are executing a strategic plan that will revitalize a neighborhood.

SCOPE OF WORK:

- Researching story ideas and conducting relevant interviews for press kit development
- Developing press kit
- Identifying key publications
- Crafting key messages
- Writing general backgrounder/history
- Identifying/prepping key spokespeople
- Creating spokespeople bios
- Crafting press releases and accompanying pitch letters
- Releasing news to target media
- Following-up with press, offering additional information and story ideas
- Developing exclusive story pitches for key media
- Preparing message points for interviews
- Securing thought leadership program via speaking opportunities
- Hosting one-on-one meetings/desksides with target media
- Reporting results to client via status reports
- Current events response
- Event conceptualing
- Event plan
- Development of event promotion
- Copywriting (includes 2 rounds of revisions)
- Design (includes 2 rounds of revisions)
- Mechanical preparation
- Printer management
- Event execution

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SCOPE OF WORK (CONT’D):

In order to reach the desired audience a customized target list of media outlets should be developed, with a focus on national and regional, trade and business publications, daily and broadcast media. The following is a short sample of target media that should be further developed upon activation of the publicity program:

Business Trade

Architecture Design, Frame Magazine, Harvard Design, The Next American City

Consumer Business

Business Week, Entrepreneur, Fast Company, Forbes, ForbesLife, Fortune, Frame, In Business, Portfolio, Worth, Good, Metropolis, Surface, Wallpaper

National Short Lead

Agence France Presse, Associated Press, Businesswire, Bloomberg, Cox, Financial Times, LA Times, Newsweek, New York Times, PR Newswire, Reuters, Time, USA Today, Wall Street Journal, UPI, US Newswire, Washington Post

Regional Short Lead

Boston Herald, Boston Now, Metro Boston, Boston Business Journal, Boston Common, Weekly Cig, Boston City Paper

National Broadcast

ABC, AP Broadcast, CBS, CNN, FOX, MSNBC, NBC, NPR, Reuters, Good Morning America, The Today Show

Regional Broadcast

WPBX, WBZ (CBS), WCVB (ABC), WHDH (NBC), WLVI (CW), WMFP, WSBK

EXAMPLES:

1. National Geographic Traveler, Neighborhood Watch section
2. Macallen Building Press Kit, Boston, MA



Parking Microsite

ESTIMATED COST:

\$15,000

FUNDED BY:

Business Partnership/Alliance

AUDIENCE:

Consumers

DESCRIPTION:

Develop a Web site that highlights the availability of parking within Downtown Crossing. The site should have interactive maps that allow users to find all available parking lots and spaces, as well as prices and hours of those spaces. If possible, the site should be accessible from PDAs and mobile devices. A parking/GPS alliance could be developed by partnering with educational institutions.

SCOPE OF WORK:

- Tech brief development
- Concepting
- Sitemap (two rounds of revisions)
- Wireframes (two rounds of revisions)
- Design (two rounds of revisions)
- Content Management development and training

EXAMPLES:

1. Philadelphia Parking Authority
Web site. www.philapark.org



Concierge Packet & In-House Program

ESTIMATED COST:

\$25,000

FUNDED BY:

Business Partnership/Alliance

AUDIENCE:

Boston hotel visitors

DESCRIPTION:

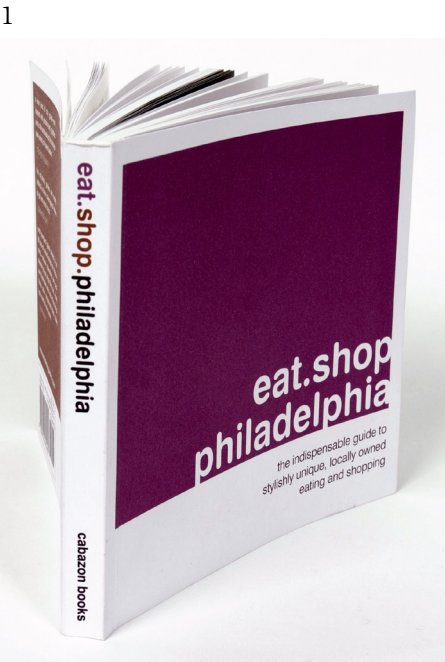
Develop a tool kit that integrates hotel concierges and workers into the Downtown Crossing marketing efforts. This Concierge Packet will highlight retail, dining and cultural attractions of the neighborhood and provide incentives for hotel guests to visit them. Hotel concierges will need to be trained on the packet content to be effective.

SCOPE OF WORK:

- Concept/engineering sketches (two rounds of revisions)
- High Level Content outline (two rounds of revisions)
- Manuscript Development (two rounds of revisions)
- Design of Cover and Key Spreads (two rounds of revisions)
- Layout and Design of Full Document (two rounds of revisions)
- Final File Mechanicals
- Printer Management

EXAMPLES:

1. *eat. shop. philadelphia*, Guide to retailers and restaurants in Philadelphia
2. *Luxe*, City Guide



University Initiative

ESTIMATED COST:
\$60-70,000

FUNDED BY:
• Business Partnership/Alliance
• Universities & Schools

AUDIENCE:
Prospective college students
and their parents

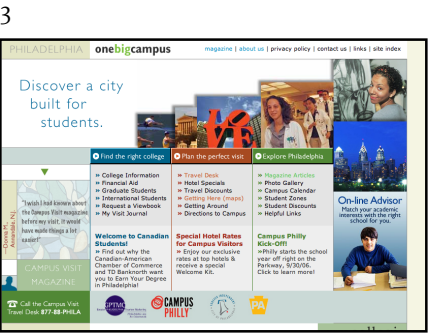
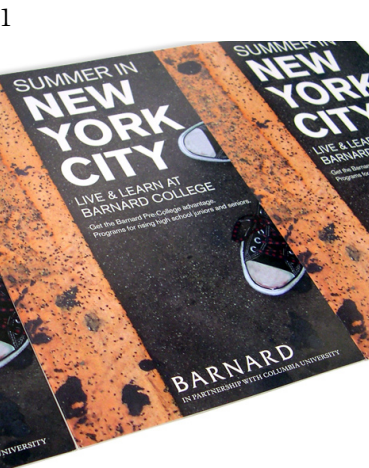
DESCRIPTION:
Colleges and universities not only have the challenge of selling high school students on attending their school, they also need to sell them on living in their city. Deciding where to live for the next four years is a large factor when making college decisions. For Suffolk, Emerson, and lots of other Boston colleges, Downtown Crossing may not be an easy sell.

Through the developmenet of a printed piece highlighting student life in Downtown Crossing, the university can use this piece to provide a favorable image of the neighborhood. Students and parents who gain a positive perception of Downtown Crossing will help promote its growth. The piece will be designed in a way that can be customized with logo and contact information for each school.

- SCOPE OF WORK:
- Discovery
 - Concept/engineering sketches (two rounds of revisions)
 - High Level Content Outline (two rounds of revisions)
 - Manuscript Development (two rounds of revisions)
 - Design of Cover and Key Spreads (two rounds of revisions)
 - Layout and Design of Full Document (two rounds of revisions)
 - Final File Mechanicals
 - Printer Management

EXAMPLES:

1. Promotional poster for Barnard College
2. Collateral package for Georgetown Law School, Washington, D.C.
3. www.onebigcampus.com



Downtown Crossing Ad Campaign

ESTIMATED COST:
\$35-45,000

FUNDED BY:
Business Partnership/Alliance

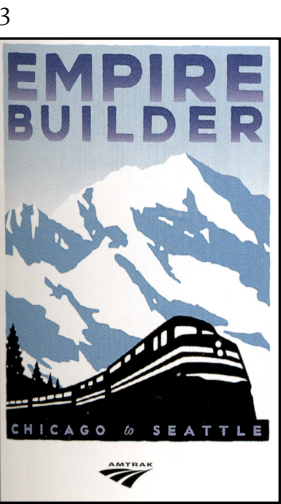
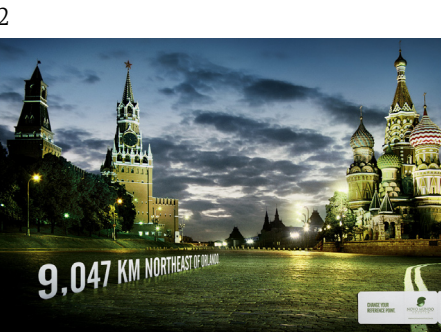
AUDIENCE:
Local, national, and
international consumer
audiences

DESCRIPTION:
Develop an outreach strategy and campaign executions that will serve to raise awareness of Downtown Crossing among local, national, and international consumer audiences. Consider both traditional advertising (print, outdoor, etc.) as well as non-traditional promotional/grassroots efforts.

- SCOPE OF WORK:
- Media Planning
- Review of competitive media spending
 - Media plan development (includes two rounds of revisions)
 - Media Plan Implementation
 - Ad Trafficking
- Advertising:
- Creative Brief
 - Concepting
 - Copywriting (includes two rounds of revisions)
 - Design (includes two rounds of revisions)
 - Printer Management

EXAMPLES:

1. Ad campaign for Tate Modern, UK
2. Russian Tourism Campaign
3. Amtrak Ad Campaign



MARKETING PLAN ROLL-OUT

PHASE 4 36+ MONTHS

B.I.D. INITIATIVES

Business Partnership/Alliance Brand Concept

Business Partnership/Alliance Identity

Business Partnership/Alliance Web site

Residential Welcome Kit

Interactive Audio Tour

Loyalty Program

Event Strategy Planning

Event Promotion

Nearby Neighborhood Campaign & Direct Mail

Neighborhood Guide Book

Overnight Stay Campaign

COLOR INDICATES PROGRAM:
MAGNET, OUTREACH, ON-THE-GROUND

PHASE 4 (36+ MONTHS): Business Partnership/Alliance INITIATIVES

NOTE:
While important to the long-term success of Downtown Crossing, the fact that the implementation of these projects lies more than three years out makes respon-sibility and budget determination difficult. Therefore, we suggest making these determinations at a later date.

BUSINESS PARTNERSHIP/ALLIANCE BRAND CONCEPT:
Develop a brand concept and proof of concept that will define the look and feel of the Business Partnership/Alliance organization.

BUSINESS PARTNERSHIP/ALLIANCE IDENTITY:
Development of name, logo/mark, color palettes, and typefaces for the Partnership’s new brand.

BUSINESS PARTNERSHIP/ALLIANCE WEB SITE:
Develop a Web site communicating the Partnership’s new brand and identity along with details on benefits, descriptions, memberships, etc.

RESIDENTIAL WELCOME KIT:
Develop a welcome kit for new Downtown Crossing residents that would include maps, coupons, and information about the neighborhood and upcoming events.

INTERACTIVE AUDIO TOUR:
Create an interactive audio tour of the neighborhood that visitors can listen to on iPods or cell phones.

LOYALTY PROGRAM:
Create a program that rewards frequent patrons of businesses.

EVENT STRATEGY PLANNING:
Develop a strategy allowing Downtown Crossing to maximize benefits from new and existing Boston events.

EVENT PROMOTION:
Develop promotional items, including fliers, e-mails, invitations, etc., designed to implement the recommendations made by the Event Strategy Planning initiative.

NEARBY NEIGHBORHOOD CAMPAIGN & DIRECT MAIL:
Develop a direct mail campaign promoting Downtown Crossing as a nearby neighborhood to the surrounding areas in Boston.

NEIGHBOROOD GUIDE BOOK:
Develop a printed piece communicating the unique attributes of Downtown Crossing to both residents and visitors.

OVERNIGHT STAY CAMPAIGN:
Develop a program publicizing discounted hotel packages and other overnight incentives as a way to increase hotel occupancy in Downtown Crossing.

MARKETING PLAN BUDGET SUMMARY

ACTION STEP MATRIX

	INITIATIVES	HOURS	FEES
PHASE 1 0-12 MONTHS	Business Partnership/Alliance Brochure	120	\$18,000
	Downtown Crossing Identity	167	\$25,000
	Brand Guidelines	34	\$5,000
	Community Newsletter Template	50	\$7,500
	TOTAL	371	\$55,500
PHASE 2 12-24 MONTHS	Catalyst Brochure	333	\$50,000
	Catalyst Web Site	267	\$40,000
	Catalyst Marketing Campaign	320	\$48,000
	Mailing Address Campaign	33	\$5,000
	Retail Summit	TBD	TBD
	Insider’s Guide	200	\$30,000
	Cleanliness Campaign	200	\$30,000
	Homelessness Campaign	200	\$30,000
	Wayfinding System & Interactive Kiosk	TBD	TBD
PHASE 2 PILOT PROJECTS	Corner Mall Re-brand	TBD	TBD
	Cycling Center Concept & Brand	TBD	TBD
	Pedi-cab Concept & Brand	TBD	TBD
	Real Estate Showroom	TBD	TBD
	TOTAL	1553	\$233,000
PHASE 3 24-36 MONTHS	Downtown Crossing Web Site	200	\$30,000
	Retail Grand Opening Promotions	53	\$8,000
	Public Relations Program	480	\$72,000
	Parking Microsite	100	\$15,000
	Concierge Packet/In-Hotel Program	167	\$25,000
	University Initiative	467	\$70,000
	Downtown Crossing Ad Campaign	250	\$37,500
	TOTAL	1717	\$257,500
PHASE 4 36+ MONTHS	Business Partnership/Alliance Brand Concept	TBD	TBD
	Business Partnership/Alliance Identity	TBD	TBD
	Business Partnership/Alliance Web Site	TBD	TBD
	Event Strategy Planning	TBD	TBD
	Event Promotions	TBD	TBD
	Nearby Neighborhood Campaign	TBD	TBD
	Residential Welcome Kit	TBD	TBD
	Neighborhood Guide	TBD	TBD
	Overnight Stay Campaign	TBD	TBD
	Interactive Audio Tour	TBD	TBD
	Loyalty Program	TBD	TBD
	TOTAL	TBD	TBD

COLOR INDICATES PROGRAM:
MAGNET, OUTREACH, ON-THE-GROUND

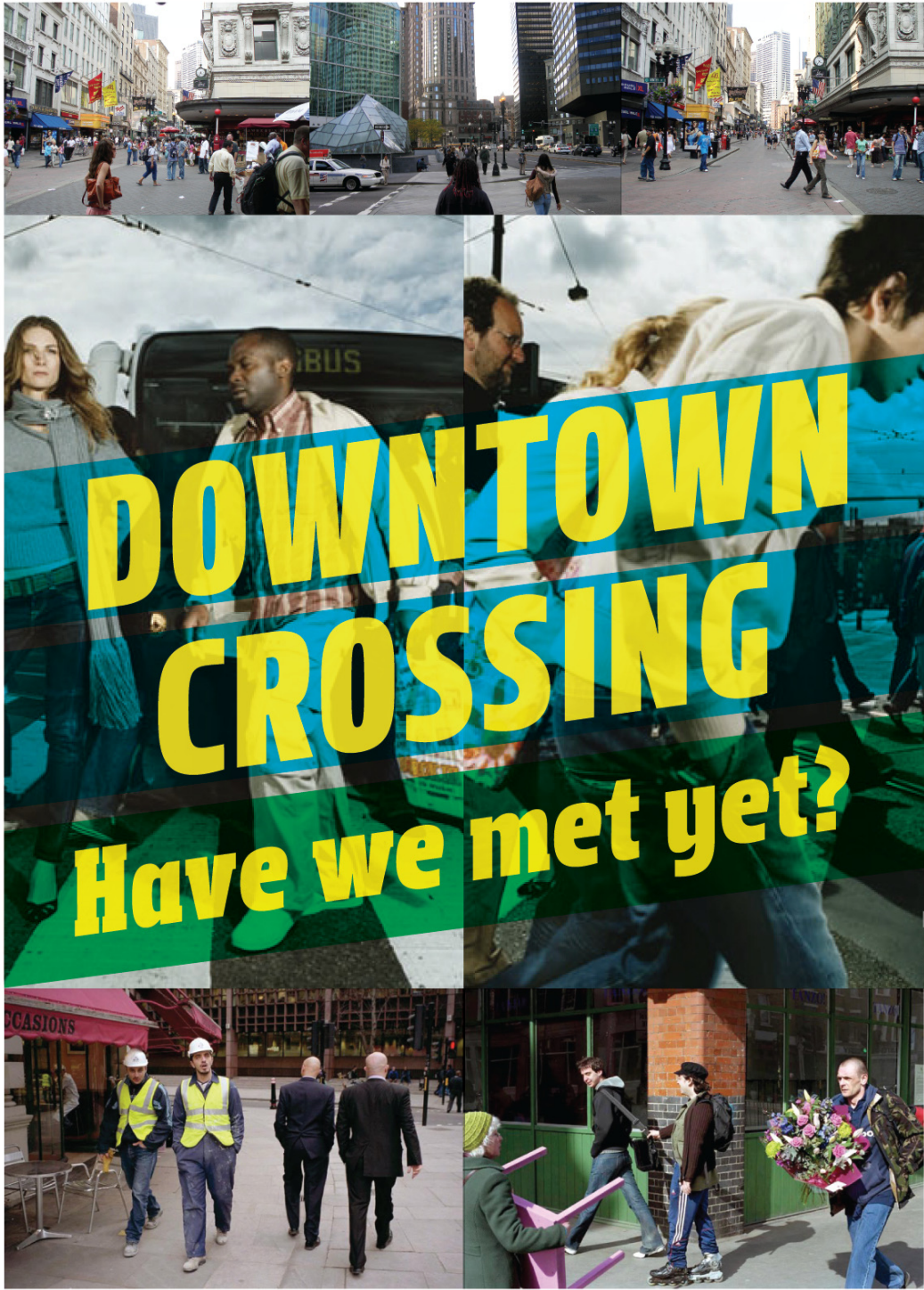
BRAND CONCEPT

The Downtown Crossing brand concept is a visually unique celebration of the urban elements of the neighborhood. The concept features the dynamic conversations that take place in the neighborhood, while showcasing the energy, diversity and dynamism of Downtown Crossing.

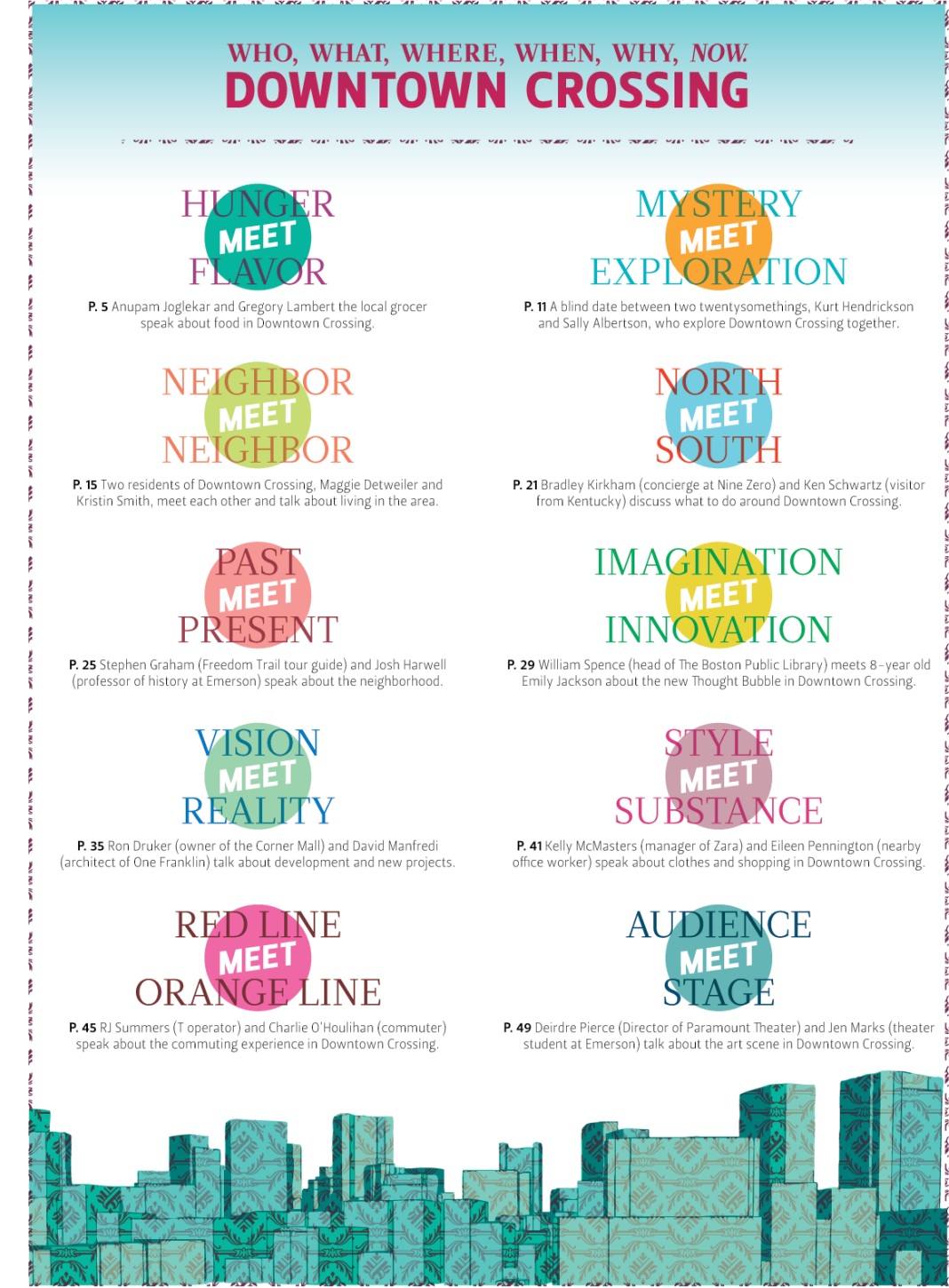
The following pages are a graphic representation of the Downtown Crossing brand. Though not real work, these pieces represent how the Downtown Crossing brand will look, feel, and sound.

Catalyst Brochure

Cover of catalyst brochure, a piece that markets Downtown Crossing to potential developers, retailers, hoteliers, and restaurateurs around the world.



The brochure would feature conversations between various people affiliated with Downtown Crossing.



A conversation
featuring a chef and
local market owner.



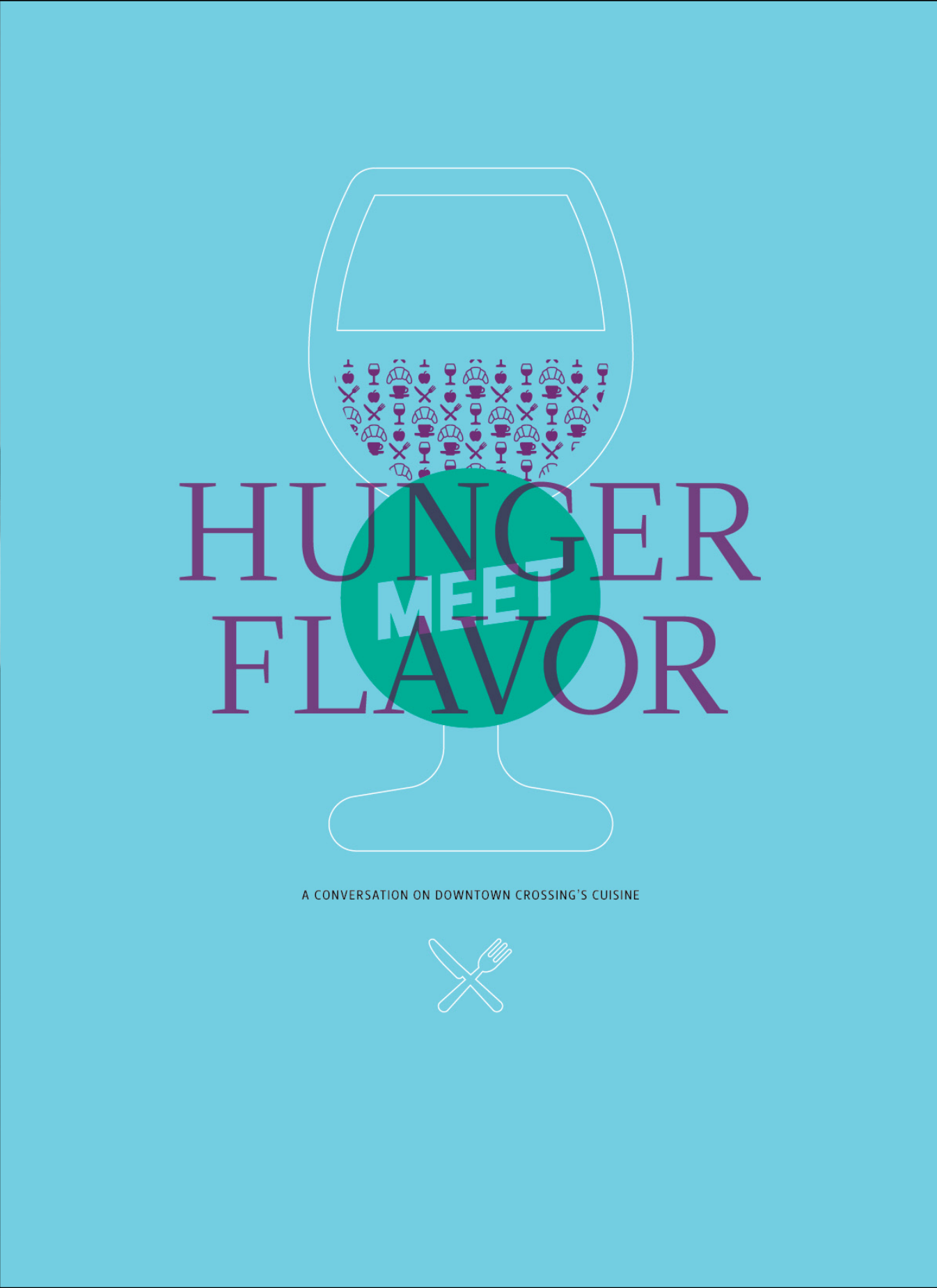
Anupam
Joglekar

HEAD CHEF OF MANTRA



Gregory
Lambert

OWNER OF LAMBERT'S MARKETPLACE



HUNGER
MEET
FLAVOR

A CONVERSATION ON DOWNTOWN CROSSING'S CUISINE



A spread highlighting food within Downtown Crossing.



TOP: A family enjoys a sandwich at Lambert's Marketplace. BOTTOM: A chef prepares food at Downtown Crossing's Mantra Restaurant. RIGHT: The fresh tomato stand at Lambert's Marketplace.



To learn more about the flavors of the neighborhood, we listened to cutting-edge chef Anupam Joglekar of Mantra and Gregory Lambert, part-owner of Downtown Crossing's Lambert's Marketplace on the Common, as they met in the park at Washington St and School St.

GL: So Anupam, your cuisine is always talked about being adventurous and daring. What role do ingredients play in what you come up with?

AJ: Everything begins with superior ingredients. All the imagination in the world can't compensate for an unripe tomato or a sub-standard piece of beef. I look at my vendors as my partners.

GL: That's good to hear! We suppliers sometimes feel like the lost cog in the process.

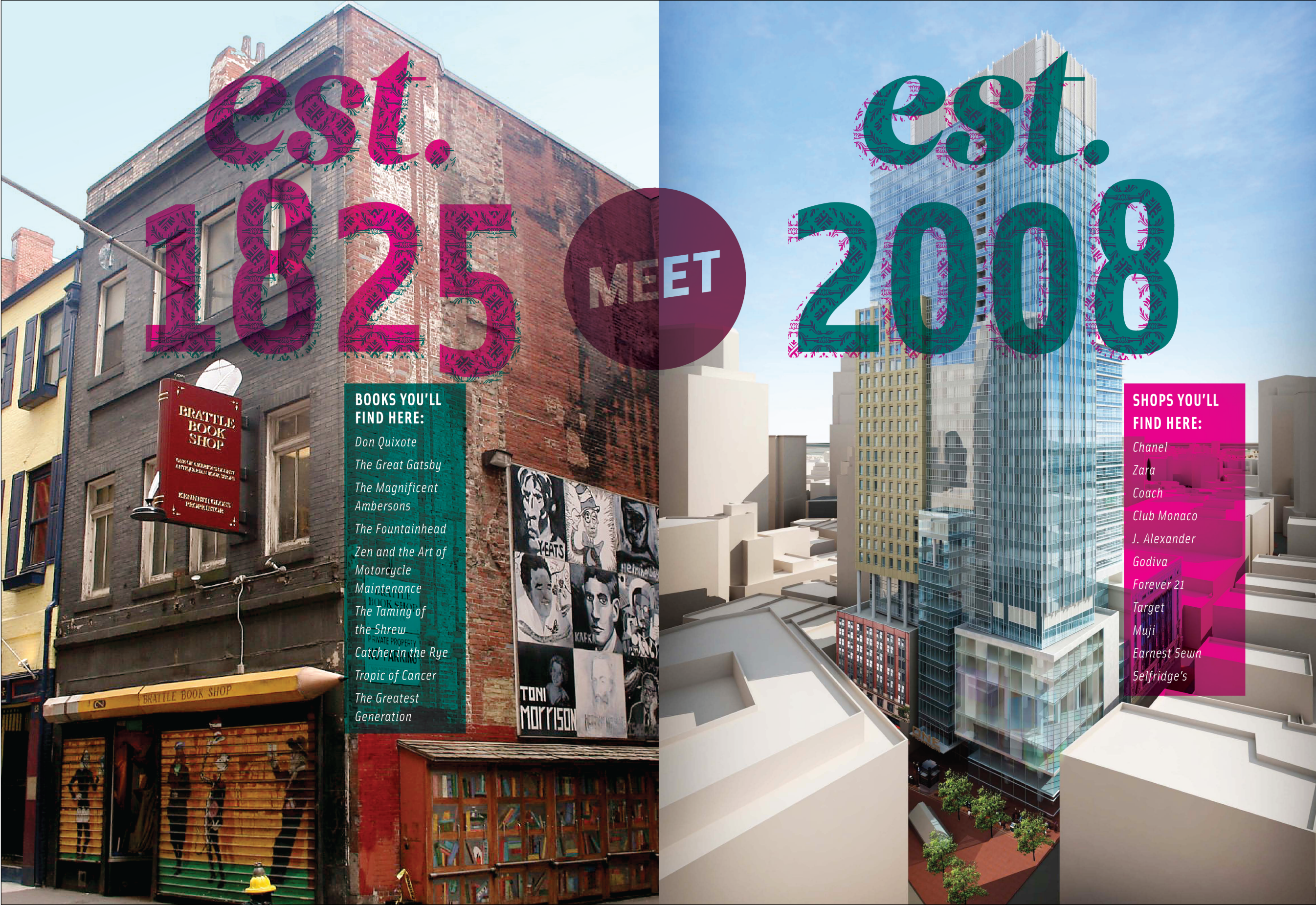
AJ: You never should. People like you—people who really understand how to source good product and how to display and treat it—are really underappreciated. It's more of an art form than it's given credit.

GL: Well, we work hard at Lambert's to only use farms we truly trust. Our customers know the difference between good produce and great produce. But you know that. You cook for the same folks I sell my produce to.

AJ: Isn't that the beauty of this neighborhood? I tell my wife that I cook for cops, for lawyers, for artists and for peace of mind. This neighborhood has a diversity and energy that you don't find anywhere else in Boston.

GL: I couldn't agree any more.

A spread showing
future development.



Web Site

The Downtown Crossing Web site is continually updated with new content.



[illegible]

A feature helps people locate parking within the neighborhood.



Parking feature.

BOOKMARKS

Back

Forward

Reload

Stop

Home

http://www.downtowncrossing.com/

Go

Google

DOWNTOWN CROSSING

NEIGHBORHOOD

EVENTS

CONCIERGE

PARKING

RESIDENTS

DAY & NIGHT

SHOPS

SUSTAINABILITY

PRESS

CONTACT

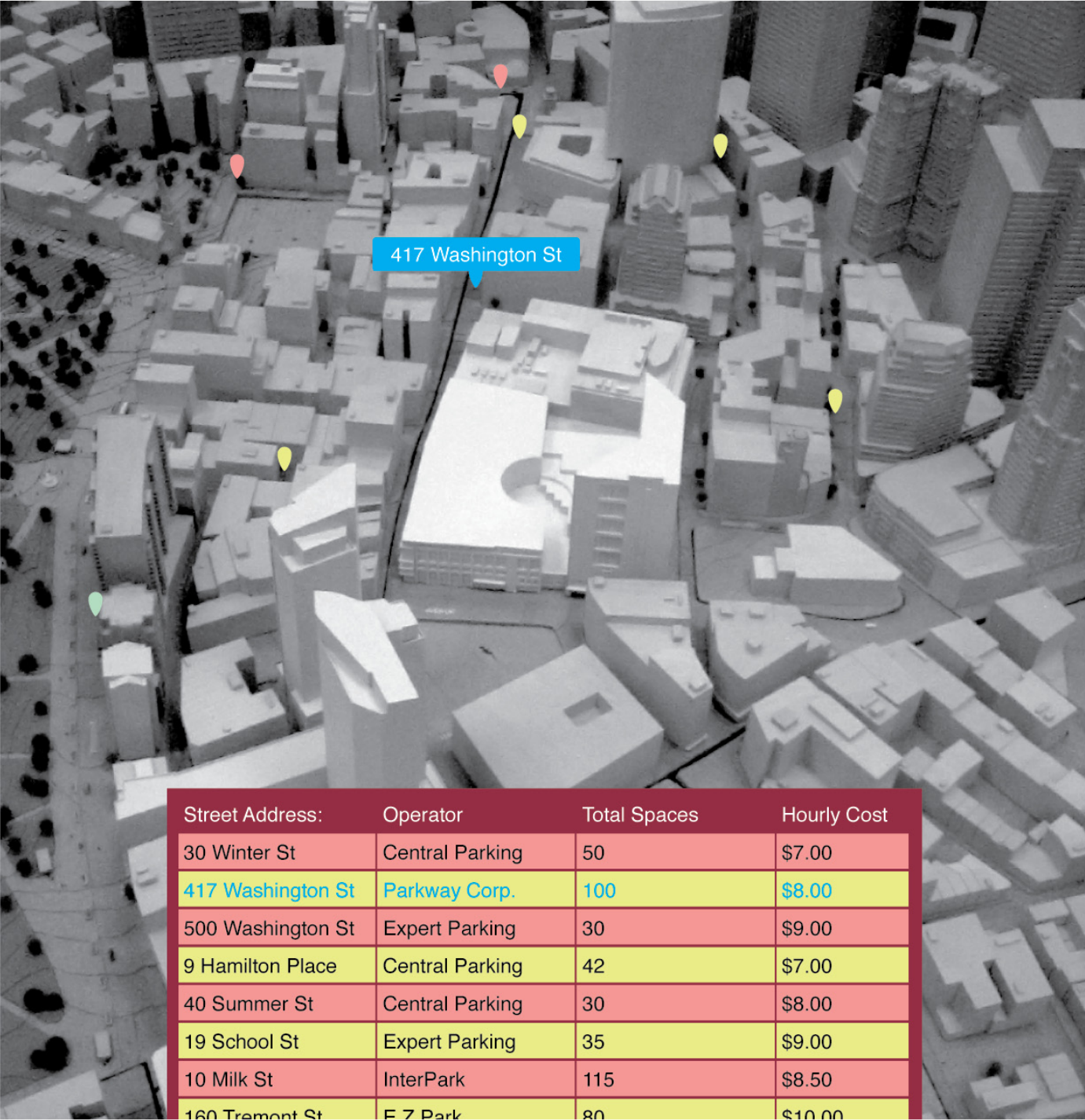
Have we met yet?

MORTAR MEET MORTAL

Ron Druker, owner of the corner mall, and David Manfredi, head architect for One Franklin, sit down to discuss developments and new projects. Click for video.

WORDS FROM THE PEOPLE:


D AND WENT TO THIS RESTA



417 Washington St

Street Address:	Operator	Total Spaces	Hourly Cost
30 Winter St	Central Parking	50	\$7.00
417 Washington St	Parkway Corp.	100	\$8.00
500 Washington St	Expert Parking	30	\$9.00
9 Hamilton Place	Central Parking	42	\$7.00
40 Summer St	Central Parking	30	\$8.00
19 School St	Expert Parking	35	\$9.00
10 Milk St	InterPark	115	\$8.50
160 Tremont St	F Z Park	80	\$10.00

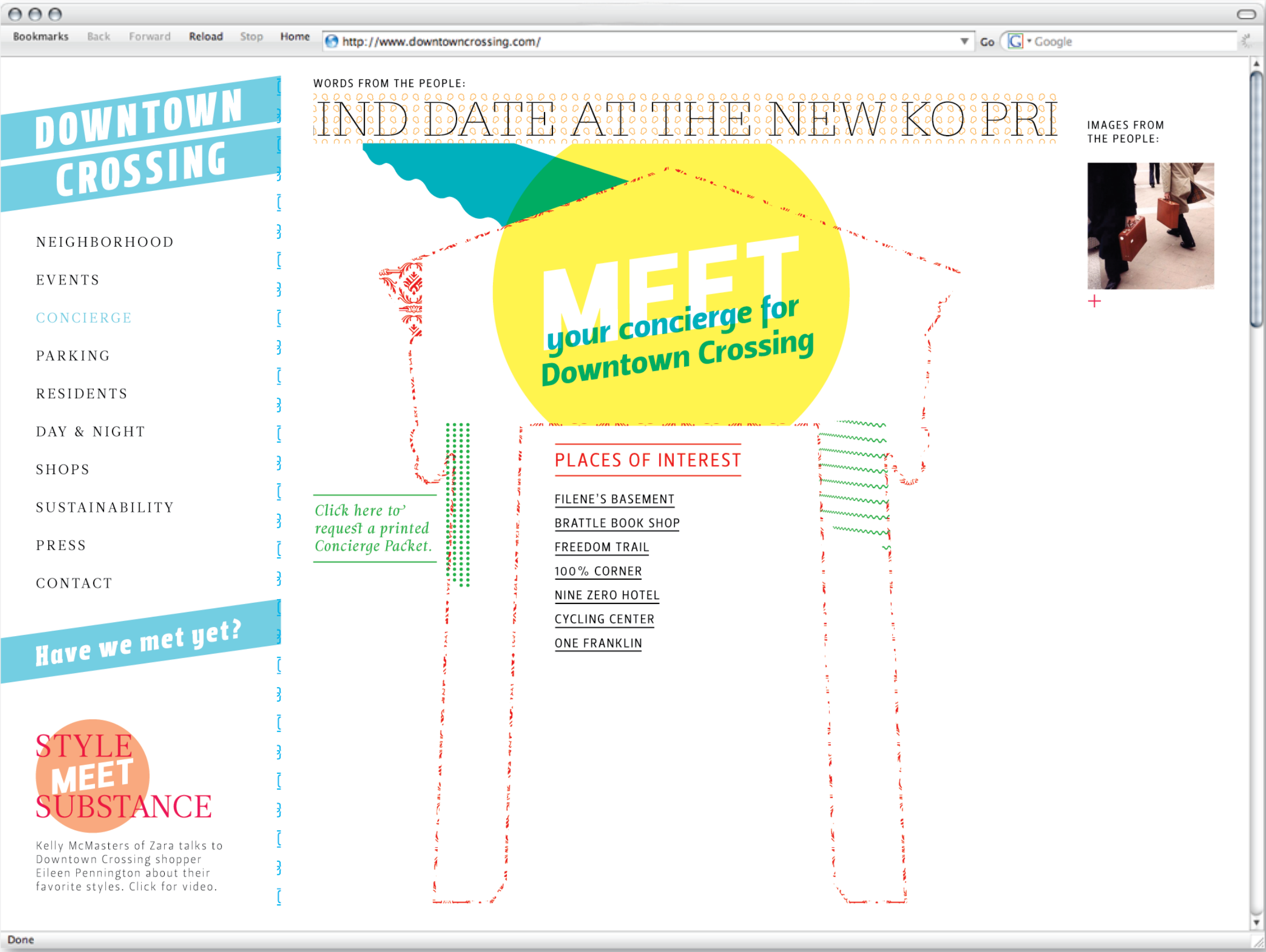
IMAGES FROM THE PEOPLE:



+

Done

An online concierge guides visitors around the neighborhood.



DOWNTOWN CROSSING

Have we met yet?

STYLE MEET SUBSTANCE

Kelly McMasters of Zara talks to Downtown Crossing shopper Eileen Pennington about their favorite styles. Click for video.

SA GREAT BIKE MECHANIC!

Posted by Corrine on October 30, 2008

A color photograph of a man with glasses, wearing a white button-down shirt and blue jeans, standing next to a dark green bicycle. He is holding the handlebars. The background shows a building with a metal fence and some foliage.

+



+



+



+



DOWNTOWN CROSSING

CONTACT

Have we met yet?

FASHION
MEET
DRAMA

Karl Lagerfeld of Chanel sits down with Kira McFee, director of Emerson College's theater program, to discuss the art of costumes and entertaining. [Click for video.](#)

WALK ALONG THE FREEDOM TRAIL

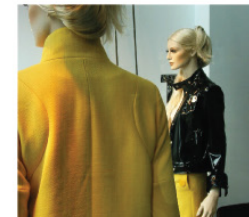


STYLE MEET SUBSTANCE

Kelly McMasters of Zara talks to Downtown Crossing shopper Eileen Pennington about their favorite styles.

[CLICK HERE TO DOWNLOAD VIDEO](#)

KELLY & EILEEN'S
FAVORITE STYLES:



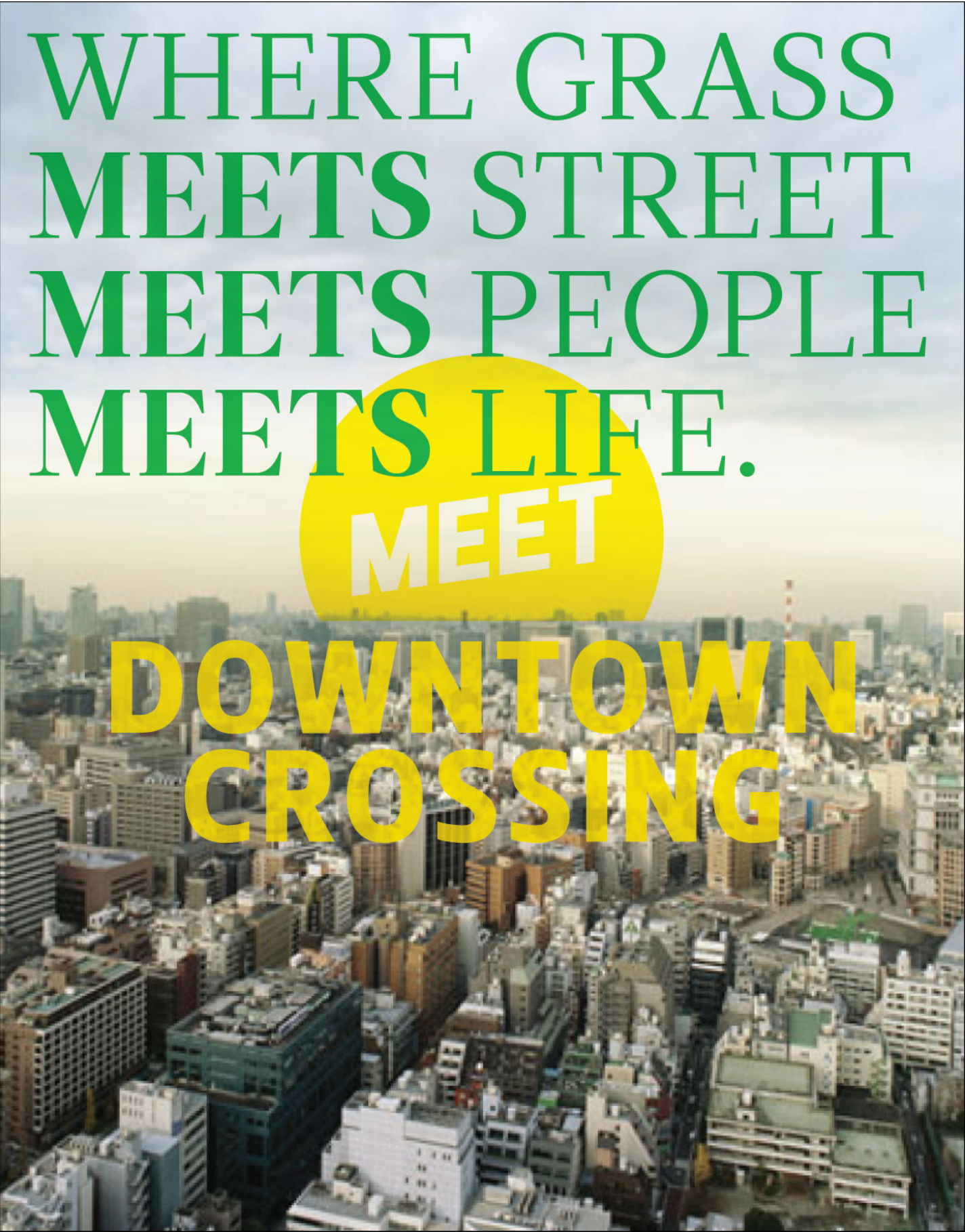
Concierge Package

A concierge packet that helps hotel workers promote the neighborhood.

WHERE GRASS
MEETS STREET
MEETS PEOPLE
MEETS LIFE.



DOWNTOWN
CROSSING



A spread about the Brattle Book Shop.

Things you learn after 182 YEARS in the Neighborhood



Ken Gloss’s Brattle Book Shop is not just a neighborhood institution—it’s America’s oldest antiquarian book store and one of the staples of Downtown Crossing. Writers, scholars and curious literary fans have all searched Brattle’s coffer for rare and unique books for nearly two centuries. So who better to get to the heart of Downtown Crossing than Ken? We sat down with him for a few moments to hear his neighborhood favorites.

FAVORITE RESTAURANT:
“KO Prime at the Nine Zero Hotel really challenges what a traditional steak house can be. It’s a sleek space that’s far less stuffy than most steak houses, and the liquid nitrogen margarita is out of this world.”

FAVORITE DESSERT:
“The Omni Parker House claims to have been serving their Boston Cream Pies since 1856. I like things that have been in the neighborhood for a while, obviously.”

FAVORITE PLACE TO RELAX:
“The park at Washington and School Streets. Grab a good book (I’ll let you know where to find one) and watch the entire world pass by on a spring afternoon.”

FAVORITE LANDMARK:
“KO Prime at the Nine Zero Hotel really challenges what a traditional steak house can be. It’s a sleek space that’s far less stuffy than most steak houses, and the liquid nitrogen margarita is out of this world.”

FAVORITE MARKET:
“The Omni Parker House claims to have been serving their Boston Cream Pies since 1856. I like things that have been in the neighborhood for a while, obviously.”

FAVORITE DRINK:
“The park at Washington and School Streets. Grab a good book (I’ll let you know where to find one) and watch the entire world pass by on a spring afternoon.”

FAVORITE NIGHT SPOT:
“KO Prime at the Nine Zero Hotel really challenges what a traditional steak house can be. It’s a sleek space that’s far less stuffy than most steak houses, and the liquid nitrogen margarita is out of this world.”

FAVORITE BOOK:
“The Omni Parker House claims to have been serving their Boston Cream Pies since 1856. I like things that have been in the neighborhood for a while, obviously.”

FAVORITE PIECE OF ART:
“The park at Washington and School Streets. Grab a good book (I’ll let you know where to find one) and watch the entire world pass by on a spring afternoon.”

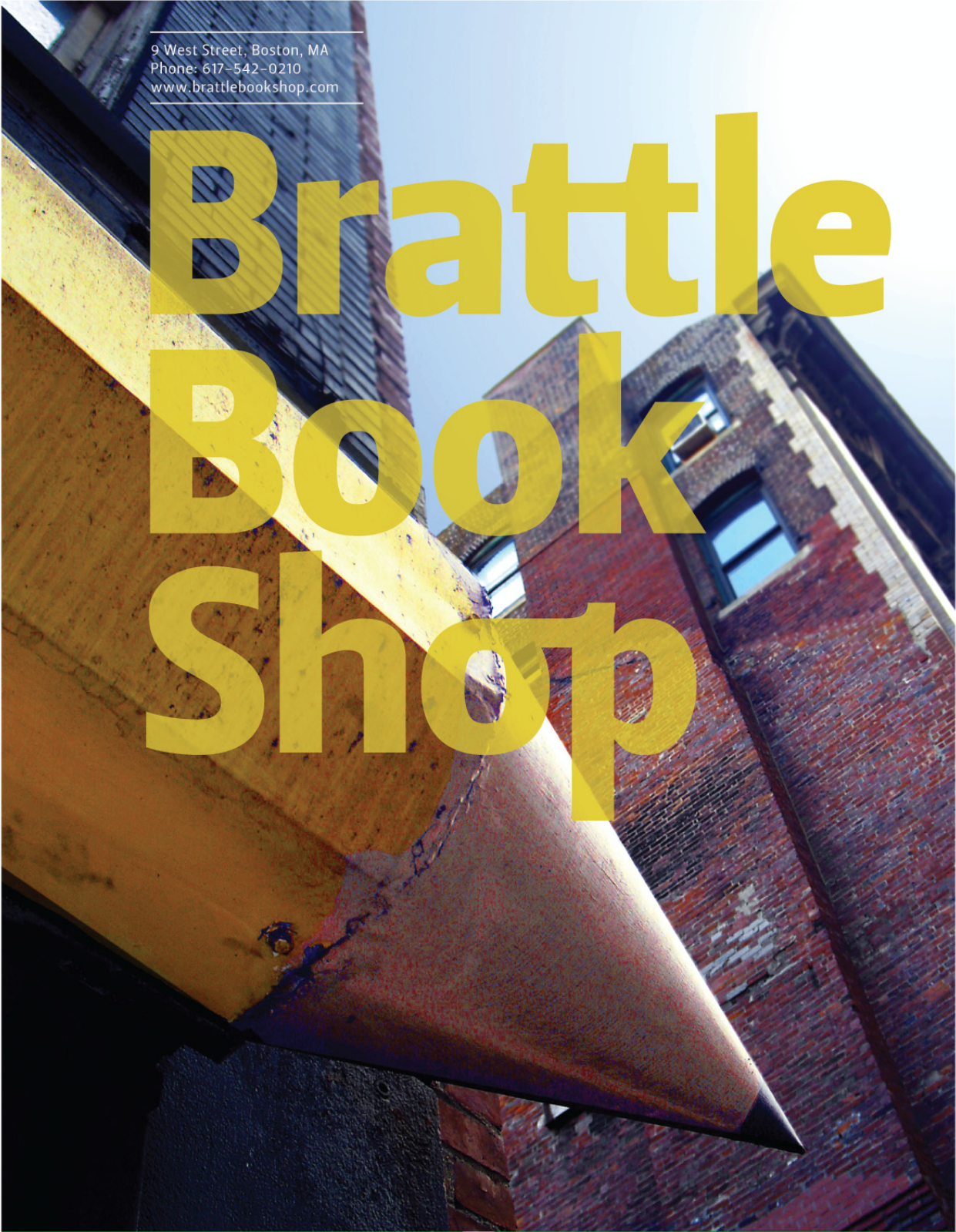
FAVORITE WORD:
“KO Prime at the Nine Zero Hotel really challenges what a traditional steak house can be. It’s a sleek space that’s far less stuffy than most steak houses, and the liquid nitrogen margarita is out of this world.”

FAVORITE TIME OF THE YEAR:
“The Omni Parker House claims to have been serving their Boston Cream Pies since 1856. I like things that have been in the neighborhood for a while, obviously.”

FAVORITE DRINK:
“The park at Washington and School Streets. Grab a good book (I’ll let you know where to find one) and watch the entire world pass by on a spring afternoon.”

FAVORITE PLACE TO HEAR MUSIC:
“The park at Washington and School Streets. Grab a good book (I’ll let you know where to find one) and watch the entire world pass by on a spring afternoon.”

FAVORITE MAGAZINE:
“KO Prime at the Nine Zero Hotel really challenges what a traditional steak house can be. It’s a sleek space that’s far less stuffy than most steak houses, and the liquid nitrogen margarita is out of this world.”



The concierge packet encourages tourists to document their visits.

My visit to
DOWNTOWN CROSSING



My closet is full because I shopped at...

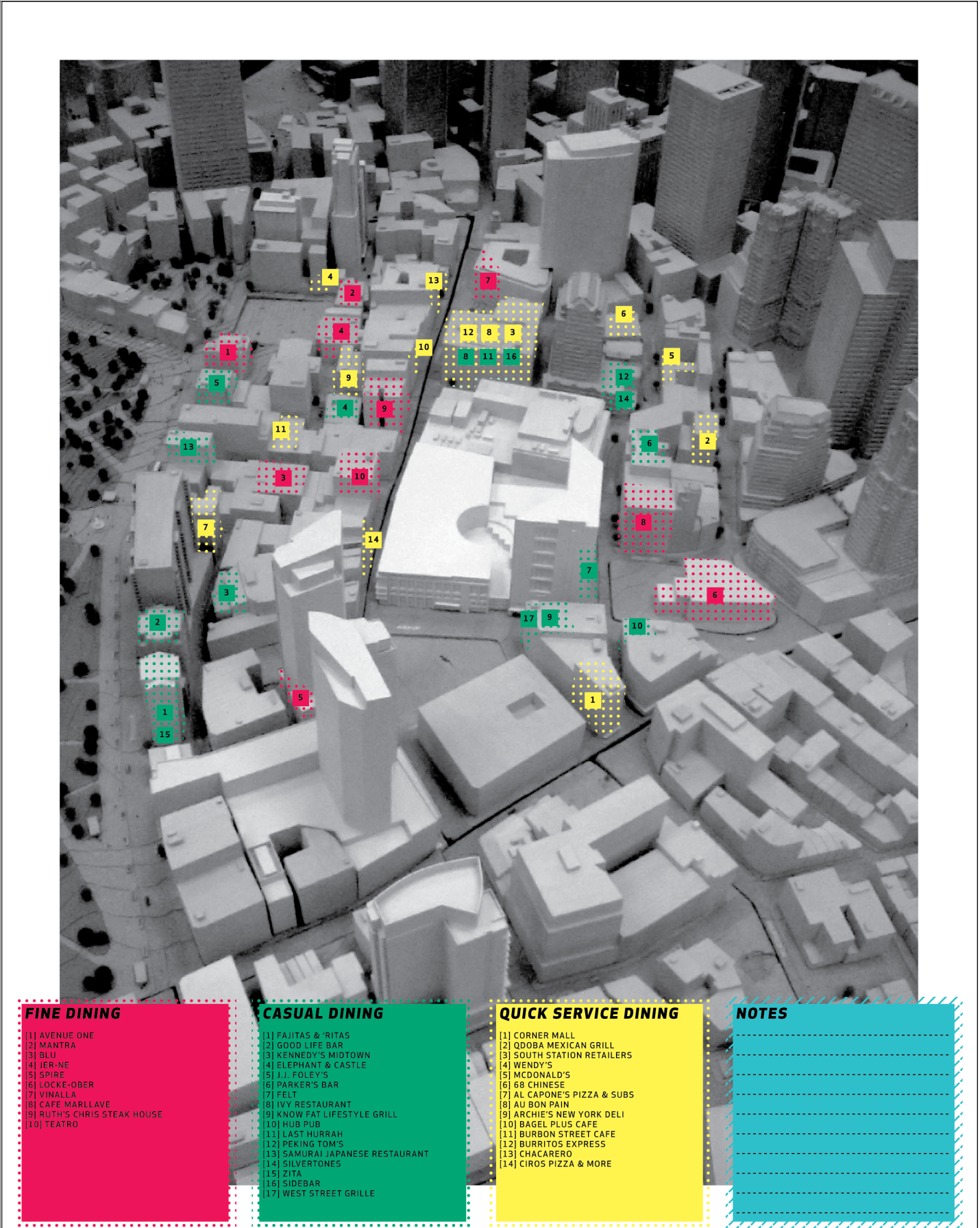
I bellied up to the bar at...

I have to return to...

because of...

I met...

Area map.



GLOSSARY OF TERMS & COLOPHON

GLOSSARY OF TERMS

PEDESTRIAN FLOW

A measurement of the number of pedestrians who pass through a particular space during a period of time.

LADDER STREETS

The Ladder streets and Ladder blocks refer to the short streets and blocks that are oriented east-west in the western part of the district. They are called ‘Ladder’ streets due to their resemblance to a ladder when viewed in plan. They include School, Bromfield, Winter, Temple, West and Avery Streets.

GRIDIRON PATTERN

A gridiron pattern is a street pattern in which streets were laid out at right angles to each other forming a grid. Gridiron street patterns characterize cities such as New York City, Philadelphia and San Francisco.

BIO-SWALE

A bio-swale is a broad open channel that is lined with grass vegetation, and which acts to detain water and filter pollutants from stormwater runoff.

CONGESTION CHARGE

A congestion charge is a term that refers to the charging of motorists for the use of streets and roads. It is usually imposed by local governments for the use of any roads within a defined zone.

FOOTFALL

Pedestrian traffic

SPILL OUT

Spill out uses refer to elements associated with private businesses that are located or put on display in the public realm. These uses extend the activity of the private realm into the public realm and can have the effect of slowing pedestrians down and activating sidewalks and public spaces. These can include outdoor seating associated with a restaurant or café, flower displays, fruit and vegetable stands, bookcases, etc.

BULB OUT

A bulb out is a term for a curb extension, which is a section of sidewalk at an intersection or midblock crossing that reduces the crossing width for pedestrians and can help reduce traffic speeds. Bulb outs can also be used to widen sidewalks at key locations to provide additional room for street tree plantings, landscaping and streetscape elements.

SCRIM

A sheer cloth used to drape or curtain. It can be semitransparent or opaque.

BID

BUSINESS IMPROVEMENT DISTRICT

A special improvement district is both an organizing and financing technique for area revitalization. The rationale for improvement districts is to provide a stable stream of income for activities that are considered special to the area or in addition to general municipal services. Districts are a vehicle for providing additional services for a fee and are not to substitute for services which should be provided by the city. They are empowered to levy taxes (mill tax) on properties in the designated area. The type of property taxed (commercial, residential, etc.) varies by each district. These districts are often referred to as business improvement districts (BIDs) but are also referred downtown improvement districts, special benefit districts, special tax assessment district, among others. The district is created by public law or ordinance but administered by an entity responsible to the district’s members and to the local governing body. Authority to create a special district comes from the state in one of three ways: (1) enabling legislation to cities under their home rule authority; (2) special legislation permitting the creation of an individual district; or (3) generic state legislation authorizing the creation of such districts at the discretion of the municipalities.

PEDI CABS / PEDI-CAB

Human powered, rickshaw-like tricycles used to transport people over short distances. Pedi Cabs reduce traffic congestion, provide a green method of transportation, allow for more of an open-air traveling experience than traditional yellow cabs, and can make cities more attractive to tourists. Pedi Cabs are currently in use in cities such as Berlin, Barcelona, Tokyo, Lisbon, Athens, and London, to name a few. In London, the service is financed by the sale of advertising on the vehicles, allowing all people to ride for free.

Colophon

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