



DOWN CROSSING

A CROSSROADS FOR A CROSSING

AN EXECUTIVE SUMMARY OF THE
IDENTITY & BRANDING STRATEGY FOR
BOSTON'S DOWNTOWN CROSSING

JULY 2008

CITY OF BOSTON
THOMAS M. MENINO, MAYOR

BOSTON REDEVELOPMENT AUTHORITY
JOHN F. PALMIERI, DIRECTOR



A LETTER FROM
MAYOR
THOMAS M. MENINO

June 2008

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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, City of Boston



CITY OF BOSTON
Thomas M. Menino
Mayor



THEN NOW TOMORROW



Left: Flowers have been sold in front of Old South Meeting House for over 100 years. Right: A bespoke jewelry designer located in the Boston Jeweler's Exchange Building at 333 Washington Street.



Left: A cobbler and shoe shine located on Province Street. Right: Beloved Bostonian tailor Richard operates out of his store on Province Street.



A CROSSROADS FOR A CROSSING

Downtown Crossing is the hub of Boston. It's the city's nucleus, where T lines filter in and out, and more than 200,000 people walk its streets each day. It's the glue that binds neighborhoods together—the green of the Common to the green chasers of the Financial District; the tourists of Faneuil Hall to the aristocrats of Beacon Hill.

For decades, Downtown Crossing had been known as the place where Boston shopped. Entire families would scour the racks at Filene's Basement for the greatest finds, peruse the latest fashions at Jordan Marsh, and window shop around the area's perpetually filled storefronts. The 1950s and '60s were the area's heyday, as seemingly all of New England turned to Downtown Crossing for its shopping needs.

It had been a vital cog in one of America's most important cities for generations, but it had lost its appeal in recent years. The rise of big box retailers, the emergence of other neighborhoods, and the reshuffling of key tenants all contributed to a downturn in Downtown Crossing in recent years. The neighborhood that had been the economic engine of Boston had become an area that people simply passed by on their way to other places.

With careful, thoughtful planning, it will be that economic engine and social destination once again. This brochure chronicles the beginning of the revitalization of Downtown Crossing, and details the first steps taken in this monumental task.



A concierge greets guests at the Nine Zero Hotel on Tremont Street. ← → Ken Goss, owner of the Brattle Bookshop on West Street, evaluates the most recent inventory of used books.



A large crowd gathers to watch a group of dancers perform in front of Macy's Department Store on Summer Street.



Commuters and pedestrians cross at the intersection of Washington, Summer, and Winter Streets.



THERE WERE ONLY 200,000 REASONS TO DO THIS.

Take a look around Downtown Crossing. A real good look. Observe the detailed, hand-carved stone arches of a century-old storefront. Explore the nooks—be sure not to forget the crannies—of small side streets that snake through the larger thoroughfares. Feel the energy of hundreds of thousands of eclectic people of all ages walking the tightly packed streets.

It's an urban gem unlike anything in Boston, or for that matter, anywhere in the United States. It's got the shell, the bones, of a European streetscape, with its winding, pre-automobile streets and distinctly human scale. With a little imagination, it could be London's Carnaby Street, or Copenhagen's Strøget pedestrian zone.

This potential is what drew Mayor Thomas M. Menino and the Boston Redevelopment Authority, the city's planning and economic development agency, to focus on revitalizing Downtown Crossing. They saw that an "area" could become a neighborhood—a true urban experience where people live, shop, work, play, and meet. They knew that 230,000 people walked its streets each day. They analyzed the 100,000 folks who strolled through the cross streets of Summer and Washington daily, making it New England's busiest intersection. They studied the 6,000 people each hour who passed through Summer Street, and knew they had to harness the unmatched pedestrian traffic the area possessed. They saw how a revitalized Downtown Crossing would fit into other citywide projects like the Crossroads Initiative and the Rose Kennedy Greenway, and how a thriving Downtown Crossing would make Boston's reinvented urban core a model for rethinking the needs of downtowns around the country. The question moved quickly from "why?" to "how?"

Transforming a neighborhood could not be achieved by one person. Or one organization. So many facets make up a neighborhood; people with unique expertise were needed to tackle the task of revitalizing Downtown Crossing. The Boston Redevelopment Authority recognized this, and reached out to several leading organizations from around the world to collaborate on this landmark project.

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 experts included:



160over90

who specialize in branding and marketing



BSC Group

who specialize in engineering and transportation planning



Intelligent Space Partnership (ISP)

who specialize in pedestrian movement and modeling



Moore Iacofano Goltsman, Inc. (MIG)

who specialize in physical and urban design



Urban Marketing Collaborative (UMC)

who specialize in retail development



PEERING
15 YEARS
 INTO THE FUTURE.
 ON
15 FEET
 OF WHITEBOARD.

Over the course of several months, each organization individually studied and dissected the area, met with business owners, retailers, and residents, as well as politicians and developers. They all brainstormed ways to transform Downtown Crossing into a vital neighborhood for the 21st century. The goal was to not simply re-imagine the area, but to also rebrand it—give the area a new life, a new identity, a new position as a vital destination in Boston for decades to come. The group convened in Boston and exchanged ideas. After many meetings, dozens of cafes of coffee, and several intense whiteboard sessions, the group landed on a consensus for a vision for Downtown Crossing. The vision would look at what the area could become over the next several years; it would offer recommendations to make the vision a reality, and subsequently guide everything the BRA would focus on in the future.

THE TRUTH ABOUT
NEIGHBORHOODS
 & BRANDING.
 AND HOW TO
BRAND
NEIGHBORHOODS
 BASED ON TRUTH.

Some people might scoff at the notion that neighborhoods are brands, but that's because they hear the word "brand" and think of things like a nifty jingle, a sans-serif logo, or smiling pictures of pretty people. But really, the brand is the inherent truth found within the streets—it's all of the places and people who live, work, and play there.

Not convinced? Try this little exercise. Think of several of Boston's key neighborhoods, and then figure out how you'd describe them to a visitor. If we were to ask 20 other people familiar with the same neighborhood, we'd probably get very similar responses.

Beacon Hill would bring descriptions using words like

stately, historic, and residential. The South End would be words like eclectic, funky, and artistic. Southie would be middle class and family-oriented, with waterfront property.

All those perceptions, those observations, help shape those neighborhoods' brands. Those brands are the reason why a couple might choose to move to a certain neighborhood or why a businessperson takes root in a particular location. When it comes down to it, a neighborhood's brand is as important as any building or person located within its streets.

It is also vital that this brand is based on the inherent truths of the neighborhood. So while the vision was created, it was important that it would be based on the truths of the people who walk the streets, the business owners who open shop there, and the stakeholders who invest in it. While much of the work would focus on the future ahead, it was vital to learn and acknowledge the existing conditions of the neighborhood. The vision had to be aspirational, but rooted in reality. Without truth, brands fail.

So, for purposes of Downtown Crossing, a brand was defined as the sum total of experiences that people have with a particular institution—which in this case, is a neighborhood.

A Problem:
 WHEN PEOPLE DON'T STAY IN YOUR
Neighborhood
 LONG ENOUGH TO FORM AN
Opinion.

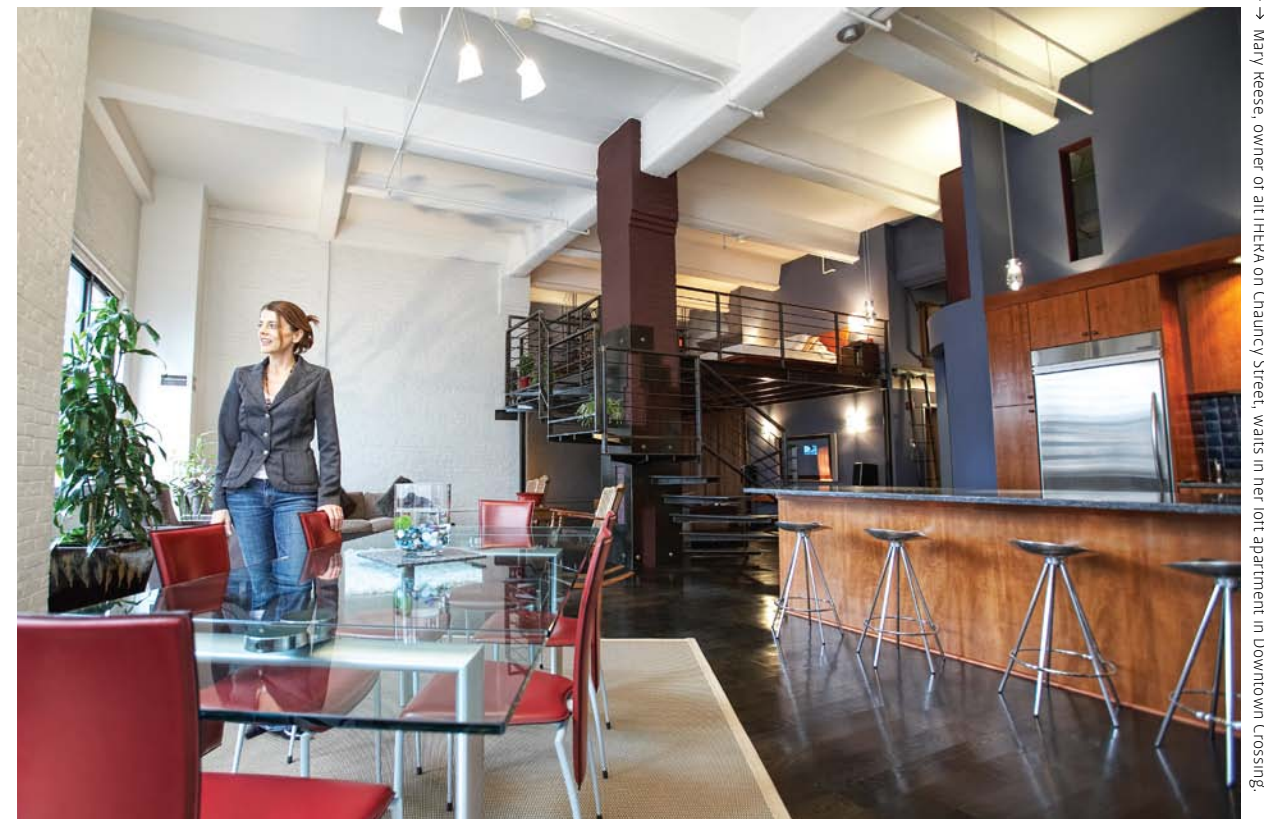
So what was the perception of Downtown Crossing, circa 2007? If you asked people, you would get a mishmash of responses about the neighborhood. You would have heard that it was no longer the shopping hub it was back in the day. It was an area that is active during rush hour, but shuts down shortly after. You might hear that it wasn't very safe, or not particularly clean, and that it was a place they simply walk through trying to get somewhere else.

Not exactly a ringing endorsement.

Even though the perceptions of cleanliness and safety were not found to be completely accurate, that doesn't matter—these perceptions shape brands. The mission ahead was to not only transform the physical appearance of Downtown Crossing, but also shift the perception of it. All of the greatest changes in the world would mean little if there was no awareness of it.



An Emerson student DJs the afternoon show for the college's radio station WERS, 88.9 FM, broadcasted live from Tremont Street. ← + → Mary Reese, owner of allTHERA on Chauncy Street, waits in her loft apartment in Downtown Crossing.



Mary Reese, owner of allTHERA on Chauncy Street, waits in her loft apartment in Downtown Crossing.

WHO WHAT WHERE WHEN WHY NOW.

DOWNTOWN CROSSING

THE CORE PRINCIPLES

After meeting and analyzing so many aspects of the neighborhood, it was time to project what the neighborhood could become. Those projections would be rooted in truth, but have an ambitious vision for the future. It was helpful to outline the “Core Principles” of the neighborhood, so that before a street was paved, or a retailer was approached, everyone would be on the same page about what the neighborhood truly stood for.

In essence, these Core Principles were created in the hope that they would be the phrases conjured up by people when asked about Downtown Crossing in the years to come. They were based on what already existed in the area—great, unique aspects that should always be a part of the neighborhood, like density, diversity, and an urban, youthful feel. However, they were also attainable goals about what the neighborhood could become in the future. They all revolve around Downtown Crossing becoming Boston’s Meeting Place:

SOCIAL SPACES

There will be many “pause points” within the neighborhood that encourage people to interact. These pause points include public art, parks, and civic areas.

UNIQUE AREAS

Capitalizing on the size of Downtown Crossing, the neighborhood will have several unique areas that have a distinct personality and feel. The unique areas will encourage people to explore the streets and find stores, restaurants, and artwork that can’t be found anywhere else in Boston or the rest of the world.

A NEIGHBORHOOD

The area will become a place where people can live and enjoy all the amenities of a true neighborhood, including housing, businesses, shopping, recreation, and cultural institutions.

MEETING PLACE

It has always been the physical meeting of several neighborhoods, but now it will be where all of Boston gathers to shop, dine, live, and play.

LEARNING

Downtown Crossing will focus on education with innovative approaches to public environments like libraries and learning centers.

HISTORY

Even as the area looks to the future, the long, proud history of the neighborhood will be celebrated.

FORWARD-THINKING

When selecting retail tenants and business ventures, the focus will be on innovative people and companies.

DIVERSE

The area will celebrate the cultural, ethnic, economic, retail, and culinary diversity of Boston with a unique collection of shops, restaurants, and experiences.

WALKABLE

The area will be a pedestrian’s dream, with walking-friendly streets that invite exploration for visitors and residents alike.

SUSTAINABLE

The area will focus on green principles of environmentally sustainable design and architecture.

THE VISION

Finally, the Core Principles shape a Vision statement, the guiding narrative for the neighborhood for years to come:

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 of the neighborhood 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 latest daring restaurant, housed in a beautiful, LEED-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.

Lastly, this Vision can be boiled down to a Key Message, the one phrase that sums up everything that will guide the future of Downtown Crossing.

THE KEY MESSAGE

DOWNTOWN CROSSING
is Boston's

MEETING PLACE.

IT'S AN URBAN NEIGHBORHOOD WHERE

COMMERCE & *Leisure*

INTERSECT *and a DIVERSE MIX of*
people

ARE ENCOURAGED TO

INNOVATE, INTERACT,
and EXPLORE.

The following illustrations convey what several key areas in Downtown Crossing could become in the next few years.

WASHINGTON STREET

With new retail, residential, institutional, and commercial development, Washington Street will become a destination for tourists, locals, and commuters.



T
Downtown Crossing

ORANGE LINE RED LINE
ALL TRAINS ALL TRAINS

PARAMOUNT

PARAMOUNT



SHOPPER'S PARK

As one of the area's key activity nodes, Shopper's Park, located at Franklin and Washington streets, will be a center of activity for Downtown Crossing.

WINTER STREET & TREMONT STREET

By restricting vehicular traffic, the character of Winter and Tremont streets, will be transformed into a true Pedestrian Zone, where outdoor cafés and alfresco dining add vibrancy and life to the area.





URBAN DESIGN

CURBS & ENTHUSIASM

Cities and neighborhoods are complex organisms, always changing, evolving, and shifting with the times. Careful thought and planning must accompany every decision a city makes. A move as seemingly innocuous as shrinking the size of sidewalks in a neighborhood by two feet could have disastrous implications. Say that move ticks off a local restaurateur because he loses the ability to have outdoor seating. With business down, he decides to move. His absence is felt by all of his local vendors financially, and other business owners psychologically, who see less bustling streets each lunch and dinnertime. So other businesses begin moving. Before you know it, the neighborhood has lost its buzz, along with many of its tenants.

Conversely, adding two feet of curb space to a neighborhood's sidewalk could create the opposite effect. It might allow for more cafés to open their seating, which would make visitors take notice of the new, livelier feel. The area could become more of a destination. That could then lead to more businesses opening and more homeowners buying up properties. This is just one type of thousands of decisions that are taken into account by urban designers, from the arrangement, appearance, and functionality of towns and cities to the shaping and uses of urban public space.

With this delicate balance existing in Downtown Crossing, urban design is paramount.

↓ The intersection of Summer and Washington, where more than 100,000 pedestrians pass through on a typical day.

The Shoe SHALL RISE AGAIN

No street in Boston has more foot traffic than Washington Street during rush hour. It's a swarm of commuters. A blur of life. A groundswell of people of all ages and ethnicities. Yet there is little to slow them down. Make them stop. Shop. Explore and interact with the neighborhood.

Harnessing that energy—slowing those hurrying people down—is a key goal of our urban design recommendations and vision.

While parts of Downtown Crossing are already considered “pedestrian-only,” the truth is that that traffic and parking regulations are poorly enforced.

The consultant team recommends establishing a real pedestrian-only environment within Downtown Crossing, by re-establishing the borders of the true Pedestrian Zone. This newly marked area would center around the intersection of Washington, Winter, and Summer streets, where the greatest pedestrian volumes are concentrated. Further, the block along Bromfield Street between Washington and Province Street should be included in the Pedestrian Zone.

KICKING THE CURB to THE CURB

(AND OTHER PEDESTRIAN-FRIENDLY RECOMMENDATIONS)

Closing off streets to vehicles does little if there is nothing inviting to the people who walk those streets every day. Several keys to making the area more pedestrian-friendly:

RAISING CERTAIN STREETS TO CURB HEIGHT

In the existing pedestrian environment, curbs delineate the sidewalks from the roadway. People feel like they are walking in the middle of a street, which is not a very comforting feeling. Pedestrians avoid walking in the streets and instead prefer the crowded sidewalks. In the Pedestrian Zone, we recommend raising the street heights to match the curb, so people can more comfortably walk around.

ESTABLISH A HIERARCHY OF STREETS

Downtown Crossing is a large neighborhood, therefore, it's important to break it down into smaller zones. For instance, Washington Street will be seen as the area's Main Street, and streets like Franklin and Summer are “connector streets.” A third tier of “local streets” will be the last group to be focused on during the revitalization efforts.

ADD LANDSCAPING, PEDESTRIAN SEATING, TREES, AND BOLD PUBLIC ART

Transforming the physical appearance of the streetscape will make things more inviting, while furniture and public art will create “pause points”—areas that encourage people to slow down and interact with their environment. Also, the addition of clear, directional signage helps people find their way through the neighborhood.

HIGHLIGHT WHAT IS ALREADY THERE

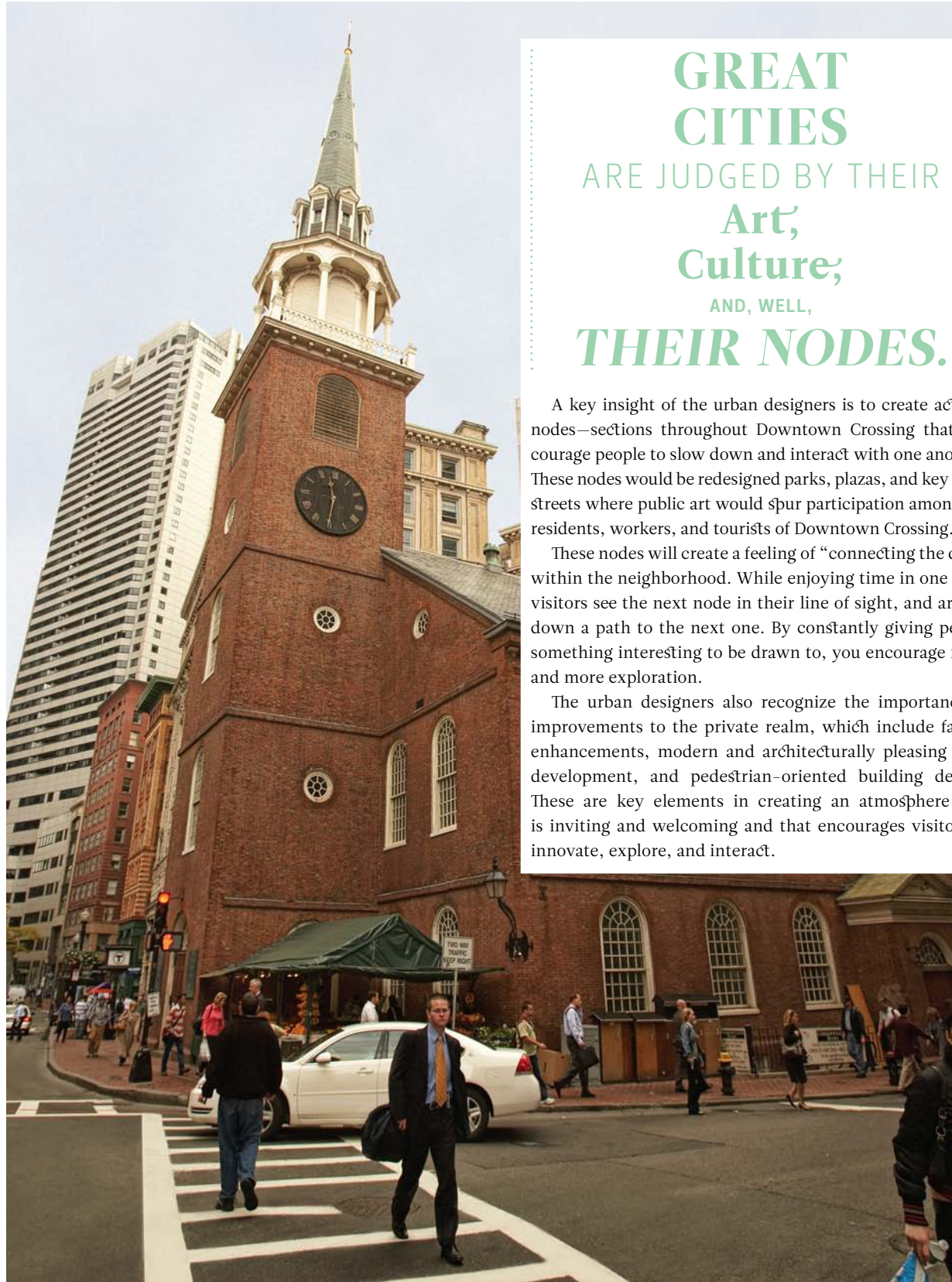
Though sometimes obscured by signage, Downtown Crossing contains beautiful, classic architecture. By adding lighting that draws the eye to the bold architecture, the ornate brick patterns, the carved stone, and other architectural elements become far more prominent.

BRIDGE THE COMMON

Creating a gateway from Boston Common into Downtown Crossing makes the area more inviting to people enjoying the park, and also incorporates more greenery and liveliness into the neighborhood.



Ornate buildings and classic architecture can be found throughout Downtown Crossing. ← → and welcoming pedestrian environment on Washington Street.



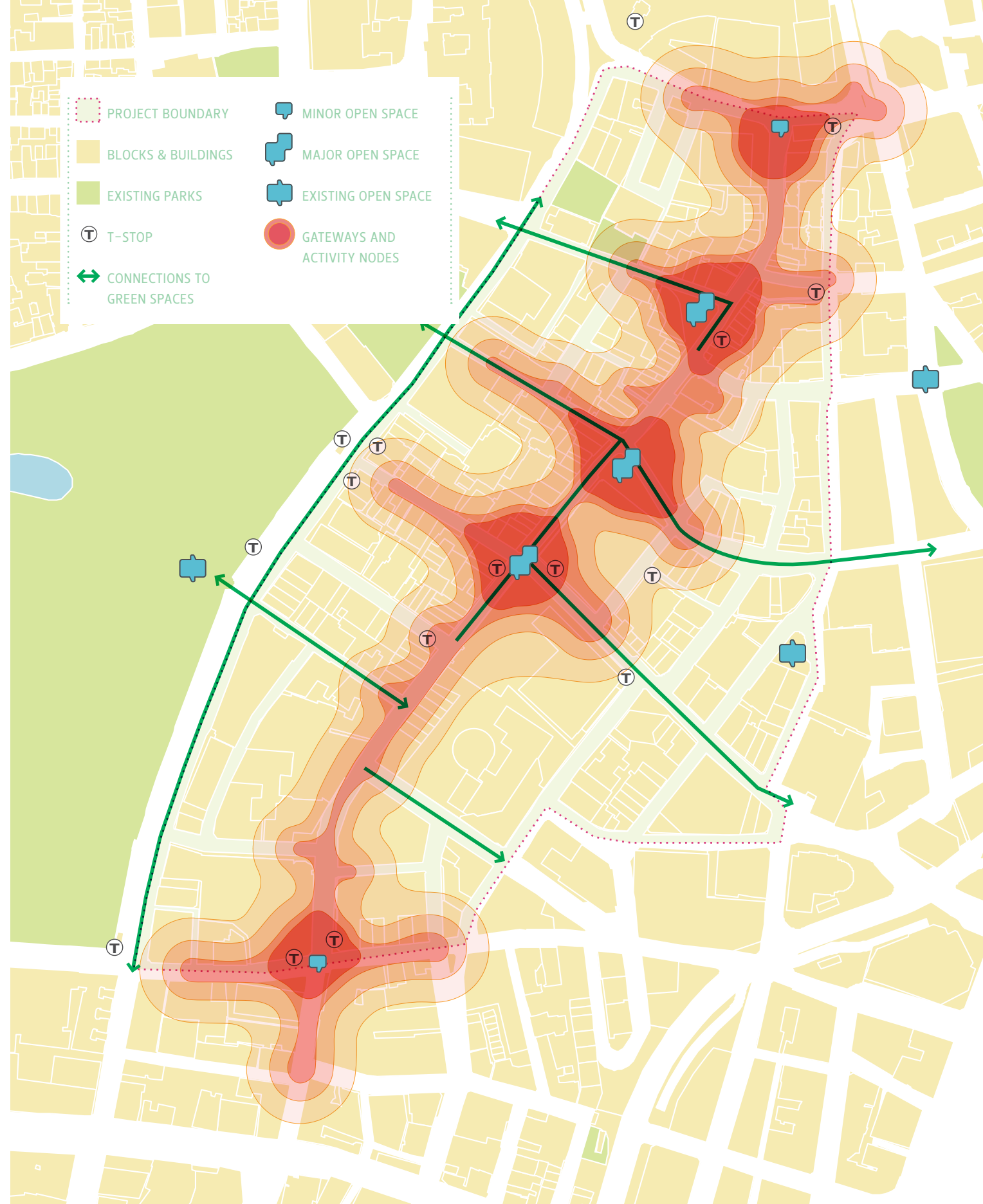
↑ Built in 1729, the Old South Meeting House is one of five stops on the Freedom Trail in Downtown Crossing.

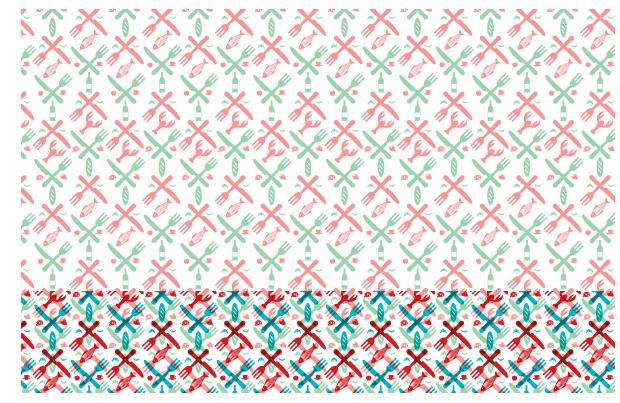
GREAT CITIES ARE JUDGED BY THEIR Art, Culture, AND, WELL, THEIR NODES.

A key insight of the urban designers is to create activity nodes—sections throughout Downtown Crossing that encourage people to slow down and interact with one another. These nodes would be redesigned parks, plazas, and key cross streets where public art would spur participation among the residents, workers, and tourists of Downtown Crossing.

These nodes will create a feeling of “connecting the dots” within the neighborhood. While enjoying time in one area, visitors see the next node in their line of sight, and are led down a path to the next one. By constantly giving people something interesting to be drawn to, you encourage more and more exploration.

The urban designers also recognize the importance of improvements to the private realm, which include façade enhancements, modern and architecturally pleasing infill development, and pedestrian-oriented building design. These are key elements in creating an atmosphere that is inviting and welcoming and that encourages visitors to innovate, explore, and interact.





RETAIL & ECONOMIC DEVELOPMENT



Commerce and Downtown Crossing have always intersected. Businesses and shopping have defined the area for generations, but within recent years, that focus has softened, leaving a cluttered, unfocused collection of stores and restaurants that fail to draw people to the area. While people might seek out personal interaction with skilled gemologists at the Jeweler's Building or enjoy spending time after work draining pints at Silvertones, there are not enough places of interest to make the area a destination for shoppers and diners.

A new focus on the cohesion of stores and restaurants needs to be developed, and new ways of luring retailers and investors to the area are required.

**TO SOME,
SHOPPING
IS A SPORT.**

**TO THEM,
DOWNTOWN
CROSSING HAD
LOST ITS GAME.**



ADDITION by DIVISION.

(HOW TO DIVIDE THE AREA INTO
three
SEPARATE DISTRICTS.)

The geographic size of Downtown Crossing has hindered the area's ability to have a singular focus with regard to retail. It can never be the "boutique neighborhood" because of the presence of Macy's and Filene's Basement. But it can never be the "big box" neighborhood because of wonderfully quaint stores like the Brattle Book Shop and London Harness Company.

With this identity problem looming, we decided to clear our heads and simply take a walk. And lo and behold, we discovered the solution.

Strolling the streets, you feel the vibe shift between different pockets of the neighborhood. The historic northern streets feel entirely different than the theater-lined causeways of the southern end. And the center of Downtown Crossing literally feels like the area's downtown—dense, recognizable storefronts that buzz with life and pedestrians.

It makes logical sense to once again focus on the existing truth of the neighborhood and further develop these three distinct districts:



THE NORTHERN DISTRICT: HISTORIC & ECLECTIC

THE EXISTING TRUTH:

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

GOAL:

Create an eclectic mix of uses including small, leisure-oriented retail, restaurants and cafés, 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 that offers an opportunity for a slower pace of shopping based on unique concepts, smaller operations, and leisure retail

KEY BUSINESSES TO TARGET:

- Contemporary apparel and footwear (Uniqlo, Kenneth Cole, Harvey Nichols)
- Leisure retail including general and specialized book stores, hobby, collectibles (Muji)
- Small cafés, bistros, and higher-end dining to cater to nearby office workers
- Beauty and cosmetics (MAC, Fresh, or Kiehl's)
- Personal business services, such as a tailor, FedEx, gyms, and health, beauty, and barber shops



THE CENTRAL DISTRICT: MAINSTREAM

THE EXISTING TRUTH:

It's the mainstream retail hub. The Central District accounts for the highest proportion of retail square footage (61 percent) in Downtown Crossing and is dominated by retail and fashion merchandise. It is also a jewelry destination.

GOAL:

Build off of the district's key strengths to create a high-quality, compact retail destination with an emphasis on fashion. Key strengths include:

- Excellent connectivity and public transportation access.
- Wide range of price points (from H&M to high-end jewelers)
- Large, adaptable retail spaces
- 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 as well as office-related goods and services for a large office worker population in the Financial District and Government Center

KEY BUSINESSES TO TARGET:

- High-quality fashion, generally chain retailers (e.g., Gap, Club Monaco, Victoria's Secret, Lane Bryant, Ashley Stewart, Nordstrom Rack)
- Shoe stores (Florsheim, Geox, Cole Haan, Nine West), jewelry, sporting goods (Adidas, Sports Authority, Modell's), electronics (Best Buy, Apple, Sony Style), business services
- Urban grocer (Whole Foods, Trader Joe's, etc.), general drug store, convenience stores, beauty, cosmetics, and wellness
- Cafés, restaurants (Chipotle, Wolfgang Puck), restaurants with patio space or open window, take-out/prepared foods-to-go services (Impromptu Foods, Really Cool Foods)

THE SOUTHERN DISTRICT: ENTERTAINMENT & ARTS

THE EXISTING TRUTH:

It's where arts, entertainment, and theater thrive. 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. There is a relatively small proportion of retail merchandise but a higher proportion of eating and drinking establishments.

GOAL:

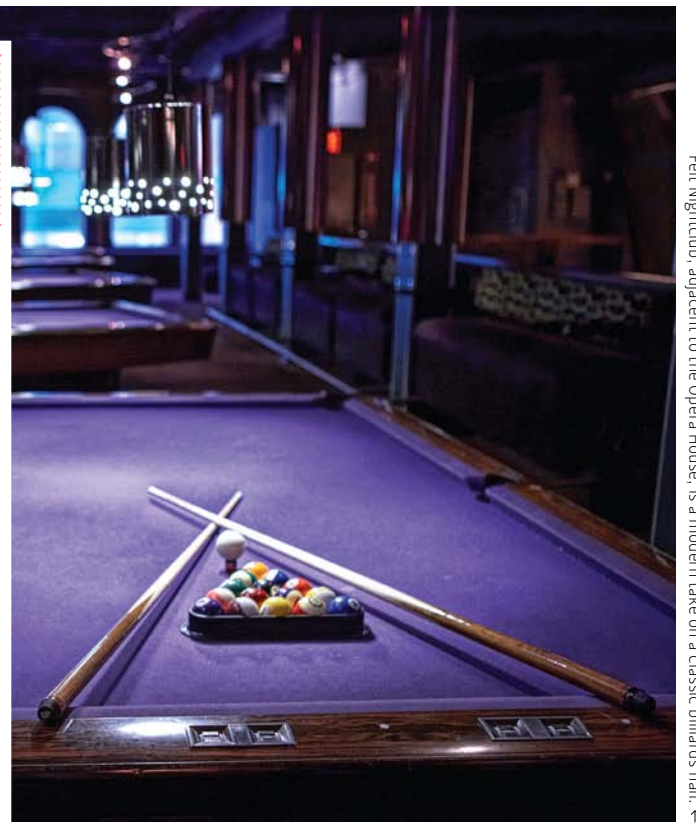
To refine the area as an entertainment/arts district with a combination of retail, entertainment, residential, and learning. In addition, condo and loft housing developments nearby and in the Leather District complement the arts theme. Youth, vibrancy, and learning are an integral element of the South District.

KEY BUSINESSES TO TARGET:

- Locally-owned and operated merchants and retailers
- Contemporary and loft home furnishings (both large and small stores) including flooring and lighting (EQ3, Design Within Reach, Z Gallerie)
- Art galleries
- Home improvement stores and artist, architectural, design-related supply stores
- Lifestyle stores (Lululemon)
- International market
- Artist cooperative
- Moderately priced bistros
- Thought Bubble—a unique, modern twist on the public library
- Cycling center that faces Boston Common



The iconic Filene's clock on the One Franklin Building. ← → Sam Lagrassa's on Province Street serves up sandwiches to the lunch crowd.



Felt Nightclub, adjacent to the Opera House, is a modern take on a classic billiards hall. ← → The Paramount, Modern Theater, and Opera House are all located in the South District of Downtown Crossing.

Think outside the BIG BOX

One overall key to the reinvigoration of Downtown Crossing is to ensure that the neighborhood doesn't become Anytown, USA, with the same starter kit of big box stores and chain restaurants that fills strip malls and shopping centers from New England to New Mexico. Downtown Crossing needs to be unique, and celebrate the urban feel of its streets. It's vital to bring in retailers who are new to Boston, and when possible, new to the United States, such as Harvey Nichols, the London-based fashion emporium.

While the mix of stores is important to maintaining this feel of uniqueness, there are also several ideas that fall outside of retail that can add to the feeling that something truly singular is happening in Downtown Crossing.

THE THOUGHT BUBBLE

Based on London's Idea Store, Thought Bubble would be a bold re-imagining of a public library. With books, learning centers, inspiring art, and signature graphics, Thought Bubble could be a signature place in Downtown Crossing.



THE CYCLING CENTER

Adding a healthy, active feel to the area, a dedicated cycling center would bridge Downtown Crossing to Boston Common, and show a commitment to green living. The center could include rentals, bike storage, a repair shop, and training center.

PEDI-CABS

With several streets closed to automobile traffic, a need will arise for quick, efficient transportation. Pedi-cabs help shuffle people around the neighborhood, but also give the area a unique, lively feel that increases the energy of the street life.



CALL IT A
COALITION.

CALL IT AN
ALLIANCE.

CALL IT A
PARTNERSHIP.

JUST CALL IT
NECESSARY.

Enacting great changes for the neighborhood is one thing; sustaining those changes is an entirely different matter all together. Once the consultants have consulted, and the buildings have been built, and the retailers begin retailing, someone needs to oversee the neighborhood. It's imperative to deliver on the promise that brought investors, retailers, restaurateurs, and others to the neighborhood.

It's vital for people to galvanize their efforts and create a group that oversees the neighborhood and does all the things that keep the neighborhood vital: Cleaning the streets. Raising and maintaining funding. Organizing events. Overseeing safety. Galvanizing business owners. Keeping the day-to-day operations of the neighborhood alive.

Therefore, a key recommendation of the group is to create a Business Partnership that would take charge of the items listed above. The organization is based on models like Chicago's Loop Alliance and Philadelphia's Center City Business Improvement District, which have helped usher in radical transformations in their cities.

THE GROUP WILL BE ORGANIZED WITH THIS STRUCTURE

BOARD OF DIRECTORS
CEO, President, and Business Owners

STAFF

Executive Director, Marketing & Events Coordinator, Pedestrian Zone Director, Economic Development, Clean & Safe Program Director, Administration

BUSINESS PARTNERSHIP ALLIANCE

FUNDING
\$4,000,000

Grants, Organization Membership Dues, Other Funds
It is important to note that the individual businesses cannot fund this initiative solely by their own efforts—they'll require additional outside assistance.

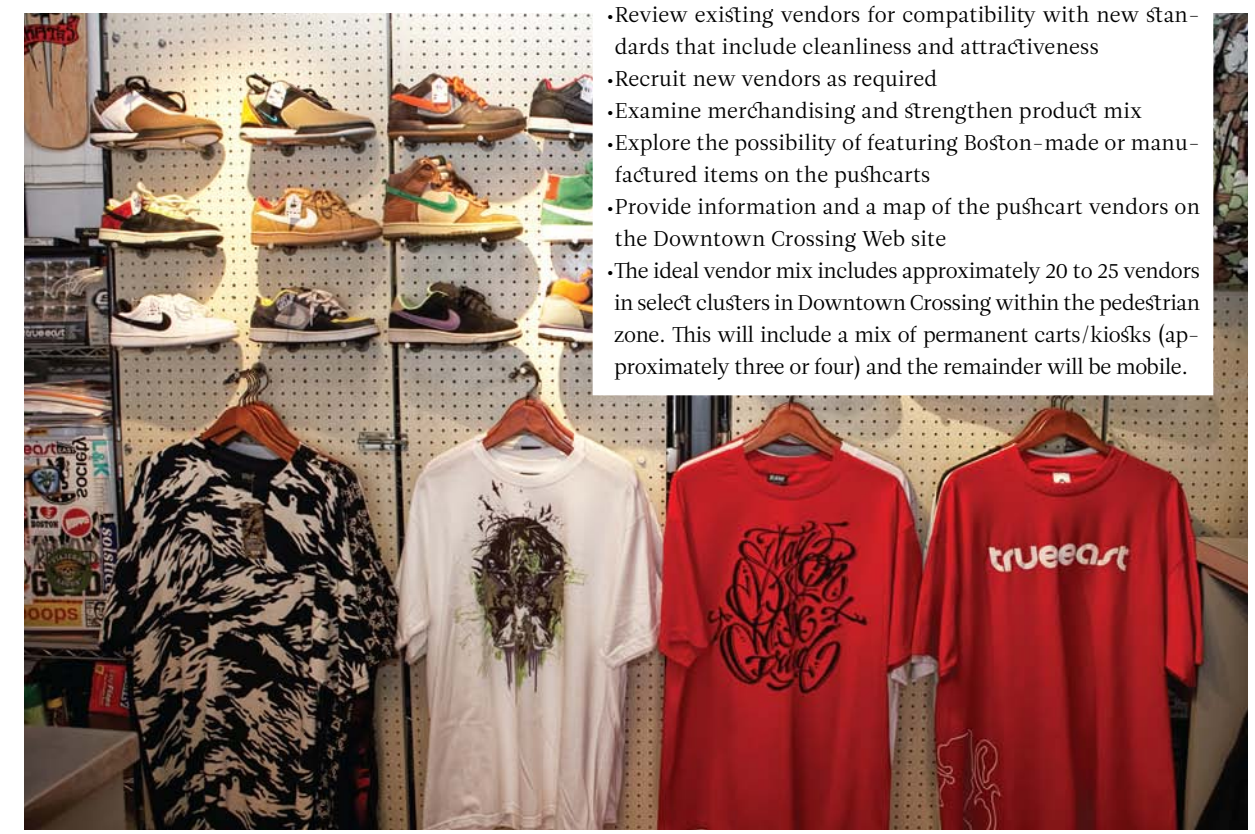
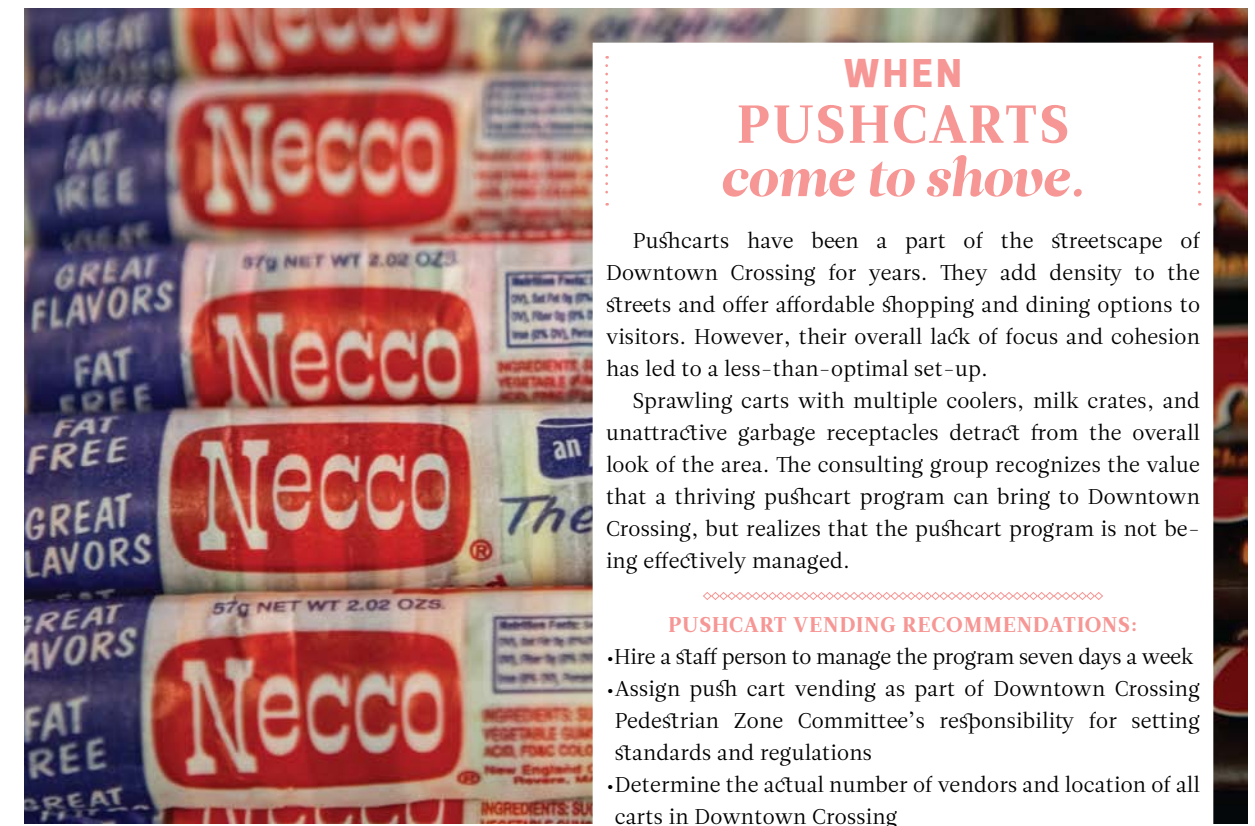
**WHEN
PUSHCARTS
come to shove.**

Pushcarts have been a part of the streetscape of Downtown Crossing for years. They add density to the streets and offer affordable shopping and dining options to visitors. However, their overall lack of focus and cohesion has led to a less-than-optimal set-up.

Sprawling carts with multiple coolers, milk crates, and unattractive garbage receptacles detract from the overall look of the area. The consulting group recognizes the value that a thriving pushcart program can bring to Downtown Crossing, but realizes that the pushcart program is not being effectively managed.

PUSHCART VENDING RECOMMENDATIONS:

- Hire a staff person to manage the program seven days a week
- Assign push cart vending as part of Downtown Crossing Pedestrian Zone Committee's responsibility for setting standards and regulations
- Determine the actual number of vendors and location of all carts in Downtown Crossing
- Review existing vendors for compatibility with new standards that include cleanliness and attractiveness
- Recruit new vendors as required
- Examine merchandising and strengthen product mix
- Explore the possibility of featuring Boston-made or manufactured items on the pushcarts
- Provide information and a map of the pushcart vendors on the Downtown Crossing Web site
- 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.



Snacks and food will remain an important part of the Downtown Crossing pushcart program. ← → The pushcart program will also include a unique offering of apparel and consumer goods.

the
DOMINO
theory
OF COMMERCE

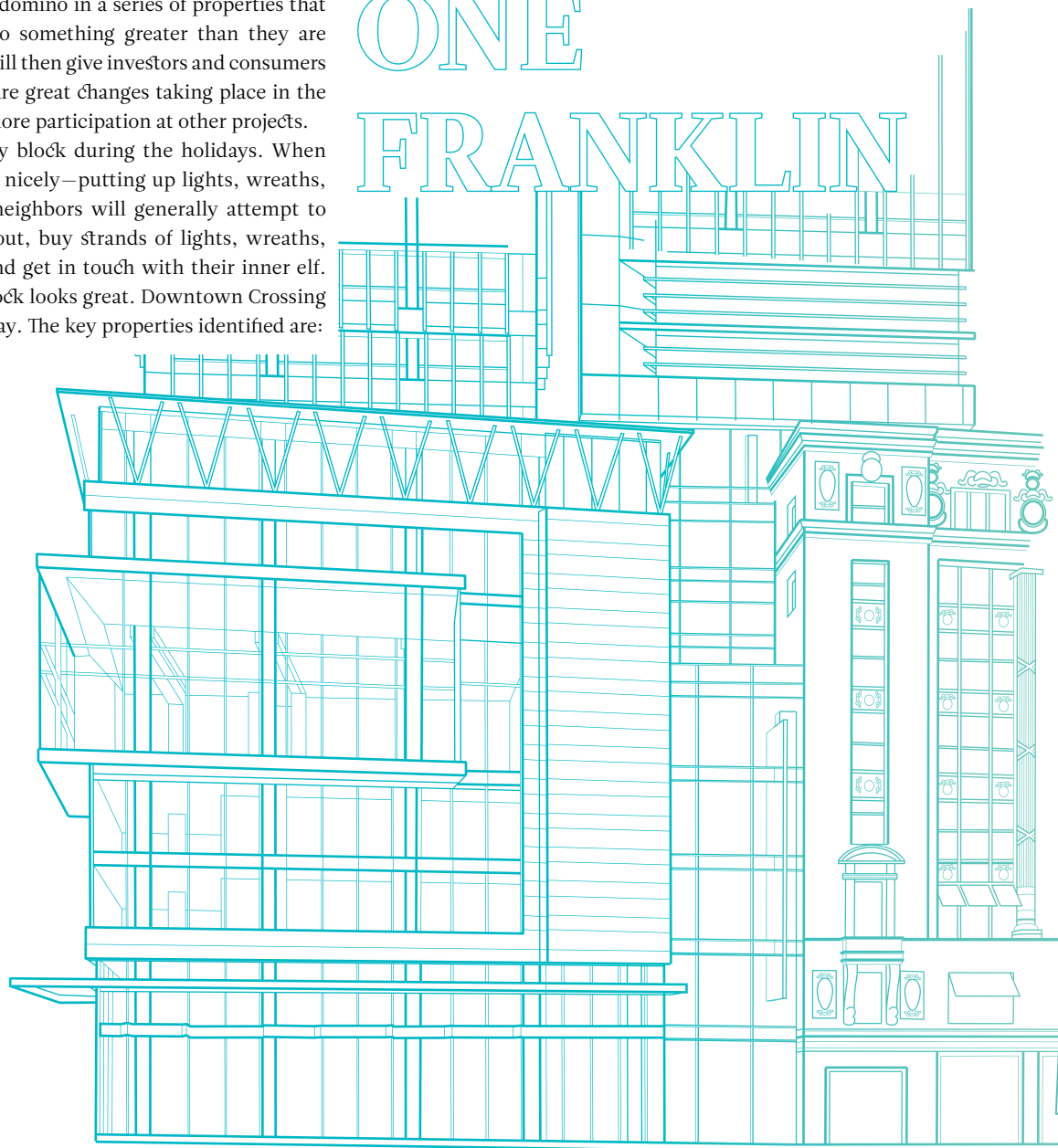
Key, high-profile properties around Downtown Crossing are seen as catalytic properties for the area—that is, they would serve as the first domino in a series of properties that could be converted into something greater than they are now. These properties will then give investors and consumers reassurance that there are great changes taking place in the area, and lead to even more participation at other projects.

Think of it like a city block during the holidays. When one neighbor decorates nicely—putting up lights, wreaths, and bows—his or her neighbors will generally attempt to keep up. They’ll head out, buy strands of lights, wreaths, maybe even garland, and get in touch with their inner elf. Suddenly, the entire block looks great. Downtown Crossing can work in the same way. The key properties identified are:

ONE FRANKLIN STREET

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. With luxury condos, a hotel, retail, and office space, this mixed-use development is creating momentum for change and will enhance the pedestrian environment.

ONE
FRANKLIN



10 WEST

This recently renovated Suffolk University dormitory is an opportunity to truly bring student life to the area. Ideas include a restaurant, independent cafe, and small grocer that will be beneficial to both students and a larger target market, and give the area new vitality.

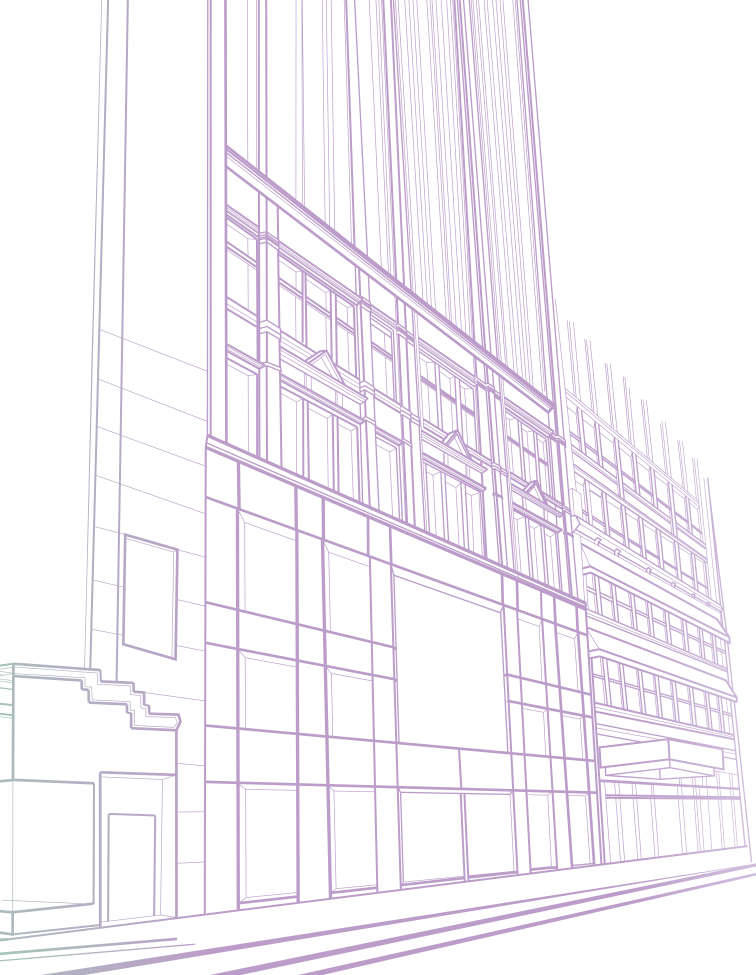
10
WEST

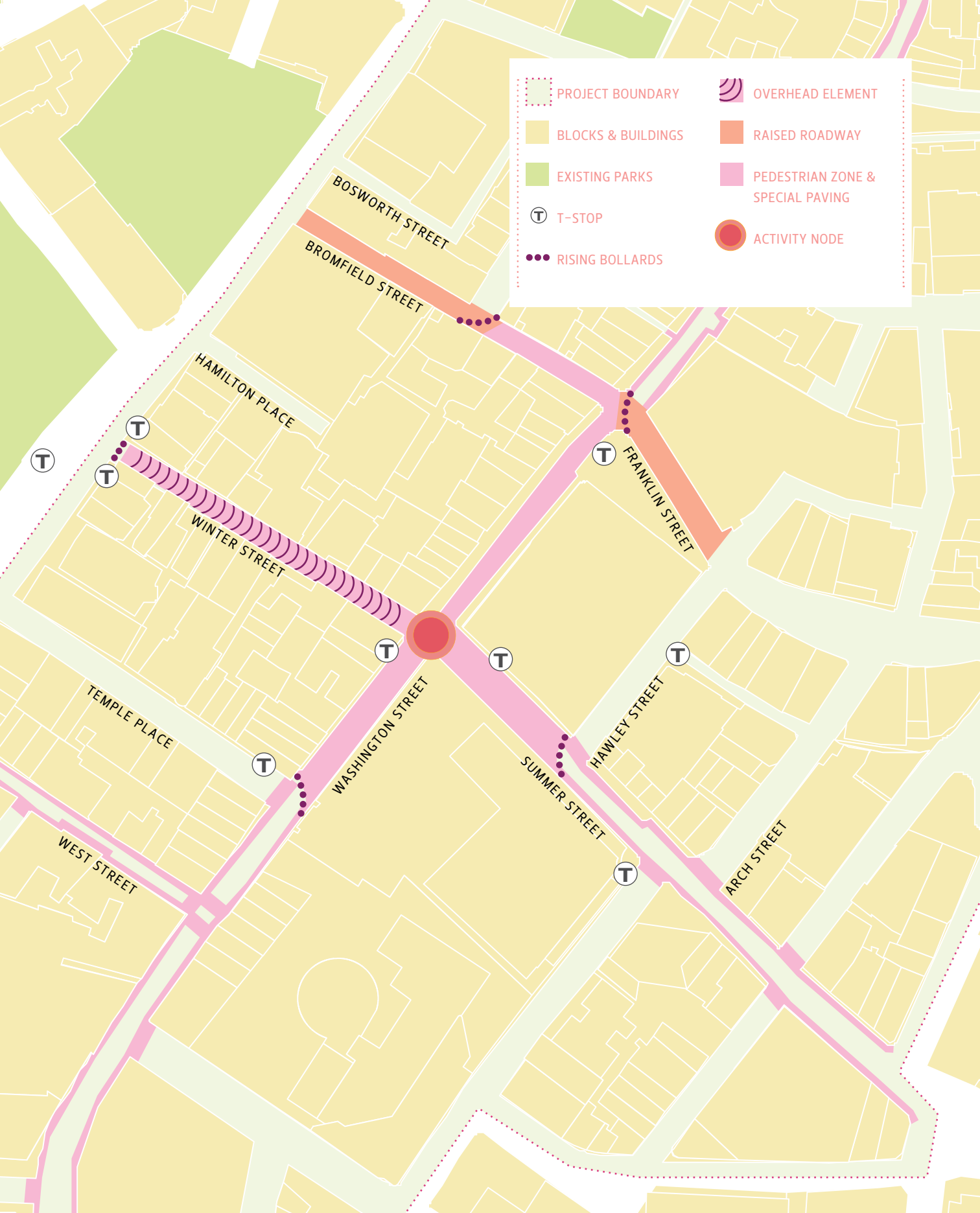


395 WASHINGTON STREET
(FORMER BARNES & NOBLE BUILDING)

This large building in the heart of the Central District is a perfect opportunity to have a single retailer occupy a massive space. This retailer could include Apple, Best Buy, Sony Style, or a fashion brand such as Forever 21, Zara, Nordstrom Rack, or a food retailer such as Trader Joe’s.

395
WASHINGTON
STREET





OUR APOLOGIES to Henry Ford

The automobile is a wonderful invention. It allows us to schlep groceries, traverse interstates, and generally get from point A to point B faster than most methods.

That said, we don't really want more cars in Downtown Crossing.

Cars clutter the narrow streets, scaring off pedestrians, which removes the vital energy that gives Downtown Crossing its unique feel. After an intensive pedestrian modeling study, the group concludes that limiting automobile access in several key areas will create a true Pedestrian Zone along Washington Street, Summer Street, and Winter Street. It will give the area a lively European feel for residents, tourists, and workers.

When it is necessary and appropriate, rising bollards—moveable, non-obtrusive barricades—offer the advantage of allowing vehicular access to the Pedestrian Zone. The Pedestrian Zone should be open to through traffic—such as taxis and delivery trucks—at designated hours to access buildings that 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.

PAUSE. STOP. PLAY.

Pedestrians, by the very nature of the word, are on their feet. They walk, usually quickly, trying to get from one place to the next. Slowing them down in Downtown Crossing is a key goal of every facet of the BRA's focus, whether it is urban design, retail, marketing, or anything else.

The pedestrian modeling study led the BRA to realize that 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.

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 trash cans, landscaping elements in planters where possible, interpretive signage, and public art.

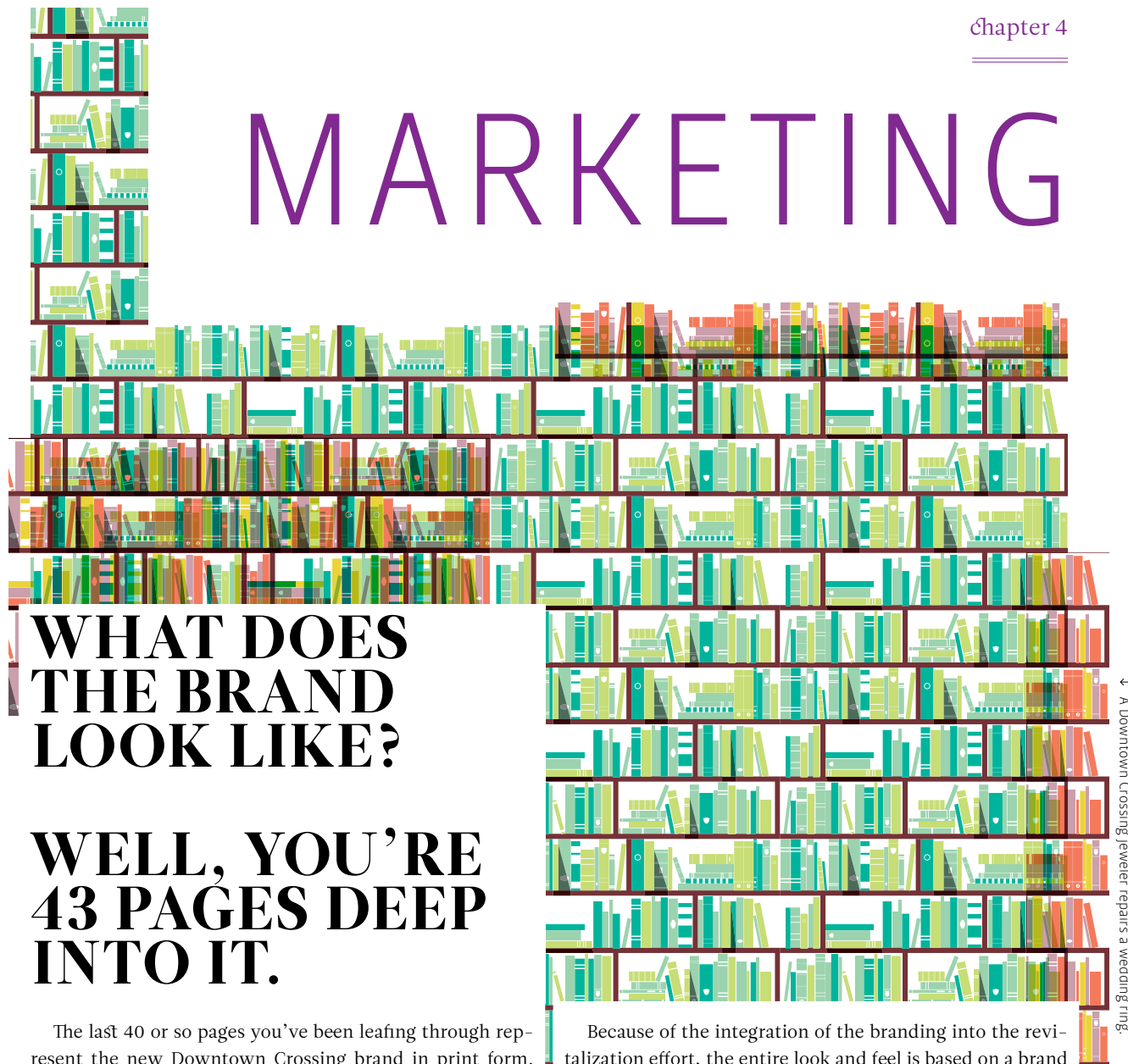
speaking A COMMON SIGN language.

Iconic directional signage helps visitors quickly and easily navigate their way through a neighborhood. Think of the London Underground signage. It helps make traveling through a massive, sprawling city extremely easy. We recommend a signage system that guides people through different areas of Downtown Crossing and helps them explore and interact with the neighborhood. It should also be designed to highlight Downtown Crossing as a destination from the Park Street and Boylston Street MBTA stations.

On the topic of signage, an area without standards for signage and storefronts can often become muddled in its look and uninviting to pedestrians. While the group does not recommend uniform storefront signage throughout the neighborhood, it suggests that standards, rules and regulations be more specific and strictly enforced for storefronts, so that the area has a standard of attractiveness throughout.



MARKETING



A Downtown Crossing jeweler repairs a wedding ring.

WHAT DOES THE BRAND LOOK LIKE?

WELL, YOU'RE 43 PAGES DEEP INTO IT.

The last 40 or so pages you've been leafing through represent the new Downtown Crossing brand in print form. It is based on the neighborhood's truths and reflects what people should feel when they think of Downtown Crossing. The look, feel, color palette, tone, typefaces, and other design elements in this book are all part of the new way to market the area to visitors, residents, investors, and everyone else who encounters the neighborhood. So we spared you a long, wordy explanation of the brand concept by actually using it throughout this report.

Because of the integration of the branding into the revitalization effort, the entire look and feel is based on a brand concept born directly out of the Vision (see page 14) that was created with all of the other consultants. This led to a far more seamless way to create a brand; it was all born out of the same inherent truths. This section will walk you through how that brand will translate into specific initiatives in the years to come.

**IF YOU
BUILD IT,
they will come**

(AS LONG AS THEY HEAR ABOUT IT FIRST).

The first phase of the marketing plan will be a transition campaign that will bridge existing projects to new ones. After that, dividing the marketing initiatives into three phases simply makes sense. First, we need to attract the right people to change the neighborhood (Magnet), then we have to spread the message about those changes (Outreach), and finally, we have to ensure that the neighborhood projects the momentum brought forth by the change (On-the-Ground).

TRANSITION CAMPAIGN

A Transition Campaign allows for changes to take place within the neighborhood, and creates a more natural evolution to a new marketing campaign.

MAGNET PROGRAM

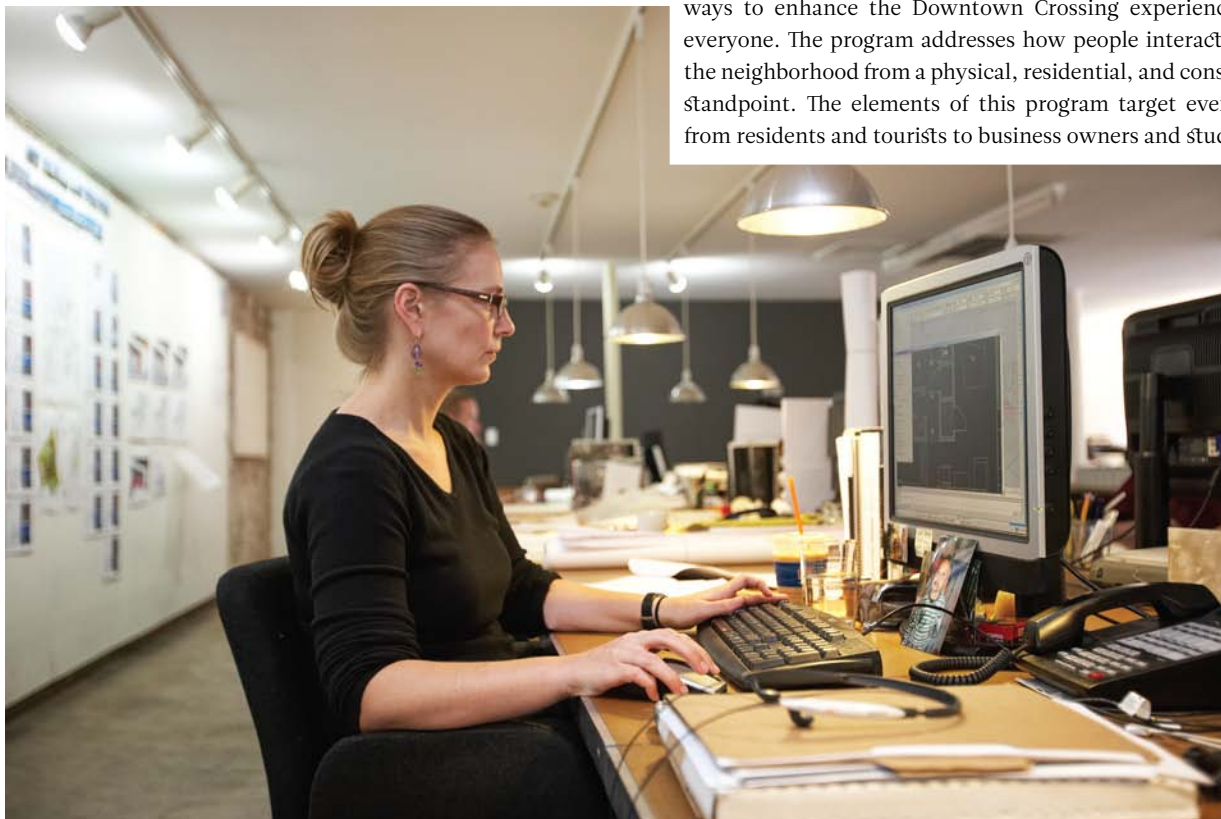
The objective of the Magnet Program is to attract all the necessary developers, retailers, restaurateurs, and residents—the foundation of the neighborhood. The elements of the Magnet Program include everything from launching the brand of the neighborhood to developing the marquis destinations.

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 will promote the neighborhood to visitors, residents, and business travelers and entice them to come and experience it for themselves.

ON-THE-GROUND PROGRAM

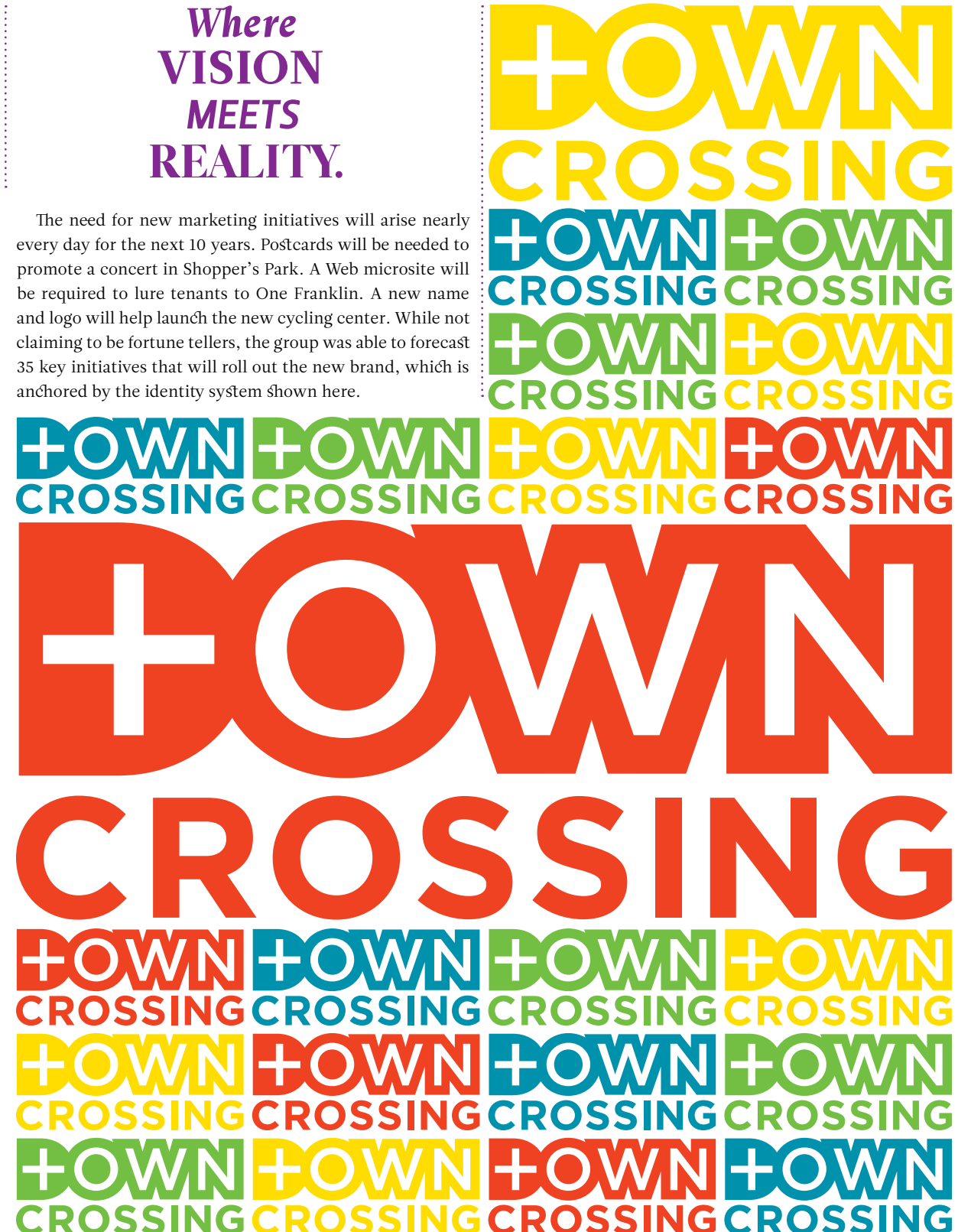
The objective of the On-the-Ground Program is to develop ways to enhance the Downtown Crossing experience for everyone. The program addresses how people interact with the neighborhood from a physical, residential, and consumer standpoint. The elements of this program target everyone from residents and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



→ Ullie, a progressive architectural firm, is headquartered in Downtown Crossing on Summer Street.

**Where
VISION
MEETS
REALITY.**

The need for new marketing initiatives will arise nearly every day for the next 10 years. Postcards will be needed to promote a concert in Shopper's Park. A Web microsite will be required to lure tenants to One Franklin. A new name and logo will help launch the new cycling center. While not claiming to be fortune tellers, the group was able to forecast 35 key initiatives that will roll out the new brand, which is anchored by the identity system shown here.



Identity Development

A new graphic identity, consisting of a new logo, typography system, and graphic look, has been created to convey the energy and excitement of Downtown Crossing.

Primary Color Logotype



Black & White Logotype



Secondary Color Logotypes



Brand Typefaces

LEITURA

Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*

LEITURA SANS

Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*

LEITURA NEWS

Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*

LEITURA HEADLINE SANS

Downtown Crossing is *Boston's meeting place.*

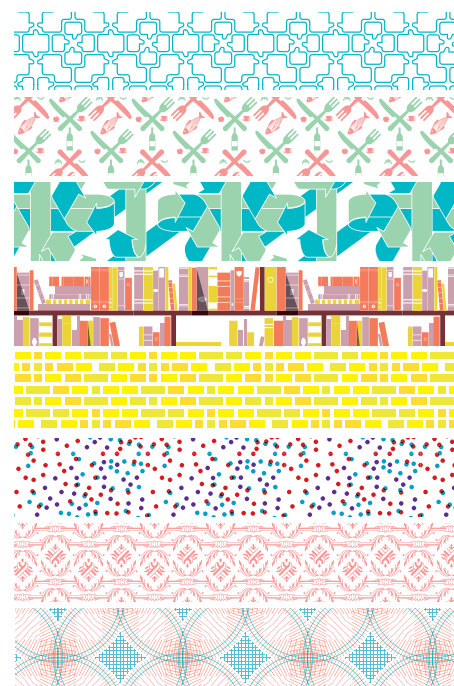
LEITURA HEADLINE SERIF

Downtown Crossing is *Boston's meeting place*

LEITURA DISPLAY

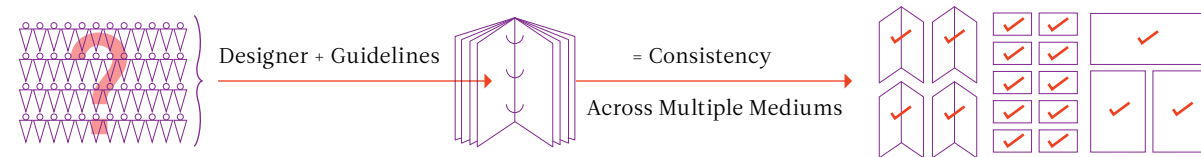
Downtown Crossing is *Boston's meeting place.*
 Downtown Crossing is *Boston's meeting place.*

Brand Patterns & Textures



Brand Guidelines

A set of standards accompanies the new identity, ensuring consistency throughout the numerous applications.

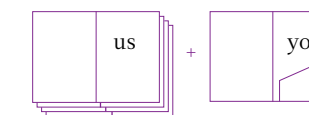


Catalyst Brochure

A brochure that features the conversations of real people associated with Downtown Crossing, speaking about the potential of the neighborhood.



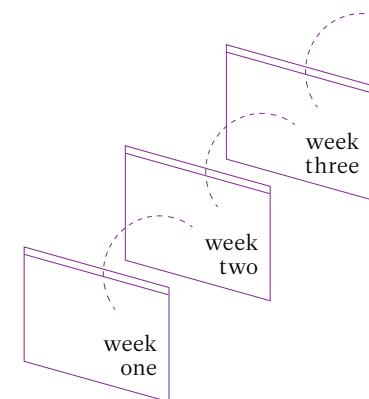
- Chef + Market Owner
- Emerson Student + Professor
- Architect + Real Estate Developer
- Concierge + Tourist
- T Operator + Commuter
- Freedom Trail Tour Guide + Emerson History Professor
- Neighbor + Neighbor



A pocketfold would allow new projects to be included in the brochure.

Catalyst Web Site

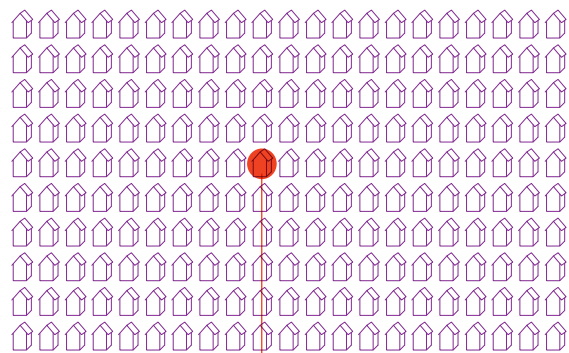
An evolving site that would highlight progress within the area.



MAGNET

Residential Showroom

A well-designed storefront in Downtown Crossing that would highlight real estate for sale and for rent in the area, giving potential residents a one-stop shop for the area's condos, apartments, and homes.

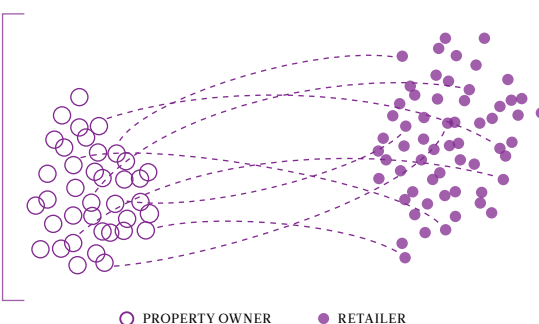


- ☒ public transportation
- ☒ market
- ☒ neighborhood bar
- ☒ tailor
- ☒ shoe cobbler
- ☒ book shop

MAGNET

Retail Summit

A large conference that would showcase the area to a select group of local, national, and international retailers.



○ PROPERTY OWNER ● RETAILER

Business Improvement District Initiatives

Our first marketing efforts—which include a brochure, event invitations, and Web site—would focus on galvanizing the key people involved with the creation of a Business Improvement District, such as business owners, politicians, and residents.

Business Improvement District

POLITICIANS BUSINESS OWNERS RESIDENTS



brochure



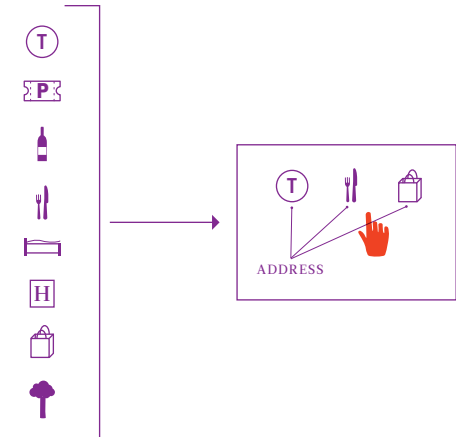
web site



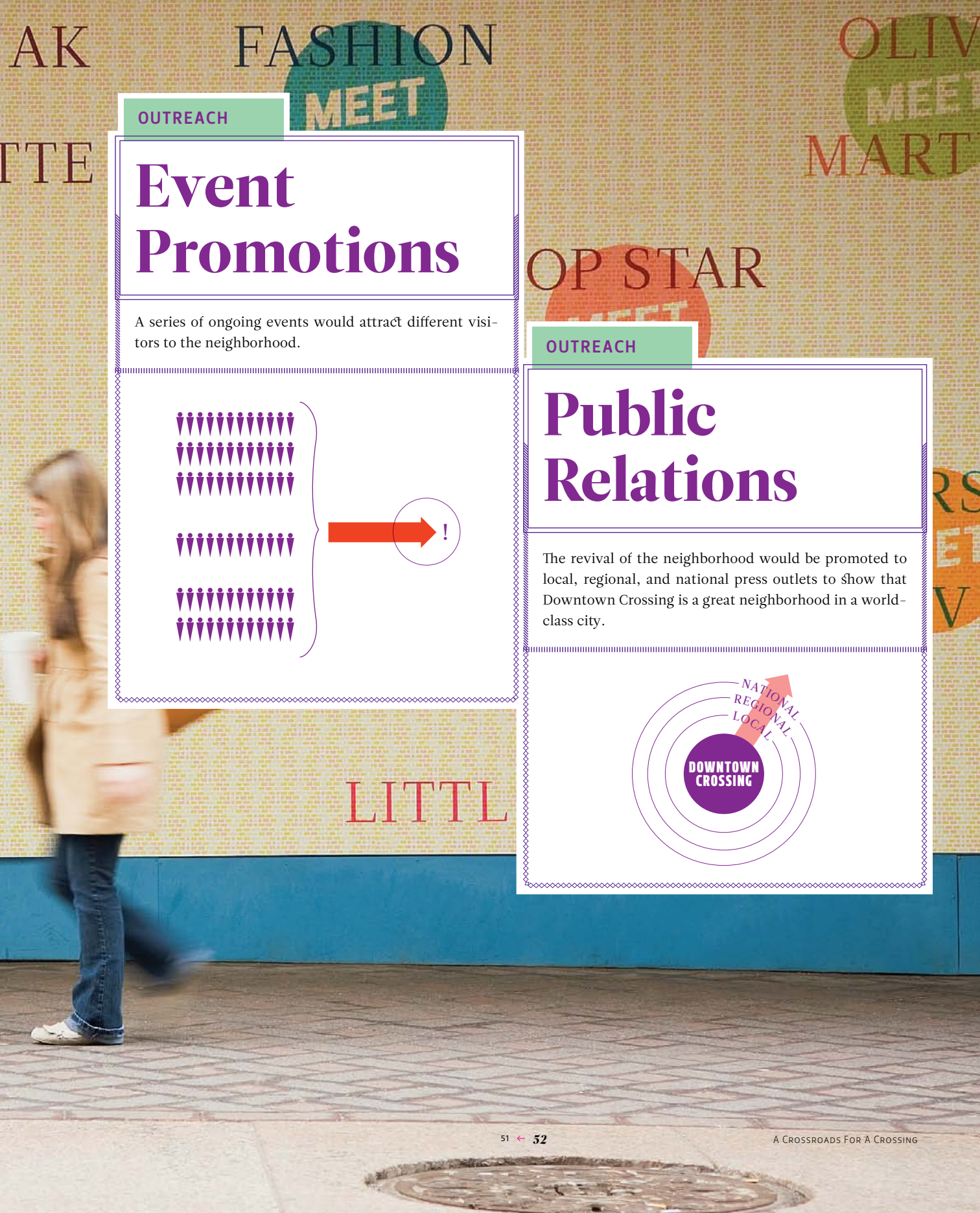
invitation

Wayfinding System & Kiosks

It's vital to create a clear, identifiable visual system so that tourists and visitors can easily navigate the neighborhood.



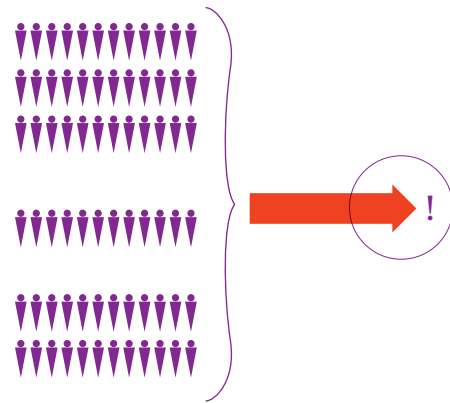
Interactive kiosks will help guide people through the area, and help encourage exploration.



OUTREACH

Event Promotions

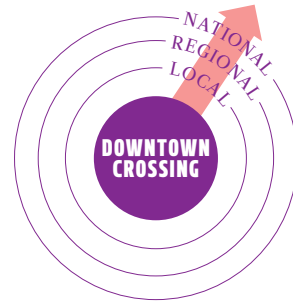
A series of ongoing events would attract different visitors to the neighborhood.



OUTREACH

Public Relations

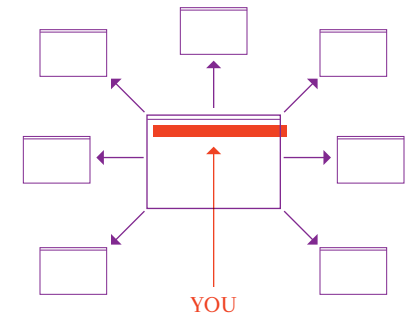
The revival of the neighborhood would be promoted to local, regional, and national press outlets to show that Downtown Crossing is a great neighborhood in a world-class city.



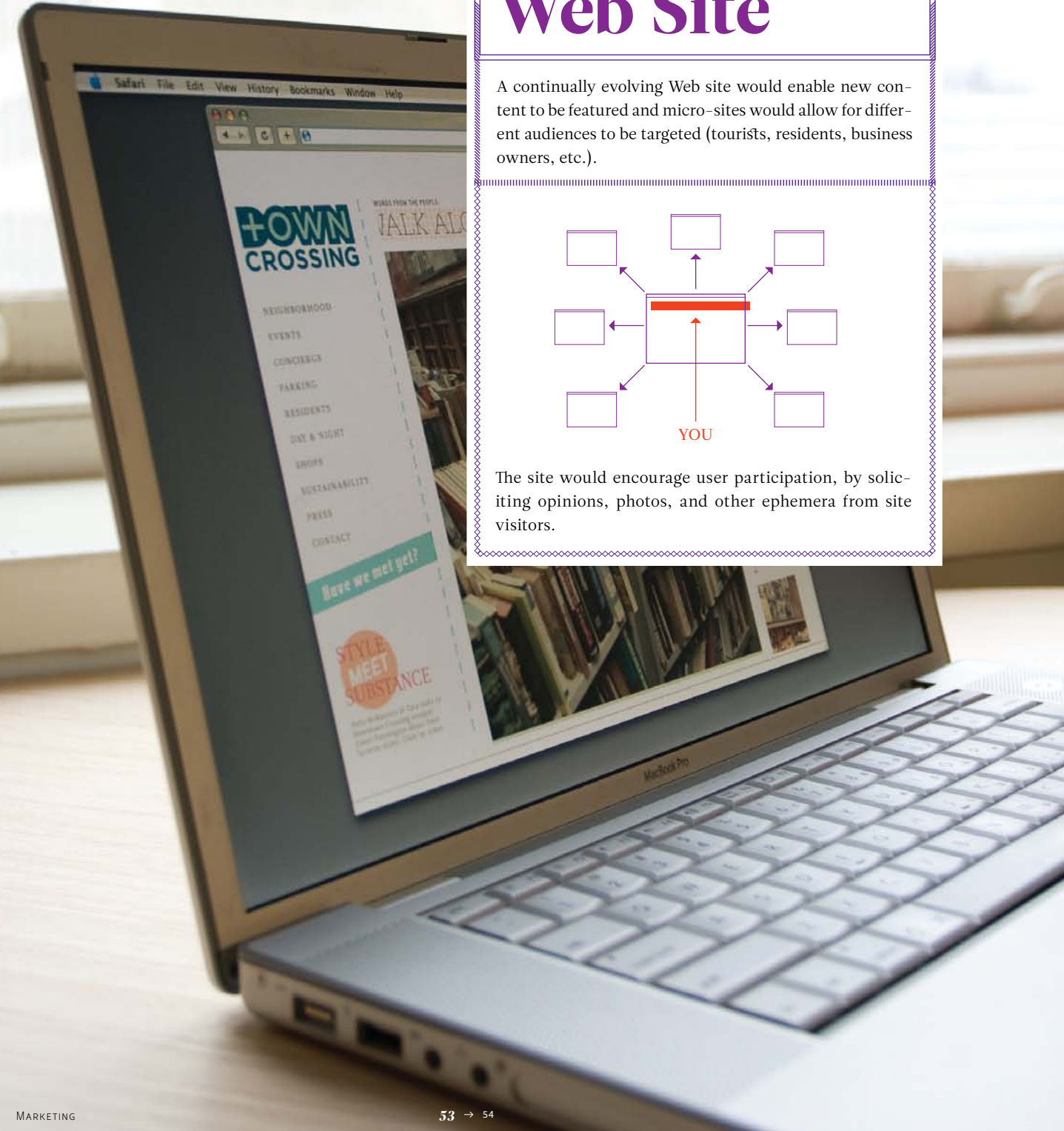
OUTREACH

Web Site

A continually evolving Web site would enable new content to be featured and micro-sites would allow for different audiences to be targeted (tourists, residents, business owners, etc.).



The site would encourage user participation, by soliciting opinions, photos, and other ephemera from site visitors.





HAVE WE MET YET?

The conclusion of this Executive Summary is truly open-ended. While many changes have already been put into place, there are exciting new developments happening every day in Downtown Crossing. Streets are being paved. New business owners are opening the stores they've been dreaming about for years. Word is reaching people around the region and across the country about the progress taking place around the intersection of Summer/Winter and Washington.

This is a truly exciting time in one of Boston's most important neighborhoods. While many people have worked tirelessly to get to this point, it is now up to everyone with an interest in the neighborhood, and the city in general, to help achieve the great things that are possible

in Downtown Crossing. While cities are seemingly endless in their complexity, one thing is clear: great people make great neighborhoods.

Until we meet again.

The Old State House on Washington Street in Downtown Crossing

COLOPHON

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